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



D3.3 Final Evaluation Report

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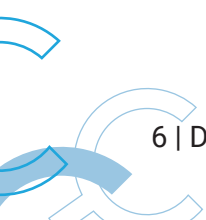
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Acronyms

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
SAFE	Smoke and Aerosol Free Environments
SC	Steering Committee
TAD	Tobacco Advertising Directive
TPD	Tobacco Products Directive
WP	Work Package

Executive Summary

This executive summary provides a brief overview of the comprehensive Final Evaluation Report of the JATC2 project. It offers a first insight into the key findings, outcomes, and recommendations from each chapter. While each section presents a condensed summary of the full report, readers are encouraged to consult the respective chapters for more detailed information. Most chapters also conclude with a set of conclusions and recommendations, which are briefly highlighted here for further consideration.

1. Introduction

The JATC2 project aimed to support the implementation of EU tobacco control policies. It focused on enhancing the EU-CEG database, market surveillance, tobacco product regulation enforcement, promoting smoke-free environments, and developing strategies for a tobacco-free generation. The project was organized into nine work packages (WPs).

WP3 conducted the evaluation, focusing on optimizing implementation, monitoring outputs, and ensuring project outcomes met stakeholder needs. Using tools like the LogFrame, surveys, interviews, and feedback meetings, the evaluation assessed progress, cooperation, and the utility of outputs, while maintaining confidentiality and ethical standards. These insights guided project development and offered recommendations for future joint actions.

2. Limitations

This chapter outlines challenges in evaluating the JATC2, such as internal evaluation bias, delays in outcome assessments, data collection issues, and external dependencies. Key obstacles included inconsistent reporting, staff turnover and low survey response rates. These limitations affected the project's timelines and the comprehensiveness of its evaluation, underscoring the need for better coordination, data collection mechanisms, and clearer reporting protocols in future projects.

3. Process Evaluation: Overall JATC2

Chapter 3 of the JATC2 Final Evaluation Report focuses on tracking project outputs, addressing reporting inconsistencies, and evaluating the effectiveness of coordination, communication, and staff satisfaction. Key points include:

- **Output Monitoring:** Project outputs were tracked via the Funding & Tenders portal, but reporting inconsistencies were identified early in the project. Despite efforts, inconsistent reporting persisted. Divers issues caused some deliverables to appear submitted later than their actual completion date.
- **Timeliness of Outputs:** Of the 98 total outputs, 60.2% were submitted on time or with minor delays, 27.6% experienced delays of more than two months, and 12.2% remained pending as of the October 15, 2024 cut-off. While the majority of outputs were completed within the expected timeframe, these figures underscore the need for enhanced reporting mechanisms and proactive interventions to prevent significant delays in future projects. Improved oversight and coordination from the outset could ensure more consistent and timely submissions.
- **Amendments and Organizational Changes:** A key amendment in April 2023 involved changes to competent authorities, the removal of two partners, and budget adjustments. Detailed budget revisions were made for each partner, particularly focusing on staff and travel expenses.
- **Staff Satisfaction Surveys:** Four surveys were conducted, with response rates decreasing over time (from 45.3% to 23.6%). The surveys gauged satisfaction with communication, cooperation, task allocation, and management. Despite early challenges, satisfaction with project coordination and communication improved over time, with nearly 43% of participants

very satisfied by the end.

- **Satisfaction and Project Goals:** Most staff felt the project effectively met its goals, with consistent improvement in communication and coordination noted in surveys. Over 90% of participants were satisfied with the overall organization and management of the project, though early-stage coordination issues were highlighted.
- **Challenges and Recommendations:** Challenges included early coordination problems, dissemination of results, partner engagement, and the bureaucratic nature of the project. Recommendations for future projects include stronger early-stage coordination, clearer task assignments, stricter monitoring, improved dissemination strategies, and continued maintenance of tools developed.
- **Cooperation with DG SANTE/EU Commission:** Feedback on cooperation with the Commission indicated moderate satisfaction, with areas for improvement including more consistent feedback mechanisms, enhanced involvement from the Commission, and clearer communication of project goals.

4. Process Evaluation: Individual Work Packages

Chapter 4 provides a detailed process evaluation and output monitoring for each of the nine individual work packages (WPs) in the JATC2 project. Data for this evaluation was primarily gathered through monitoring tools, surveys, feedback meetings, and interviews. This summary offers only a brief overview of each WP, and readers are encouraged to refer to Chapter 4 for a comprehensive analysis and more detailed insights into the performance and achievements of each WP.

WP1 - Coordination

WP1 Coordination faced early challenges, primarily due to frequent leadership changes, which caused instability, understaffing, and disrupted coordination. However, once a stable head coordinator was established, communication and project organization significantly improved. Participant satisfaction and motivation levels rose, particularly in the second half of the project, with surveys reflecting increased contentment with management, information exchange, and cross-WP interaction. Physical meetings, especially after virtual phases due to the pandemic, were key to enhancing collaboration and project efficiency. Recommendations for future projects include ensuring leadership stability, clear role definitions, increased funding for in-person meetings, and improved communication channels.

WP2 – Dissemination

WP2 faced early challenges with staffing shortages and coordination issues, leading to delays in output delivery. However, by the final year of the project, WP2 had produced 10 outputs, half of which were delivered on time or with minor delays, and the quality of work improved significantly. Interaction with other WPs remained crucial throughout the project, and satisfaction within WP2 steadily increased, with improvements in teamwork, communication, and output delivery. Staffing issues were resolved mid-project, which boosted internal communication and responsiveness. Recommendations for future projects include early staffing, stronger internal communication, and increased partner engagement to ensure smoother progress.

WP3 – Evaluation of the Action

WP3 successfully delivered all 9 planned outputs, with 8 completed on time or with minor delays. Partner satisfaction increased throughout the project, particularly in areas such as WP management and information exchange, though some partners were less engaged than others. Interaction with

other WPs was seen as increasingly important, and motivation among WP3 members rose significantly by the project's end. Early challenges included leadership instability in WP1, inconsistent partner involvement, and delays in information gathering. Future recommendations focus on strengthening partner engagement, proactive risk management, enhanced information collection, and fostering inter-WP collaboration.

WP4 – Sustainability and Cooperation across Europe

WP4 delivered 9 out of 10 outputs on time, with one pending. The final survey highlighted the increasing importance of WP management, cooperation, and teamwork, though some partners were less engaged, impacting collaboration. Satisfaction with communication and leadership was high, though satisfaction with updates slightly declined toward the project's end. WP4 excelled in cross-WP collaboration despite ongoing challenges with partner participation. Recommendations for future projects include strengthening partner engagement and accountability, improving communication strategies, addressing personnel risks, and fostering early cross-WP collaboration to support sustainability efforts.

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

WP5 encountered significant delays, with 11 outputs delayed by over two months and 2 still pending. Communication and leadership were key challenges, as participants reported a lack of updates, meetings, and task allocation. Satisfaction with WP5 management, task allocation, and information exchange declined over time, contributing to frustration and reduced motivation among team members. Access issues with the EU-CEG system further hindered progress. Key recommendations for future projects include stronger leadership communication, early task allocation, increased partner engagement, and proactive resolution of legal and data-sharing challenges to prevent delays and maintain motivation.

WP6 - Enforcement of tobacco product regulation

WP6 produced 9 outputs, with 6 delivered on time or with minor delays, and 3 delayed by more than two months. Frequent leadership changes (four leaders over the course of the project) caused communication gaps, delays, and information loss. Partner satisfaction declined in key areas such as WP management, task allocation, and information exchange, while motivation fluctuated. The underutilization of the CIRCA BC platform for knowledge sharing further hindered collaboration. Despite these challenges, Knowledge Hub Meetings (KHMs) were well-received. Future recommendations include ensuring leadership continuity, improving time management, enhancing communication, and adopting more effective knowledge-sharing tools.

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

WP7 delivered 14 outputs, with 5 on time, 7 delayed by more than two months, and 2 still pending. Partner satisfaction remained relatively stable, though there was a slight decline in satisfaction and motivation towards the end. Delays were largely caused by dependencies on external data, particularly from WP5, which created a ripple effect on WP7's timeline. Leadership was praised for its dedication, especially in the latter half, but task allocation could have been improved to better match participants' expertise. Communication and collaboration were generally effective, though some partners were less engaged, which contributed to delays. Recommendations include improving task allocation, managing external dependencies proactively, and fostering better partner engagement and communication strategies.

WP8 - Smoke-free environments and TAPS legislation in Europe

WP8 successfully delivered 8 outputs, with 6 on time or with minor delays and 2 delayed by over two months. Partner satisfaction improved consistently, with high levels of motivation and satisfaction in areas like WP management, information exchange, and task allocation. Leadership was praised for effective guidance, task delegation, and fostering scientific dissemination. While early coordination and partner engagement were initially challenging, these improved after face-to-face meetings, which boosted collaboration. The use of both digital and physical meetings was a key strength, though some partners with fewer project months felt less involved. Recommendations for future projects include ensuring comprehensive kick-off meetings, frequent in-person interactions, tailored communication strategies, and an emphasis on dissemination efforts.

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

WP9 successfully delivered all five outputs on time or with only minor delays, demonstrating strong project management. Partner satisfaction was high, with consistent praise for leadership, communication, and task allocation. The surveys showed increasing importance placed on cooperation and interaction with other work packages. Motivation levels were also high, peaking in the final survey. While communication via email worked well, digital collaboration tools were underused, and some partners faced challenges with language barriers. Recommendations for future projects include better use of digital tools, earlier cross-WP collaboration, and maintaining a balance between meeting frequency and in-person interactions to further improve team engagement and productivity.

5. Outcome Evaluation

Chapter 5 of the JATC2 Final Evaluation Report focuses on the outcome evaluation of key project outputs, assessing their relevance, usability, and impact on European tobacco control efforts. The evaluation, led by WP3 through expert interviews, highlights the strengths of various work packages (WPs) while identifying areas for improvement.

WP4 developed two key guidance documents that were subject to the outcome evaluation:

- **Guidance on Best Practices in Tobacco Control:** This document aimed to help EU Member States implement effective tobacco control measures. While it was seen as comprehensive, interviewees noted gaps, particularly in addressing smoke-free homes and institutional settings like prisons. Usability could be improved by incorporating summaries, clickable indexes, and infographics to enhance accessibility. Clearer identification of target audiences and stronger dissemination, such as through conference presentations, were recommended to raise awareness.
- **Guidance on How to Counteract the Interference of the Tobacco Industry:** Aligned with WHO FCTC Article 5.3, this guidance provides practical recommendations for preventing tobacco industry influence in public health policies. While the guidance was considered well-structured, interviewees suggested a more prominent focus on actionable steps and called for stronger enforcement mechanisms. The document would benefit from a concise summary for policymakers and increased dissemination efforts.

WP5 outputs on EU-CEG data integration and laboratory capacity showed potential, but due to late delivery, their full impact could not be assessed within the project's timeframe. Future evaluations are recommended once these tools have been more widely used and disseminated.

WP6 focused on knowledge exchange and collaboration through two key initiatives:

- **Knowledge Hub Meetings (KHMs):** The KHMs were highly valued for fostering discussions on tobacco control regulations, smoke-free environments, and novel products. Participants appreciated the opportunity to network and share experiences, and recommended continuing

the meetings beyond the project, focusing on more targeted topics per session to avoid information overload. Broadening the meetings' reach through international networks was also suggested to increase their impact.

- **Knowledge Sharing Archive (KSA):** The KSA, developed to facilitate knowledge sharing among tobacco control stakeholders, was praised for its user-friendly design. However, engagement remained limited, with many users acting passively. To enhance participation, interviewees recommended clearer navigation, assigning moderators for forum discussions, and more frequent updates to keep the platform relevant and sustainable over time.

WP7 held a comprehensive **webinar on health impacts and regulatory implications of e-cigarettes and novel tobacco products**. The webinar was considered insightful, offering valuable information on health risks and regulatory challenges. Recommendations included harmonizing the reporting of adverse health incidents across EU Member States and implementing stricter regulations to prevent youth access to these products.

WP8 created a **web-based repository of best practices** to reduce second-hand smoke (SHS) exposure. While the repository was considered a useful tool, it requires regular updates and interviewees hoped for more additions to the repository. Additionally, the outcome evaluation of the **Position Paper for a new Tobacco Advertisement Directive (TAD)** could not be fully conducted due to limited dissemination and time constraints. The paper's potential impact will need to be assessed in future evaluations.

WP9 developed the **Tobacco Endgame Toolkit**, which was well-received for its comprehensive resources on tobacco control strategies, policy options, and best practices. Suggestions for improvement included expanding the range of case studies, enhancing homepage navigation, and ensuring regular content updates to keep the toolkit relevant for policymakers and stakeholders. The toolkit was viewed as a crucial resource for guiding endgame strategies in tobacco control across Europe.

Overall, while the outputs were seen as valuable, the outcome evaluation highlighted the need for improved usability, stronger dissemination strategies, and ongoing updates to ensure their long-term impact on European tobacco control efforts. The outcome evaluation provided insights that can guide the continued development and optimization of these resources.

6. Conclusions and Recommendations

Chapter 6 of the JATC2 Final Evaluation Report provides conclusions and targeted recommendations based on the project's evaluation. While the project achieved significant outcomes, several areas for improvement were identified, offering key lessons for future initiatives.

- **Overall Project Success and Impact:** JATC2 successfully achieved its core objectives, producing valuable outputs such as enhancements to the EU Common Entry Gate (EU-CEG) database and smoke-free policies. These efforts are expected to significantly impact tobacco control in Europe. However, the project's long-term impact on public health and policy adoption should be continually assessed through follow-up evaluations.
- **Project Coordination and Leadership:** Coordination improved throughout the project, but initial delays resulted from unclear roles and responsibilities. More structured early-stage communication could have avoided these issues, particularly during leadership transitions in key work packages. Future projects should establish formal kick-off meetings and clear role definitions from the outset to avoid these challenges.
- **Inter-WP Communication and Dependencies:** Interdependencies between WPs were not always well-managed, leading to bottlenecks and delays. A cross-WP coordination strategy, such as creating an interdependency map and holding regular cross-WP meetings, is recommended for future projects to improve communication and collaboration.
- **Data Collection and Survey Engagement:** Data collection and survey response rates declined

over time, affecting the quality of feedback. To address this, future projects should design more engaging surveys and offer incentives to maintain participation. Implementing real-time data collection through digital platforms could ensure consistent feedback throughout the project.

- **Evaluation Framework and Internal Bias:** The internal nature of the evaluation raised concerns about potential bias. Future projects should include external evaluators to ensure impartiality and credibility in assessments. Post-project evaluations conducted after project completion would also provide a fuller picture of long-term impacts.
- **Timeliness and Deliverable Management:** Many deliverables were delayed due to coordination issues and external factors. To improve timeliness, future projects should establish realistic timelines with buffer periods and implement robust tracking tools. A risk management plan can also help mitigate unforeseen challenges.
- **Dissemination and Stakeholder Engagement:** JATC2's dissemination efforts, especially in the early stages, were less effective in reaching external stakeholders beyond the tobacco control community. A comprehensive dissemination strategy, focusing on engaging diverse audiences with accessible content like webinars and infographics, is essential for expanding the reach of future projects.
- **Sustainability of Tools and Outputs:** While JATC2 developed valuable tools, such as the Knowledge Sharing Archive (KSA), their long-term sustainability is uncertain without dedicated funding or management. Future projects should create sustainability plans that ensure ongoing maintenance and updates, potentially through partnerships with public health agencies or research institutions.
- **Staff Turnover and Knowledge Transfer:** Frequent staff changes disrupted project activities, causing delays. Future projects should establish robust knowledge transfer protocols, such as maintaining detailed project manuals and succession plans for leadership roles, to minimize the impact of turnover.

Final Recommendations:

- **Early Coordination and Clear Role Definitions:** Start with strong coordination and clear role assignments.
- **Cross-WP Collaboration:** Improve inter-WP communication and dependency management.
- **Enhanced Dissemination:** Broaden engagement with targeted content for diverse stakeholders.
- **Sustainability Planning:** Ensure tools and outputs have ongoing support and funding.
- **External Evaluation:** Involve independent evaluators for unbiased assessments.
- **Adaptability and Flexibility:** Build flexibility into project designs to handle unforeseen circumstances.
- **Long-Term Impact and Follow-Up:** Conduct follow-up evaluations to assess the project's long-term impact.

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 was an important step on the road to achieve the goal of a tobacco free generation. The general objective of this project was 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 built on the results of the JATC 1 and add new pillars to the work of Joint Action within tobacco control.

This JA consisted 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 comprehensive tobacco endgame strategy

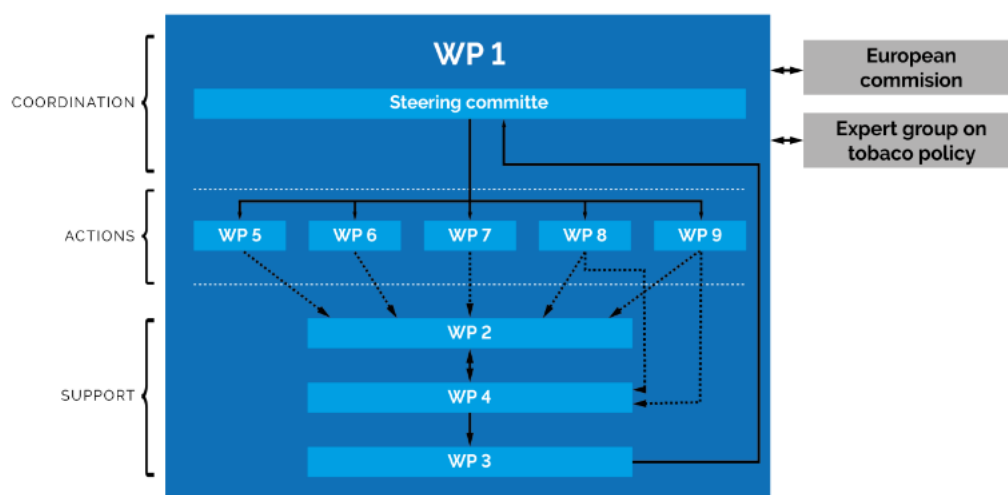


Figure 1: JATC2 Organigram

All nine work packages worked together to achieve the expected outcomes of the JATC2. The expected outcomes included 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 was 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 was 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:

- LogFrame
- Monitoring Table
- Four online surveys
- Interviews with WP leaders
- Feedback meetings with WP members and partners (upon request)
- Interviews with (external) stakeholders

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.

The LogFrame and the Monitoring Table are located in Chapter 4 (Process Evaluation: Individual Work Packages) organized under the respective work packages (WPs). The topic guides for feedback meetings with WP members and partners are provided in Annex A (Survey Design), while the topic guides for interviews with external stakeholders are available in Annex C (Outcome Evaluation: Topic Guides).

Ethics and Confidentiality

The evaluation maintained strict confidentiality standards. All data collected was handled with complete discretion, ensuring that no personal identities were traceable in any shared documents unless explicit consent was provided. Data collection methods were designed to be unbiased, and personal data such as race, ethnicity, gender, sexuality, age, religion, or disabilities was not collected.

Quotations were anonymized and paraphrased. Direct quotations were used only with the individual's consent. Records were securely kept for five years after the project concluded.

The evaluation adhered to International Standards for Evaluation and followed the ethical guidelines outlined in the CERN statement of ethics (Hughes and Niewenhuis, 2005, 73).

2. Limitations

This chapter outlines the key limitations encountered during the evaluation of the Joint Action on Tobacco Control 2 (JATC2) project, focusing on internal evaluation structures, data collection challenges, and external factors that impacted the evaluation process.

1. Internal Evaluation and Bias

The evaluation is set up as an “internal evaluation”, since the evaluation team was 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 WPs. This setup posed inherent risks of bias, as the evaluators were part of the project they were assessing. Although measures were taken to ensure objectivity, the potential for unconscious self-assessment bias remains.

2. Timing of Outcome Assessment

JATC2 is an outcome-oriented project based on a logical chain where activities produce outputs, which eventually lead to outcomes and impacts. However, many of the anticipated outcomes—such as regulatory changes and reductions in smoking prevalence—take time to manifest and are unlikely to be fully observable within the project's duration. This limits the ability to assess the long-term success of the initiative, as outcomes and impacts may only become apparent months or even years after the project's completion.

3. External Dependencies

The success of many JATC2 activities relied heavily on collaboration with external stakeholders, including national regulatory bodies, laboratories, and authorities. Delays in receiving data or feedback from these entities affected the project's timelines and the quality of some deliverables. Additionally, the involvement of some of these stakeholders in the project introduced a potential conflict of interest.

4. Data Collection Constraints

Several challenges related to data collection affected the comprehensiveness of the evaluation:

- **Staff Turnover:** Fluctuations in the project staff affected the continuity of data collection, as different individuals participated in surveys and feedback rounds. This turnover may have compromised the comparability of responses over time.

- **Response Rates:** Response rates to surveys declined throughout the project, from 45.3% in the baseline survey to 23.6% in the final survey. This drop may have been due to project fatigue, vacation schedules, or the passive involvement of some participants, affecting the representativeness of the feedback.
- **COVID-19 Early Impact:** The COVID-19 pandemic posed challenges primarily in the early stages of the project, affecting the drafting of the proposal and early coordination efforts. As the project progressed, the impact of the pandemic diminished, and it no longer posed significant limitations.

5. Inconsistent Reporting Mechanisms

There were issues with the timely reporting of milestones through the Funding & Tenders portal. Inconsistencies arose due to changes in project coordination during the first year, which led to discrepancies between the actual completion dates of deliverables and those reflected in the portal. Although corrective measures were introduced, these issues persisted, highlighting the need for clear and well-communicated reporting protocols from the outset.

6. Generalizability and Transferability

Given the diversity of member states participating in JATC2, the findings and recommendations may not be universally applicable. Differences in national regulatory frameworks, enforcement capacities, and political contexts may limit the generalizability of certain project outputs across all participating countries.

7. Resource and Time Limitations

Resource allocation constraints, particularly regarding in-person meetings, limited opportunities for deeper engagement between partners. The project's reliance on virtual collaboration reduced opportunities for informal discussions and networking, which are often important for fostering collaboration. Additionally, while the project timeline aimed to adhere to its initial goals, resource limitations and external factors, such as staff turnover, delayed the completion of some deliverables.

8. Evaluation Methodology

Not all planned evaluation tools were implemented. For instance, a real-time tool to monitor delays was omitted due to a lack of timely responses from project members, which affected the precision of data regarding project delays. The Steering Committee (SC) meetings became the primary platform for discussing delays and progress, but this may have limited the granularity of process evaluations.

9. Confidentiality and Ethical Considerations

The evaluation adhered to strict confidentiality protocols, ensuring data was anonymized, and sensitive information was securely handled. However, concerns around data confidentiality—especially in the context of national authorities and regulatory bodies—led to some limitations in data sharing, which may have affected the breadth of certain analyses.

Conclusion

The limitations discussed in this chapter highlight areas for improvement in future projects, particularly regarding internal evaluation, data collection, and external dependencies. While COVID-19 had an

impact primarily at the beginning of the project, other challenges persisted throughout, such as inconsistencies in reporting and external dependencies that influenced the project’s timelines and outputs. Addressing these limitations in future projects can ensure more robust evaluations and a clearer understanding of long-term impacts.

3. Process Evaluation: Overall JATC2

Output Monitoring

The project outputs were tracked through the Funding & Tenders portal, with progress data documented during Steering Committee (SC) meetings and additional project discussions. This data was then consolidated into a Monitoring Table (see respective WPs for details).

During meetings with Work Package (WP) leaders, inconsistencies in milestone reporting through the Funding & Tenders portal were identified. These inconsistencies were initially caused by a lack of clarity and changes in the coordination during the first year of the project. As a corrective measure, the SC decided that WP leaders would report milestones to WP1, who was then responsible for submitting them through the portal.

Despite these efforts, the issue of inconsistent reporting persisted until the project’s conclusion. This underscored the critical need for establishing clear, well-communicated reporting mechanisms at the start of the project to ensure smooth coordination and timely submissions.

It was also noted that some deliverables may have been submitted earlier than reflected in the portal. This discrepancy occurred because certain deliverables were initially declined by the Commission and had to be resubmitted, leading to different submission dates. As a result, determining the original submission dates through the portal became difficult afterward.

Furthermore, all JATC2 outputs were formatted by WP2 to ensure consistency in design and branding. However, this additional formatting step meant that some deliverables were submitted later than their actual completion dates. While this process took more time than direct submission, maintaining a uniform design across deliverables was essential for project branding.

Timeliness of Outputs

A total of 98 outputs have been produced by the JATC2, with the monitoring cut-off date set for October 15, 2024.

Table 2: Timely submission of outputs

Timely submission	Number	Percentage
On Time or Slightly delayed	59	60.2%
Delayed (more than 2 months)	27	27.6%
Pending	12	12.2%

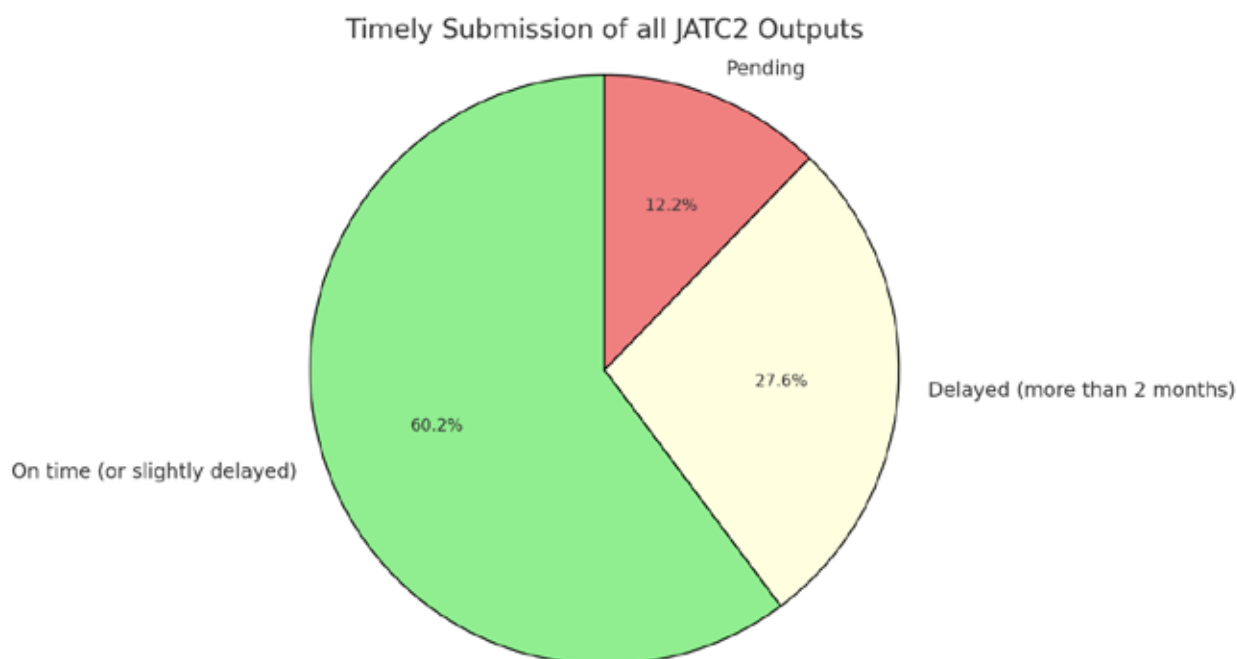


Figure 2: Timely Submission of all JATC2 outputs

The pie chart illustrates the timely submission of all JATC2 outputs, categorized as “On time (or slightly delayed),” “Delayed (more than 2 months),” and “Pending,” with a **cut-off date of October 15, 2024**.

- **On time (or slightly delayed)** outputs represent 59 submissions, making up 61.5% of the total.
- **Delayed (more than 2 months)** includes 27 submissions, accounting for 28.1% of the total.
- **Pending** submissions total 12, representing 10.4%.

This chart provides a clear visual breakdown of the submission status as of the specified cut-off date. The majority of submissions were timely or only slightly delayed, while a smaller but significant portion experienced longer delays. A minority of outputs remain pending.

A detailed breakdown of the submission status for each individual WP can be found in Chapter 4 “Process Evaluation: Individual Work Packages”, under the respective WPs.

Amendment of the JATC2 (April 2023)

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.
 - o In general terms these adjustments include:

- o 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.
- o Addition of justifications for use of travel expenses in section 14.4 - Detailed budget per partner.
- o An update of Direct Personnel Costs in section 14.4 Detailed budget per partner.
- o An update of Direct Costs of Subcontracting in section 14.4 Detailed budget per partner.
- o An update of Other Direct Costs in section 14.4 Detailed budget per partner.
- o An update of Total Costs in section 14.4 Detailed budget per partner.
- o An update of PM figures in Section 14.4 Detailed budget per partner.

Online surveys on satisfaction of project staff

One part of the process evaluation is to determine the satisfaction of project staff with the quality of the project implementation. To that extent four online surveys were undertaken during the course of the project (see Table 3). The survey design can be found in Annex A.

Table 3: Overview of online surveys

Number	Time	Name	Response Rate
1	May 2022	Baseline Survey (first online survey)	45.3%
2	January 2023	First questionnaire on satisfaction of project staff (Second online survey)	41.4%
3	January 2024	Second questionnaire on satisfaction of project staff (third online survey)	25.7%
4	June/July 2024	Final questionnaire on satisfaction of project staff (fourth online survey)	23.6%

The aim of the online surveys was to determine the satisfaction of the project staff, especially regarding communication, information exchange and cooperation within and outside of the work package as well as task allocation, work package management and regarding the frequency updates and meetings. Furthermore, the satisfaction with the overall organisation and management of the JATC2 were also determined through this survey. Additionally, the third online survey included a section on physical meetings, while the fourth survey introduced a section focused on cooperation with the EU Commission and DG SANTE.

Reflecting on the survey responses, the return rate for the first two surveys was relatively strong, with over 40% participation: 45.3% for the first survey and 41.4% for the second. However, the response rate significantly declined for the last two surveys, dropping to around 25.7% for the third and 23.6% for the final survey.

Possible explanations for the decline in survey response rates include several factors. First, the contact list has expanded throughout the project, and project staff who are no longer active may not have been removed from the list. Additionally, the list might also include individuals who are more passively observing the JATC2 rather than actively participating. Another reason could be a decrease in motivation to engage in activities that are not directly related to the project's core work but rather to its evaluation. Some participants might not perceive a direct benefit from these surveys, a point that should be communicated more effectively in future projects. Moreover, the workload for project staff might have increased over time. Specifically for the fourth survey, its timing in June and July likely coincided with vacation periods, further impacting response rates.

Figure 3 illustrates the participant roles within each WP from the fourth survey, serving as an example of participant distribution across WPs. Throughout all surveys, WPs 7, 8, and 9 consistently had the highest number of participants.

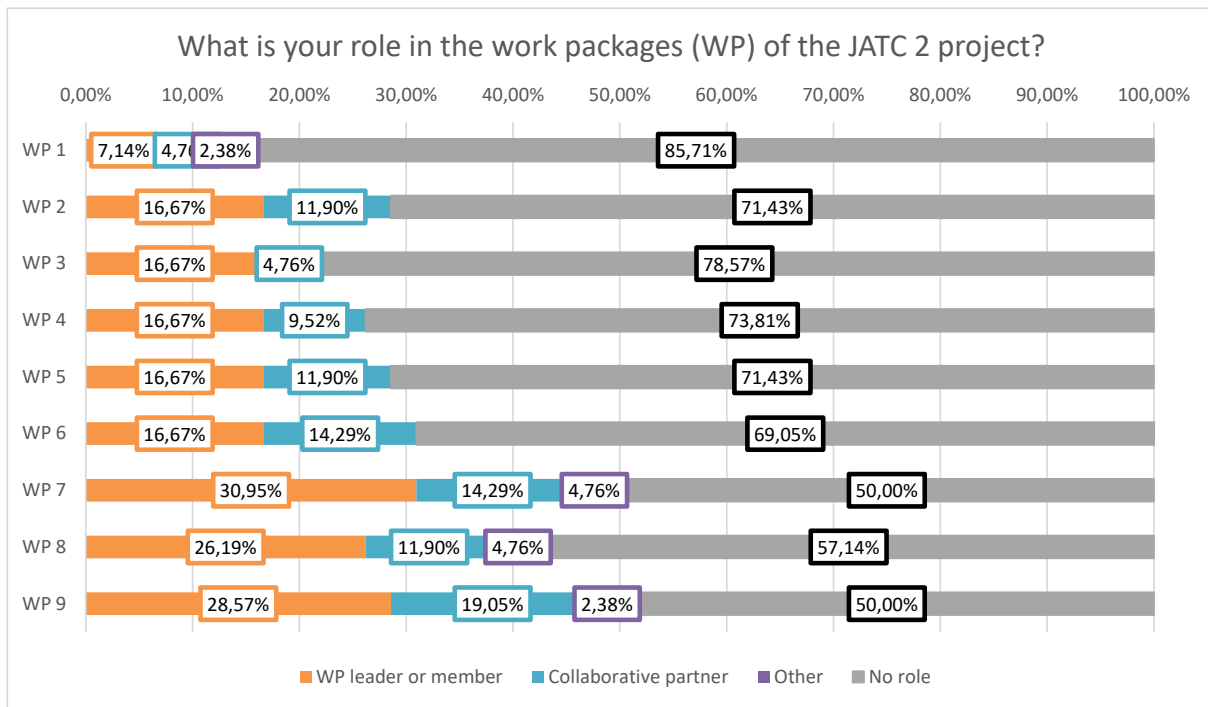


Figure 3: Participant Roles in Each WP (fourth survey)

Satisfaction of project staff with the overall project

The satisfaction of project staff with the overall project was primarily assessed through the 3 questionnaires on satisfaction of project staff (2nd, 3rd and 4th online survey). This section presents the final results from the 4th survey, offering a comparison with the findings from the previous surveys to highlight trends and changes in staff satisfaction over time.

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

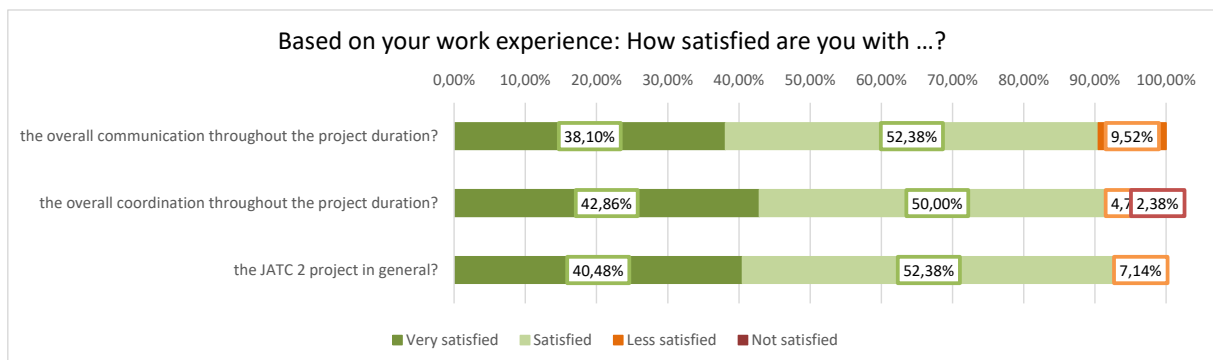


Figure 4: Satisfaction with aspects related to the overall JATC2 project, its communication and coordination

Satisfaction with the coordination of the project has consistently increased throughout all surveys and the entire project duration. In the second online survey, 17% of participants were very satisfied with the coordination, which rose to 39.6% in the third survey and reached 42.9% in the final survey. The rate of dissatisfaction was relatively stable but has now dropped from 14% to 7%. WP1 and the coordination team have greatly improved over the course of the project, as noted in several survey comments and informal discussions, which is reflected in the survey results.

Communication within the project also appears to have improved. In previous surveys, about 85% of participants were satisfied with the frequency and modalities of updates, and there has been an increase in the percentage of those very satisfied with these items. In the last survey, around 90% of

participants expressed satisfaction with the communication throughout the project duration. This improvement is likely due to the increased efforts by the coordination and dissemination team to provide more updates, newsletters, and meetings in the second half of the project.

Overall satisfaction with the project is quite high. Approximately 93% of participants are at least satisfied, with 40.5% being very satisfied. These are good numbers, especially considering the project's size and complexity.

Question 4: How well do you think the project goals were achieved?

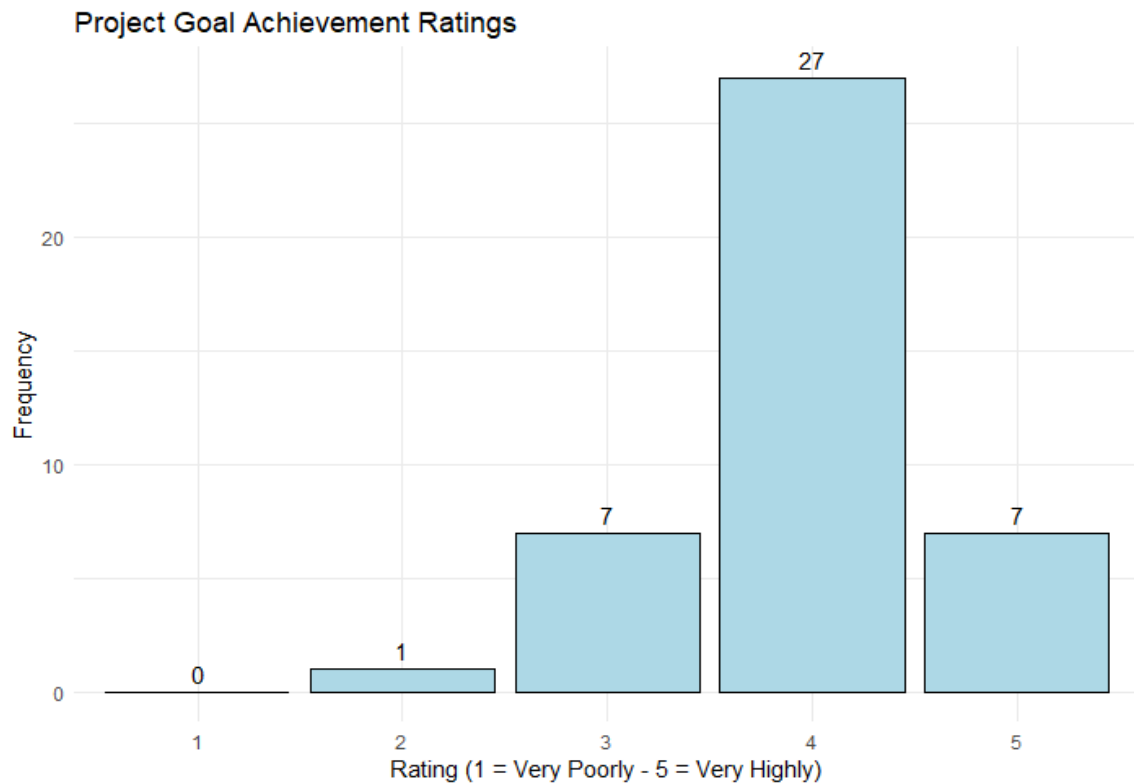


Figure 5: Project Goal Achievement Ratings

The distribution of data shows that the ratings are predominantly positive and concentrated in the upper range of the scale. The mean of 3.95 is close to 4, indicating general satisfaction. The relatively low standard deviation of 0.66 and variance of 0.44 suggest that there are no significant fluctuations, and the respondents' opinions are fairly uniform. The range of ratings from 2 to 5 indicates that there are no extremely poor ratings (1), and the lowest ratings are still in the mid-range.

The data indicates that participants largely view the project goals as being successfully met, with consistent and favourable ratings.

Question 5: How effectively do you think feedback from staff was incorporated into project decisions and adjustments?



Figure 6: Perceived Effectiveness of Incorporating Staff Feedback into Project Decisions and Adjustments

The response to this question indicates that most participants believe the feedback was taken seriously and integrated into project decisions and adjustments. Notably, no participants felt that feedback was not effectively incorporated, and only 2.38% felt it was only slightly effectively incorporated. Furthermore, 47.62% of respondents believed that feedback was moderately effectively incorporated, while half of the participants thought it was very effectively incorporated. Considering the size and complexity of the JATC2 project, these results are surprisingly good.

Question 6a: Were there any particular aspects of the project that exceeded your expectations? If so, please specify. (optional)

Fourteen detailed responses were provided for this question. For better clarity and overview, the responses have been grouped and slightly rewritten without changing their context.

Communication and Collaboration

- **Improved Communication:** Compared to JATC1, communication and collaboration have greatly improved, with more structured and fruitful SC meetings.
- **Regular Updates:** Regular updates from every WP improved the overall project overview.
- **Effective Coordination:** Notable coordination and communication among partners, particularly in regular and structured meetings.

Expertise and Knowledge

- **High Expertise:** High knowledge and deep expertise were particularly noted in the WP5 group regarding Laboratory control.
- **Professional Knowledge:** Partners demonstrated a high level of professional knowledge and engagement in deliberations and deliverables.
- **Scientific Production:** The project's scientific production exceeded expectations, going beyond

deliverables.

Leadership and Teamwork

- **Leadership:** Effective leadership was highlighted, with special mention of the WP leaders from WP7, WP8, and WP9.
- **Teamwork:** Excellent teamwork within work packages, significantly better than in previous projects.

Organizational Success

- **Organizational Achievements:** Despite enormous organizational challenges, the project managed to succeed effectively.
- **Engaged Partners:** High engagement and professional contributions from partners.

Specific Activities

- **Activities:** Some activities, such as webinars and knowledge hub meetings, exceeded expectations.
- **Translation to Scientific Papers:** Successful translation of results into scientific papers was noted as an outstanding achievement.
- **Lacking Task Clarity:** One response mentioned unclear tasks.

Question 6b: Were there any particular aspects of the project that fell short of your expectations? If so, please specify. (optional)

Thirteen detailed responses were provided for this question. For better clarity and overview, the responses have been grouped and slightly rewritten without changing their context.

Coordination and Leadership

- **Coordination Issues:** There was a lack of stable coordination for at least the first 1.5 years. Some respondents expected more strict monitoring of timesheets and periodic activity reports to ensure accountability. The coordination team was slow to take a leading role, and there were changes in the people involved in coordination.
- **Organizational Improvements:** Organizational changes, particularly since Frances oversaw WP1, significantly improved some aspects of the project.
- **Lack of Kick-off meeting:** The initial start of the project lacked a formal Joint Action kick-off meeting, which led to uncoordinated efforts.
- **Leadership and Communication:** There was a noted lack of communication from some WP leaders.
- **WP "Disappearance":** One WP seemingly disappeared from the project, and there was a suggestion that individuals unable to continue should have been replaced

Participation and Engagement

- **Partner Participation:** Some partners were unwilling to participate actively. There was also feedback that all participants should engage in surveys and other requests, as low morale impacted participation.
- **Feedback from DG Sante:** The feedback from DG Sante on submitted deliverables was slower than expected.

Dissemination and Integration

- **Dissemination Issues:** The overall dissemination of JATC2 deliverables was not as effective as anticipated. Specifically, integrating and disseminating results to tobacco control stakeholders outside of JACT participants was challenging.
- **Applicability of Results:** Concerns were raised about the applicability of the JATC results, particularly regarding the public list of ingredients for tobacco and e-cigarettes.
- **PTS Results Response:** The response to the Proficiency Testing Study (PTS) results among 29 participating laboratories could have been improved.

Question 6c: In your opinion, what were the main strengths of the JATC2 project? (optional)

Twenty-three detailed responses were provided for this question. For better clarity and overview, the responses have been grouped and slightly rewritten without changing their context.

Collaboration and Coordination

- **Collaborative Efforts:** Strong collaboration between WP leaders and project participants, fostering a multinational and cooperative environment.
- **Good Communication:** Effective communication, particularly highlighted by the Danish coordinators and improved overall coordination after Frances O'Donovan became head coordinator.
- **Engaged Participants:** High level of motivation and commitment from project partners and WP leaders.

Expertise and Knowledge Sharing

- **Expertise:** High expertise among participants, with notable contributions from the Netherlands (RIVM), Germany, and Italy.
- **Knowledge Sharing:** Opportunities to share knowledge and experiences, enhancing capacity building in tobacco control across Europe.
- **Synergies:** Effective synergies between different WPs, leading to motivated participants and successful outcomes.

Organizational Strengths

- **Efficient Teams:** Efficient and expert WP teams that successfully organized and achieved their goals.
- **Steering Committee:** Productive cooperation within the steering committee.
- **Capacity Building:** Effective capacity building in tobacco control in Europe, leading to clear deliverables and meaningful results.

Project Scope and Goals

- **Focused Objectives:** Focus on key topics such as tobacco control, endgame strategies, and smoke-free environments.
- **Manageable Tasks:** A manageable number of tasks and subtasks. Excellent leadership in WP8 and WP9 was mentioned in this context.
- **Comprehensive Projects:** Strength in executing comprehensive projects and developing useful tools like EU-CEG and CIRCABC.
- **Documents and Tools:** Production of numerous valuable documents and tools throughout the project.
- **Knowledge Hub Meetings:** Knowledge hub meetings were highlighted as one of the greatest achievements of the project.

Representation and Reach

- **Wide Representation:** Broad representation of EU countries, ensuring diverse perspectives and comprehensive reach.
- **European Collaboration:** Strong collaboration between Member States, allowing for the exchange of experiences and fostering a common public health objective.

Question 6c: In your opinion, what were the main weaknesses of the JATC2 project? (optional)

Eighteen detailed responses were provided for this question. For better clarity and overview, the responses have been grouped and slightly rewritten without changing their context.

Coordination and Management

- **Initial Coordination Issues:** Significant coordination pitfalls during the early stages of the project hindered better output achievements.

- **Management Problems:** General complaints about bad management and personnel changes in coordination at the start of the project.
- **Task Clarity:** Tasks were not well-described at the beginning, leading to involvement in areas outside of participants' expertise.

Communication and Collaboration

- **Poor Communication:** Lack of communication from some WP leaders until the project's end approached.
- **Limited Collaboration:** Few opportunities for in-person meetings and limited chances for collaboration between WPs, with communication mainly restricted to annual meetings.

Dissemination and Impact

- **Dissemination Challenges:** Poor dissemination of deliverables, especially on social media and in national scientific forums. There was a need for better guidance on how to disseminate results nationally.
- **Impact on Regulations:** Limited impact on EU and national regulations.

Sustainability and Continuity

- **Project Continuity:** Concerns about sustainability due to the project's ending and the need for continuous efforts in anti-smoking policies.
- **Tool Maintenance:** Necessity to maintain and constantly update tools like EU-CEG and CIRCABC, even after the project ends!

Bureaucracy and Duration

- **Excessive Bureaucracy:** The project was burdened by necessary but excessive bureaucracy.
- **Project Duration:** The excessive duration of the project and delays in final payments required advancing funds, causing financial strain.

Participant Engagement and Support

- **Engagement Issues:** The broad range of people and institutions involved led to unsatisfactory engagement from some partners, with contributions falling below expectations.
- **EU Commission Support:** Questionable support from the EU Commission was noted.

Meetings and Opportunities

- **Few Meetings:** Limited number of meetings held through the project, reducing opportunities for in-person interaction and collaboration.
- **Limited Interaction:** Few opportunities to be informed about the progress of other WPs outside of annual meetings.

Question 74a: Is there any other feedback or suggestions you would like to provide regarding the JATC 2 project as a whole? (optional)

Ten detailed responses were provided for this question. For better clarity and overview, the responses have been grouped and slightly rewritten without changing their context.

Ensuring Accountability and Performance

- "It would be beneficial to implement a system where participating institutions are required to deliver performance. If they fail to do so, they should be excluded without jeopardizing the project and its overall funding."

Communication and Transparency

- "More specific details and transparency from the beginning are necessary so everyone clearly understands their responsibilities and tasks. There were too many changes during the project."
- "It would be interesting and important to enhance cross-border communication about each country's situation."

Political Influence and Broader Impact

- “The project could benefit from gaining more political influence to better support its goals and initiatives.”

Regular Updates and Progress Reports

- “Having a newsletter from the beginning, reporting on the progress of each WP, would make the project more interesting and informative.”

Addressing Challenges and Improvements

- “The project has improved compared to JATC1, but there is still room for improvement, especially in communication and collaboration. At the project’s start, it would be crucial to have discussions on mutual expectations to avoid miscommunication. Additionally, frequent staff turnover led to information loss, which should be minimized.”

Positive Experiences and Professional Growth

- “Overall, it’s been a pleasure to be part of this project. Most goals have been fulfilled, except for WP5 so far. This JATC has been a period of great professional growth for me.”
- “As a general comment, WP8 and WP9, led by leaders with the best research methodology background in public health, have been the most fruitful in terms of quantity and quality of outputs.”

Value of Networking and Cooperation

- “Projects like JATC I and II are helpful for improving cooperation between Member States. The hope is to maintain the networks created.”

Question 74b: Is there any feedback or suggestions you would like to provide regarding the evaluation of the JATC2 project? (optional)

Five detailed responses were provided for this question. For better clarity and overview, the responses have been grouped and slightly rewritten without changing their context.

Responsibility and Motivation

- “The responsibility for improving motivation should not fall solely on the WP leader. If partners are not willing to collaborate, it shouldn’t be entirely the WP leader’s task to address this, as their influence is limited.”

Knowledge Sharing

- “The webinars that shared knowledge on topics such as passive smoking, electronic cigarettes, and novel products were very useful.”

Evaluation

- “The evaluation of the JATC2 project has been well implemented.”
- “A qualitative evaluation should be included, as experiences differ depending on the WP.”

Future Joint Actions

- “There is a hope to initiate another joint action to follow up on the positions taken and suggestions made for the future of tobacco control in the EU.”

Question 74c: What do you think could have been done differently to improve the overall project experience for you and your team? (optional)

Nine detailed responses were provided for this question. For better clarity and overview, the responses have been grouped and slightly rewritten without changing their context.

Clearer Task Assignments and Methodologies

- “Assign specific tasks to all members to ensure everyone knows their responsibilities.”

- “Provide a clearer description of the tasks and methodologies at the beginning of the project to align experts with the methods and deliverables.”

Enhanced Communication

- “Improve overall communication with a more obvious overview of the project.”
- “More face-to-face discussions would enhance collaboration.”
- “Implement regular Teams meetings for updates, such as once a month.”
- “An informal chat option, like Microsoft Teams or a similar platform, would facilitate better day-to-day communication.”

Timely Data and Strict Monitoring

- “Ensure timely data delivery from WP5 to improve the time frame and the quality of analysis.”
- “Implement more strict monitoring to keep the project on track.”

Better Dissemination

- “Improve the dissemination of information and results to reach a wider audience effectively.”

Question 74d: Is there any other feedback or suggestions you would like to provide regarding the JATC 2 project as a whole? (optional)

Ten detailed responses were provided for this question. For better clarity and overview, the responses have been grouped and slightly rewritten without changing their context.

Clear Task Assignments and Expectation

- “Assign specific tasks to all members to ensure clarity of responsibilities.”
- “Better coordination from the beginning, with partners informed of what is expected of them.”

Improved Coordination and Organization

- “Regular collection of time sheets from the start to identify discrepancies early.”
- “Have WP leaders who are very organized and dedicated to the project.”

Clear and Practical Communication

- “Adopt a more straightforward communication style. The scientific aspects should be rigorous and serious, but practical information should be easily understandable.”

Detailed Planning and Legal Preparedness

- “Provide a general checklist of tasks for hosting a project, emphasizing the significant amount of legal work required, especially for setting up contracts.”

Continuing and Expanding the Work (JATC3)

- “Continue the work in JATC 3.”
- “Support a third JATC, as including tobacco only in a joint action against NCDs might dilute its importance and focus.”
- “Look forward to the next call for a new Joint Action on Tobacco Control, potentially extending to other areas of public health prevention such as alcohol and cannabis control.”

Clearer Objectives and Precise Recommendations

- “Ensure objectives are clearer and that recommendations given by the JA partners are more precise.”

Conclusions and recommendations: The overall JATC2 Project

Conclusions:

1. **Improvement in Coordination and Communication:** Satisfaction with project coordination and communication improved significantly over the project’s duration, especially in the later stages.

This was particularly evident in the increase of participants who expressed satisfaction, with nearly 43% being very satisfied by the end. WP1 and the coordination team played a crucial role in this improvement, as noted by participants in both survey comments and informal discussions.

2. **Achievement of Project Goals:** The project goals were generally viewed as successfully met, with a high average satisfaction score of 3.95 out of 5. This indicates broad agreement among participants that the project was on track and effectively fulfilled its objectives.
3. **Incorporation of Feedback:** Most participants felt that their feedback was taken seriously and integrated into project decisions. Half of the respondents rated the incorporation of feedback as “very effective,” which is an encouraging outcome for such a large-scale project.
4. **Positive Aspects of the Project:** Specific aspects of the project, such as the quality of scientific production, expertise and knowledge sharing, leadership, and teamwork, exceeded participants’ expectations. Improvements in communication and regular updates also contributed to overall satisfaction.
5. **Challenges and Areas for Improvement:** Early-stage coordination issues, lack of a formal project kick-off meeting, and inconsistent participation from some partners were cited as areas that fell short of expectations. Dissemination of results and engaging with external stakeholders proved challenging, particularly regarding the applicability of JATC2 results and integration with regulatory frameworks.
6. **Main Strengths:** The collaboration between work package (WP) leaders and participants, the sharing of expertise across the consortium, and strong organizational achievements were highlighted as core strengths. The project facilitated effective synergies between countries and WPs, contributing to capacity building in tobacco control.
7. **Main Weaknesses:** Coordination and management issues, particularly at the project’s outset, led to task confusion and limited collaboration. Dissemination efforts were criticized, with concerns about limited social media presence and inadequate integration of findings into national and EU regulations. Bureaucracy and the excessive length of the project were also identified as weaknesses.
8. **Sustainability Concerns:** There were concerns about the sustainability of project outcomes, especially tools like EU-CEG and CIRCABC, which need ongoing maintenance after the project’s conclusion.

Recommendations:

1. **Enhanced Early-Stage Coordination:** Future projects should focus on ensuring strong and consistent coordination from the outset. This includes holding a formal kick-off meeting to align expectations, establish accountability measures, and streamline roles and responsibilities.
2. **Regular Monitoring and Accountability:** Implement stricter monitoring mechanisms to ensure that participants meet project deadlines and deliverables. Regular collection of time sheets and progress reports can identify potential discrepancies early, preventing delays.
3. **Clearer Task Assignments:** Provide detailed and specific task assignments from the beginning to ensure that participants understand their roles, reducing confusion and overlap in areas outside of their expertise.
4. **Increased Collaboration Opportunities:** Encourage more frequent in-person or virtual meetings to foster collaboration across WPs. A monthly Teams meeting or similar platform could improve real-time communication and enhance cooperation.
5. **Regular Updates and Feedback Channels:** Continue providing regular updates and implementing feedback mechanisms throughout the project’s lifecycle to enhance transparency and participant engagement. Ensuring that communication is clear and task-oriented will help address issues of confusion and task clarity.
6. **Improved Dissemination Strategy:** Future projects should develop a more robust dissemination plan to ensure that deliverables reach a broader audience, especially key stakeholders and regulatory bodies. Expanding social media presence and fostering engagement with external scientific and policy communities are critical.

7. **Sustaining and Updating Tools:** Efforts should be made to maintain and update tools developed during the project (e.g., EU-CEG and CIRCABC) to ensure their continued relevance and utility in tobacco control efforts.
8. **Focus on Sustainability in Future Projects:** Consider launching follow-up initiatives (such as a JATC3) to build on the progress of JATC2.

Satisfaction with the Cooperation with DG SANTE/EU Commission

Since one of the goals of the JATC2 was to strengthen the cooperation between member states and the EU Commission, a section on this topic was included in the fourth online survey. Recognizing that not all participants have direct contact with the Commission, this section was made entirely optional. For the closed questions, which involved a rating scale from 1 to 5, responses were received from 31-33 participants. Additionally, five participants provided more detailed feedback in response to the open-ended question.

Please keep in mind that all conclusions and recommendations provided in this section are based on feedback from a limited number of survey participants. As a result, they may not present a comprehensive picture. Firstly, we do not have a baseline for comparison to assess any improvements. Additionally, relatively few comments were provided.

Question 70: On a scale from 1-5: How satisfied are you with the feedback rate from DG SANTE/ EU Commission on deliverables?

32 participants responded to this optional question.

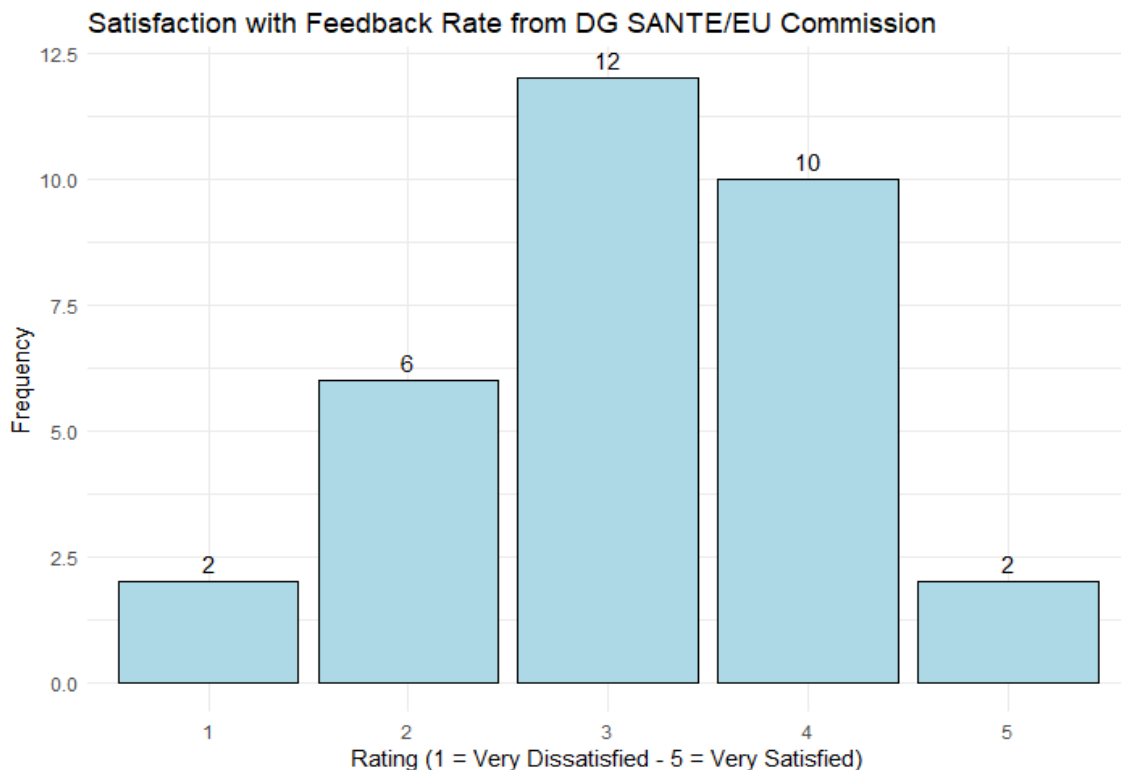


Figure 7: Satisfaction with Feedback Rate from DG SANTE/EU Commission

The distribution of the data shows that the ratings are mostly neutral to slightly dissatisfied. The mean of 3.13 is close to 3, indicating moderate satisfaction. The standard deviation of 1.01 and the variance of 1.02 suggest that the ratings vary quite a bit. The range from 1 to 5 shows that all possible rating options were used, from “very dissatisfied” to “very satisfied.”

Overall, it can be concluded that the ratings are varied, but there is a clear leaning towards moderate satisfaction

Question 71: On a scale from 1-5: How effectively was the cooperation between your team and DG SANTE/EU COMMISSION throughout the project?

31 participants responded to this optional question.

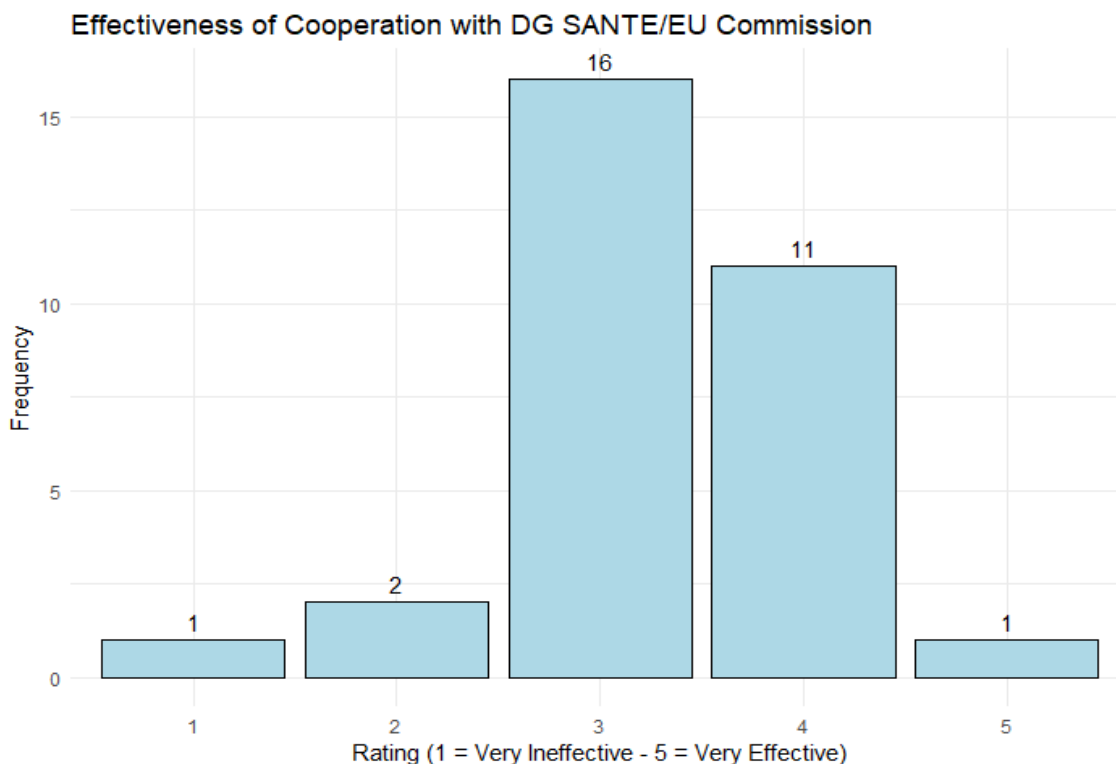


Figure 8: Effectiveness of Cooperation with DG SANTE/EU Commission

The distribution of the data shows that the ratings are mostly neutral to slightly positive. The mean of 3.29 is close to 3, indicating moderate effectiveness. The standard deviation of 0.78 and the variance of 0.61 suggest that the ratings vary somewhat but do not spread widely. The range from 1 to 5 shows that all possible rating options were used, from “very ineffective” to “very effective.”

Overall, it can be concluded that the ratings are diverse, with a general tendency leaning towards moderate to positive effectiveness.

Question 72: On a scale from 1-5: Do you feel that the relationship with DG SANTE/EU Commission has strengthened over the course of the project?

33 participants responded to this question.

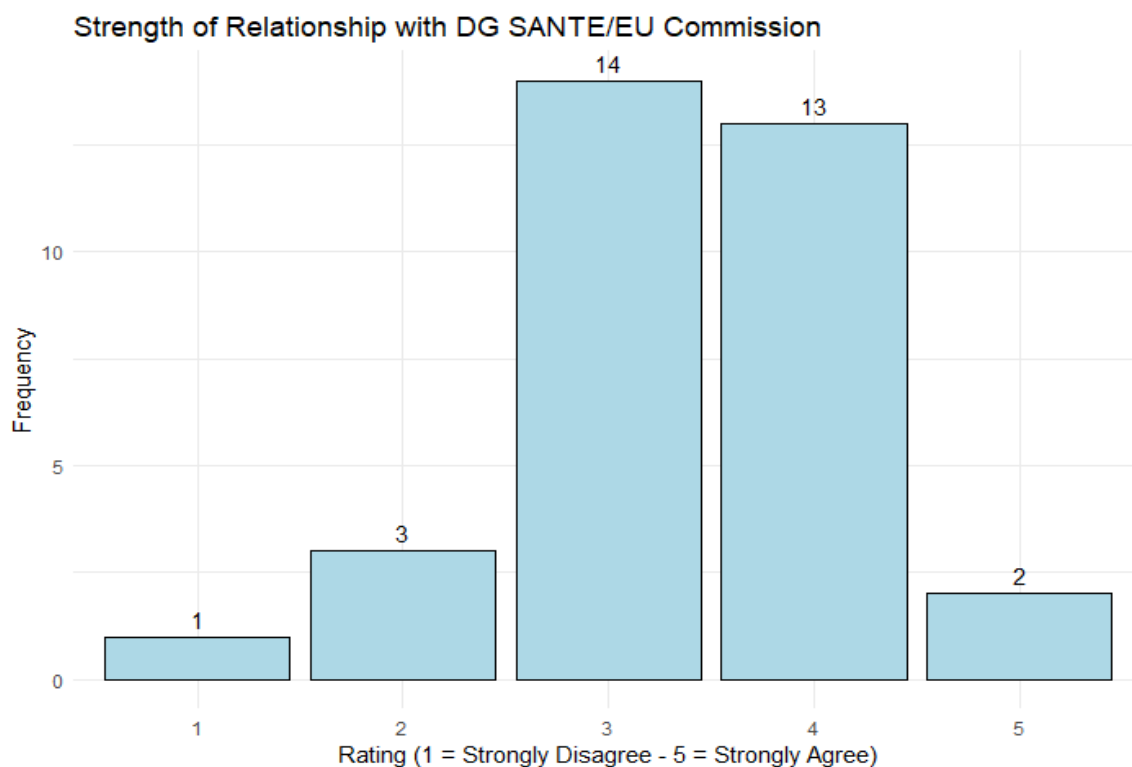


Figure 9: Strength of Relationship with DG SANTE/EU Commission

The distribution of the data shows that the ratings are mostly neutral to slightly positive. The mean of 3.36 is slightly above 3, indicating a slight tendency towards agreement. The standard deviation of 0.86 and the variance of 0.74 suggest that the ratings vary moderately. The range from 1 to 5 shows that all possible rating options were used, from “strongly disagree” to “strongly agree.”

Overall, it can be concluded that the ratings are mixed, with a tendency towards agreement and moderate variation in opinions.

Question 73: Do you have any other comments or specific suggestions for DG SANTE/ EU Commission to enhance cooperation in future projects?

Five detailed responses were provided for this question. For better clarity and overview, the responses have been grouped and slightly rewritten without changing their context.

Please note that these comments reflect the views of only a few participants and given the absence of a baseline and the optional nature of the question, they are not intended to provide a comprehensive or fully representative picture.

Engagement and Involvement

- **Increased Involvement:** The level of involvement from DG SANTE could be further strengthened, as a more active presence would help facilitate cooperation between MS and the Commission. Greater engagement is important, as MS often face challenges when implementing EU law provisions independently.
- **Clarity of Objectives:** Some respondents were not fully aware that improving cooperation between MS and the Commission was among the project objectives, highlighting an opportunity

for clearer communication about project goals.

Leadership and Continuity

- The European Commission should continue to lead joint Tobacco Control and Public Health actions across European countries, ensuring that health remains a priority despite political changes.

Organizational Stability

- Maintaining close cooperation throughout the entire course of the project proved challenging due to changes within DG SANTE and staff involved in tobacco control.

Policy Development

- The delay of the revision of the Tobacco Products Directive and recommendations on smoke-free environments raised concerns. For Joint Actions to be effective, it is important that policy development continues to progress and adequately addresses the challenges faced by MS.

Protection from Industry Interference

- The Commission should invest in safeguarding policies against industry interference and encourage MS to commit to the same level of protection. The growing influence of harm-reduction arguments by the industry is creating divisions among European countries, making it more difficult to establish unified EU positions.

Experience and Feedback

- Experience Gaps: Some respondents felt unqualified to provide feedback due to their lack of experience with DG SANTE/EC relationships during their work on the project.

Cooperation with DG SANTE/EU Commission: Conclusions and Recommendations

The following figures (Figure 10 & Figure 11) present a comparison of different survey questions. Figure 10 focuses on comparing the mean scores, which are generally similar and fall within the slightly positive mid-range. Notably, the strength of the relationship shows the most positive trend, while satisfaction with the feedback rate received comparatively lower scores. Figure 11 compares the distribution of ratings across on the three questions concerning the satisfaction with feedback rate, the effectiveness of cooperation and the strength of relationship. The majority of respondents selected ratings of 3 or 4, while ratings of 1 and 5 were the least frequently chosen.

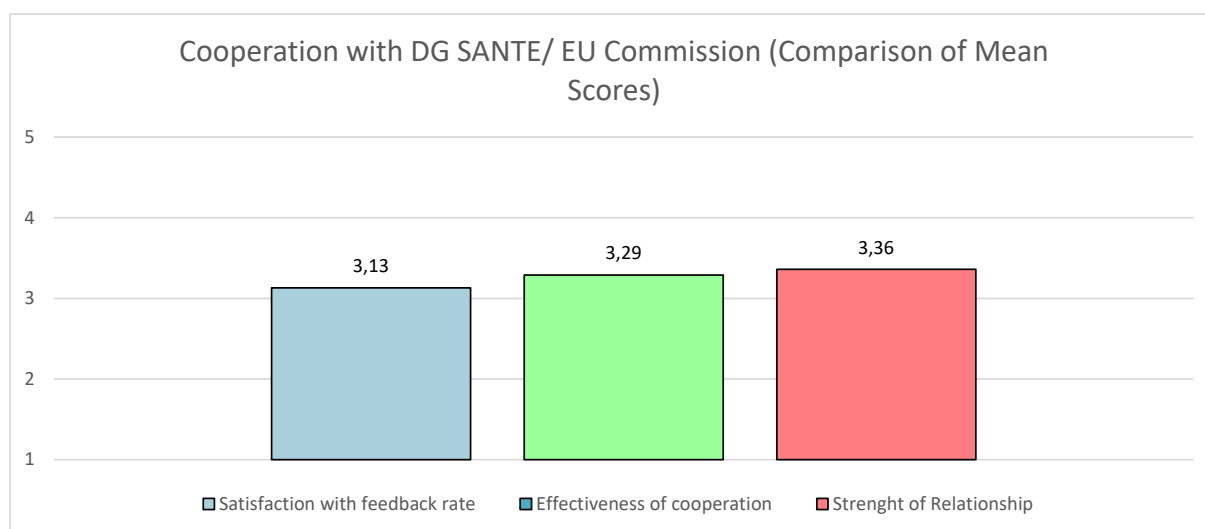


Figure 10: Cooperation with DG SANTE/EU Commission (Comparison of Mean Scores)

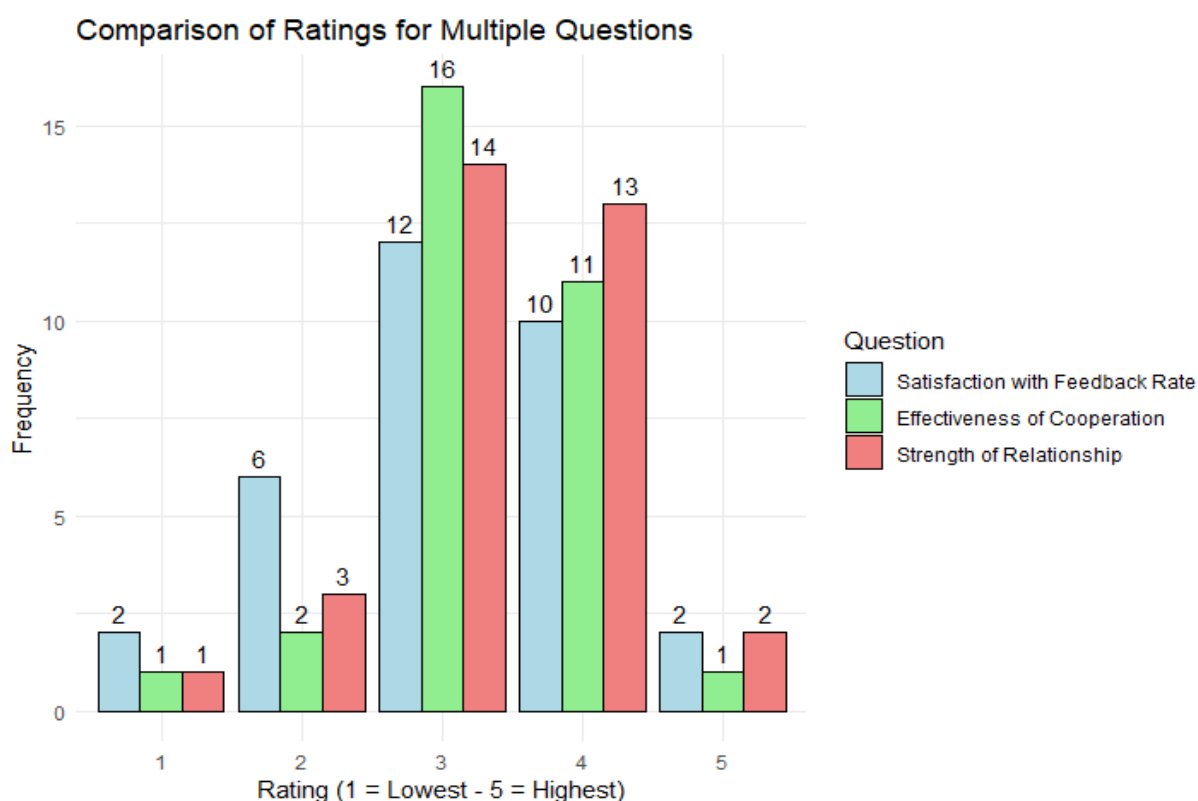


Figure 11: Cooperation with DG SANTE/EU Commission: Comparison of Ratings

Conclusions

- 1. General Satisfaction with Feedback:** The survey results indicate a general sense of moderate satisfaction with the feedback rate from DG SANTE/EU Commission. The mean score of 3.13 suggests that participants are somewhat satisfied, though the significant variation in responses points to differing experiences among participants.
- 2. Cooperation Effectiveness:** Cooperation between teams and DG SANTE/EU Commission was also rated moderately leaning towards positive, with a mean score of 3.29. This suggests that cooperation was mostly effective. The relatively low variation in responses indicates that most participants had similar experiences.
- 3. Strengthening Relationships:** The survey indicates a positive trend in the relationship between member states and DG SANTE/EU Commission, with a mean score of 3.36. This suggests that the project contributed to strengthening collaboration, showing a generally favourable impact across participants.
- 4. Feedback on Future Cooperation:** Detailed responses provided valuable insights for enhancing future cooperations. Key areas for improvement included increased involvement from DG SANTE, clearer communication of objectives, organizational consistency, further advancements in policy development, protection from industry interference, and offering more opportunities for participants to engage with the Commission.

Recommendations

- 1. Strengthen Feedback Mechanisms:** To further enhance cooperation, it would be beneficial for DG SANTE/EU Commission to consider implementing more consistent and transparent feedback mechanisms. Regular updates and clear communication on deliverables could help ensure participants feel more informed and engaged, potentially improving satisfaction levels.
- 2. Encourage Active Involvement:** To support smoother collaboration, especially in certain WPs,

an increased active presence would be valuable. This could help facilitate better understanding and ensure member states feel supported when addressing complex issues, fostering a more unified approach.

3. **Clarify Project Objectives:** Clear and consistent communication of project goals, including the aim of improving cooperation between member states and the Commission, is essential. Future projects may benefit from ensuring that all participants are aware of these objectives from the outset, helping to align efforts and expectations.
4. **Maintain Consistency in Personnel:** Sustaining the same personnel throughout the project, although not always realistic, could strengthen collaboration, ensure continuity, and provide the stability needed to foster deeper connections.
5. **Advance Policy Development:** Prioritizing the advancement of policies, such as the revision of the Tobacco Products Directive, could help support the needs of the member states and address their challenges more effectively.
6. **Safeguard Against Industry Interference:** It would be beneficial for the Commission to continue investing in the protection of health policies from industry influence, and to encourage member states to take similar actions. This approach would help to create a more unified stance across Europe and reinforce cooperation on public health initiatives.
7. **Offer Experience-Based Feedback Opportunities:** Recognizing that not all participants felt equally equipped to provide feedback, future surveys could include an option for participants to indicate their level of experience with DG SANTE/EU Commission. Additionally, conducting a baseline evaluation at the start of the project would be beneficial to track changes and progress over time. This approach would allow for more tailored feedback and support, ensuring that all voices are heard, valued, and progress is effectively measured.

Feedback on Physical Meetings

The feedback on the physical meetings of JATC2 indicates a generally positive reception, with high satisfaction regarding organization, venues, and catering. Participants appreciated the opportunity for face-to-face interaction and collaboration but noted several areas for improvement:

1. **Content and Time Management:**
 - o Participants felt there was too much information delivered in too little time, indicating a need for future events to allocate more time for content workshops and discussions.
 - o There was a call to better balance essential content with non-content information, such as dissemination and evaluation updates.
2. **Format and Structure:**
 - o Suggestions were made for overlapping sessions for partners and non-partners, allowing attendees to choose sessions most relevant to them.
 - o A recommendation was made for stakeholder meetings at both the beginning and conclusion of projects to align expectations and assess outcomes.
3. **Networking Opportunities:**
 - o Coffee breaks and dinner arrangements were well-received, providing excellent opportunities for networking.
4. **Participation Dynamics:**
 - o While the involvement of NGOs was appreciated, some participants noted that their contributions during Q&A sessions sometimes dominated discussions. Suggestions were made to limit their speaking time to encourage broader engagement.
5. **Logistical Considerations:**
 - o Participants emphasized the importance of timely communication regarding meeting logistics, including travel arrangements and hotel recommendations, as well as ensuring venues are accessible and budget-friendly.

Recommendations for Future Projects

Based on the feedback received, many of which were successfully applied in the JATC2 meetings, the following recommendations are proposed for future projects:

1. **Prioritize Content Time:**
 - o In planning future meetings, ensure adequate time is allocated for content-rich workshops and discussions. This may involve extending meeting durations or restructuring agendas to enhance participant engagement.
2. **Improve Communication and Information Sharing:**
 - o Establish a clear communication plan that includes sharing logistical details (e.g., travel arrangements, hotel options) well in advance. Post-event sharing of presentations from all meetings can help participants stay informed and connected.
3. **Encourage Balanced Participation:**
 - o Implement structured guidelines for Q&A sessions to ensure equitable participation. Consider setting time limits for speakers to maintain a balanced dialogue and encourage diverse contributions.
4. **Facilitate Stakeholder Engagement:**
 - o Organize initial and concluding stakeholder meetings for future projects to gather input and evaluate expectations, ensuring all voices are included in the planning process.
5. **Consider Hybrid Formats:**
 - o Explore hybrid meeting formats that accommodate both in-person and online participation, increasing accessibility for those unable to attend physically and fostering broader engagement with stakeholders.
6. **Focus on Accessibility:**
 - o Ensure that future venues are easily accessible and provide a range of budget-friendly accommodation options, facilitating attendance for all participants.
7. **Promote Future Collaboration:**
 - o Dedicate time in future meetings for discussions around potential collaborations and sustainability. Exploring the feasibility of follow-up projects could foster continuity in efforts and initiatives.
8. **Accommodate Dietary Restrictions:** Include a question about dietary restrictions in the registration process to ensure that catering options meet the needs of all participants.

Implementing these recommendations can enhance the effectiveness of future projects and meetings, ensuring they meet the needs and expectations of all participants.

Challenges with the JATC2 & Recommended Strategies

The Joint Action on Tobacco Control 2 (JATC2) project encountered several challenges during its implementation, impacting collaboration, coordination, and overall project outcomes. This section outlines the main obstacles faced and provides recommended strategies to address these issues in future initiatives.

1. Lack of Communication and Coordination in Proposal Drafting

During the drafting of the project proposal, communication and teamwork between partners were limited. This resulted in unclear synergies and dependencies among WPs, leading to misunderstandings and coordination issues later in the project.

Recommended Strategy:

- **Foster collaboration during the proposal phase:** Involve all relevant stakeholders early and conduct if possible in-person or more virtual meetings to ensure all partners understand the interdependencies of their roles and tasks.
- **Create a shared project roadmap:** Develop a visual roadmap outlining the synergies and

dependencies among WPs, which can serve as a reference throughout the project.

2. Overly Optimistic Timelines and Resource Planning

The original project plan was overly optimistic regarding deadlines, resource allocation, and overall feasibility. This created pressure when unforeseen setbacks occurred, particularly in the early stages, and contributed to challenges in meeting expectations.

Recommended Strategy:

- **Conduct feasibility assessments:** Prior to finalizing the project plan, perform a detailed analysis of potential risks, resource requirements, and timeline flexibility to ensure more realistic planning.
- **Build in buffer periods:** Include contingency time in the project schedule to accommodate any unforeseen delays or challenges.

3. Lack of Clarification on Definitions and Responsibilities

At the outset of the project, there was ambiguity regarding key definitions, such as the definition and responsibilities associated with Person Months (PMs). This lack of clarity caused confusion and delayed the start of certain activities.

Recommended Strategy:

- **Develop clear role descriptions:** Ensure that all partners have a comprehensive understanding of their roles and responsibilities from the beginning by providing detailed task descriptions and expectations.
- **Host onboarding sessions:** Implement onboarding workshops or meetings at the start of the project to ensure that all participants are aligned on their roles, project goals, and methodologies.
- **Develop a Comprehensive Project Dictionary:** Create a centralized, accessible project dictionary that defines key terms, roles, responsibilities, and project information. It should be adaptable for regular updates, ensuring clarity and fostering collaboration as the project evolves. This dictionary should include:
 - o Definitions of key concepts and acronyms used throughout the project.
 - o Detailed descriptions of roles and responsibilities for key team members and partners.
 - o Information about the platforms and tools being used for communication, collaboration, and data sharing.
 - o A list of contact persons for each work package or function, along with their respective areas of responsibility.
 - o A link to an anonymous suggestion box, enabling team members to provide feedback, raise concerns, or suggest improvements confidentially.

4. Interdependencies Between Work Packages

Some WPs were highly dependent on the outputs or feedback from other WPs, and delays or miscommunications between teams created bottlenecks. These interdependencies were not always effectively managed or communicated.

Recommended Strategy:

- **Map and manage interdependencies:** Create a clear map of dependencies between WPs and ensure that each WP leader understands when and how their outputs affect other teams. Regular check-ins should be scheduled to address any potential issues early.
- **Facilitate cross-WP communication:** Encourage regular communication between WPs that are interdependent to improve the flow of information and prevent delays caused by misaligned schedules or expectations.

5. Organizational Challenges and Bureaucratic Delays

Challenges within some partner organizations, such as bureaucratic hurdles for hiring new staff or

slow decision-making processes, hindered project progress. Additionally, responsibilities were often spread too thinly across team members, reducing efficiency.

Recommended Strategy:

- **Streamline organizational processes:** Encourage partners to simplify internal processes wherever possible, particularly around staffing and resource allocation, to minimize delays.
- **Consolidate responsibilities:** Where feasible, allocate responsibilities to fewer, dedicated staff members to ensure consistency and better oversight of project tasks.

6. Staff Turnover and Leadership Changes

Frequent staff turnover, particularly in leadership positions, led to disruptions in the flow of information and delays in project execution. Changes in WP leadership, such as in WP1 and WP6, were not always communicated effectively, which compounded the problem.

Recommended Strategy:

- **Implement succession planning:** Establish clear succession plans for key roles and develop protocols for knowledge transfer to ensure that new staff members can quickly get up to speed.
- **Maintain updated contact lists:** Regularly update and maintain contact lists and mailing lists to ensure all relevant team members receive important communications promptly.

7. Inconsistent Mailing List Management

As staff changed throughout the project, the mailing list was not always updated, leading to important information being missed by key partners and participants.

Recommended Strategy:

- **Assign responsibility for list management:** Designate a team member responsible for maintaining and updating the mailing list on a regular basis to ensure that all stakeholders remain informed.
- **Automate contact management:** Where possible, use project management tools that can help automatically update team contacts when staff changes occur.

8. Limited In-Person Meetings and Digital Collaboration Challenges

The project's reliance on digital communication, particularly in the early stages, reduced opportunities for in-person interaction, which is often essential for building strong collaborative relationships. This, coupled with technical difficulties, hindered engagement between partners.

Recommended Strategy:

- **Maximize opportunities for in-person meetings:** Schedule key in-person meetings at critical project milestones to build stronger relationships and improve collaboration among partners. When not feasible, prioritize high-quality virtual engagement tools.
- **Provide training and support for digital tools:** Offer training to all partners on the digital collaboration tools used in the project to minimize technical difficulties and ensure smoother communication.

9. Engagement Issues Among Partners

Some partners were less engaged than expected, leading to gaps in contributions. In some cases, partners were assigned tasks that did not align with their expertise, affecting the quality of their outputs.

Recommended Strategy:

- **Match tasks to partner expertise:** Assign responsibilities based on the strengths and expertise of each partner to ensure that the quality of contributions is maintained.
- **Foster partner accountability:** Set clear expectations for participation and deliverables, and implement mechanisms to ensure that partners remain actively engaged throughout the project's duration.

10. Impact of Holidays and Vacation Periods

The project timeline was often disrupted by vacation periods, especially during summer and the end-of-year holidays. This led to delays in communication and outputs, as critical personnel were unavailable at key times.

Recommended Strategy:

- **Plan around vacation periods:** Build flexibility into the project timeline to account for major vacation periods, and proactively communicate schedules to prevent last-minute delays.
- **Advance scheduling:** Share vacation plans well in advance to ensure critical tasks are completed before key staff become unavailable.

11. Confidentiality Restrictions

Confidentiality concerns, especially within certain national authorities, limited the sharing of key data and information. This affected transparency and hindered the comprehensive analysis of some aspects of the project.

Recommended Strategy:

- **Clarify data-sharing policies:** Establish clear guidelines on data-sharing protocols that respect confidentiality requirements while ensuring that essential information is accessible for evaluation and project execution.
- **Use secure platforms for data exchange:** Implement secure, GDPR-compliant platforms for sharing sensitive information to maintain confidentiality while facilitating collaboration.

4. Process Evaluation: Individual Work Packages

WP1 – Coordination

Output Monitoring

The cut-off date for output monitoring is October 15, 2024.

Table 4: Output Monitoring WP1

WP	Output	Output Title	Target group	B. Delivery/ Submission			On time?	Lead beneficiary	D. Contact info	
				Due in Month	Due Date	Final Submission			Responsible Person	Contact Info
1	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 Jørgensen	icj@sik.dk
1	D1.2	First periodical technical and financial report	HaDEA; DG Sante; National regulators; Policy makers	26	30.11.2023	30.11.2023	0	MoH-DK	Frances O'Donovan	feo@sum.dk
1	D1.3	MD2 Final Report	HaDEA; DG Sante; National regulators; Policy makers	36	30.09.2024			MoH-DK	Frances O'Donovan	feo@sum.dk
1	M1.1	Minutes of Kick-off meeting	JATC 2 participants	5	28.02.2022	28.02.2022	0	DSTA	Jakob Graulund Jørgensen	icj@sik.dk
1	M1.2	Minutes of 2 nd Consortium Meeting	JATC 2 participants	12	30.09.2022	09.11.2022	-40	DSTA	Frances O'Donovan	fod@sik.dk
1	M1.3	Brief Expert Group on Tobacco Policy on the progress of the project	Expert Group on Tobacco Policy; National regulators	20	31.05.2023	03.05.2023	28	MoH-DK	Frances O'Donovan	feo@sum.dk
1	M1.4	Mid-term evaluation approved and midterm payment made	HaDEA; DG Sante; JATC-2 Beneficiaries	28	31.01.2024			MoH-DK	Frances O'Donovan	feo@sum.dk
1	M1.5	Minutes of 3 rd Consortium Meeting	JATC 2 participants	24	30.09.2023	06.06.2023	116	MoH-DK	Frances O'Donovan	feo@sum.dk
1	M1.6	Brief Expert Group on Tobacco Policy on the progress of the project	Expert Group on Tobacco Policy; National Regulators	32	31.05.2024			MoH-DK	Frances O'Donovan	feo@sum.dk
1	M1.7	Final evaluation approved and payment of the balance made	HaDEA; DG Sante; JATC-2 Beneficiaries	36	30.09.2024			MoH-DK	Frances O'Donovan	feo@sum.dk
1	M1.8	Minutes of Final Conference	JATC 2 participants	36	30.09.2024			MoH-DK	Frances O'Donovan	feo@sum.dk

WP1 produced a total of 11 outputs. Six of these were delivered on time or with minor delays (highlighted in green), while five are still pending and are expected to be delivered by November 2024.

WP1 Timely Submission

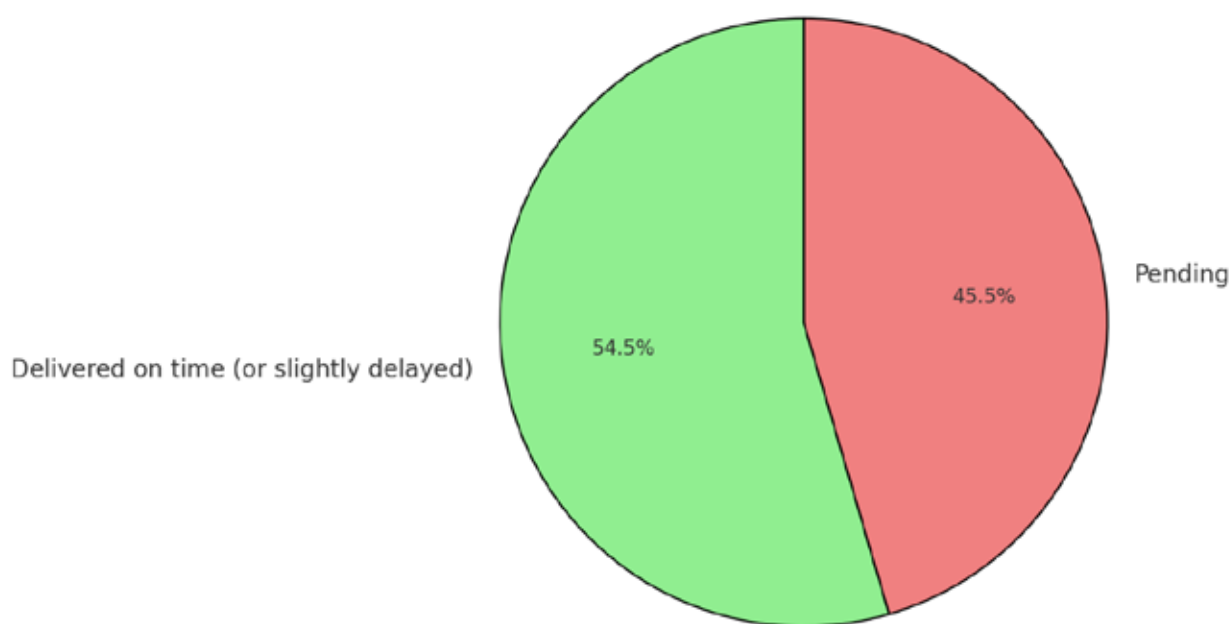


Figure 12: WP1 Timely Submission

WP leader/head coordinator changes

Table 5: 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

LogFrame

Table 6: LogFrame WP1

Logical Framework JATC 2 - WP 1 (25.09.2025)		Color code: green: achieved blue: comments		
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 WP3	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 milestones 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 (there are often delays but we do eventually receive them)	Project documentation
Specific objective 1.3 To communicate and report to HaDEA and DG SANTE on Tobacco Policy	Indicator(s): - Satisfaction 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 official 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 meeting 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 80% 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): - Around 90 % of members of the Steering group participate in each meeting (There is no exact record, but the majority of meetings had representation from all WPs. However, there were instances where participation fell below 90%)	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 20 (changed from 20 to 26, according to the amendment)	Project documentation	n.a.	
Result/ Output 1.1.5 M2 Final report (D1.3)	Indicators: - No. of reports - Timeliness of delivery Targets: - 1 report - Report available in month 36 (will be available in November 2024 - two months later)	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: - at least 2 meetings held	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; payment still pending)	Project documentation
Result/ Output 1.3.3 identical with Result/ Output 1.1.1				

WP1 Partner Satisfaction: Survey Insights

WP1 had **6 participants** in the fourth online survey, compared to 7 in the second online survey, and 3 in the third online survey.

Question 7: Based on your work experience in the JATC2 project and in particular with WP1: How important do you think was...?

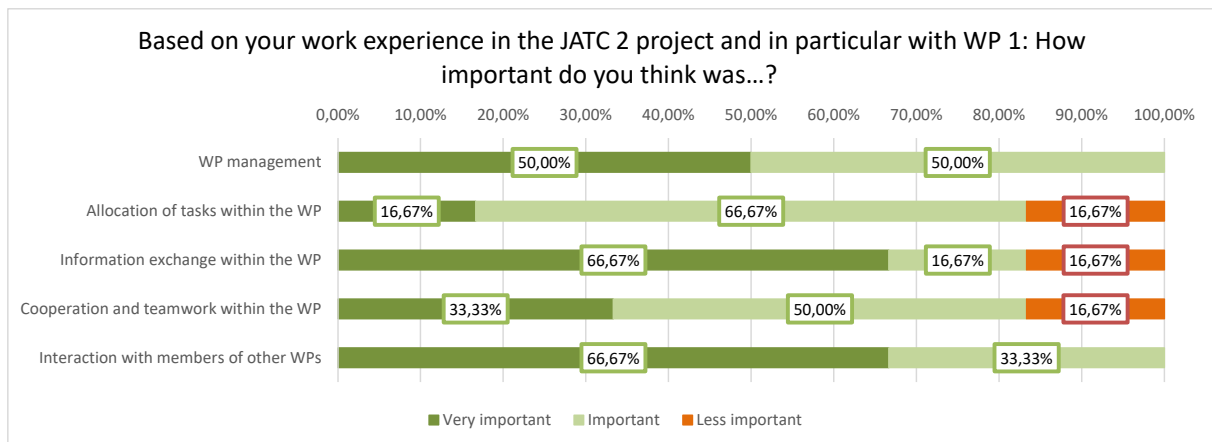


Figure 13: Importance of different items (WP1)

The fourth online survey presents a slightly different picture compared to previous ones. In the latest survey, which aims to capture the perception of participants over the entire project period, interaction with members of other WPs emerged as the most crucial aspect. Two-thirds of respondents view it as very important, while one-third see it as important. This finding aligns with the nature of WP1, which focuses significantly on supporting other WPs and depends on their input. Interestingly, in the prior survey, all participants considered interaction with other WPs important, but none deemed it very important.

Information exchange within WP1 is also seen as very important by two-thirds of its participants, with 16.67% rating it as important and another 16.67% as less important. This represents a doubling of those who view it as very important compared to previous surveys, although now some participants rate it as less important.

WP management is rated as at least important by all participants, although the percentage of those considering it very important has declined over time, from 85.7% to 66.7%, and now to 50%. Initially, 75% of respondents rated WP management as very important, and 25% as important. It's worth noting that the composition of WP1 has changed throughout the project, which may have influenced these perceptions.

Most notably, the allocation of tasks within the WP was initially seen as very important by 100% of participants in the baseline survey. However, it has consistently been rated as the least important item over time, suggesting that the precise allocation of tasks may not have been a critical concern within WP1.

Cooperation and teamwork were highly valued at the project's outset, with 75% considering them very important and 25% important. This dropped slightly in the second survey to 74.4% very important, then rose to 100% in the third survey. In the final survey, one-third of participants view it as very important, half as important, and 16.67% as less important.

Overall, the perceived importance of all items has declined over the course of the project, especially for task allocation and cooperation/teamwork. WP management and information exchange have remained relatively stable, with interaction with other WPs being more important at the beginning and end of the project but less so in the middle.

Question 8: How satisfied were you with each of the items below within WP1?

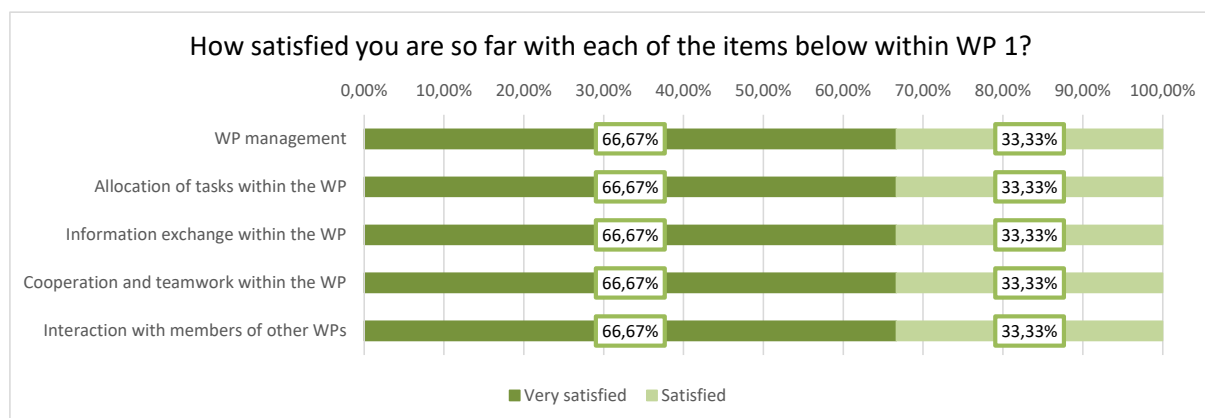


Figure 14: Satisfaction with different items (WP1)

The fourth online survey indicates a significant increase in satisfaction with all items over the course of the project. Currently, two-thirds of participants are very satisfied with all items, and one-third are satisfied. This marks a notable improvement compared to the third and second surveys.

In the third survey, general satisfaction improved compared to the second survey, with a notable reduction in dissatisfaction. No participants expressed dissatisfaction, and the satisfaction level was generally higher than in the second survey. Specifically, for 'WP management' and 'Information exchange within the WP', one-third of participants were very satisfied in the third survey, up from 28.6% in the second survey, with no participants expressing dissatisfaction.

Regarding the allocation of tasks within the WP, the fourth survey shows that two-thirds of participants are very satisfied and one-third are satisfied. In the third survey, all participants were satisfied with task allocation, whereas in the second survey, only 28.6% were very satisfied, 57.1% were satisfied, and 14.3% were less satisfied.

For cooperation and teamwork, as well as interaction with members of other WPs, the fourth survey again shows two-thirds very satisfied and one-third satisfied. The third survey had already shown increased satisfaction levels compared to the second survey, with a reduction in dissatisfaction. In the second survey, satisfaction levels were lower, with a significant percentage of participants less satisfied.

Overall, the fourth survey reveals a marked increase in satisfaction across all items, with a uniform distribution of two-thirds very satisfied and one-third satisfied. This contrasts with the third survey, where, although satisfaction had improved from the second survey, there was still some variation in the levels of satisfaction. In the second survey, satisfaction was noticeably lower, with several items having a significant percentage of less satisfied participants. The progression from the second to the fourth survey highlights a positive trend in participant satisfaction with the various aspects of the project.

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

- Leadership turnover excessive
- Great management from Frances, it's made a huge positive difference since she came back to the project.
- The coordination is much better now and responses are more prompt and aligned.

Question 10: Based on your work experience within WP1: How satisfied were you with...?

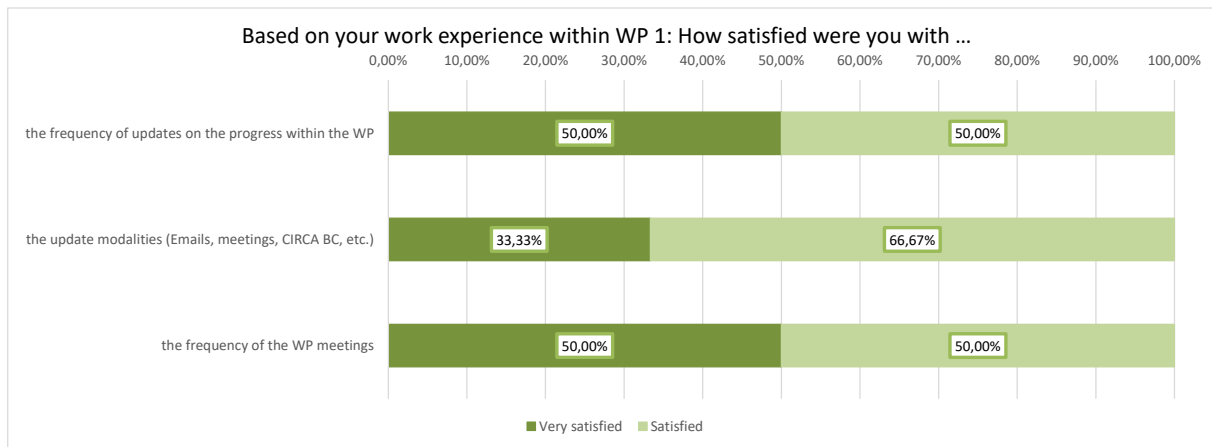


Figure 15: Satisfaction with frequency and modality of updates, and frequency of meetings (WP1)

The fourth online survey shows a slight increase in satisfaction with the frequency of updates on the progress within the WP and the frequency of WP meetings, with the percentage of participants very satisfied rising from one-third to half. Satisfaction with update modalities has remained constant. Over the course of the project, satisfaction with all these items has increased.

Compared to the third and second surveys, the fourth survey reflects an overall improvement in satisfaction. In the third survey, satisfaction levels had already increased slightly compared to the second survey. For example, in the second survey, 85.7% of participants were satisfied with the frequency of updates on WP progress, and only 14.3% were very satisfied. Meanwhile, update modalities and the frequency of WP meetings were satisfactory for 71.4% of participants, with 28.6% very satisfied.

In summary, the fourth survey indicates a positive trend in satisfaction across all items, with a noticeable increase in the number of participants who are very satisfied with the frequency of updates and WP meetings. This steady improvement highlights the WP's progress in addressing participant concerns and enhancing communication and meeting regularity.

Question 11: Is there anything you particularly liked or disliked about the frequency and the update modalities on the progress within WP1?

No comments were made in response to this question in the fourth survey.

However, in the third survey, one participant remarked, "I particularly like the good level of organization and updates on the status of the overall project. Quick replies when there are questions or issues and good communication with DG Santé/Hadea."

Question 12: How motivated did you consider the members of WP1?



Figure 16: Motivation of WP1 members

The perception of the motivation level among WP1 team members has improved throughout the project, reaching its highest point in the fourth survey, with 83.33% considering team members very motivated and 16.67% seeing them as motivated.

In comparison, the third survey showed two-thirds of participants viewing team members as very motivated, while one-third saw them as motivated. This marks an improvement from the second survey, where 71.4% perceived WP1 members as motivated, and only 28.6% considered them very motivated.

Overall, the data reveals a positive trend in team motivation, culminating in the highest levels of perceived motivation in the fourth survey.

None of the participants gave suggestions or feedback to “**question 13:** How could the WP1 leader(s) have improved motivation?”.

Key Challenges and Lessons Learned from WP1 leadership

- 1. Frequent Leadership Changes:** WP1 faced significant challenges due to the frequent turnover of leadership, with four different WP leaders in the first half of the project. These leadership transitions led to periods of understaffing, disrupted coordination, and loss of critical information. As a result, project partners experienced frustration with inconsistent leadership, which negatively affected overall progress and continuity.
- 2. Initial Lack of Consistency and Clarity:** During the first year, WP1 struggled with a lack of cohesion in project coordination. The absence of a clear, structured approach led to confusion among partners regarding their roles and responsibilities. A more consistent and well-defined leadership strategy was needed from the outset to establish strong project governance and ensure alignment across teams.
- 3. Stabilized Coordination in the Second Half:** The introduction of a stable head coordinator in the latter half of the project significantly improved WP1’s performance. With consistent leadership, communication, information sharing, and overall coordination improved substantially. This shift restored partners’ confidence in the project’s direction, leading to better organizational support and more efficient team collaboration.

4. **Critical Role of Physical Meetings:** Early in the project, the pandemic necessitated a digital-first approach, which limited face-to-face interaction and hindered partner involvement and networking opportunities. However, the first physical meeting in Copenhagen in November 2022 marked a pivotal moment. This in-person gathering boosted collaboration, team commitment, and engagement, showcasing the value of direct interaction. Subsequent meetings, such as the one in Madrid in April 2023, further enhanced project efficiency and teamwork, highlighting the importance of regular physical meetings for complex, multi-partner initiatives.
5. **Inadequate Allocation for Physical Meetings:** One of the key lessons from WP1 is the need to allocate more funding for physical meetings. The transition to in-person interactions proved instrumental in strengthening teamwork and driving project success. Future projects should recognize the importance of these meetings and ensure adequate financial resources to facilitate them.

WP1 Conclusions and Recommendations

Conclusions:

1. **Frequent Leadership Changes Impacted Stability:** WP1 faced significant challenges due to multiple leadership turnovers early in the project. These frequent changes led to periods of understaffing, information gaps, and inconsistent coordination, which hindered the early progress of the work package. However, once stability was restored with a consistent head coordinator, there was a marked improvement in communication, organization, and overall project coordination.
2. **Coordination Improved Over Time:** The second half of the project saw a significant improvement in coordination under the leadership of a stable head coordinator. This improvement was reflected in better communication, more timely information dissemination, and increased trust among project partners. This change played a crucial role in improving satisfaction levels and ensuring the timely completion of most tasks.
3. **Increased Satisfaction and Motivation:** Participant surveys showed a progressive increase in satisfaction with WP1's management, information exchange, and overall coordination. The last survey indicated that the majority of participants were very satisfied with most aspects of WP1. Additionally, team motivation reached its peak towards the end of the project, further underscoring the benefits of improved coordination and communication.
4. **Importance of Cross-WP Interaction:** Interaction with other work packages was consistently rated as a critical factor for WP1's success. Although its importance fluctuated throughout the project, participants acknowledged the necessity of collaboration across WPs, particularly for WP1, which depended heavily on input from others.
5. **Physical Meetings Were Crucial for Success:** The transition from virtual to in-person meetings, especially the first physical meeting in Copenhagen in November 2022, marked a turning point for the project. Physical meetings significantly improved partner collaboration, teamwork, and project efficiency, reinforcing the value of face-to-face interaction for complex projects like JATC2.

Recommendations for Future Projects:

1. **Ensure Leadership Stability from the Outset:** Future projects should prioritize leadership continuity to avoid the negative impact of frequent changes. A well-defined succession plan for key roles like WP leaders can prevent disruptions and ensure smooth coordination throughout the project.
2. **Clarify Roles and Responsibilities Early:** To avoid confusion and ensure a clear project direction, roles and responsibilities should be well-defined and communicated early in the project lifecycle. Regular alignment sessions, particularly at the start, can help in maintaining cohesion and reducing confusion among project partners.
3. **Allocate More Resources for In-Person Meetings:** Physical meetings were shown to significantly enhance collaboration, networking, and team cohesion. Future projects should allocate sufficient resources for regular in-person meetings, especially after initial virtual

phases, to improve partner engagement and project success.

4. **Enhance Cross-WP Collaboration:** Interaction between work packages was critical for the success of WP1 and likely the overall project. Future initiatives should facilitate structured opportunities for cross-WP collaboration, such as joint workshops and collaborative platforms to foster stronger synergies and improve project outcomes.
5. **Strengthen Communication Channels:** While communication improved significantly in the second half of the project, future projects should invest in robust and transparent communication channels from the beginning. This includes regular updates, accessible documentation, and open forums for feedback to ensure all participants are well-informed and engaged.
6. **Monitor Team Satisfaction and Motivation Regularly:** Continuous feedback loops, like the surveys conducted during JATC2, are vital to gauge team satisfaction and motivation. Future projects should implement regular surveys and feedback mechanisms to identify and address issues proactively, thus maintaining high levels of team morale and productivity throughout the project.

WP2 – Dissemination

Output Monitoring

The cut-off date for output monitoring is October 15, 2024.

Table 7: Output Monitoring WP2

WP	A. Outputs			B. Delivery/ Submission				D. Contact info		
	Output	Output Title	Target group	Due in Month	Due Date	Final Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
2	D2.1	Visual Identity	Project Consortium; EC; EU Regulators & Policy makers; Tobacco researchers & experts; Tobacco inspectors; General public	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
2	D2.2	Stakeholder analysis	Project Consortium; EC; (direct target group); EU Regulators & Policy makers; Tobacco researchers & experts; Tobacco inspectors; EU parliament members	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
2	D2.3	Dissemination plan	Project Consortium; EC; (direct target group); EU Regulators & Policy makers; Tobacco researchers & experts; Tobacco inspectors; General public	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
2	D2.4	Project Dissemination Activity Report 1	Project Consortium; 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
2	D2.5	Project Dissemination Activity Report 2	Project Consortium; 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
2	D2.6	Layman version of the final report	Project Consortium; 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
2	M2.1	Presentation of the Dissemination activities at the first annual meeting	Project Consortium; EC	12	30.09.2022	08.11.2022	-39	NPHO	Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
2	M2.2	Presentation of the Dissemination activities at the second annual meeting	Project Consortium; EC	24	30.09.2023	28.04.2023	155	NPHO	Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
2	M2.3	Draft programme for Final Project Conference	Project Consortium; EC	33	30.06.2024	28.06.2024	2	NPHO	Communication Officer (TBC) Senior Scientific Advisor-Researcher (TBC) Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
2	M2.4	Final event organised	Project Consortium and EC; EU Regulators & Policy makers; EU Tobacco control experts	36	30.09.2024	13.09.2024	17	NPHO	Communication Officer (TBC) Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr

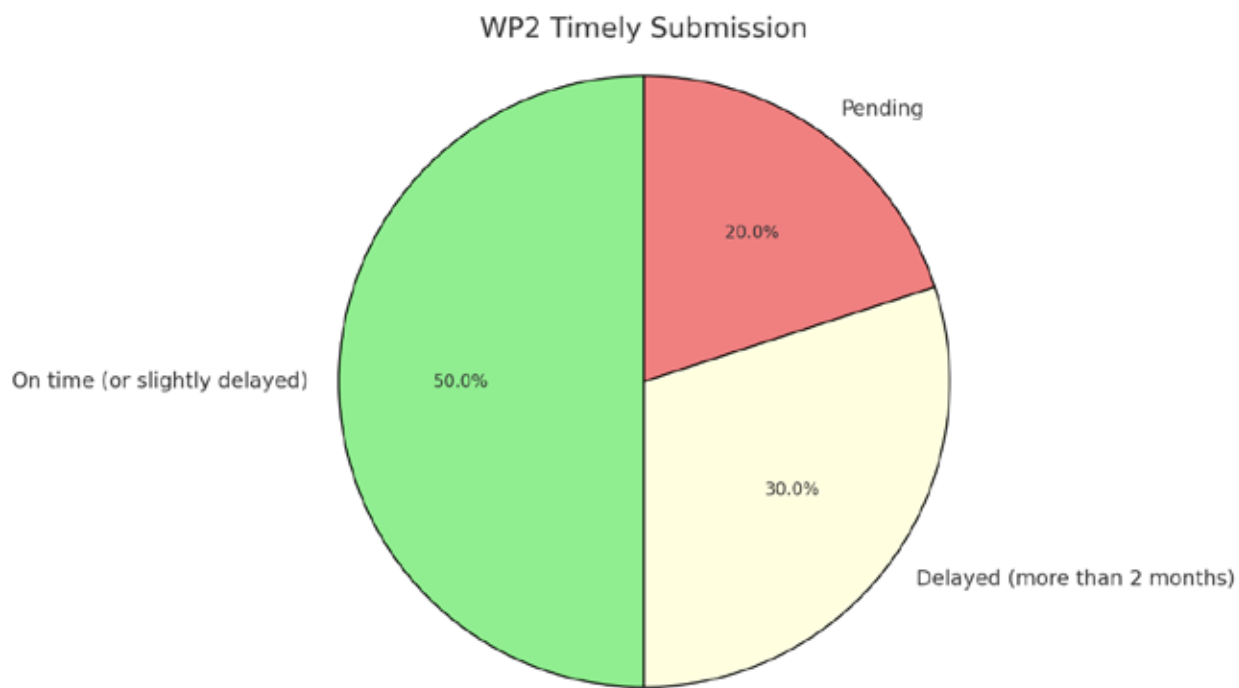


Figure 17: WP2 Timely Submission

WP2 produced a total of 10 outputs. Five of these were delivered on time or with minor delays (highlighted in light green), while three were delayed by more than two months (highlighted in light yellow). Two outputs are still pending and are expected to be delivered in the coming months (highlighted in light red).

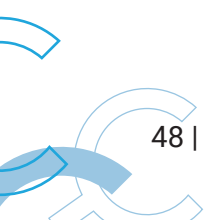


Table 8: WP2 LogFrame

Logical Framework JATC 2 - WP 2 (25.09.2024)		Color codes: green: achieved blue: comments		
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. [That is - Sharing JATC-2 information with external networks and meetings (e.g., ENSP). -Dissemination of JATC-2 webinars and outputs (by e-mail to stakeholders, via the website, via newsletters, via posts on social media) -through publishing, -through EU-level Dissemination Events] n.a. (exact 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) - 1 Project Dissemination Activity reports (submitted in month 18) - 1 Project Dissemination Activity report (available 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 requests for information received 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 EUMS and at EU level. Target(s): - 1 stakeholder analysis/ mapping available in month 10 (submitted in month 18). [By month 36 the stakeholder analysis matrix comprises: Consortium JATC-2 team members, External stakeholders' network (relevant end users) that is - Regulators & national policy makers - Tobacco inspectors - Research institutions / Researchers - Experts - European Parliament Members. In numbers that is >1000 individuals from 30 countries, 170 Consortium members, 50 Regulators & national policy makers, 41 tobacco inspectors, 32 Researchers, 175 Experts, 719 European Parliament Members]	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 [Website -Impact: from September 2023 to September 2024 there has been a raise in unique users (from 6,000 to 10,361), to site visits (from 7,712 to 10,663), to page views (from 42,705 to 64,034). Site will remain on up to mid-November 2025]	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)	Project documentation Web statistics	Indicator(s): - No. of facebook posts - No. of Instagram posts - No. of Tweets on Twitter Target(s): - ~ 90 posts to each platform and Tweets on Twitter - More than 250 followers - Over 11,000 interactions	Project documentation, Project Dissemination Activity reports
Result/ Output 2.1.3 Project leaflet produced	Indicator(s): - No. of leaflets produced - Timeliness of delivery of leaflet Target(s): - 2 leaflets produced (general leaflet & projects results leaflet) - General Leaflet available in month 4 - 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 prepared and sent out	Indicator(s): - No. of E-Newsletters prepared Target(s): - 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) [The stakeholder analysis matrix contains >1000 individuals from 30 countries, 170 Consortium members, 50 Regulators & national policy makers, 41 tobacco inspectors, 32 Researchers, 175 Experts, 719 European Parliament Members, via website and social media, to the ENSP members]	Project documentation, Project Dissemination Activity reports
Result/ Output 2.1.5 Press releases launched	Indicator(s): - No. of press releases launched Target(s): - At least 2 press releases launched	Project documentation, Project Dissemination Activity reports	Indicator(s): - Timing of the press releases Target(s): - 1 Press release for World No Tobacco Day 2023 available at https://jatc.eu/press-release-for-world-no-tobacco-day-2023/ - 1 Press release after the final event of the JATC and to the end of the project (available by end of month 36)	Project documentation, Project Dissemination Activity reports
Result/ Output 2.1.6 Laymen version of the final report produced	Indicator(s): - No. of laymen versions produced produced - Timeliness of delivery of report Target(s): - 1 report produced - Report available in month 36	Project documentation, Project Dissemination Activity reports	Indicator(s): - No. of copies distributed/ downloaded Target(s): - n.a.	Project documentation, Project Dissemination Activity reports
Result/ Output 2.2.1 Participation in external events and conferences	Indicator(s): - No. of participations in external events and conferences Target(s): - Participation in at least 4 external events and conferences [Participation in EU-level Dissemination Events (Special JATC-2 session in ECTC 2022, JATC-2 Symposium in International Scientific Conference in e-cigarettes, ECToH 2023: Pre-conference activity (WP8 symposium) & 2nd JATC-2 Consortium Meeting, Presentations & Steering Committee meeting in ECTC 2023, JATC-2 Annual Consortium Meetings, Online Consortium Meeting (2024) with Stakeholders invited, National conferences & meetings at MS1]	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	Indicator(s): - No. of conferences implemented Target(s): - 1 final conference implemented	Project documentation, Project Dissemination Activity reports	Indicator(s): - No. of participants at the conference Target(s): - At least 100 participants [physical attendance & online]	Project documentation, Project Dissemination Activity reports
Result/ Output 2.2.3 Involvement of stakeholders to ensure a broader perspective of the outcomes	Indicator(s): - No. of stakeholders involved Target(s): - At least 10 stakeholders	Project documentation, Project Dissemination Activity reports	Indicator(s): n.a. Target(s): n.a.	Project documentation, Project Dissemination Activity reports

WP2 Partner Satisfaction: Survey Insights

WP2 had **12 participants** in the fourth survey, compared to 7 participants in the third online survey and 9 in the second online survey.

Question 14: Based on your work experience in the JATC2 project and in particular with WP2: How important do you think was...?

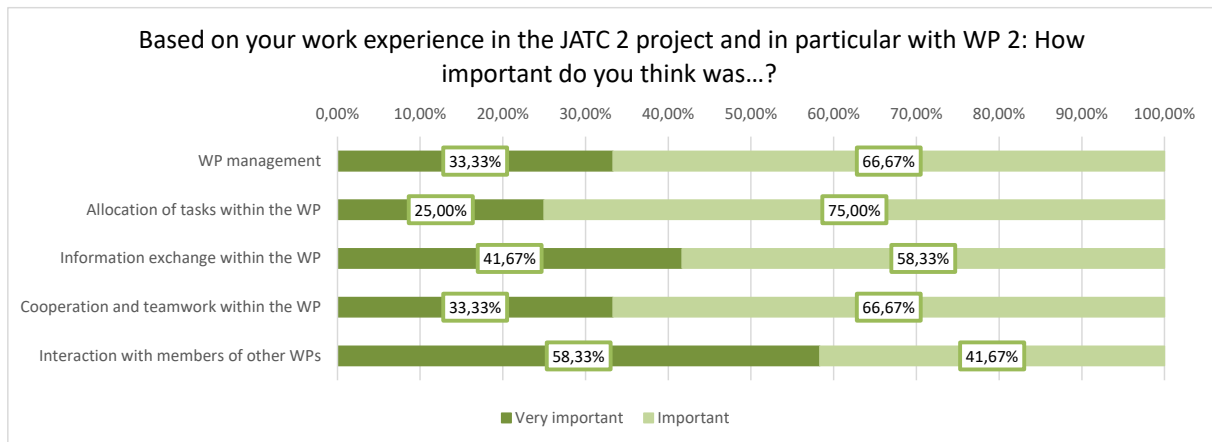


Figure 18: Importance of different items (WP2)

In the fourth survey, all items declined in importance compared to the third survey. However, “interaction with members of other WPs” remained the most important item within WP2, likely due to the team’s reliance on input from JATC2 partners for dissemination purposes. Conversely, “allocation of tasks within the WP” continued to be the least important item for WP2 team members.

The importance of WP management decreased notably since the third survey, where 71.4% of participants considered it very important; now, only one-third rate it as very important, with the rest finding it important. Similarly, cooperation and teamwork also lost significance, following a similar trend. On the other hand, information exchange remained relatively stable, with 41.67% now viewing it as very important, down from 57.1% in the previous survey.

In the third survey, all items had gained importance compared to the second survey. Participants identified “interaction with members of other WPs” as the most crucial aspect, closely followed by WP management, a reversal of the order from the second survey. A year ago, in the second survey, WP management was considered the most important aspect, with two-thirds of respondents viewing it as very important and one-third as important. “Information exchange within the WP” and “interaction with members of other WPs” were equally valued, with 44.4% of WP2 members seeing them as very important and 55.6% as important. Additionally, 77.8% perceived “cooperation and teamwork within the WP” as important, while 22.2% rated it as very important. “Allocation of tasks within the WP” was seen as the least significant item, with two-thirds rating it as important, 22.2% as very important, and 11.1% as less important.

The fourth survey highlights a decline in the perceived importance of several key aspects within WP2, reversing the upward trend observed in the third survey. Despite these shifts, the consistent emphasis on interaction with other WPs underscores its ongoing relevance to WP2’s collaborative efforts.

Question 15: How satisfied were you with each of the items below within WP2?

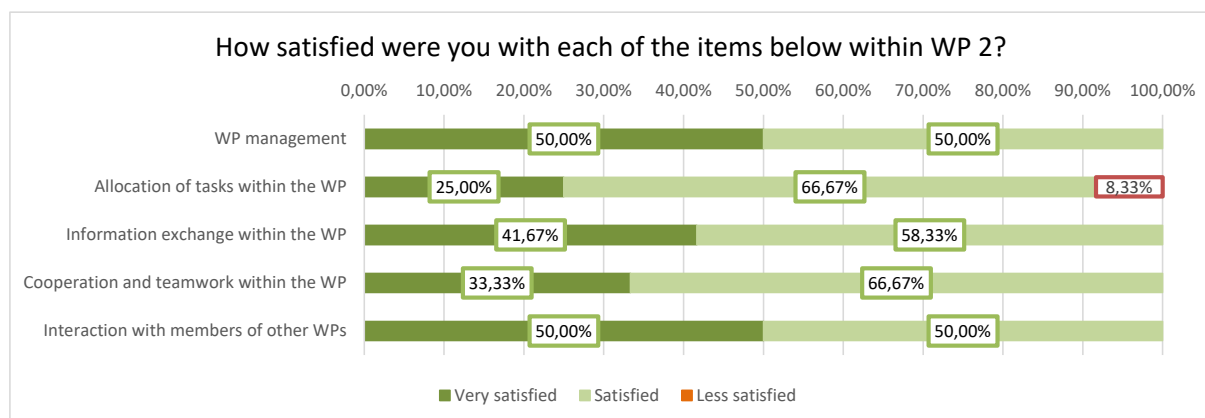


Figure 19: Satisfaction with different items (WP2)

In the fourth survey, satisfaction with all items has increased compared to the third survey. Previously, 28.6% of participants were very satisfied with most items, except for “allocation of tasks within the WP,” where only 14.3% were very satisfied, with the remainder being satisfied. Now, 25% are very satisfied with the allocation of tasks within WP2, two-thirds are satisfied, and 8.33% are less satisfied. In the third survey, the only item that showed dissatisfaction was “information exchange within the WP,” where 14.3% of participants were less satisfied. In the most recent survey, 50% of participants are very satisfied with WP management and interaction with members of other WPs, while the other half are satisfied. Satisfaction with cooperation and teamwork within WP2 has also improved, with one-third of participants now very satisfied and two-thirds satisfied. Information exchange within the WP is viewed as very satisfactory by 41.67% of participants, while 58.33% find it satisfactory.

In the third survey, overall satisfaction within WP2 had already shown improvement, particularly in the area of “interaction with members of other WPs.” In the second survey, one-third of participants were less satisfied with this aspect, but in the third survey, 28.6% were very satisfied, and 71.4% were satisfied. “Information exchange within the WP” also showed slight improvement, with 22.2% very satisfied and 55.6% satisfied. However, satisfaction with the “allocation of tasks within the WP” saw a slight decline, as fewer participants were very satisfied, though overall satisfaction remained stable. Satisfaction with “cooperation and teamwork within the WP” and “WP management” remained largely unchanged over the past year, with 22.7% very satisfied and 77.8% satisfied as of January 2023.

The fourth survey reflects a continued upward trend in satisfaction across most areas, with notable improvements in WP management, interaction with other WPs, and the allocation of tasks. The overall positive shift underscores growing contentment within WP2, although there are still areas, such as task allocation, where some participants express less satisfaction.

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

- Since I joined de JA last January, I had no opportunity to collaborate with them. But (based on my good experience in the other groups, that can be made extensive to this one) I marked “satisfied” in everything
- In WP2, the start was quite slow and there have not been many meetings within this WP overall. However, in the last project year especially, WP2 response to any support needs from other WPs related to new materials etc. has been quick, and the quality of work excellent.

Two participants in the fourth survey provided feedback on what worked well and what didn’t within WP2. One respondent, who joined the JA last January, mentioned that they had no opportunity to

collaborate with WP2 due to their recent involvement. However, based on positive experiences in other groups, they marked “satisfied” for everything. The second respondent noted that the start within WP2 was slow, and there were not many meetings overall. Despite this, they highlighted that in the last project year, WP2’s responsiveness to support needs from other WPs was quick, and the quality of work was excellent.

In the third survey, participants also noted improvements within WP2, particularly in coordination and quick response times. However, they previously identified bureaucratic challenges as obstacles to WP2’s implementation and called for better communication, partner responsiveness, and more internal discussions.

The feedback from the fourth survey, which mentions the slow start but highlights recent improvements in responsiveness and quality, aligns with the positive trends observed in the third survey. The overall higher satisfaction rating in WP2 further supports the idea that management and internal communication within WP2 have continued to improve over the past year.

Question 17: Based on your work experience within WP2: How satisfied were you with...?

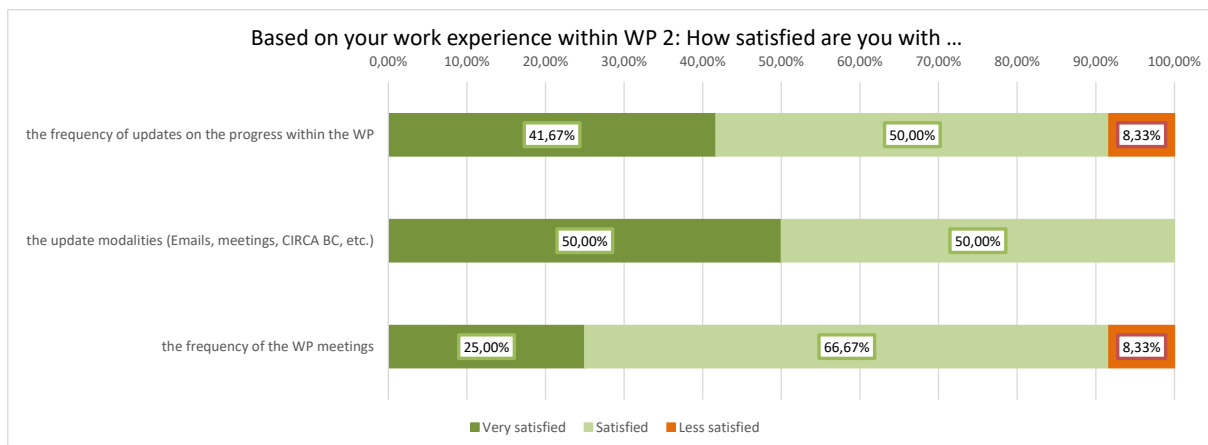


Figure 20: Satisfaction with frequency and modality of updates, and frequency of meetings (WP2)

In the fourth survey, satisfaction with the frequency of updates, update modalities, and meeting frequency has significantly improved since the third survey and throughout the project. The majority of participants are now at least satisfied with all items. Specifically, 41.67% of participants are very satisfied with the frequency of updates, 50% are satisfied, and the proportion of those less satisfied has decreased to 8.33%. Half of the participants find the update modalities very satisfactory, while the other half consider them satisfactory. Regarding the frequency of meetings, one-quarter of participants are very satisfied, two-thirds find it satisfactory, and the percentage of those less satisfied has decreased to 8.33%.

In the third survey, satisfaction was already improving, with 85% satisfied with update and meeting frequency, and 100% with update modalities. However, 14.3% were still dissatisfied with update and meeting frequency. The second survey showed lower satisfaction, with 22.2% finding update frequency less satisfactory, and some dissatisfaction with meeting frequency and update modalities.

Overall, the fourth survey shows a continued upward trend in satisfaction with these key aspects of WP2, reflecting improvements in communication and project management as the project has progressed. The significant decrease in dissatisfaction rates compared to earlier surveys highlights the ongoing enhancements within WP2, especially in update frequency, meeting regularity, and communication modalities.

None of the participants responded to “**Question 18:** Is there anything you particularly liked or disliked about the frequency and the update modalities on the progress within WP2?” No answers have been

given to this question in the previous surveys as well.

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



Figure 21: Motivation of WP2 members

In the fourth survey, half of the participants perceive WP2 team members as very motivated, while the other half see them as motivated.

Perceived motivation among WP2 members has increased over the course of the project. In the third survey, 28.6% of participants considered WP2 team members very motivated, while 71.4% viewed them as motivated. In the second online survey from January 2023, 77.8% of participants saw WP2 members as motivated, 11.1% as very motivated, and 11.1% as less motivated. **The consistent upward trend highlights a growing recognition of motivation within the WP2 team as the project progressed.**

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

- The WP2 has done an amazing job. The website could be updated more frequently and more data could be collected on our communication efforts, but they have done a really good job and have moved the project forward.
- Better participation of members

In the fourth survey, participants provided positive feedback on WP2's efforts, noting that the team has done an "amazing job" in moving the project forward. However, it was suggested that the website could be updated more frequently, and more data could be collected on communication efforts. Another respondent mentioned the need for better participation from members.

No suggestions were given in the third survey regarding improving motivation. In contrast, the second survey included comments emphasizing the need for more involvement from WP2 members, even though they were generally perceived as motivated. It was also suggested that WP2 leaders could be more proactive, particularly by providing a quarterly recap of dissemination activities and plans, which would help other WPs see where they could contribute.

The feedback in the fourth survey aligns with these earlier comments, highlighting the ongoing need

for increased member participation and more proactive communication strategies.

Key Challenges and Lessons Learned from WP2 leadership

1. **Staffing Issues:** WP2 was severely understaffed during the first half of the project, as critical positions such as the communications officer and senior scientific adviser were not filled until month 18. This led to an overburdening of the existing team, causing delays in task execution and a decline in operational efficiency. The lesson here is the importance of securing key personnel early in the project. Future projects should prioritize early recruitment to avoid bottlenecks and ensure smoother workflows from the outset.
2. **Communication and Partner Engagement:** Securing active participation from partners proved difficult, particularly in response to key requests like the stakeholder analysis, where less than 50% responded within the first half of the project. Similar issues were faced when attempting to gather content for the website and social media channels, often requiring multiple follow-ups. The lesson learned is that communication strategies should be more proactive, with clear expectations set for partner engagement. Regular check-ins and incentives for timely contributions could help improve partner responsiveness in future initiatives. Furthermore, allocating WP2 PMs to key partners could be beneficial.
3. **Internal Communication and Delays:** WP2's internal communication and output delivery lagged behind expectations in the early stages, contributing to project delays. These issues were largely a result of the staffing shortages mentioned earlier. Once the key roles were filled, internal communication improved, and the pace of output delivery accelerated significantly. The key takeaway is the necessity of establishing strong internal communication protocols from the beginning of the project, regardless of staffing limitations. Regular team meetings, clearly defined roles, and transparent progress tracking should be established to maintain momentum.
4. **Coordination with WP1:** Poor coordination between WP1 and WP2 during the project's early phases also hindered WP2's progress, particularly in terms of the timely dissemination of materials. However, the situation improved markedly once new leadership in WP1 took charge. This new leadership fostered better collaboration across WPs, which in turn led to an enhanced dissemination process. By the end of the project, WP2 had significantly improved its dissemination activities through stronger inter-WP communication and cooperation. The key lesson here is the importance of cross-work-package coordination, particularly between coordination (WP1) and dissemination teams (WP2). Future projects should ensure that inter-WP collaboration mechanisms are in place from the start, with designated liaison roles or regular cross-WP meetings to facilitate smoother interactions.

WP2 Conclusions and Recommendations

Conclusions:

5. **Output Timeliness and Quality:** WP2 successfully produced 10 outputs, with 50% delivered on time or with minor delays. While three outputs faced delays of more than two months, the quality of work in the final project year was consistently praised. This suggests that the WP2 team was able to recover from earlier challenges and meet dissemination goals despite initial setbacks.
6. **Partner Satisfaction and Importance of Interaction:** Throughout the project, WP2 participants highlighted the importance of interaction with other WPs, which remained a critical element for the team's success. Satisfaction with WP2 improved steadily over the course of the project, with better cooperation, teamwork, and communication emerging as key strengths by the project's conclusion.
7. **Challenges in Early Stages:** WP2 faced significant staffing and coordination challenges in the first half of the project. Delayed hiring of essential staff and initial difficulties in communication

and cooperation slowed progress. However, once staffing issues were resolved and internal communication improved, WP2's output delivery and responsiveness significantly increased.

8. **Survey Insights on Motivation and Improvements:** The perceived motivation of WP2 members grew steadily, with half of the participants in the final survey considering the team very motivated. However, ongoing feedback suggested that more frequent updates to the website and better data collection on communication efforts would have further enhanced performance.

Recommendations for Future Projects:

1. **Ensure Early Staffing and Role Clarity:** WP2's performance was hindered by delayed hiring in the early stages of the project. For future projects, it is critical to secure key staff positions, such as a communications officer and senior scientific advisers, from the outset. This will prevent delays in execution and allow for smoother operations throughout the project.
2. **Strengthen Communication and Internal Coordination:** Efficient internal communication, both within WP2 and with other WPs, should be prioritized from the beginning. Establishing clear protocols for information exchange and regular updates can help avoid early-stage bottlenecks and ensure timely dissemination of outputs. A structured communication plan with defined intervals for check-ins and updates could be instrumental in maintaining momentum.
3. **Increase Partner Responsiveness:** Gathering input from partners proved challenging, with low response rates to key requests such as the stakeholder analysis. Future projects should implement strategies to engage partners more actively, such as setting clear expectations for contributions, and allocating sufficient PMs to key partners to improve partner responsiveness.
4. **Enhance Task Allocation and Monitoring:** As allocation of tasks within WP2 was identified as one of the less important aspects by team members, future projects should ensure clearer delineation of roles and responsibilities. A more structured approach to task assignment, paired with regular progress monitoring, would likely increase accountability and enhance overall satisfaction with task distribution.
5. **Maintain Proactive Leadership and Member Engagement:** Continuous engagement of WP2 members through more regular meetings and updates could improve collaboration and keep the team motivated. Leaders should ensure they provide consistent feedback, recaps of progress, and clear goals to keep members aligned and proactive.
6. **Utilize Feedback Mechanisms:** The feedback loop through surveys provided valuable insights into both the strengths and areas for improvement within WP2. Future projects should integrate similar feedback mechanisms to continuously adapt and respond to challenges, especially regarding motivation, satisfaction, and task execution within work packages.

Output Monitoring

The cut-off date for output monitoring is October 15, 2024.

Table 9: Output Monitoring WP3

A. Outputs				B. Delivery/ Submission				D. Contact info		
WP	Output	Output Title	Target group	Due in Month	Due Date	Final Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
3	D3.1	Evaluation Plan	Project Staff; EC; General public	12	30.09.2022	11.10.2022	-11	AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
3	D3.2	Interim Evaluation Report	Project Staff; EC; General public	19	30.04.2023	24.08.2023	-116	AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
3	D3.3	Final Evaluation Report	Project Staff; EC; General public	36	30.09.2024	16.10.2024	-16	AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
3	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
3	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
3	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
3	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
3	M3.5	List of potential users of each output established	SC	24	30.09.2023	19.09.2023	11	AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
3	M3.6	Evaluation findings of the second reporting period communicated to the steering committee	SC	33	30.06.2024	28.08.2024	-59	AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at

WP3 Timely Submission

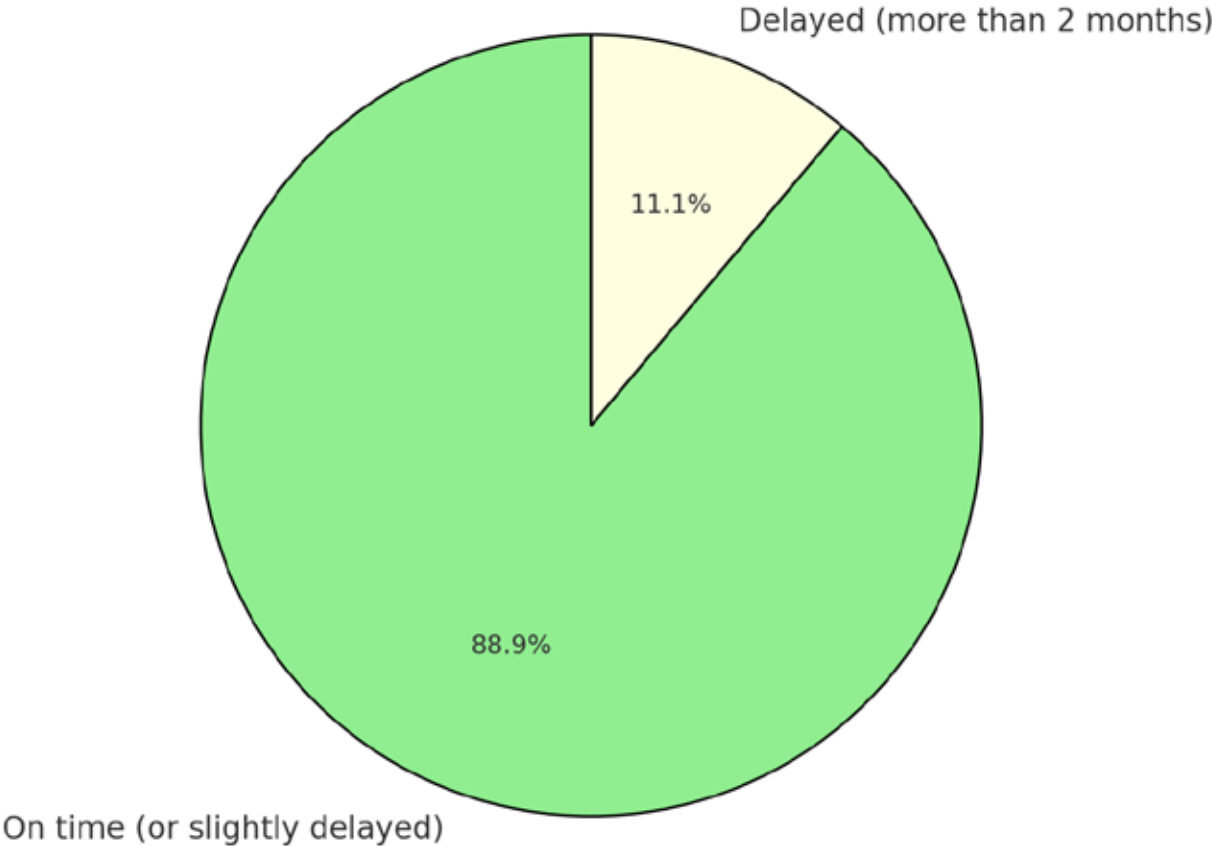


Figure 22: WP3 Timely Submission

WP3 produced a total of 9 outputs. Eight of these were delivered on time or with minor delays (highlighted in light green), while one output was delayed by more than two months (highlighted in light yellow). All outputs have now been successfully delivered.

Table 10: LogFrame WP3

Logical Framework JATC 2 - WP 3 (25.09.2024)				Color code: green: achieved blue: comments
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 online surveys who complete it (= response rate) - No. of 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%, 3rd questionnaire 25,7%, 4th questionnaire 23,6%--> partly achieved) - At least 1 feedback round per WP (WP7, WP8, WP9, conducted in Q1 2023). A written feedback round was initiated for WP4, but unfortunately, none of the team members participated. No feedback meetings were held for WP1, WP2, WP3, WP5, and WP6, as the WP leaders indicated that they did not require them) - 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 (1-2 Outputs per WP, in total 10. However, we were unable to identify suitable experts to interview for each output) - At least 3 experts for each output assessed (achieved for 3 Outputs) [Reaching suitable interview partners willing to participate in the outcome evaluation proved more challenging than anticipated, partly due to time constraints, as the evaluation concludes with the project, and many outputs have not yet reached their target audience.]	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 information 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)	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 -> available on CIRCA BC and circulated to WP leaders via email, publicity published later) - 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 Final evaluation report (in writing or after the presentation) - At least 70% of the members of the Steering Committee assess the usefulness of the report [Feedback received amongst other occasions at SC meetings and at the Final Conference]	Project documentation

WP3 Partner Satisfaction: Survey Insights

WP3 had **9 participants** in the fourth online survey, compared to 6 participants in the third online survey, and 7 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 was...?

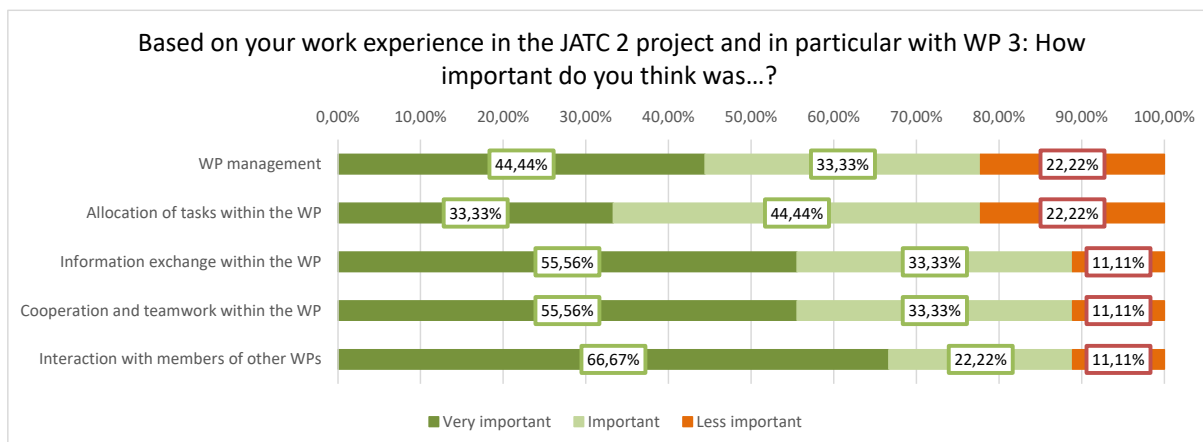


Figure 23: Importance of different items (WP3)

In the fourth and final survey of the JATC2 project, participants in WP3 rated the interaction with members of other WPs as the most important factor, with two-thirds considering it “very important,” 22.2% as “important,” and 11.11% as “less important.” Information exchange and cooperation within the WP were tied for second, with 55.56% seeing them as “very important,” one-third as “important,” and 11.11% as “less important.” WP management was “very important” to 44.44%, while one-third rated it as “important” and 22.22% as “less important.” Allocation of tasks within the WP was seen as least important, with one-third rating it as “very important,” 44.44% as “important,” and 22.22% as “less important.”

In the third survey, the importance of all items had slightly increased compared to the second survey. By January 2024, 50% of participants viewed WP management, task allocation, and information exchange as “very important.” Cooperation within the WP and interaction with other WPs were seen as “very important” by two-thirds. Interaction with other WPs was the top item, with 57.1% seeing it as “very important” and 42.9% as “important.” WP management and task allocation were still the least important, with only 28.6% rating them as “very important.”

Overall, the final survey shows a stronger emphasis on cooperation and interaction, especially across WPs. Interaction with other WPs gained more importance, with two-thirds rating it “very important” in the final survey, compared to 57.1% in the third. While task allocation and WP management remained less critical, they saw a slight increase in importance. The final survey also showed greater consensus, with more participants rating items as “very important” compared to the third survey.

Question 22: How satisfied were you with each of the items below within WP3?

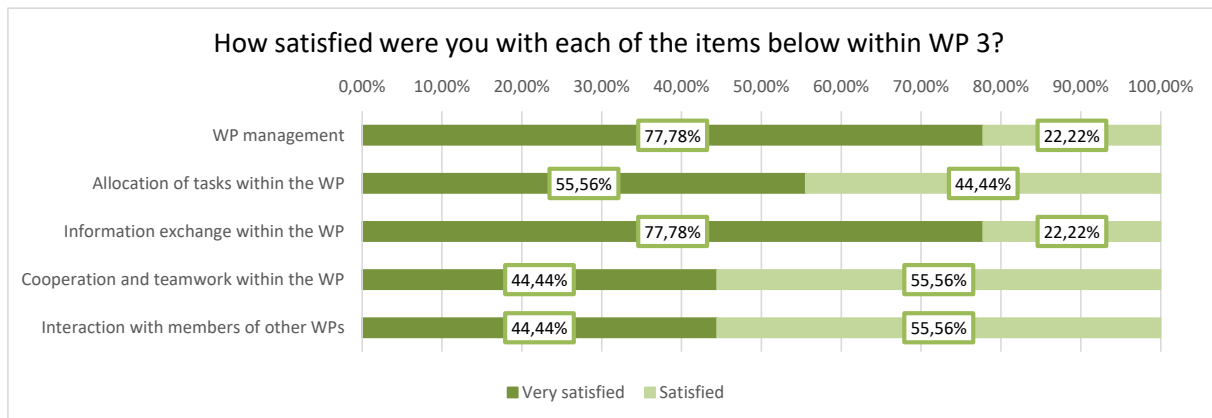


Figure 24: Satisfaction with different items (WP3)

In the fourth survey of WP3, participants expressed the highest satisfaction with WP management and information exchange within the WP, with 77.78% being “very satisfied” and 22.22% “satisfied.” The allocation of tasks ranked second, with 55.56% “very satisfied” and 44.44% “satisfied.” Cooperation and teamwork within the WP, as well as interaction with members of other WPs, were the least satisfactory, though still rated positively, with 44.44% “very satisfied” and 55.56% “satisfied.”

In the third survey, satisfaction had improved compared to the previous survey, with all participants being at least “satisfied” with all items. Two-thirds of participants were “very satisfied” with WP management, while 50% were “very satisfied” with all other items. In the earlier survey, cooperation and teamwork within the WP received the lowest satisfaction levels, with only 28.6% “very satisfied,” 57.1% “satisfied,” and 14.3% “not satisfied.” Similarly, 14.3% were “not satisfied” with information exchange within the WP, while 42.9% were “satisfied” and 42.9% “very satisfied.” Allocation of tasks was “very satisfactory” to 28.6% and “satisfactory” to 71.4%. WP management and interaction with other WPs were the most satisfactory areas, with 42.9% “very satisfied” and 57.1% “satisfied.”

Overall, the fourth survey shows an improvement in satisfaction levels compared to the third survey. The most notable increase was in satisfaction with cooperation and teamwork within WP3, and information exchange, both of which were less satisfactory in previous surveys. The fourth survey also reflects a stronger consensus, with higher percentages of participants now “very satisfied” across all items, especially WP management and task allocation. Interaction with other WPs, while still positive, remained among the least satisfactory elements in both surveys.

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

- The WP overall worked very well, all the goals were achieved. Some partners were unwilling to participate, others were taking on a greater load than expected.
- Es war klein an Mitarbeitern, da ist alles einfacher.

In the fourth survey, participants of WP3 felt that the overall work was very successful, with all goals achieved. However, they noted that some partners were less willing to participate, while others took on more work than expected. One comment highlighted that the smaller team size made coordination easier.

In the third survey, participants also praised the organization, noting that tasks were completed on time and that meetings were helpful for clarifying issues. WP3 was seen as responsive to changing requirements. However, there were some concerns about inconsistent partner involvement.

All surveys reflect a generally positive view of WP3’s functioning, particularly in terms of organization and achieving goals. The fourth survey echoed the third in highlighting partner involvement as an ongoing issue, with some partners not participating as fully as others. This concern was also

mentioned in the second survey, where participants reported difficulties in obtaining responses from team members and other WPs, despite overall satisfaction with coordination.

Question 24: Based on your work experience within WP3: How satisfied were you with...?

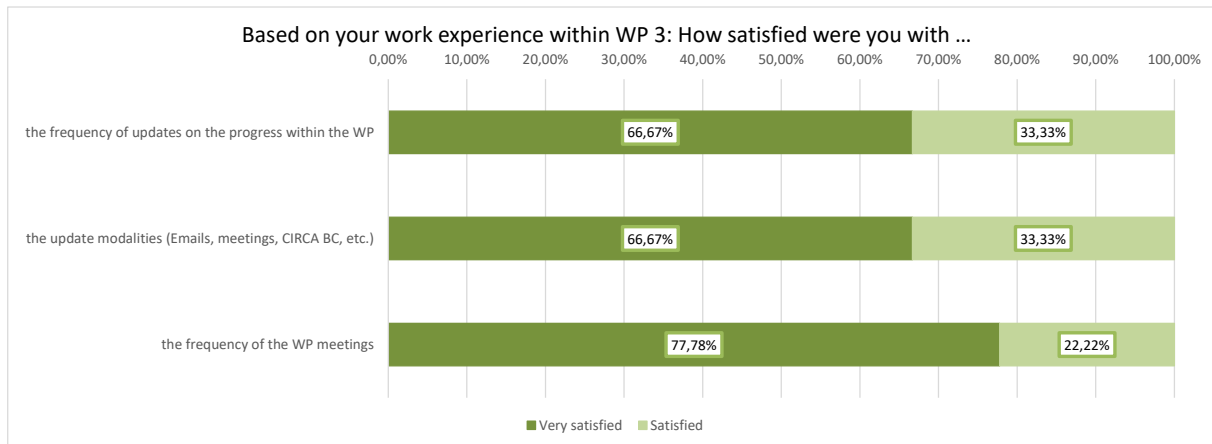


Figure 25: Satisfaction with frequency and modality of updates, and frequency of meetings (WP3)

In the fourth survey, WP3 participants were most satisfied with the frequency of meetings, with 77.78% “very satisfied” and 22.22% “satisfied.” Two-thirds were “very satisfied” with both the frequency of updates and the modalities for delivering updates, while one-third was “satisfied” with these aspects.

In the third survey, satisfaction with meeting frequency, updates, and update methods had improved from earlier surveys. In the previous (second) survey, only 42.7% were “very satisfied” with these items, but by the third survey, 66.7% were “very satisfied.” No participants reported dissatisfaction in either survey.

Overall, the surveys reflect increasing satisfaction with WP3’s communication and update processes, especially the frequency of meetings and updates. The fourth survey shows a continuation of the positive trend from the third, with even higher satisfaction, particularly regarding meetings.

Question 25: Is there anything you particularly liked or disliked about the frequency and the update modalities on the progress within WP3?

- The results

Question 26: How motivated did you consider the members of WP3?

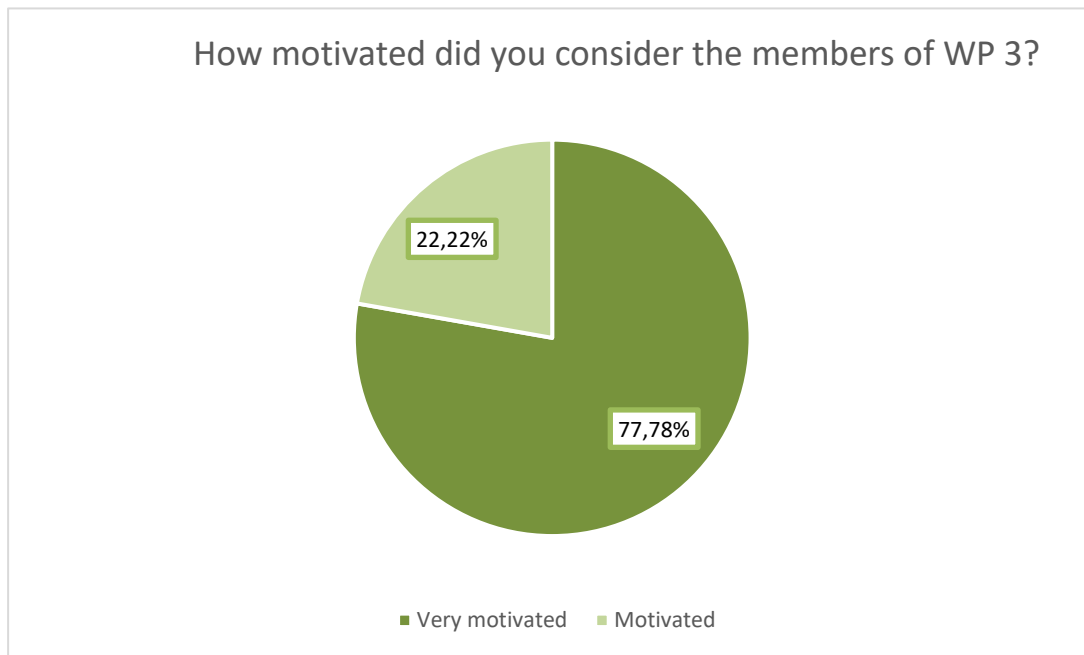


Figure 26: Motivation of WP3 members

In the fourth survey, the perceived motivation of WP3 members had significantly increased, with 77.78% of participants considering them “very motivated” and 22.22% seeing them as “motivated.” This marks an improvement from the third survey, where all members were perceived as motivated, but only 50% were viewed as “very motivated.”

In the second survey, motivation levels were notably lower, with only 28.6% seeing members as “very motivated,” 57.1% as “motivated,” and 14.3% as “less motivated.”

Overall, the surveys show a clear upward trend in motivation throughout the project, with the final survey reflecting the highest levels of perceived motivation among WP3 members.

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

In the fourth survey, there were no responses provided regarding how the WP3 leader(s) could have improved motivation. In contrast, the third survey included a comment stating that no improvements were necessary, as WP3’s motivation largely depended on the collaboration with other WPs, which were responsive and adaptable.

Key Challenges and Lessons Learned from WP3 leadership

- 1. Information Exchange:** The complexity and scale of the JATC2 project posed significant challenges for timely information gathering. WP3 often struggled to obtain necessary updates from project partners, requiring multiple reminders. This issue was exacerbated by the decentralized nature of the project and varying levels of engagement across partners. To address these challenges, interim evaluation meetings with WP leaders proved to be an effective solution. These meetings helped streamline the information collection process and ensured more regular updates. Moving forward, integrating such evaluation checkpoints earlier and more frequently in future projects will enhance the efficiency and timeliness of information flow.
- 2. Early Coordination Issues:** Leadership instability in WP1 during the project’s initial year hindered

effective coordination and information gathering. Frequent changes in leadership created gaps in communication, complicating WP3's evaluation responsibilities. However, once stable leadership was established, coordination between WPs improved markedly. This facilitated better support for WP3's tasks. The lesson learned here is the importance of ensuring stable leadership structures from the start, with clear communication protocols in place to manage transitions smoothly, should they occur.

3. **Partner Involvement:** Limited person-months (PMs) allocated to WP3 partners presented a challenge in terms of task distribution and engagement. Many partners contributed primarily through surveys, interviews, and feedback meetings, rather than taking on more active roles. In the early stages, partner involvement was noticeably low, leading to an uneven workload distribution across the team. As the project progressed, partner engagement improved slightly, though it remained an area of concern. Future projects should establish clearer expectations and accountability frameworks for partner involvement from the outset to prevent disengagement and ensure a more balanced contribution across all partners.
4. **Dependence on Key Individuals:** WP3's progress was heavily reliant on a small number of key individuals. This dependency posed risks when personal health issues or other unforeseen circumstances caused delays in output delivery. The primary lesson here is the need for proactive risk management. Future projects should anticipate potential risks related to key personnel and adjust timelines or assign additional resources as needed. Developing a more distributed workload and cross-training team members would also mitigate the impact of unforeseen absences and ensure continuity in project activities.

WP3 Conclusions and Recommendations

Conclusions:

1. **Output Delivery and Timeliness:** WP3 successfully delivered all 9 planned outputs, with 8 being completed on time or with minor delays, and only 1 output delayed by more than two months.
2. **Partner Satisfaction and Engagement:** Survey results indicate overall satisfaction with WP3, particularly in the areas of WP management and information exchange. However, participation from some partners was inconsistent, with certain members contributing more than expected while others were less engaged.
3. **Inter-WP Cooperation:** The importance of interaction with other WPs increased throughout the project, with the final survey showing two-thirds of participants rating this as "very important." This reflects growing recognition of the need for cross-WP collaboration to achieve project goals.
4. **Challenges in Information Gathering:** WP3 faced challenges in obtaining timely information from partners, necessitating multiple follow-ups. This was partly due to the large size and complexity of the JATC2 project, as well as initial leadership instability in WP1. Coordination improved over time, but early difficulties impacted the smooth flow of information.
5. **Motivation:** Motivation among WP3 members increased significantly over the course of the project, with 77.78% considering their colleagues "very motivated" in the final survey. This marks a notable improvement from earlier stages, where motivation was seen as lower.
6. **Team Size and Personal Issues:** WP3 was largely dependent on a small number of individuals, and personal issues contributed to delays. However, this smaller team size also had some advantages, as it facilitated easier coordination.

Recommendations for Future Projects:

1. **Strengthen Partner Engagement:** Future projects should establish clearer expectations for partner involvement from the outset, including regular check-ins to ensure equal participation. More structured task allocation and transparent communication regarding workload distribution could mitigate imbalances where some partners take on more responsibility than others.

2. **Proactive Risk Management:** Personal and health-related risks impacted WP3's progress. Future projects should include contingency plans for key personnel to ensure that critical tasks can continue even if key team members are temporarily unavailable.
3. **Enhanced Information Collection Strategies:** To avoid delays in receiving information, future projects should consider more proactive methods for gathering updates, such as interim evaluation meetings with regular deadlines and automated reminders. Clear and consistent communication channels with WP leaders would facilitate smoother collaboration.
4. **Focus on Cross-WP Collaboration:** Given the growing importance of inter-WP interaction, future initiatives should formalize mechanisms for fostering collaboration across work packages, such as joint workshops or shared digital platforms to enhance cooperation and information flow.
5. **Motivation and Recognition Systems:** While WP3's motivation improved over time, future projects could benefit from recognizing and rewarding contributions to keep engagement levels high throughout. Regular feedback loops where team members' efforts are acknowledged can help sustain motivation.

WP4 – Sustainability and Cooperation across Europe

Output Monitoring

The cut-off date for output monitoring is October 15, 2024.

Table 11: Output Monitoring WP4

A. Outputs				B. Delivery/ Submission				D. Contact info		
WP	Output	Output Title	Target group	Due in Month	Due Date	Final Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
4	D4.1	Policy dialogues on sustainability of JATC 2 actions and possible contributions to Europe's Beating Cancer Plan	Researchers; Policy makers; Regulators; Project stakeholders; Tobacco Control NGOs; EU Commission; General public	32	31.05.2024	31.07.2024	-61	HSE	Maurice Mulcahy	maurice.mulcahy@hse.ie
4	D4.2	Sustainability plan, policies and scenarios for long-term sustainability	Researchers; Policy makers; Regulators; Project stakeholders; Tobacco Control NGOs; EU Commission; General public	34	31.07.2024	31.07.2024	0	ISS	Renata Solimini	renata.solimini@ss.it
4	D4.3	Framework for a cooperation with the European Commission on the JATC 2 deliverables contribution to Europe's Beating Cancer Plan	Researchers; Policy makers; Regulators; Project stakeholders; Tobacco Control NGOs; EU Commission; General public	35	31.08.2024			MoH-DK	Frances O'Donovan	feo@sum.dk
4	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	MoH-DK	Frances O'Donovan	feo@sum.dk
4	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	MoH-DK	Frances O'Donovan	feo@sum.dk
4	M4.3	First guidance document	Tobacco researchers; Policy makers; Project stakeholders;	8	31.05.2022	06.05.2022	25	ISS	Renata Solimini	renata.solimini@ss.it
4	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@hl.fi
4	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 Lambrou; Sotiria Schoretsaniti; Stathis Papachristou	a.lamprou@eody.gov.gr ; s.schoretsaniti@eody.gov.gr ; e.papachristou@eody.gov.gr
4	M4.6	Series of virtual webinars on FCTC and other topics with national, regional and international bodies	Tobacco researchers; Policy makers; Project stakeholders;	30	31.03.2024	11.03.2024	20	HSE	Maurice Mulcahy	maurice.mulcahy@hse.ie
4	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	31.05.2024	0	HSE	Maurice Mulcahy	maurice.mulcahy@hse.ie

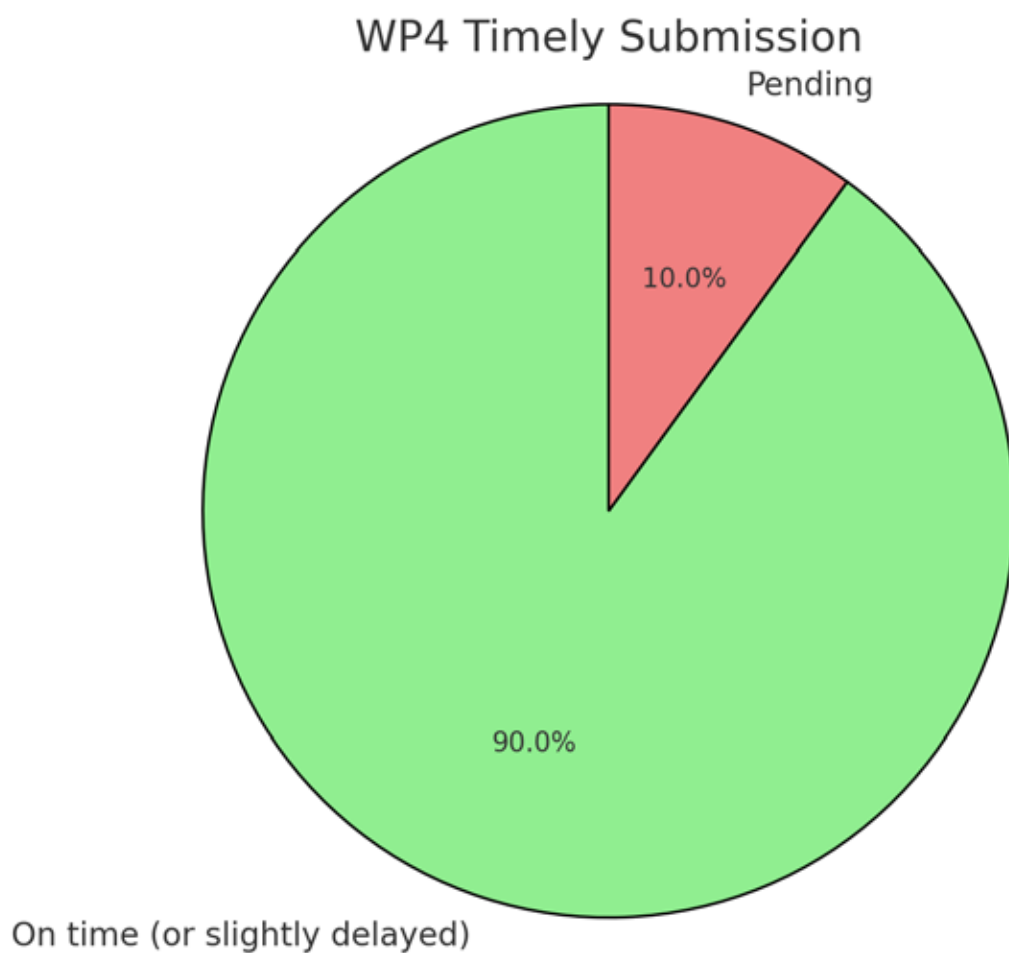


Figure 27: WP4 Timely Submission

WP4 produced a total of 10 outputs. Nine of these were delivered on time or with minor delays (highlighted in light green), while one output is still pending (highlighted in light red) and is expected to be delivered soon.

Table 12: LogFrame WP4

Logical Framework JATC 2 - WP 4 (25.09.2024)		Color Code: blue: comments green: achieved		
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,
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 [external: 1 FCTC, 1 smoke free environments, 1 tobacco endgame strategies, 1 technical support for a WP7 webinar]	Project documentation	Indicator(s): - No. and type of stakeholders participating in each webinar Target(s): - At least 30 participants at each webinar [80-100 participants]	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 (D4.1)	Indicators: - No. of meetings organised - Timeliness of implementation Targets: - Overall At least 5 webinars/meetings organized - Implementation until month 32 [internal meetings + external meetings]	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	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 - 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 [some official "best practices" are mentioned. "Potential best practices" were investigated by WPs and are available in the web-based repository. WP4 provided the questionnaire and score to rate the "potential best practices" (D4.2)]	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 (7 achieved) - At least 10 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	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% [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 (D4.3)	Project documentation	Indicator(s): - n.a. Target(s): - n.a.	Project documentation

WP4 Partner Satisfaction: Survey Insights

WP4 had had **11 participants** in the fourth survey, compared to 8 participants in the third online survey, and 11 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 was...?

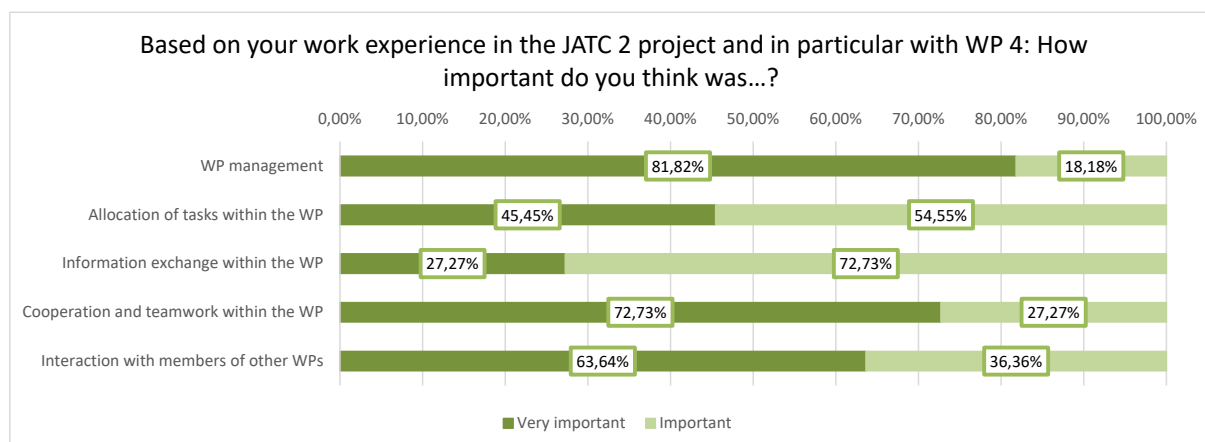


Figure 28: Importance of different items (WP4)

In the final survey, WP management was rated the most critical factor, with 81.82% of respondents marking it as very important and 18.18% as important. Cooperation and teamwork followed closely, with 72.73% viewing it as very important and 27.27% as important. Interaction with other work packages was significant as well, receiving very important ratings from 63.64% and important ratings from 36.36%. Task allocation was rated very important by 45.45% and important by 54.55%, while information exchange ranked lowest, with only 27.27% considering it very important.

In the third survey, cooperation and teamwork had been ranked at 62.5% very important, while WP management and interaction with other WPs each received very important ratings from 75% of participants. Information exchange increased in importance from 45.5% to 62.5%, and task allocation rose slightly from 45.5% to 50%.

The second survey showed cooperation and teamwork as the most important item, with 70% of participants rating it very important. WP management received lower ratings at 60%, along with lower ratings for interaction with other WPs and task allocation.

Comparing the three surveys reveals a shift in priorities as the project concluded. The final survey highlights an increased emphasis on effective management within WP4, marking a significant evolution from earlier surveys. While cooperation and teamwork remain essential, WP management now stands out, reflecting the project’s complexity and the need for structured oversight. The consistent importance of inter-WP interaction indicates that cross-collaboration is crucial for sustainability efforts. Although task allocation and information exchange have improved, the latter still ranks as the least critical aspect of WP4, suggesting areas for further attention in future projects.

Question 29: How satisfied were you with each of the items below within WP4?

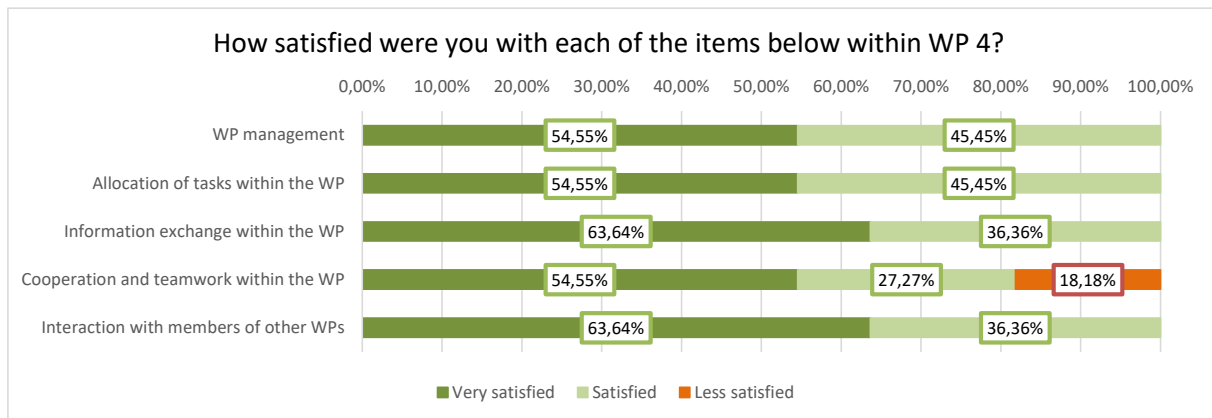


Figure 29: Satisfaction with different items (WP4)

In the final online survey, overall satisfaction levels showed significant improvements compared to previous surveys. The percentage of participants reporting very satisfied ratings increased across various items, particularly in cooperation and teamwork, which saw its very satisfied responses rise from 25% to 54.55%. Interestingly, allocation of tasks, which previously showed dissatisfaction in the third survey, reported no dissatisfaction in the fourth. However, cooperation and teamwork experienced some dissatisfaction for the first time.

In this last survey, the most satisfactory items were information exchange within the WP and interaction with members of other WPs, both receiving very satisfied ratings from 63.64% and satisfied ratings from 36.36%. WP management and allocation of tasks also achieved high satisfaction, with 54.55% very satisfied and 45.45% satisfied.

In the third survey, WP management remained the top item, with very satisfied ratings increasing from 45.5% to 50%. Information exchange saw a 13.6% increase in participants who were very satisfied, while allocation of tasks remained stable, with 36.4% very satisfied and 54.6% satisfied. Dissatisfaction in both cooperation and teamwork and interaction with other WPs decreased from 9.1% to zero. However, the percentage very satisfied with interaction decreased from 45.5% to 25%.

The second survey indicated that cooperation and teamwork was rated as the most satisfactory item, with 70% of participants very satisfied. WP management was rated lower at 60%, along with lower ratings for interaction with other WPs and task allocation.

Overall, the comparison across the three surveys highlights a positive trend in satisfaction within WP4 as the JATC2 project concludes. The fourth survey indicates notable improvements in information exchange and cooperation, despite the emergence of some dissatisfaction in teamwork. The change in satisfaction regarding allocation of tasks reflects enhancements in management practices, underscoring a successful progression throughout the project.

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

- We produced a good number of relevant documents, even we joined to WP9 in a fruitful collaboration in EndGame initiative.
- The tasks were allocated well since the beginning, but some of the partners not collaborated enough. Lack of partners dedicated to this WP. Difficulties in the communication with some of the partners. Cooperation and teamwork were affected by these difficulties. The work done by some partners sometimes was not accurate enough.
- Renata Solimini has been brilliant, always present and always informed.
- Renata's personal commitment to ensuring that the deliverables move forward and are finalized has been vital. This WP has suffered several times from some organizations not participating

as planned due to different reasons, which has been a big challenge for coordinating the work. **In the fourth survey, participants highlighted successes such as producing numerous relevant documents and fruitful collaboration with WP9 on the EndGame initiative. They noted that while tasks were allocated well from the beginning, some partners did not collaborate sufficiently, which affected cooperation and teamwork. Communication difficulties with certain partners also arose, impacting the accuracy of some contributions. WP4's leader was particularly praised for her commitment and effectiveness in ensuring deliverables were completed despite challenges with partner participation.**

In the third survey, feedback indicated that WP4 members felt they had a marginal role in the project, although there was high motivation from management to provide opportunities for contribution, with concerns about insufficient collaboration from some partners.

The second survey presented a more optimistic view, with participants stating that tasks were allocated effectively and that the WP leader proactively engaged partners to monitor their contributions, leading to a perception of highly effective management.

Comparing the surveys shows an evolution in feedback. While the second survey emphasized effective task allocation and management, the third survey raised concerns about collaboration and member roles. By the fourth survey, although successes were acknowledged, challenges regarding partner participation and communication remained prominent. **Overall, WP4 demonstrated effective management and document production, but improving collaboration with partners continued to be a critical concern across all surveys.**

Question 31: Based on your work experience within WP4: How satisfied were you with...?

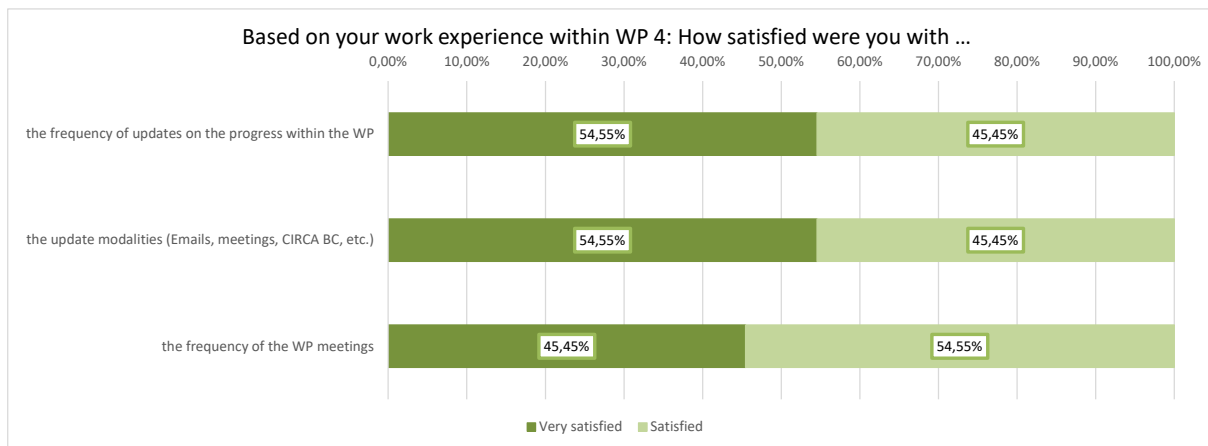


Figure 30: Satisfaction with frequency and modality of updates, and frequency of meetings (WP4)

In the fourth survey, satisfaction levels for various items within Work Package 4 (WP4) reflected slight changes since the previous year. Satisfaction with the frequency of updates dropped from 75% very satisfied in the third survey to 54.55% in the fourth, and satisfaction with update modalities decreased significantly from 87.5% to 54.55%. In contrast, satisfaction with the frequency of meetings saw a slight improvement, increasing from 37.5% to 45.45%. Importantly, no dissatisfaction was reported in any of the recent surveys.

Comparing these results to the second survey, where satisfaction with updates and update modalities was positive at 36.4%, the decline in the fourth survey indicates a shift in perceptions. **Overall, while meeting satisfaction improved slightly, the fourth survey highlights a decrease in satisfaction for updates and update modalities compared to previous surveys, reflecting evolving attitudes over time.**

Question 32: Is there anything you particularly liked or disliked about the frequency and the update modalities on the progress within WP4?”.

- Everything have run smoothly
- I have not enough experience in the WP to give my opinion on that.
- Everything was well balanced, I liked that WP4 leader reminded everything on time.

In response to Question 32 regarding the frequency and update modalities within WP4, participants expressed generally positive feedback, noting that everything ran smoothly and was well-balanced. One respondent appreciated the WP4 leader’s timely reminders. However, one participant mentioned lacking enough experience to provide an opinion. There were no responses to this question in the previous surveys.

Question 31: How motivated did you consider the members of WP4?

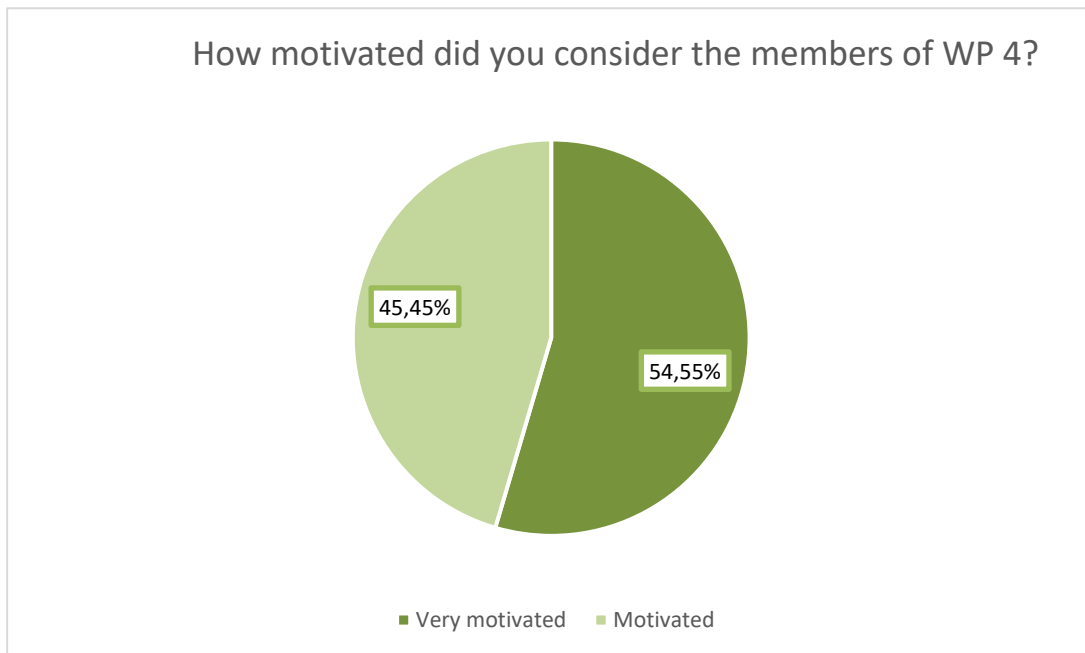


Figure 31: Motivation of WP4 members

The perception of motivation among WP4 members has notably increased throughout the project. In the second survey, 36.4% of respondents viewed WP4 members as very motivated, while 54.6% considered them motivated, and 9.1% thought they were less motivated. In the third survey, these figures improved, with 37.5% viewing them as very motivated and 62.5% as motivated. By the fourth and final survey, the perception of motivation further increased, with 54.55% rating WP4 members as very motivated and 45.45% as motivated. Importantly, no respondents indicated that they believed WP4 members were unmotivated in the last two surveys.

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

- If the WP leader communicate smoothly, provides regular updates and meetings, allocate tasks according to partners choice, the motivation of a participating partner should be present since the beginning. If a partner choose to participate in this WP, the responsibility of communicating and working well is firstly from his/her side. If a partner thinks that cannot contribute in this WP, better pass PM to someone else. Some partners do not communicate honestly.

In the fourth survey, participants indicated that the WP4 leader was already effectively promoting motivation through smooth communication, regular updates and meetings, and task allocation based on partners’ preferences. They emphasized that partners must also take responsibility for

their participation; if they cannot contribute, they should consider transferring their PMs to someone else. Some respondents noted that certain partners did not communicate honestly.

In contrast, no suggestions for improving motivation were made in the third survey. In the second survey, one participant recommended reinforcing the collective benefits of joint working while acknowledging that individuals often have busy schedules, which can limit their contributions. **Overall, feedback in the fourth survey reflects an acknowledgment of the leader's efforts rather than a call for improvement.**

Key Challenges and Lessons Learned from WP4 leadership

- **Partner Involvement:** Throughout the project, WP4 faced significant challenges related to limited person-months (PMs) allocated to many partners, resulting in lower-than-expected contributions from some members. These issues were exacerbated by staff changes and the withdrawal of two organizations, which caused delays due to information loss and unclear communication about points of contact. Additionally, several WP4 partners were involved in other work packages, making it difficult for them to maintain steady progress. Future projects would benefit from ensuring that partners have sufficient resources and clear, consistent communication protocols to manage any unexpected changes.
- **Communication:** Despite the challenges with partner involvement, WP4 leadership maintained strong and effective communication throughout the project. Regular emails and personal engagement ensured that tasks were clearly communicated to all partners. Meetings were held frequently, tailored to specific tasks or bilateral needs, which helped foster transparency and kept partners engaged. This approach proved instrumental in overcoming some of the project's hurdles, particularly with those partners who were more actively involved. For future projects, continuing this level of tailored and proactive communication will be key to maintaining momentum and partner involvement, even when external challenges arise.
- **Participation Issues:** Minimal participation from certain partners remained an ongoing issue despite attempts to address it. The introduction of regular reporting on person-month usage helped to increase transparency and accountability, but it did not fully resolve the problem. Some partners remained disengaged, which affected the overall workload distribution. Looking back, it is clear that future projects should establish more robust engagement strategies early on, setting clear expectations for partner contributions and introducing mechanisms to address non-participation. Identifying disengaged partners early and offering additional support, or reallocating tasks where necessary, would help mitigate similar issues in future collaborations.
- **Cross-WP Cooperation:** One of the most successful aspects of WP4 was its collaboration with other work packages, particularly those with partners involved in leadership roles. WP4 played a pivotal role in promoting sustainability across the project, and initiatives like the collaboration with WP9 demonstrated the value of cross-WP cooperation. A key lesson from this experience is the importance of embedding sustainability considerations across all work packages from the outset. Future projects should integrate sustainability goals early, ensuring they are a shared priority for all partners and remain central throughout the project's lifecycle. This will help maintain focus on long-term outcomes beyond the project's formal conclusion.

WP4 Conclusions and Recommendations

Conclusions:

1. **Timely Submission and Output Delivery:** WP4 successfully delivered 9 out of 10 outputs on time or with minor delays, with one remaining output still pending as of the cut-off date. The timely submission of the majority of outputs reflects strong project management, despite some challenges with partner engagement and resource allocation.
2. **Importance of Management and Cooperation:** Throughout the JATC2 project, WP4

participants increasingly emphasized the critical importance of WP management and cross-WP collaboration. In the final survey, WP management was rated as the most important factor, highlighting the value of structured leadership in complex, multi-partner projects like JATC2. Cooperation and teamwork were also consistently valued, though difficulties with some partners' limited involvement impacted overall satisfaction.

3. **Satisfaction with Communication and Coordination:** Satisfaction with WP4's communication processes, particularly the frequency of updates and meetings, showed some fluctuations over the course of the project. While meeting frequency satisfaction improved slightly, satisfaction with the frequency and modality of updates declined toward the end of the project. However, WP4 leadership received high praise for maintaining transparency and personal engagement, ensuring that partners remained informed, and tasks were clearly defined.
4. **Partner Involvement and Motivation:** Partner involvement was a recurring challenge within WP4. Limited person-months, staff changes, and the withdrawal of two organizations led to information loss and delays. Despite these issues, the motivation of WP4 members improved significantly over time, with over half of participants in the final survey considering their colleagues "very motivated." WP4 leadership's commitment to clear communication and engagement was critical in maintaining momentum despite these challenges.
5. **Collaboration Across Work Packages:** WP4's efforts to foster collaboration with other WPs were successful. This cross-WP cooperation was crucial for ensuring the sustainability of the project. However, challenges with partner participation limited the full potential of these collaborative efforts.

Recommendations for Future Projects:

1. **Strengthen Partner Engagement and Accountability:** Future projects should establish clearer expectations for partner involvement from the outset, with more rigorous mechanisms for monitoring participation and contributions. Regular reporting on person-month usage and partner involvement, as implemented in the project, should be complemented by earlier interventions if engagement issues arise. It is also crucial to allow flexibility for partners to transfer responsibilities if they cannot contribute effectively.
2. **Improve Communication Strategies:** While WP4 demonstrated strong communication practices, fluctuations in satisfaction with updates suggest that future projects should maintain a consistent approach to providing updates, with clear and agreed-upon modalities from the start. Regular feedback from partners on the effectiveness of communication strategies could also help in making timely adjustments.
3. **Address Resource and Personnel Risks Proactively:** The limited resources available to WP4 partners, compounded by staff changes and organizational withdrawals, caused delays and challenges in maintaining steady progress. Future projects should implement risk management plans that account for potential personnel changes and resource constraints. Backup plans for staff transitions and contingency timelines can help mitigate the impact of such disruptions.
4. **Foster Cross-WP Collaboration Early:** WP4's successful collaboration with other WPs underscores the importance of cross-WP interaction. Future projects should integrate sustainability discussions and cross-collaboration opportunities from the beginning to ensure that all WPs contribute to the project's long-term goals.
5. **Sustain Leadership Engagement:** The positive feedback on WP4's leadership, particularly regarding the personal commitment of the WP leader, highlights the importance of engaged and proactive leadership. Future projects should continue to prioritize strong leadership that fosters partner motivation, clear communication, and consistent task allocation. Leaders should also be trained in conflict resolution and partner engagement techniques to address participation issues swiftly.

Output Monitoring

The cut-off date for output monitoring is October 15, 2024.

Table 13: Output Monitoring WP5

A. Outputs				B. Delivery/ Submission				D. Contact info			
WP	Output	Output Title	Target group	Due in Month	Due Date	Final Submission	On time?	Lead beneficiary	Responsible Person	Contact Info	
5	D5.01	Agreement and procedures for EU-CEG data sharing	EC; EU Regulators	19	30.04.2023	30.09.2024	-519	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	D5.02	EU-CEG data integration from MS-REP to local databases at national scale	EC; EU Regulators	19	30.04.2023	18.12.2023	-232	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	D5.03	Mapping of the EU network of independent laboratories capacities	EC; EU Regulators; Laboratories Network	21	30.06.2023	31.07.2024	-397	IRFMN	Enrico Davoli	enrico.davoli@marionegri.it	
5	D5.04	How-to guides & toolbox to analyse EU-CEG data at national scale	EC; EU Regulators	24	30.09.2023	19.02.2024	-142	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	D5.05	Descriptive analysis of EU-CEG data on tobacco products at EU scale	EC; EU Regulators; General public	30	31.03.2024	30.09.2024	-183	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	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	30.09.2024	-183	IRFMN	Enrico Davoli	enrico.davoli@marionegri.it	
5	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	
5	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	
5	D5.09	EU-CEG reference tables	EC; Regulators;	35	31.08.2024	30.09.2024	-30	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	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	30.09.2024	-30	IRFMN	Enrico Davoli	enrico.davoli@marionegri.it	
5	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	
5	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	
5	M5.03	Data sharing agreements signed by at least 9 NCAs	EU Regulators	20	31.05.2023	11.07.2023	-41	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	M5.04	Data from independent laboratories available	Laboratories Network	21	30.06.2023	30.01.2024	-214	IRFMN	Enrico Davoli	enrico.davoli@marionegri.it	
5	M5.05	First set of EU-CEG reference tables and EU wide datasets	WP5 partners	19	30.04.2023	16.05.2022	349	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	M5.06	SOP for untargeted analyses ready and sent to participant laboratories	Laboratories Network	19	30.04.2023	22.03.2023	39	IRFMN	Enrico Davoli	enrico.davoli@marionegri.it	
5	M5.07	Preliminary set of how-to guides and toolbox to analyse EU-CEG data	EU Regulators	19	30.04.2023	29.01.2024	-274	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	M5.08	Second workshop webinar with NCAs to present EU-CEG data handling and analysis solutions	EC; EU Regulators	20	31.05.2023	04.06.2024	-370	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	M5.09	Attachments from emission EU-CEG data available	WP5 partners	21	30.06.2023	01.08.2024	-398	IRFMN	Enrico Davoli	enrico.davoli@marionegri.it	
5	M5.10	Second set of EU-CEG reference tables and EU wide datasets	WP5 partners	27	31.12.2023	14.11.2023	47	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	M5.11	NCAs survey about EU-CEG data handling and analysis	EU Regulators	30	31.03.2024	27.04.2022	704	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr	
5	M5.12	End of collection of results from untargeted analyses	WP5 partners	32	31.05.2024	01.08.2024	-62	IRFMN	Enrico Davoli	enrico.davoli@marionegri.it	

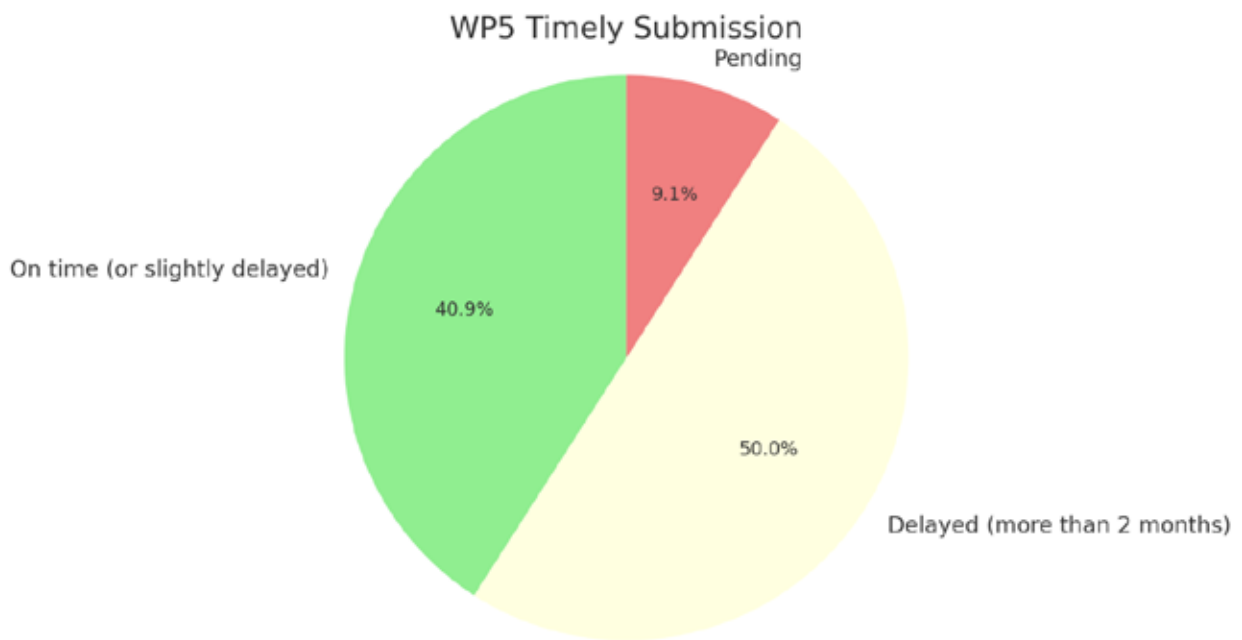


Figure 32: WP5 Timely Submission

The pie chart illustrates the submission status for WP5 outputs, categorized as follows: 9 outputs were either on time or slightly delayed (represented in light green), 11 outputs were delayed by more than two months (depicted in light yellow), and 2 outputs are still pending (shown in light red).

Table 14: LogFrame WP5

Logical Framework JATC 2 - WP5 (16.10.2024)		Color code: green: achieved blue: comments red: unknown at cut-off-date		
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; submitted in month 36)	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 submitted in month 22)	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 - submitted in month 27) - Guide and toolbox available at the end of month 24 (submitted in month 24)	Project documentation	Indicator(s): - Timely availability of a 1st set of how-to guides and toolbox to analyse EU-CEG data [M5.7] Target(s): - 1st set of how-to guides and toolbox to analyse EU-CEG data available at the end of month 19 (changed in the amendment - submitted in month 28)	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 (submitted in month 36)	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 (pending)	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 - held in month 33) - 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 (delivered in month 36)	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 (pending)	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 (delivered in month 34) - Report delivered by month 30 (delivered in month 36)	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 - delivered in month 28) - Attachments available by month 21 (changed in the amendment - delivered in month 35)	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 (delivered in month 36)	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 (delivered in month 35)	Project documentation

WP5 Partner Satisfaction: Survey Insights

WP5 had **12 participants** in the fourth survey, compared to 14 participants in the third online survey, and 18 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 was...?

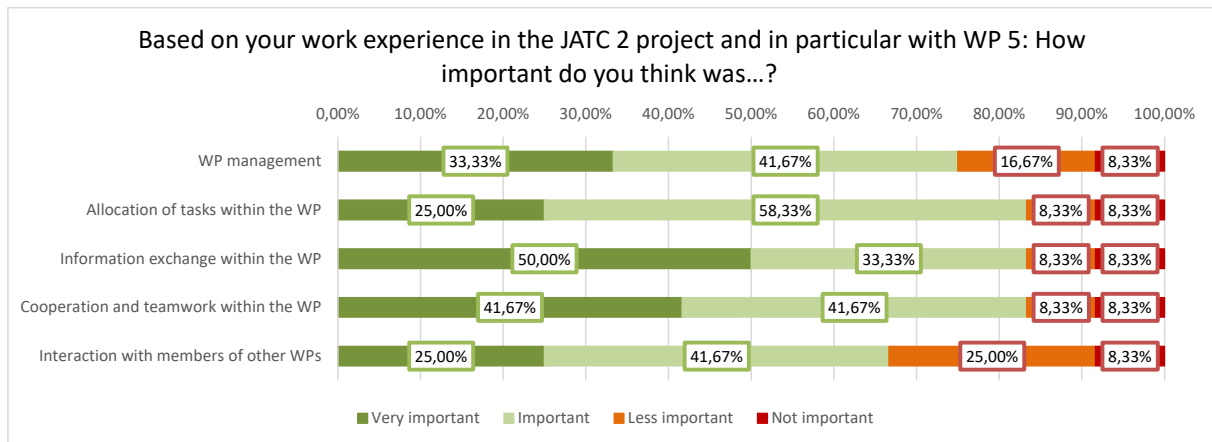


Figure 33: Importance of different items (WP5)

In the fourth survey, the perceived importance of different items in WP5 remained relatively stable compared to the third survey, with only slight variations. Cooperation and teamwork within WP5 gained slightly more recognition in the “very important” category, as did information exchange within the WP. Task allocation saw no significant changes in its importance, while WP management experienced a small increase in being regarded as “less important.” The interaction with members of other WPs showed similar results to the previous survey, with minimal changes attributed to a decline in participation.

In contrast, the third survey, conducted a year earlier, revealed a decrease in the perceived importance of all items compared to the second survey. In the second survey, information exchange within WP5 was seen as the most important, with 77.8% of participants rating it as “very important.” Cooperation and teamwork within the WP were also highly valued, with two-thirds of respondents considering it “very important.” WP management and task allocation were similarly regarded as important, while interaction with members of other WPs was considered less critical. By the third survey, more participants viewed certain items, especially interaction with other WPs and information exchange within the WP, as less important. This marked a shift from the earlier survey, where information exchange was strongly prioritized.

Overall, while the fourth survey showed a stabilization of importance across the items, the third survey reflected a noticeable decline in the perceived significance of collaboration and information exchange within WP5.

Question 36: How satisfied were you with each of the items below within WP5?

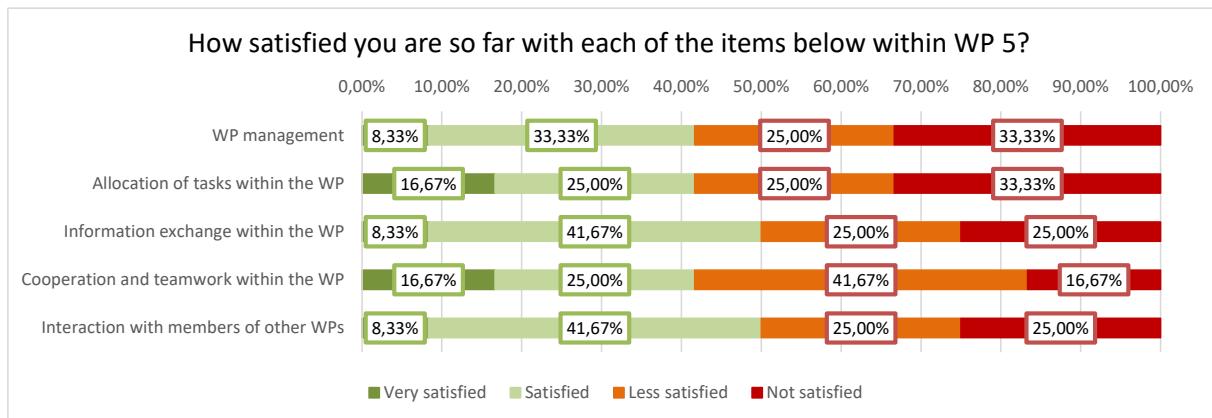


Figure 34: Satisfaction with different items (WP5)

In the fourth survey, satisfaction with all items in WP5 continued to decline compared to the third survey. Notably, dissatisfaction increased across the board, particularly with WP management, which emerged as the least satisfactory item. One-third of respondents were not satisfied with WP management, another quarter were less satisfied, and only 8.33% were very satisfied. Task allocation displayed similar results, with 16.67% very satisfied and 25% satisfied, but half of the respondents were less or not satisfied. Information exchange within WP5 also fared poorly, with half of the participants expressing dissatisfaction, and interaction with members of other WPs received similarly low satisfaction. Cooperation and teamwork within the WP showed mixed results: 16.67% were very satisfied, one-quarter were satisfied, but 41.67% found it less satisfactory, and 16.67% were not satisfied.

In the third survey, satisfaction had already shown a significant drop compared to the second survey conducted in January 2023. In the second survey, 83-94% of WP5 members expressed satisfaction with all items. However, by the third survey, more than half of the participants were dissatisfied with many aspects of WP5. At that time, information exchange within the WP was highlighted as the least satisfactory item, with one-third considering it very satisfactory, 61.1% satisfied, and 5.6% not satisfied. Cooperation and teamwork were the most satisfactory aspects in the third survey, but still, 57.1% expressed less satisfaction, and no one considered it very satisfactory.

Previously, WP management had been the most satisfactory item, with half of the participants very satisfied and 44.4% satisfied. However, by the third survey, dissatisfaction had risen to 57.1%, with 21.4% not satisfied. Similarly, satisfaction with task allocation declined dramatically from the second to the third survey, where no participants indicated being very satisfied, 42.9% were satisfied, and 57.1% were less satisfied. Interaction with members of other WPs also saw a sharp decline in satisfaction, with 64.3% less satisfied in the third survey compared to the previous 27.8% who had been very satisfied in the second survey.

Overall, the comparison between the third and fourth surveys indicates a deepening dissatisfaction in WP5, particularly in WP management and task allocation, while cooperation, teamwork, and information exchange continued to experience notable declines in satisfaction. The trend from the second to the third and then to the fourth survey underscores a significant drop in contentment as the project progressed.

Question 35: In your view: What did work well, what did not work so well within WP5?

- Unfortunately, WP5 has not worked properly so far, probably due to problems with access with EU-CEG. We expect to dedicate the PMs we still have left.
- No communication from WP-leader, no allocation of tasks, no meetings arranged.
- Communications and meetings seemed to stop midway through. Very low level of updates about what was going on.

In the fourth survey, responses regarding WP5 indicate significant dissatisfaction and frustration. Participants noted that WP5 had not functioned effectively, with communication and task allocation issues cited as major concerns. Specifically, there was no communication from the WP leader, no meetings were arranged, and information exchange stopped halfway through the project. One key problem identified was problems with accessing the EU-CEG system, which stalled progress. Respondents expressed a hope to use the remaining PMs.

In contrast, the third survey reflected a gradual decline in WP5’s performance. Initially, the project was well-organized, with regular meetings and solid coordination, and participants praised the WP leader, for giving the work package a strong start. However, by the later stages, meetings were canceled, and coordination faltered. Cooperation among members remained good, but the lack of leadership and communication led to limited progress in 2023. Specific issues included minimal interaction, a lack of updates, and no clear direction on tasks or deliverables. Problems with accessing the EU-CEG system persisted, further hindering advancement. In particular, dissatisfaction grew around the Laboratory objective, with members feeling their contributions were ignored, leading to a loss of motivation.

In earlier surveys, comments were largely positive, with WP5 management being seen as effective and responsive, and information being shared when needed. However, comparing the third and fourth surveys reveals a marked deterioration in leadership, communication, and project advancement over the past year. This decline has led to growing frustration, demotivation, and concerns that WP5’s goals may not be achieved if the current issues persist.

Question 38: Based on your work experience within WP5: How satisfied were you with...?

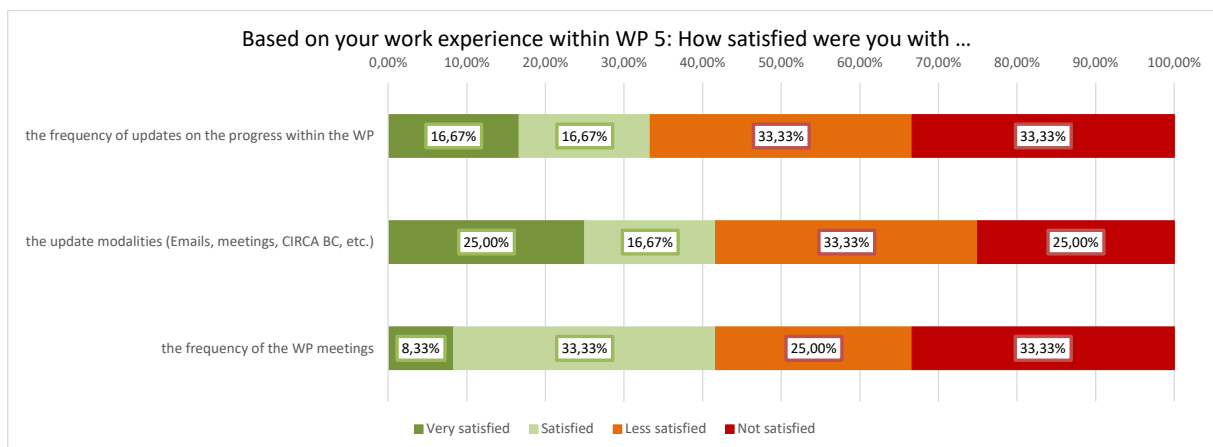


Figure 35: Satisfaction with frequency and modality of updates, and frequency of meetings (WP5)

In the fourth survey, satisfaction with WP5’s frequency of updates, update modalities, and meeting frequency showed a slight improvement compared to the previous year, despite earlier comments stating there had been no updates or meetings for an extended period. It is important to note that the survey question pertained to the entire duration of the project, not just the past year, which might explain the slight increase in satisfaction. Still, dissatisfaction remained prevalent, with more than half of the participants expressing at least some degree of dissatisfaction across all items (“not satisfied” ranging from 25-33%). On the positive side, the percentage of participants who were

very satisfied increased, with 25% satisfied with update modalities, 16.67% with the frequency of updates, and 8.33% with the frequency of meetings.

In the third survey, conducted half a year earlier, there had been a significant decline in satisfaction compared to the second survey. Initially, most participants were satisfied with WP5's updates and meetings, with nearly 90% expressing satisfaction across all items. Specifically, 22.2% were very satisfied with the frequency of updates, and 38.9% were very satisfied with the frequency of meetings. However, by the third survey, dissatisfaction had surged. Over 70% of participants were dissatisfied with both the frequency of updates and update modalities, while the frequency of meetings saw the most dramatic drop in satisfaction, with only 21.4% of respondents expressing satisfaction and 35.7% expressing very high dissatisfaction.

In summary, while there was a slight recovery in satisfaction in the final survey, especially regarding the update modalities and frequency of updates, dissatisfaction remained a dominant theme, particularly when compared to the earlier stages of the project. Satisfaction with meeting frequency continued to struggle, suggesting that despite a slight improvement, there were still significant issues with communication and coordination in WP5.

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

- No updates received
- No updates about progress or tasks at all for over a year. No meetings for over a year.
- In the first part of the project the activity was more high, but second part a bit more slower. Overall it was ok.

In the fourth survey, participants expressed significant dissatisfaction with the frequency and modalities of updates within WP5, with several comments highlighting the lack of communication. Respondents noted that no updates or progress reports had been received for over a year, and no meetings were organized during this period. Some participants mentioned that activity was higher in the earlier part of the project but had slowed significantly in the second half, although one participant found the overall situation to be "okay."

Similarly, the third survey echoed these concerns, with numerous comments emphasizing the absence of updates and meetings in 2023. Several participants pointed out that the last update they received was in September 2022, and since then, there had been no clear communication about WP5's progress or deliverables. Some mentioned that the WP leader was unresponsive to emails and did not organize any meetings.

In comparison, satisfaction levels were notably higher during the second survey, where participants only raised a minor issue regarding the user-friendliness and underutilization of the CIRCA-BC platform. **The decline in communication and engagement over the past years is evident, and participants were clearly frustrated by the lack of updates and meetings, which they indicated were highly needed to keep the project on track.**

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

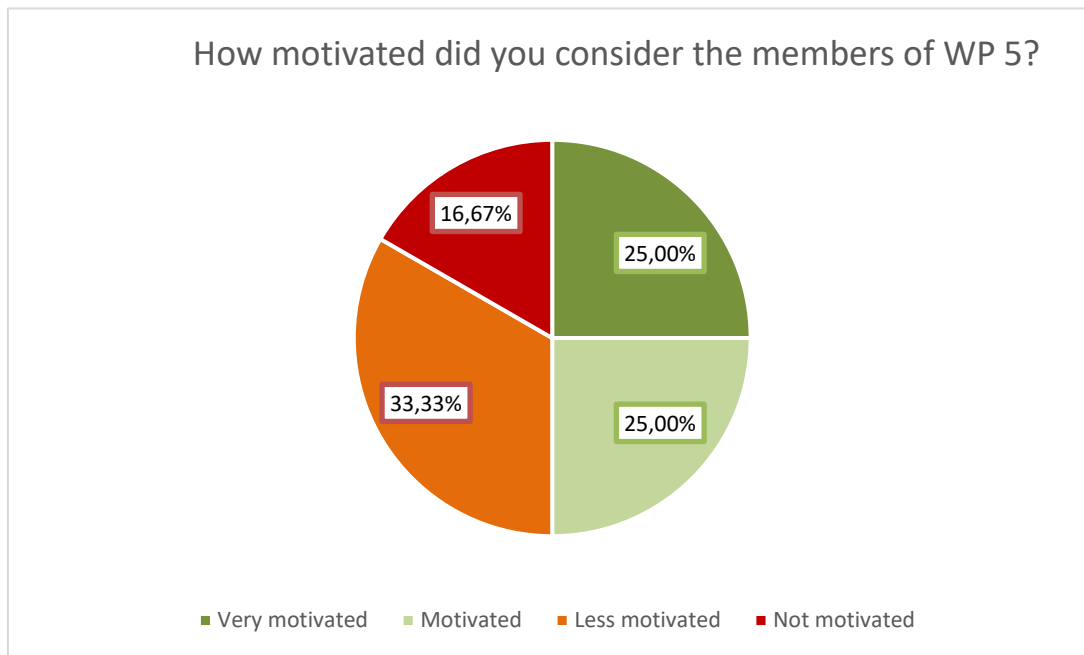


Figure 36: Motivation of WP5 members

In the fourth survey, the perceived motivation of WP5 members has continued to decline, with only 50% of participants viewing them as at least motivated. Interestingly, the percentage of those who consider WP5 members “very motivated” has increased from 7.1% to 25%. However, one-third of respondents now see WP5 members as less motivated, and 16.67% believe they are not motivated. In comparison, in the third survey, 64.2% perceived WP5 members as motivated, with only 7.1% viewing them as very motivated. At that time, 28.6% saw them as less motivated, and 7.1% believed they were not motivated.

In the second survey, motivation levels were higher, with one-third of participants considering WP5 members very motivated and 61.1% perceiving them as motivated, while only 5.6% saw them as less motivated. **The results show a clear downward trend in overall motivation, with more participants now viewing the team as less or not motivated, despite a slight rise in those who see some members as very motivated**

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

- No communication received from WP5 leader.
- WP 5 leader could have communicated with all members of the WP about progress, tasks etc. Could have updated documents on Circabc with new information. Could have arranged meetings.
- Any sort of communication or updates by email.
- Teams once a month

In the fourth survey, responses show clear dissatisfaction with the WP5 leader’s communication, with multiple comments pointing out the absence of updates and meetings. Participants suggest that motivation could have been improved through more frequent communication about progress, tasks, and updates via email, as well as by arranging regular meetings, such as monthly Teams meetings. There is a strong desire for any form of interaction or update.

In contrast, the third survey reflects a more positive view of the WP5 leader’s performance, with participants expressing gratitude for his knowledgeable and supportive leadership. However, participants also called for improvements, including more frequent meetings, better communication,

clearer goal-setting, more involvement in tasks, and greater feedback. Some respondents emphasized the need for the leader to respond to emails and organize meetings more consistently. Despite these concerns, a few participants expressed strong intrinsic motivation to participate in WP5, especially as it supports smaller countries.

Overall, while the third survey highlights gratitude for the leadership with calls for minor improvements, the fourth survey shows significant dissatisfaction with a near-total absence of communication and meetings, which has contributed to a decline in motivation.

Key Challenges and Lessons Learned from WP5 leadership

- 1. Initial Organization and Communication Gaps:** WP5, tasked with handling EU-CEG data and enhancing laboratory capacities, struggled with communication during the initial proposal drafting phase. The lack of clear communication about task dependencies and roles among WPs led to confusion and delays. Important dependencies, such as the need for WP5 data by other WPs, were not adequately conveyed, resulting in misalignment of timelines and goals. Better initial coordination, clear communication, and more realistic project proposals could have mitigated these issues and prevented later bottlenecks.
- 2. Insufficient Full-Time Staff:** The WP5 leader was constrained by limited PMs, forcing them to juggle both leadership and hands-on technical tasks. This dual role stretched resources thin and contributed to the delays experienced. Having dedicated, full-time project management support, particularly for leadership positions, would have ensured better task delegation, clearer oversight, and more consistent progress. This challenge highlights the need for sufficient staffing, especially for WPs with complex, resource-intensive outputs.
- 3. Unanticipated Data Sharing Agreement Complications:** WP5 encountered unexpected complications with Data Sharing Agreements (DSAs), which were more resource- and time-intensive than initially planned. The need to negotiate and sign bilateral agreements caused significant delays in providing data to other WPs, leading to a ripple effect across the project. Early identification of legal and administrative challenges related to data sharing, and allocating sufficient time and resources to address them, would have helped mitigate this risk.
- 4. Low Partner Engagement and Participation:** Throughout the project, partner participation in WP5 was low, particularly during the first year. Monthly meetings saw limited engagement, and much of the hands-on work was carried out by the WP leader alone. This lack of involvement slowed progress and placed an undue burden on the leader. To address this, smaller, task-focused meetings could have been held to increase partner engagement, ensure clearer task ownership, and foster greater accountability. A more structured and inclusive meeting schedule might have encouraged partners to contribute more actively.
- 5. Snowball Effect of Delays:** Delays in individual tasks, particularly those that were foundational to other outputs, had a cascading, snowball effect. Tasks dependent on earlier work were pushed back, significantly affecting the overall timeline. This issue was compounded by tasks taking longer than initially anticipated, further exacerbating delays. A more agile project management approach, with regular re-assessment of task dependencies and timelines, could have helped prevent or mitigate this domino effect by identifying and addressing risks earlier.

In summary, WP5 faced several critical challenges related to communication, resource allocation, and partner engagement. These issues were further aggravated by unforeseen complications with data sharing and delays that compounded over time. The lessons learned here highlight the importance of strong leadership, effective communication, sufficient staffing, and proactive risk management to ensure timely and successful project completion.

Conclusions

1. **Significant Delays in Output Delivery:** Of the total outputs, 11 were delayed by more than two months, and 2 are still pending. Only 9 outputs were delivered on time or with minor delays, indicating substantial issues in meeting deadlines within WP5.
2. **Decline in Partner Satisfaction:** Surveys reveal a significant drop in satisfaction over time, particularly with regard to WP5 management, task allocation, and communication. Dissatisfaction grew notably in the final stages of the project, with a third of respondents expressing dissatisfaction with WP management and over half dissatisfied with task allocation and information exchange.
3. **Communication Breakdown:** WP5 experienced a notable lack of regular communication and updates. Many respondents reported that meetings stopped halfway through the project and that task allocation was not effectively managed. This lack of coordination severely impacted progress and contributed to delays.
4. **Challenges with EU-CEG System Access:** Problems accessing the EU-CEG system were frequently mentioned as a key obstacle to WP5's success. These technical and logistical issues caused delays in data processing and sharing, stalling progress in both data-driven tasks and laboratory capacity enhancement.
5. **Snowball Effect of Delays:** Delays in one task often caused cascading delays in subsequent tasks that were dependent on earlier outputs. This created a snowball effect, where early setbacks in WP5 compounded into broader project delays, hindering the timely completion of deliverables.
6. **Deterioration in Motivation:** Over time, the motivation of WP5 members significantly declined. While the number of participants viewing team members as "very motivated" increased slightly, overall motivation levels dropped, with 50% viewing members as less or not motivated by the end of the project.
7. **Leadership Challenges:** The WP5 leader faced substantial criticism for a lack of communication, ineffective management, and failure to provide regular updates or organize meetings. This lack of leadership contributed to demotivation among members and exacerbated delays in the project's progress.
8. **Partner Involvement Declined:** Partner engagement dropped over the course of the project, also reflected in the surveys with fewer participants in the fourth survey compared to earlier ones. This lack of involvement further slowed progress, as many tasks remained concentrated with the WP leader or a small group of participants.

Recommendations for Future Projects

1. **Strengthen Leadership Communication and Coordination:** Future projects should emphasize the importance of regular, structured communication from WP leaders. This includes frequent updates via email, virtual platforms (e.g., Teams), and scheduled meetings to keep all members informed about progress and tasks. Regular meetings should be mandatory to maintain engagement and transparency.
2. **Assign Full-Time Project Managers:** One of the major issues in WP5 was the overextension of the WP leader, who had limited PMs and was responsible for both managing and executing tasks. Future projects should ensure that WP leaders have full-time support staff or dedicated project managers to handle coordination and administrative responsibilities, allowing the leader to focus on strategic oversight.
3. **Early and Clear Task Allocation:** Projects should establish clear task allocation early on and ensure all team members understand their roles and responsibilities. This clarity will prevent delays and reduce dependency-related bottlenecks. Regular reviews of task progress should be conducted to keep the project on track.
4. **Increase Partner Engagement through Smaller Meetings:** Future projects can enhance partner engagement by holding more frequent, smaller, task-specific meetings. These would allow for

more focused discussions, quicker decision-making, and better accountability. This approach can help prevent disengagement, which was a problem in WP5.

5. **Resolve Legal and Data-Sharing Issues in the Planning Phase:** Data-sharing agreements and other legal hurdles should be resolved at the beginning of the project to avoid the significant delays experienced in WP5. Early identification of potential legal issues and proactive negotiation of agreements will ensure smoother data exchange and project advancement.
6. **Implement Frequent Progress Monitoring and Feedback Loops:** Regular monitoring of progress and the inclusion of feedback mechanisms can help identify issues early. This would allow the project team to adjust timelines, address dissatisfaction, and ensure that the project remains on track. Surveys, review and feedback meetings could be used to gauge satisfaction and progress.
7. **Maintain High Levels of Motivation:** Motivation can be sustained by fostering an inclusive environment where all team members are actively involved in decision-making and goal-setting. Recognition of contributions, frequent interaction, and clear communication of each member's importance to the project can improve overall morale and motivation.
8. **Enhance Early Coordination Among WPs:** Delays were often linked to dependencies with other work packages. Future projects should ensure that WP leaders meet regularly to align on dependencies and adjust timelines accordingly, preventing one WP's delay from impacting another.

WP6 - Enforcement of tobacco product regulation

Output Monitoring

The cut-off date for output monitoring is October 15, 2024.

Table 15: Output Monitoring WP6

A. Outputs				B. Delivery/ Submission				D. Contact info		
WP	Output	Output Title	Target group	Due in Month	Due Date	Final Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
6	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
6	D6.2	Roadmap for an active knowledge sharing network	EC; EU regulators; MS competent authorities;	12	30.09.2022	12.04.2023	-194	DSTA	Chris Kannegaard Sharasuvana	cks@sik.dk
6	D6.3	Archive for storing information on tobacco enforcement using existing EU platforms	MS competent authorities; Expert Group	15	31.12.2022	25.06.2023	-176	DSTA	Chris Kannegaard Sharasuvana	cks@sik.dk
6	D6.4	Analysis of the viability of using existing platforms as a knowledge database after the completion of JATC2	EC	30	31.03.2024	31.03.2024	0	DSTA	Chris Kannegaard Sharasuvana	cks@sik.dk
6	D6.5	Hosting twice yearly knowledge hub meetings for each subgroup	MS competent authorities	M6-M35	31.08.2024	30.09.2024	-30	DSTA	Monika Margrethe Nordborg	mno@sik.dk
6	D6.6	Minutes from the knowledge hub meeting sent out to all participants	MS competent authorities	M6-M35	31.08.2024	02.10.2024	-32	DSTA	Monika Margrethe Nordborg	mno@sik.dk
6	M6.1	Identify all EU authority operating on 3 different level.	EJ Regulators; Enforcement authorities; Tobacco researchers.	4	31.01.2022	01.02.2022	-1	DSTA	Carl Christian Lange	ccl@sik.dk
6	M6.2	Establish contact with all EU authorities working with tobacco regulation to conduct a needs assessment	EJ Regulators	6	31.03.2022	01.06.2022	-62	DSTA	Carl Christian Lange	ccl@sik.dk
6	M6.3	Establishment of the knowledge hub network	EJ Regulators; Enforcement authorities; Tobacco researchers.	10	31.07.2022	01.04.2022	121	DSTA	Stine Slot Stærmoose	sss@sik.dk

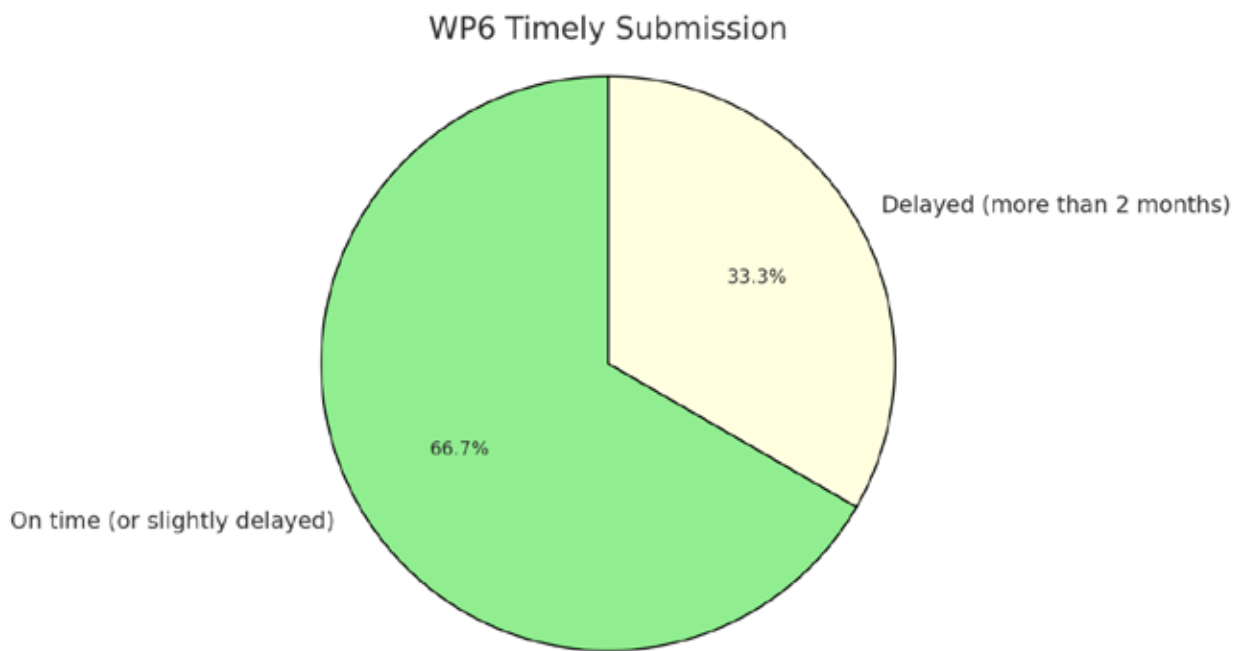


Figure 37: WP6 Timely Submission

WP6 produced a total of 9 outputs. Six of these were delivered on time or with minor delays (highlighted in light green), while three were delayed by more than two months (highlighted in light yellow).

WP leader changes

Table 16: 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

Table 17: LogFrame WP6

Logical Framework JATC 2 - WP6 (25.09.2024)		Color Code: blue: comments green: achieved		
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).	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):	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):	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	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	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	Project documentation	Indicator(s): - obtaining feedback from steering committee members involved in development of contact collection format Target(s): - feedback received	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 answered the questionnaire)	Project documentation	Indicator(s): - % of contacts established with EU authorities working with tobacco regulation Target(s): -around 80% response rate by month 11 (very close but not entirely at 80% at month 18; still missing information from 7 MS (Republic of Cyprus, Estonia, Greece,	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	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) - 2 monitoring reports produced (2 reports have been produced - month 18, no official reports presented at	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; approved September 29th 2023)	Project documentation	Indicator(s): -timeliness of establishment of first draft guidelines for transferability of enforcement knowledge Target(s): - first draft established by month 12	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 [approx. 80-110 participants to all 6 meetings] -minutes sent out 15 working days after knowledge hub meeting)	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)	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 utilization of platform Target(s): - platform being utilized by month 18 (originally month 16)	Project documentation	Indicator(s): -identification of the most useful platforms Target(s): -at least 1 platform identified [3 platforms were analyzed - 1 platform identified to be the most useful platform. The platform is being used	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 70% of the identified criteria met [23 criterias - 17 criterias has been met for the identified platform	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 criterias identified	Project documentation

WP6 Partner Satisfaction: Survey Insights

WP6 had **13 participants** in the fourth survey, compared to 11 participants in the third and second online survey.

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

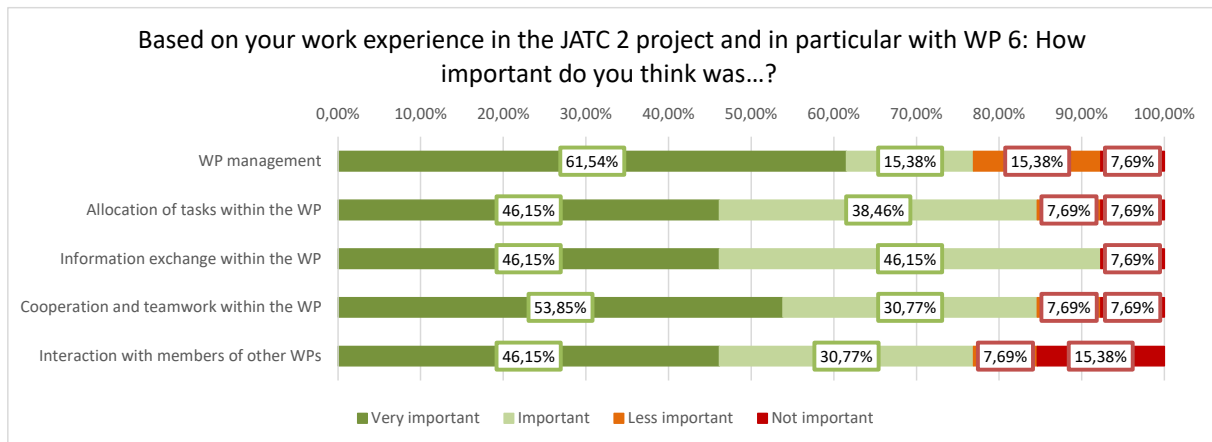


Figure 38: Importance of different items (WP6)

A notable shift in perceptions of importance is evident. The fourth survey reveals a decline in the perceived importance of various items compared to the third survey, marked by an increase in participants rating these items as less or not important. Specifically, WP management showed a slight decrease in perceived importance; while it remained consistent in being regarded as very important, 15.38% of participants now view it as less important, and 7.69% deem it not important at all. The allocation of tasks also maintained relative stability, though the dissatisfaction is now categorized into both less and not important. Information exchange suffered a significant drop in the number of participants considering it very important, transitioning to a majority now viewing it as merely important, along with 7.69% rating it as not important. Cooperation and teamwork retained the same percentage of participants rating it as very important, but a portion indicated it as less or not important. Finally, interaction with members of other WPs has become the least important item at the project's conclusion.

In contrast, the third survey indicated an overall increase in the perceived importance of most items compared to the second survey. Information exchange was identified as the most crucial aspect, with those considering it very important rising dramatically from 45.5% to 72.7%. Additionally, WP management saw an increase in importance, with 63.6% viewing it as very important, a rise from 36.4%. Although the importance of task allocation saw a slight decrease—with 18.2% considering it less important—there was also an increase in those who rated it as very important, climbing from 36.4% to 45.5%. Cooperation and teamwork experienced a rise in perceived importance, increasing from 27.3% to 54.6%. Interaction with members of other WPs also saw a boost in importance, although 9.1% rated it as less important.

In summary, the comparison between the third and fourth surveys indicates a significant decline in the perception of key elements of WP6, reflecting a concerning trend of decreased importance as the project progressed. This shift contrasts sharply with the positive perceptions noted in the third survey, highlighting the need for improved communication and engagement strategies moving forward.

Question 43: How satisfied were you with each of the items below within WP6?

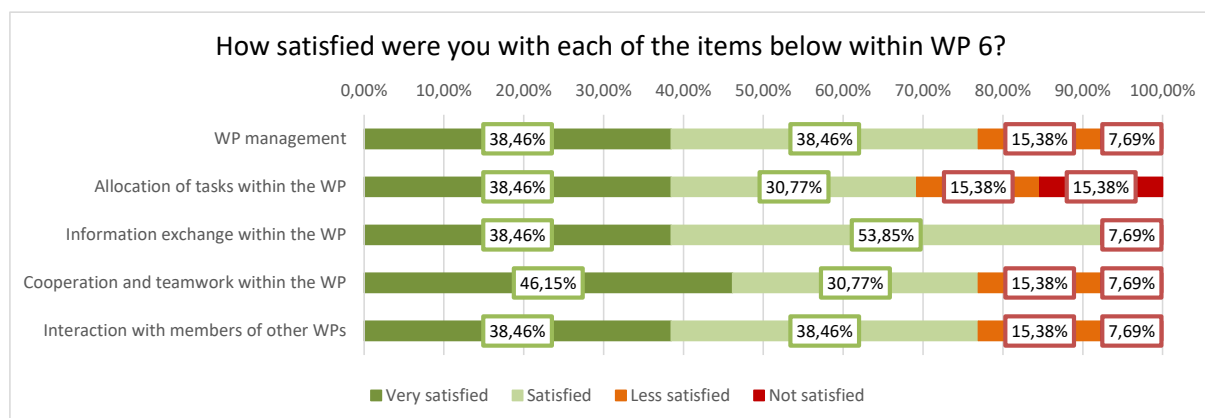


Figure 39: Satisfaction with different items (WP6)

The comparison of participant satisfaction levels from the fourth and third reveals significant shifts. In the **fourth survey**, overall satisfaction has declined. WP management, previously rated highly, now shows only 38.46% of participants being very satisfied, with 15.38% indicating less satisfaction and 7.69% expressing dissatisfaction. The allocation of tasks has also worsened, with over 30% reporting being less or not satisfied, a sharp contrast to the third survey, which showed no dissatisfaction. Information exchange and cooperation and teamwork have remained relatively stable, yet both now include 7.69% of participants expressing dissatisfaction. Interaction with members of other WPs has declined in satisfaction as well.

Conversely, the **third survey** indicated an upward trend in satisfaction over the past year. WP management saw 54.6% reporting high satisfaction, with no one expressing dissatisfaction. The allocation of tasks showed a doubling of very satisfied participants, and satisfaction with information exchange increased. Cooperation and teamwork saw rises in both very satisfied and less satisfied participants. Interaction with other WPs improved significantly, with 45.5% expressing high satisfaction, up from 18.2%.

In summary, while the third survey highlighted increased satisfaction across WP6, the fourth survey reveals a concerning decline, particularly in areas previously viewed as strengths, underscoring the need for improved management and communication.

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

- The workshops were very enlightening.
- The development of CIRCABC is one of the highest points of this JA (in my opinion)
- Perhaps the allocation of tasks could have been conducted months ago to take more advantage.
- In my opinion what worked well was the cooperation with the members and the good guide of the leaders

The feedback from participants reflects both progress and challenges, as highlighted in the fourth and third surveys.

In the **fourth survey**, participants praised the workshops as enlightening and highlighted the development of CIRCABC as a major achievement. They noted that the allocation of tasks could have been implemented earlier to maximize efficiency. Additionally, respondents expressed satisfaction with the cooperation among members and the effective leadership provided.

In contrast, the **third survey** revealed concerns about clarity in the project leader's adjustments to initial targets and a lack of updates on accomplishments. Participants acknowledged the excellence

of their colleagues and appreciated the opportunities for input. The organization of meetings, webinars, and knowledge hubs was also well-received, with emphasis on the need for cooperation and information exchange among partners. However, frequent leadership changes complicated onboarding and led to a desire for more informal interactions among partners.

In summary, while the fourth survey highlighted positive aspects such as effective workshops and leadership, the third survey raised issues regarding clarity, leadership stability, and the need for informal collaboration. The consistency of the WP leader since April 2023 seems to have positively influenced WP progress, addressing some of the leadership-related challenges noted earlier

Question 43: Based on your work experience within WP6: How satisfied were you with...?

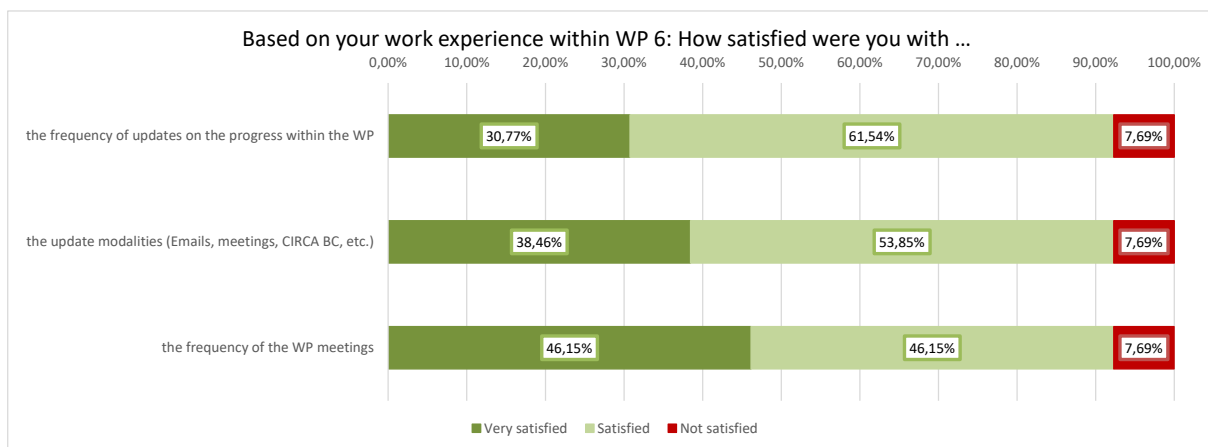


Figure 40: Satisfaction with frequency and modality of updates, and frequency of meetings (WP6)

The feedback shows a decline between the fourth and third surveys. In the **fourth survey**, satisfaction with the frequency of updates, update modalities, and meeting frequency decreased. Notably, 7.69% of participants expressed being not satisfied with each item, a shift from the previous survey where no one reported being not satisfied. “Very satisfied” responses for frequency of updates dropped from 54.6% to 30.77%, while satisfaction with update modalities fell by 7%. The frequency of meetings received a “very satisfactory” rating from 46.15% of participants, down from 54.6%.

Conversely, the **third survey** indicated increased satisfaction compared to the second survey. The percentage of participants “very satisfied” with frequency and modalities rose from 9-27% to 45-54%. While no participants had reported lesser satisfaction with update modalities previously, some indicated reduced satisfaction regarding meeting frequency.

In summary, the fourth survey reflects a decline in satisfaction across all areas, contrasting with the improvements noted in the third survey, which highlighted increasing contentment with communication and meeting effectiveness within WP6.

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

- in other WPs the schedule of deliverables was reminded at each meeting, and subgroups were formed to facilitate the work. This would have been a good idea for WP6 too
- I liked how we used to choose the topics of Knowledge Hubs

Feedback on the frequency and update modalities within Work Package 6 (WP6) reveals mixed sentiments across the surveys.

In the **fourth survey**, participants suggested enhancing structure by reminding members about deliverables and forming subgroups, similar to other work packages. They also valued the

collaborative approach in selecting Knowledge Hub topics.

Conversely, the **third survey** expressed dissatisfaction with irregular updates on target accomplishments and questioned whether meetings were too frequent, a concern reiterated in the fourth survey.

Overall, the fourth survey highlights a need for organized updates and collaboration, while the third underscores the importance of regular communication and addressing meeting frequency

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

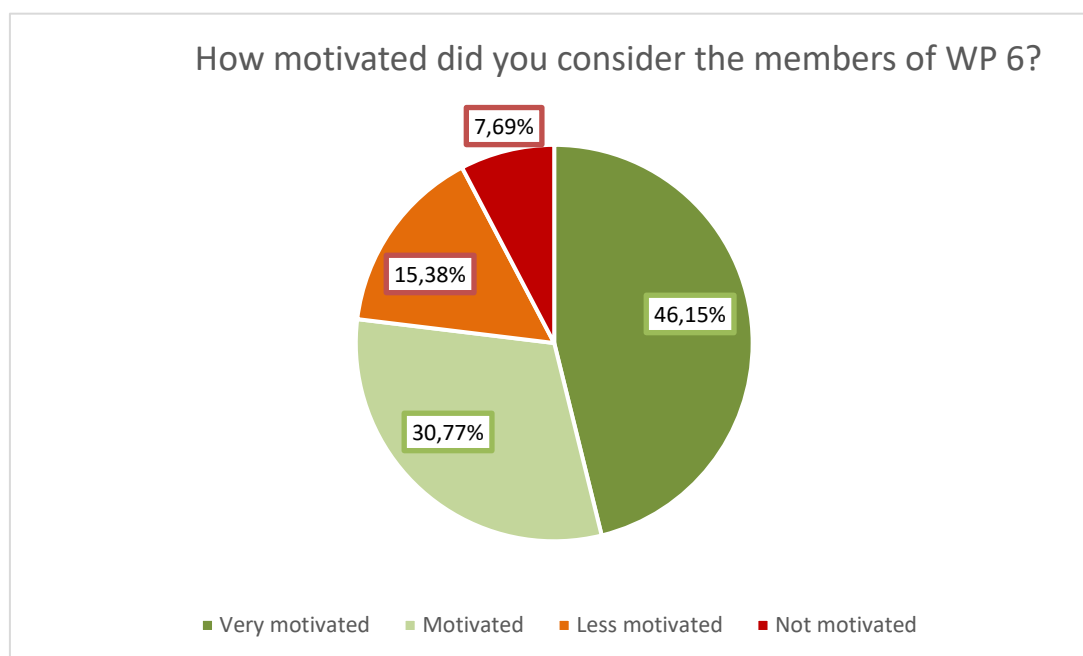


Figure 41: Motivation of WP6 members

The perception of motivation among WP6 members shows notable changes across the surveys. In the **fourth survey**, there was an increase in participants viewing members as very motivated, rising from 18.2% to 46.15%. However, there was also a rise in those considering members as less motivated (from 9.1% to 15.38%), and for the first time, 7.69% indicated that members were not motivated.

In contrast, the **third survey** reflected a stable sense of motivation among WP6 members, with 72.7% deemed motivated, 18.2% very motivated, 9.1% less motivated, and no respondents indicating that members were not motivated.

Overall, while the fourth survey highlights an increase in both high and low motivation perceptions, the earlier surveys consistently portrayed a more positive view of member motivation.

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

- Cooperation

In the **fourth survey**, participants suggested that the WP6 leader(s) could improve motivation by enhancing cooperation among team members.

In the **third survey**, feedback included several strategies: setting clear targets, encouraging participative communication and teamwork, providing better feedback, sharing a clear vision about goals, and using more practical examples in meetings to address difficult questions.

Overall, while the fourth survey focused on the aspect of cooperation, the third survey emphasized a broader range of strategies for enhancing motivation, including goal clarity and effective communication. The feedback also noted the importance of delivering value through the adaptation and inspection of tasks, indicating that the WP is managing well despite existing challenges.

Key Challenges and Lessons Learned from WP6 leadership

1. **Leadership Changes and Information Loss:** WP6 experienced significant leadership turnover, with four different leaders overseeing the project at various stages. These frequent transitions led to inconsistent interpretations of project goals and caused delays in task execution. Critical knowledge was lost during each transition, resulting in inefficiencies. WP6 responded by creating a centralized digital space for storing all relevant project documentation and information. This initiative helped mitigate further losses, enhancing transparency and maintaining some degree of continuity. However, the recurring leadership shifts still impacted the project's overall momentum and coordination.
2. **Challenges in Securing Presenters for Knowledge Hub Meetings (KHM):** Despite early efforts to identify and secure presenters for Knowledge Hub Meetings, WP6 struggled to maintain consistent participation from stakeholders. The challenges were primarily due to fluctuating availability and interest levels among potential contributors. Nevertheless, the KHMs were ultimately viewed as highly successful by both internal and external stakeholders. The content, particularly the selected topics, presentations, and discussions, was praised for being relevant and valuable. This success underscores the importance of persistence in outreach and flexibility in adapting meeting formats to ensure participation and engagement.
3. **Limitations of the CIRCA BC Platform for Knowledge Sharing:** Although CIRCA BC was selected as the primary platform for knowledge sharing due to its relative simplicity and low resource requirements, it became evident that it might not be the most effective tool for future projects. While CIRCA BC met many of the project's basic needs, its limitations, particularly in terms of usability and engagement, were apparent. WP6 recommended exploring more sophisticated and interactive platforms for future initiatives to enhance collaboration, knowledge exchange, and partner participation, even if they require greater initial investment.
4. **Underutilization of CIRCA BC by Partners:** Many WP6 partners did not fully engage with the CIRCA BC platform, which hindered effective collaboration and information sharing. To address this challenge, WP6 took proactive steps by developing a comprehensive user manual, creating an instructional video, and appointing "brand ambassadors" to promote the platform among partners. These efforts helped to raise awareness and increase participation, but full engagement remained an ongoing issue. Future projects would benefit from early training sessions and clear guidelines to ensure all partners are fully utilizing the chosen knowledge-sharing tools from the outset.

In summary, while WP6 faced several challenges, including leadership instability and platform engagement issues, the work package implemented adaptive strategies to address these problems. Lessons learned from these challenges provide valuable insights for improving leadership continuity, knowledge sharing, and stakeholder engagement in future projects.

WP6 Conclusions and Recommendations

Conclusions:

1. **Timely Delivery of Outputs:** WP6 successfully produced 9 outputs, with 6 delivered on time or with minor delays. However, 3 outputs were delayed by more than two months, reflecting room for improvement in time management and project execution.
2. **Leadership Changes and Their Impact:** Frequent leadership changes within WP6 (four different leaders over the course of the project) contributed to inconsistencies in management and

communication, leading to delays in outputs and information loss. This created challenges in continuity and project alignment.

3. **Declining Perception of Importance and Satisfaction:** The fourth survey revealed a significant decline in the perceived importance of key aspects, including WP management, information exchange, and cooperation. Satisfaction with the same aspects also dropped, highlighting potential gaps in leadership effectiveness and communication.
4. **Brain Drain and Information Loss:** Leadership transitions led to the loss of critical knowledge and inconsistent interpretations of project goals and tasks. The implementation of a digital information archive helped mitigate some of these issues, though gaps persisted.
5. **Underutilization of CIRCA BC Platform:** Despite efforts to promote the CIRCA BC platform for knowledge sharing, it was underutilized by many partners, necessitating additional resources such as user manuals, instructional videos, and brand ambassadors to increase engagement.
6. **Success of Knowledge Hub Meetings (KHM):** While securing presenters for KHMs posed challenges, these meetings were ultimately deemed highly successful, with stakeholders praising the relevance and quality of the discussions.
7. **Satisfaction Decline in WP6 Survey:** The fourth survey reflected a decline in motivation and satisfaction among WP6 participants, compared to earlier surveys. This included reduced satisfaction with task allocation, cooperation, and interaction with members of other work packages.

Recommendations for Future Projects:

1. **Ensure Leadership Continuity:** Future projects should prioritize stable leadership to prevent brain drain, minimize information loss, and maintain clear, consistent task interpretations. Clear succession plans and thorough handovers are crucial when leadership changes are unavoidable.
2. **Improve Time Management Practices:** A stronger focus on planning and scheduling should be adopted to minimize delays in output submission. Regular check-ins and reviews could help keep progress on track and ensure timely delivery.
3. **Enhance Communication and Engagement:** Future projects should place a stronger emphasis on improving communication, especially in task allocation, information exchange, and cooperation. Regular updates, feedback loops, and more informal interactions among team members could enhance engagement and satisfaction.
4. **Refine Knowledge Sharing Platforms:** CIRCA BC, while meeting the basic needs of WP6, may not be the optimal solution for future projects. A more advanced and user-friendly knowledge-sharing platform should be considered to facilitate better engagement and collaboration among stakeholders.
5. **Utilize Structured Meeting Frameworks:** Future work packages should adopt more structured meeting frameworks, such as reminding participants of deliverable schedules and forming subgroups for focused task completion. This would enhance collaboration and ensure that tasks are completed efficiently.
6. **Focus on Motivation and Team Morale:** Future project leaders should actively work to motivate their teams through clear target-setting, participative communication, and team-building initiatives. Regular recognition of contributions and transparent leadership can boost morale and maintain high levels of motivation.
7. **Streamline Survey Feedback Processes:** Surveys assessing the importance and satisfaction levels within work packages should be conducted regularly, and their findings should be promptly addressed. Actionable insights from these surveys can guide project adjustments to ensure alignment with team expectations and goals.

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

Output Monitoring

The cut-off date for output monitoring is October 15, 2024.

Table 18: Output Monitoring WP7

WP	Output	Output Title	Target group	B. Delivery/ Submission			On time?	Lead beneficiary	Responsible Person	Contact Info
				Due in Month	Due Date	Final Submission				
7	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	RVM	Yvonne Staal; Anne Havermans	anne.havermans@ivm.nl, yvonne.staal@ivm.nl
7	D7.2	Overview of novel products and e-cigarettes in different Member States	EU Regulators; General public; Tobacco researchers	24	30.09.2023	23.09.2024	-359	RVM	Anne Havermans; Charlotte Pauwels	anne.havermans@ivm.nl, charlotte.pauwels@ivm.nl
7	D7.3	Report on relevant health risks for novel tobacco products, e-cigarettes	EU Regulators; General public; Tobacco researchers	25	31.10.2023	23.02.2024	-115	RVM	Clara Neto	clara.neto@anses.fr
7	D7.4	Report on product use, familiarity and perceptions	EU Regulators; General public; Tobacco researchers	24	30.09.2023	19.03.2024	-171	RVM	Clara Neto	clara.neto@anses.fr
7	D7.5	Scientific publication on evaluation of health impact and regulatory implications of novel tobacco products and e-cigarettes	EU Regulators; Tobacco researchers	30	31.03.2024			RVM	Clara Neto	clara.neto@anses.fr
7	D7.6	Report on reporting of adverse events related to e-cigarettes across Member States and approach for harmonised data collection across EU	EU Regulators; Health professionals	30	31.03.2024	30.09.2024	-183	RVM	Elke Pieper	elke.pieper@bund.de
7	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	01.10.2024	-62	RVM	Anne Havermans; Yvonne Staal	anne.havermans@ivm.nl, yvonne.staal@ivm.nl
7	M7.1	Curated information from EU-CEG of some countries obtained from WP5 for further analysis	WP7	4	31.01.2022	16.05.2022	-105	RVM	Anne Havermans; Charlotte Pauwels	anne.havermans@ivm.nl, charlotte.pauwels@ivm.nl
7	M7.2	Brief questionnaire about national regulation of novel tobacco products and e-cigarettes developed and shared with EU regulators	WP7	4	31.01.2022	07.02.2022	-7	RVM	Anne Havermans; Charlotte Pauwels	anne.havermans@ivm.nl, charlotte.pauwels@ivm.nl
7	M7.3	Questionnaire on national procedures of reporting of e-cigarette and novel tobacco product related AEs developed	WP7	8	31.05.2022	08.02.2022	112	RVM	Elke Pieper	elke.pieper@bund.de
7	M7.4	Curated information from EU-CEG of at least 9 countries obtained from WP5 for further analysis.	WP7	15	31.12.2022			RVM	Anne Havermans; Charlotte Pauwels	anne.havermans@ivm.nl, charlotte.pauwels@ivm.nl
7	M7.5	Common approach for evaluation of health impact and abuse liability	WP7	15	31.12.2022	04.11.2022	57	RVM	Clara Neto	clara.neto@anses.fr
7	M7.6	Product classification based on ingredients, emissions and product properties completed	WP7; EU regulators	20	31.05.2023	22.09.2023	-114	RVM	Clara Neto	clara.neto@anses.fr
7	M7.7	Taking place of workshop or webinar of WP7	EU regulators	36	30.09.2024	16.05.2024	137	RVM	Anne Havermans; Charlotte Pauwels	anne.havermans@ivm.nl, charlotte.pauwels@ivm.nl

WP7 Timely Submission

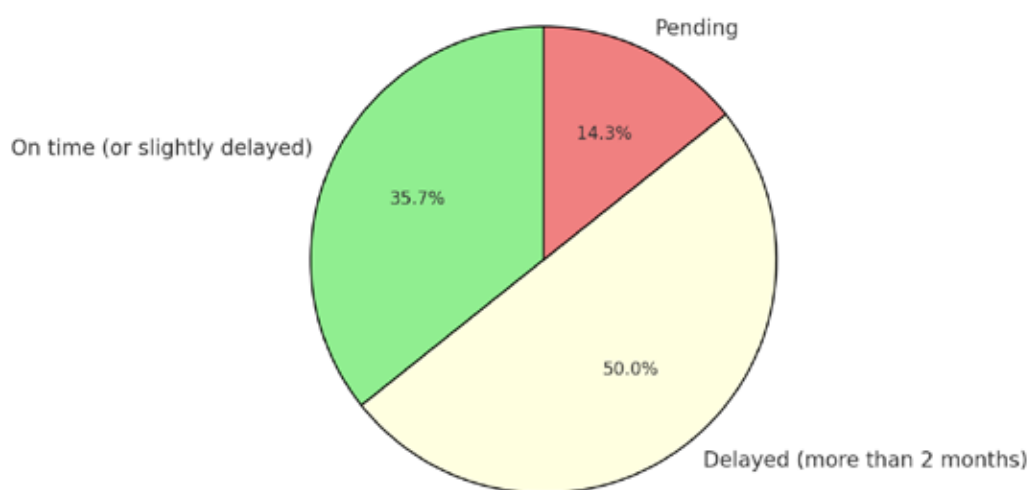


Figure 42: WP7 Timely Submission

WP7 produced a total of 14 outputs. Five of these were delivered on time or with minor delays (highlighted in light green), while seven were delayed by more than two months (highlighted in light yellow). Two outputs are still pending and expected to be delivered soon (highlighted in light red).

Table 19: LogFrame WP7

Logical Framework JATC 2 - WP 7 (25.09.2024)		Color code: green: achieved blue: comments		
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 different 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 [ongoing; semi-final version will be delivered by month 36. To be submitted and peer reviewed.]	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 [Report submitted by month 36, 6 months delay]	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 [hosted on 16th May 2024]	Project documentation	n.a.	n.a.
Result/ Output 7.1.1 To explore and compare product level data on novel 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 [Report submitted in month 36. Delayed due to dependency on WP5]	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 obtained from 12 MS] -Data was delivered by month 12 [data delivered by Month 26 (Nov 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	Project documentation	Indicator(s): -Timeliness of development of questionnaire [M7.2] -Response rate to questionnaire Target(s): -Questionnaire developed by month 4 -Responses of at least 14 Member States (22 EU MS + 1)	Project documentation
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	Project documentation	Indicator(s): -timeliness of circulation of draft version Target(s): -draft version circulated by month 12	Project documentation
Result/ Output 7.2.2 To assess products 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 [Delivered by month 29]	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 [Submitted by Month 30]	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 [ongoing; semi-final version will be delivered by month 36. To be submitted and peer reviewed.]	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 agencies, 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 (Achieved, responses from 15 MS)	Project documentation	Indicator(s): -Timely development of questionnaire [M7.3] Target(s): -Questionnaire developed by month 8	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 [delivered by month 36]	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 (achieved, M25)	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 - Information sheet shared by month 34 [Information sheets will be delivered in M36]	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 different MS receive information sheet -At least 50% of regulators give feedback on information sheets [Information sheets will be delivered in M36]	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 timeliness 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

WP7 Partner Satisfaction: Survey Insights

WP7 had **21 participants** in the fourth and in the third online survey, compared to 29 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 was...?

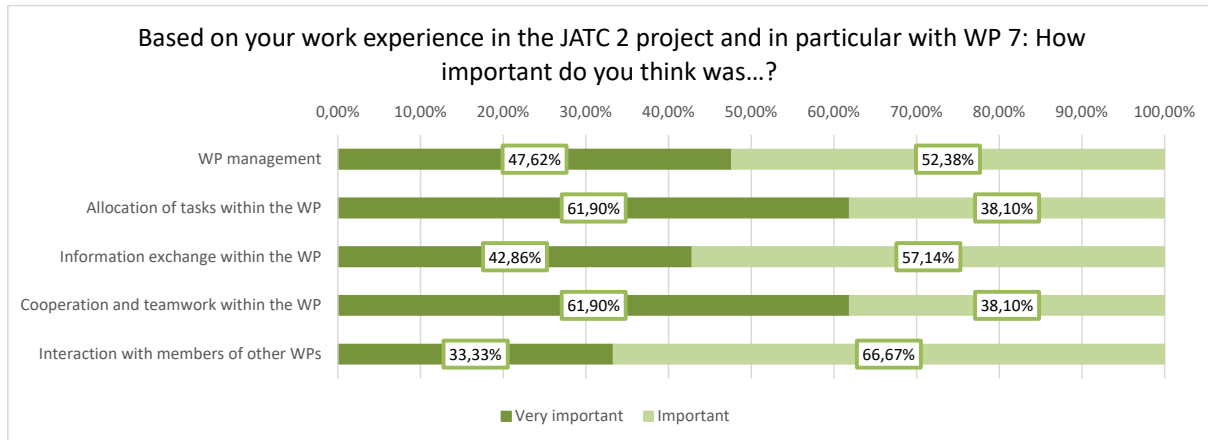


Figure 43: Importance of different items (WP7)

In the fourth survey, perceptions of the importance of various items in WP7 showed relatively stable trends as the project neared completion. The percentage of participants rating WP management as “very important” slightly decreased from two-thirds to 47.62%. Task allocation also remained significant, with those considering it very important dropping from 66.7% to 61.9%, while the proportion viewing it as merely important increased to 38.1%. Information exchange stayed consistent, with a slight rise in participants rating it as very important. Cooperation and teamwork demonstrated stability as well. Notably, interaction with members of other WPs saw a shift, with one-third now rating it as very important, compared to only 14.3% previously.

Overall, the fourth survey demonstrates that perceptions of importance in WP7 have remained relatively stable, reflecting the continued value placed on key aspects such as WP management, task allocation, and collaboration.

Question 50: How satisfied were you with each of the items below within WP7?

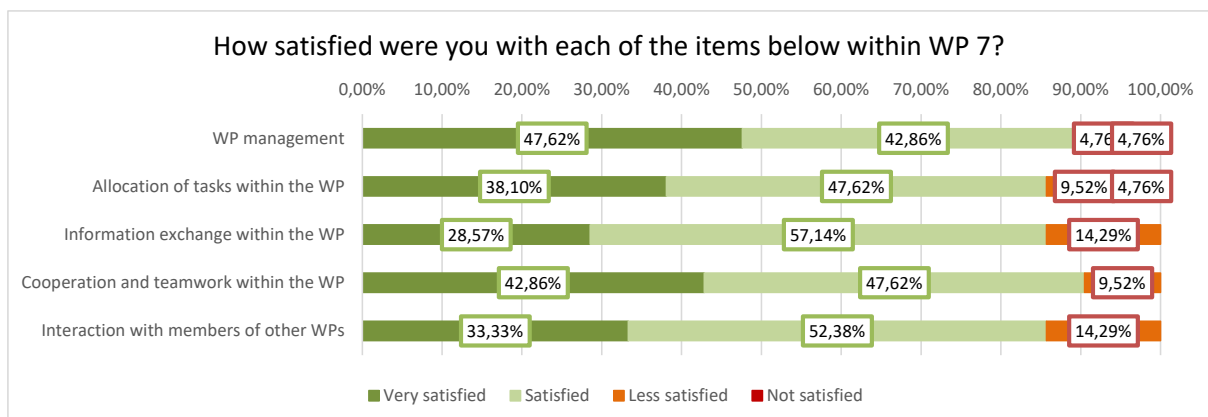


Figure 44: Satisfaction with different items (WP7)

In the fourth survey, satisfaction levels within WP7 showed slight declines compared to the third

survey, with fewer participants reporting “very satisfied” and a modest increase in those indicating less or no satisfaction. Interaction with members of other WPs saw a slight improvement, with “very satisfied” responses rising from 28.6% to 33.33%, while the less satisfied segment remained stable.

For WP management, the percentage of “very satisfied” participants decreased from two-thirds to 47.62%. However, 42.86% were satisfied, and 9.52% expressed dissatisfaction. In task allocation, dissatisfaction rose from 4.8% to a total of 14.28%, while “very satisfied” responses fell by 4.8%. Information exchange experienced a significant drop, with “very satisfied” participants falling from 52.4% to 28.57% and less satisfaction increasing by nearly 10%. Satisfaction with cooperation and teamwork remained unchanged.

In contrast, the third survey revealed overall increases in satisfaction compared to the second survey. High satisfaction with WP management nearly doubled from 34.5% to 66.7%, although 4.8% reported dissatisfaction. Task allocation saw high satisfaction rise from 31% to 42.9%, while dissatisfaction increased slightly. Information exchange improved from 27.6% to 52.4%, despite a small percentage indicating less satisfaction. Cooperation and teamwork also saw a positive trend, with those highly satisfied rising to 42.9%.

Overall, while the fourth survey indicates slight declines in satisfaction across several areas, the changes are modest compared to the significant improvements noted in the third survey, emphasizing the need for continued engagement and attention to participant concerns.

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

- The role of a collaborative stakeholder has not proven useful.
- Very motivated professionals led the WP in the second half of the project. I believe, however, that tasks could have been allocated in a better way to take advantage of the strengths in the skills of the different participants.
- Anne Havermans’ dedication and scientific rigor have been decisive in achieving the deliverables and milestones

In the fourth survey, participants shared varied insights. One individual noted that the collaborative stakeholder role was ineffective. Another praised the motivated professionals leading the WP in the latter half of the project. They suggested that task allocation could have better leveraged participants’ strengths. Anne Havermans’ contributions as a WP leader and expert were highlighted as particularly valuable.

The third survey identified challenges, including short deadlines for tasks like report reviews and a desire for more in-person meetings. Some participants mentioned that certain partners were disengaged, missing meetings and delivering low-quality work. While regular teleconferences effectively addressed minor issues, reliance on a few partners for tasks led to disengagement among others. Despite these challenges, WP management received positive feedback, with actively involved partners commended for their contributions.

Overall, the fourth survey reflects strong leadership and collaboration, while the third survey emphasized issues with task allocation and partner engagement.

Question 52: Based on your work experience within WP7: How satisfied were you with...?

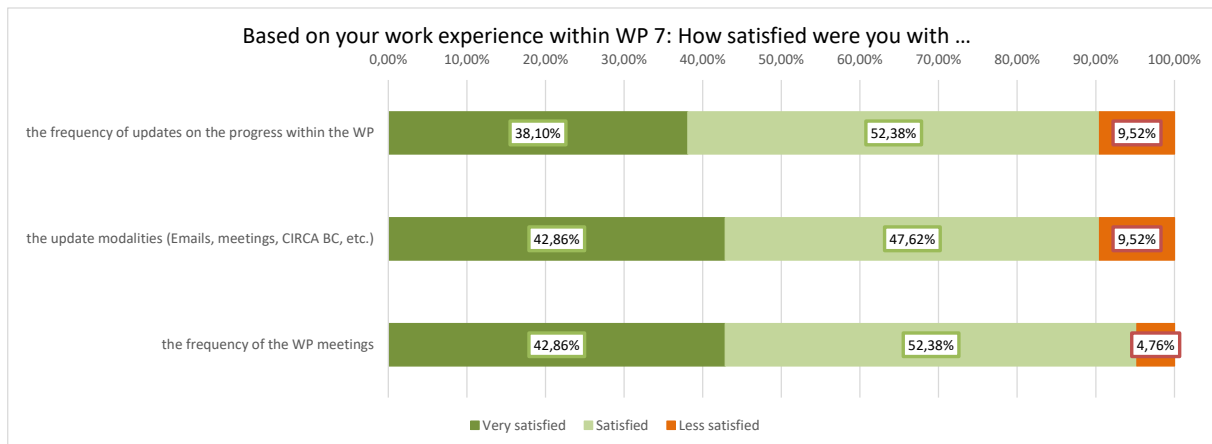


Figure 45: Satisfaction with frequency and modality of updates, and frequency of meetings (WP7)

In the fourth survey regarding WP7, participant satisfaction showed a slight decline across various metrics. Notably, for the frequency and modalities of updates, 9.52% of participants reported being less satisfied, a shift from the previous survey where no one indicated dissatisfaction. The percentage of those very satisfied with frequency of updates dropped from 52.4% to 38.1%, while satisfaction with update modalities fell from 47.6% to 42.86%. Similarly, satisfaction with the frequency of meetings decreased from 57.1% to 42.86% in the very satisfied category.

In contrast, the third survey highlighted an increase in satisfaction levels across all items compared to the second survey. At that time, 62.1% were satisfied with the frequency of updates, and 24.1% reported being very satisfied. Update modalities had a similar trend, with 24.1% very satisfied and 69% satisfied. Additionally, satisfaction with the frequency of meetings was high, with 24.1% very satisfied and 72.4% satisfied.

Overall, while the fourth survey reflects a minor decrease in satisfaction, the previous survey showcased a positive trend in participant contentment with the communication and meeting structures within WP7.

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

- I think that in any case it is difficult to adjust the frequency of meetings in such a different group. The leadership work of the RIVM has been excellent

In the fourth survey, participants noted the challenge of adjusting meeting frequency within the diverse group but praised the excellent leadership provided by the RIVM.

In contrast, the third survey highlighted a high volume of meetings alongside impressive achievements in reports and deliverables. Satisfaction with meeting frequency was notably high, with 100% of participants expressing satisfaction and 57.1% being very satisfied. Additionally, participants were pleased with the overall management of the WP, task allocation, and accomplishments.

Overall, while the fourth survey acknowledges the difficulties in managing meeting frequency, it maintains a positive view of leadership, whereas the third survey emphasizes both the high meeting frequency and successful outcomes within WP7.

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

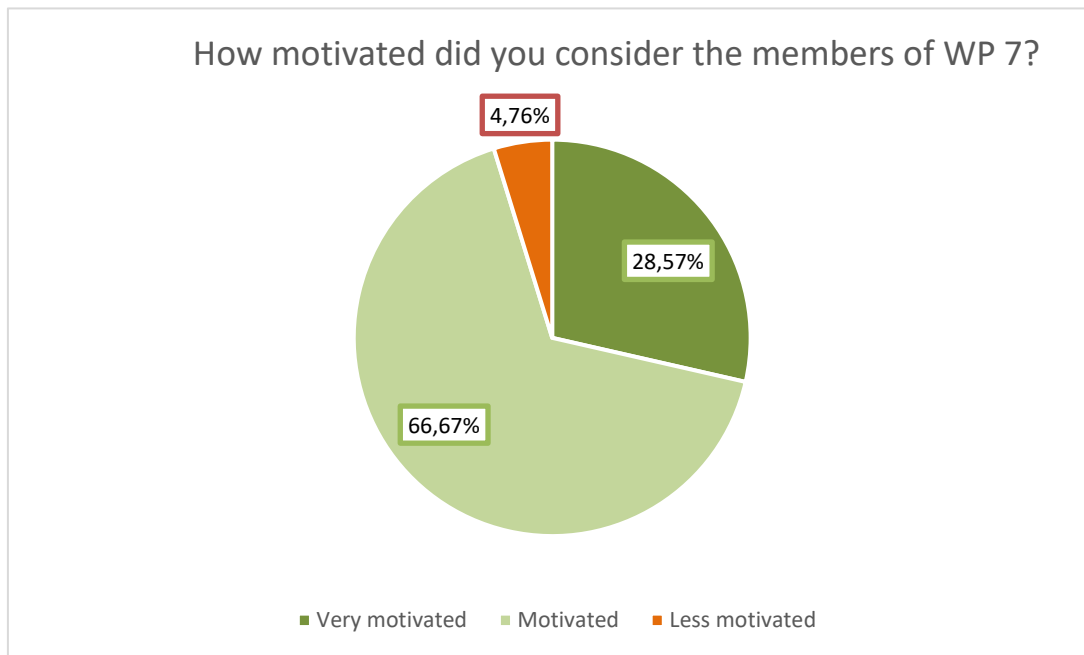


Figure 46: Motivation of WP7 members

In the fourth survey, there was a slight decrease in the perceived motivation of WP7 members. The percentage of participants viewing members as “very motivated” dropped from 38.1% to 28.57%, while those considering members “motivated” increased slightly from 61.9% to 66.67%. Notably, for the first time, 4.76% of respondents indicated that members were “less motivated.”

In contrast, the third survey reported relatively stable motivation levels, with no participants rating members as “less motivated” and a positive trend observed in high motivation perceptions. Compared to the second survey, there was an increase in the overall motivation, with a 3.6% rise in those perceiving high motivation among WP7 members.

Overall, the fourth survey indicates a slight decline in perceptions of motivation, whereas the third survey presented a more favorable view of motivation within WP7. However, these shifts are relatively minor, and a generally high level of motivation among members remains evident.

Question 55: How could the WP7 leader(s) have improved motivation?

- With great dedication and continuous follow-up work

In the fourth survey, participants emphasized the importance of dedication and continuous follow-up from the WP7 leaders to enhance motivation.

The third survey provided more diverse feedback, with suggestions for allowing partners more time for tasks like report reviewing, distributing work more fairly, and being receptive to feedback. Some participants also expressed satisfaction with the current approach, indicating that no changes were necessary.

Overall, the fourth survey focused on ongoing commitment, and the third highlighted specific areas for improvement and a range of perspectives on leadership effectiveness.

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
 - Since there different definitions of PM among various countries, some might not be aware of the correct definition for their country.
 - 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
 - Clarification on PMs from Coordination team would be appreciated
- Do tasks match expertise
 - 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"
 - 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.

Key Challenges and Lessons Learned from WP7 leadership

1. **Partner Involvement and Task Allocation:** WP7's collaborative structure involved numerous partners, each with limited person months (PMs), which posed a challenge for effective task allocation. Initially, a democratic approach to assigning tasks—allowing partners to choose based on interest—resulted in partners spreading their efforts across multiple areas. This approach diluted focus and led to inefficiencies, as partners were often over-extended or working on tasks not aligned with their core expertise. WP7 leadership adapted by shifting towards a more centralized and directive task assignment process, which improved focus, accountability, and the quality of contributions. This lesson highlights the importance of clear, strategic task allocation from the outset, based on partners' expertise and capacity to deliver.
2. **Information Exchange and Coordination:** The complexity of WP7, with its multiple partners and wide range of tasks, made coordination and information exchange a significant challenge. While shared leadership and regular meetings helped keep the project on track, understanding the progress of specific tasks, particularly those led by external organizations, proved difficult. The decentralized nature of leadership sometimes caused delays in communication, especially when tasks required input from multiple partners. In-person meetings were highly effective for clarifying misunderstandings and advancing progress, but these were limited due to budget constraints. The reliance on virtual meetings, while necessary, highlighted the limitations of remote coordination in complex projects. The importance of structured, clear, and regular communication between all partners cannot be overstated, as it ensures alignment and prevents miscommunications.
3. **Unanticipated Changes and Delays:** WP7's timeline was heavily impacted by its reliance on external data, particularly from WP5. The delays in receiving this data cascaded into significant timeline shifts for WP7's deliverables, which were dependent on the completion of WP5. Some tasks were completed with limited or incomplete data, while others had to be postponed until the full dataset became available. Furthermore, the extensive data collected required revisions to several deliverables, as the initial scope and expectations evolved based on the data's breadth and complexity. This led to further delays, as discussions were needed to reassess the scope of certain outputs. This experience underscores the critical need for contingency planning when deliverables are reliant on external data or other work packages. Setting more flexible deadlines and preparing alternative strategies to address such dependencies would mitigate future delays and ensure smoother project flow.

WP7 Conclusions and Recommendations

Conclusions:

1. **Timely Submission of Outputs:** WP7 produced 14 planned outputs, with only five delivered on time or slightly delayed. Seven outputs were delayed by more than two months, and two

are still pending. This reflects significant challenges in adhering to deadlines, possibly due to internal and external dependencies.

2. **Dependency on External Data and Subsequent Delays:** WP7's performance was negatively impacted by dependencies on WP5 data, which experienced delays. This external dependency created a ripple effect, causing delays in WP7 deliverables. Several tasks had to be completed with incomplete data, while others were delayed further, waiting for the full dataset. The need to adjust deliverables based on the available data contributed to the extended timelines.
3. **Participant Motivation and Engagement:** While overall motivation remained high, the fourth survey revealed a slight decline in participants' perceived motivation, with fewer participants viewing their colleagues as "very motivated." Despite this, participants remained generally engaged, citing the value of contributing to an international project and learning from the collaborative experience. However, the drop in motivation could be tied to task allocation issues and delays, which might have impacted the morale of certain partners.
4. **Challenges with Task Allocation:** Task allocation emerged as a key challenge. Several participants expressed dissatisfaction with the alignment of tasks to their expertise, suggesting that more thought could have been given to matching the right people to the right tasks. This mismatch may have contributed to the delays and frustrations experienced during the project. Participants noted that the allocation process should have better considered individual strengths to leverage available skills effectively.
5. **Communication and Coordination:** Communication was generally effective, but there were some fluctuations, with participants occasionally unclear about their responsibilities. The volume of communication was perceived differently, with some participants finding it overwhelming, particularly when involved in multiple tasks. Despite these issues, the regularity of meetings (held every three weeks) and a balanced flow of emails were largely appreciated, especially in terms of resolving issues on time.
6. **Satisfaction with Leadership and Management:** Leadership in WP7 was consistently praised, particularly the role of Anne Havermans, whose dedication and scientific rigor were seen as instrumental in meeting deliverables and milestones. However, some partners noted that tasks could have been allocated more effectively. Leadership was critical in maintaining momentum, but the delays and uneven task distribution indicate that more centralized management may have been necessary earlier in the process.
7. **Partner Engagement and Task Completion:** While some partners were highly engaged and consistently contributed, others were less involved, particularly during the review and task execution phases. The third survey indicated that certain partners missed meetings and delivered subpar work, contributing to the overall delays. Regular teleconferences helped address minor issues, but more proactive engagement strategies might have prevented partner disengagement.
8. **Satisfaction with Meeting and Update Frequency:** Satisfaction with the frequency of meetings and updates slightly decreased in the final survey, with fewer participants reporting being "very satisfied." This suggests a need for better balance between regular updates and participant workloads. Nonetheless, participants praised the leadership's approach to organizing these meetings, and the overall communication structure was viewed positively.
9. **Collaborative Environment and Multinational Expertise:** Participants appreciated the opportunity to collaborate with international colleagues, recognizing that combining diverse expertise led to unique results. The diverse perspectives were seen as a strength of WP7, and many participants found value in learning from their international peers. However, some mentioned that they were unsure whether their expertise was fully utilized in their assigned tasks.
10. **Challenges with Staff Turnover and Resource Management:** Staff changes within partner organizations created difficulties, with new team members having to quickly familiarize themselves with ongoing tasks. Additionally, some partners struggled with resource management, particularly regarding person months (PM) allocation. Several participants were unclear about their PMs, reflecting a need for clearer communication between organizations and the WP leadership.

Recommendations for Future Projects:

1. **Implement Strict Output Monitoring and Contingency Plans:** To avoid delays, future projects should implement stricter output monitoring and enforce more consistent progress tracking mechanisms. Establishing contingency plans for delays, especially those related to external dependencies like WP5 data, can help mitigate risks. Regular, structured checkpoints could ensure better adherence to deadlines.
2. **Enhance Task Allocation Processes:** Future projects should conduct thorough pre-project assessments of participants' expertise to ensure tasks are assigned based on skill sets. Clear and transparent criteria for task allocation will allow for more efficient use of resources and reduce frustration. This can be supported by periodic reviews where partners can provide feedback if they feel misaligned with their roles.
3. **Strengthen Partner Engagement Strategies:** Given the observed disengagement from certain partners, future projects should consider assigning specific accountability roles to ensure all partners remain actively involved throughout the project. A more structured peer review process could help address issues before they lead to significant delays. Additionally, leaders should implement mechanisms to identify disengaged partners early and reallocate tasks as necessary.
4. **Adopt More Flexible and Efficient Communication Strategies:** Future projects should employ collaborative platforms that streamline communication, reducing reliance on email and ensuring that task updates are clearly visible to all partners. A more structured approach to communication (e.g., weekly updates in a shared online workspace) could help participants keep track of their responsibilities without feeling overwhelmed.
5. **Promote Hybrid Meeting Models:** While budget constraints might limit in-person meetings, hybrid meeting models that combine occasional face-to-face interactions with virtual meetings could be beneficial. These meetings can foster greater engagement and help resolve issues faster, particularly for complex tasks. Regular virtual check-ins, paired with annual in-person meetings, may provide the best balance.
6. **Focus on Managing External Dependencies Proactively:** Future projects should identify key dependencies early and plan for potential delays in those areas. For example, where deliverables depend on external data, communication between work packages should be prioritized, and backup plans should be prepared in case of delays. Close collaboration between dependent work packages can mitigate the impact of unforeseen delays.
7. **Improve Leadership Feedback Mechanisms:** Leadership effectiveness could be enhanced by instituting regular, anonymous feedback loops where participants can express concerns or suggest improvements. This could allow for mid-course corrections in leadership approaches, ensuring more tailored support for participants' needs.
8. **Establish a Clear Resource and Person Month Allocation Process:** To prevent confusion over resource allocation, future projects should clarify person-month allocations early and ensure that all partners fully understand their commitments. Regular communication between project administrators and partner organizations is necessary to address any misunderstandings about PMs.
9. **Ensure Continuity and Knowledge Transfer Amid Staff Changes:** To mitigate the impact of staff turnover, future projects should develop more formal knowledge transfer processes. This could include documentation protocols and shadowing systems to ensure that new team members can quickly integrate into ongoing tasks without disrupting project timelines.

Output Monitoring

The cut-off date for output monitoring is October 15, 2024.

Table 20: Output Monitoring WP8

A. Outputs				B. Delivery/ Submission				D. Contact info		
WP	Output	Output Title	Target group	Due in Month	Due Date	Final Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
8	D8.1	"Weight of evidence" paper on the evidence for supporting the expansion of smoke-free environments	Researchers; policy makers; stakeholders; EU regulators; MS competent authorities; institutional managers; public health officers; general public	18	31.03.2023	31.03.2023	0	ICO	E Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@concologia.net; dcarnicer@concologia.net; amlopez@dibell.cat
8	D8.2	Position paper on best practices for SHS & SHIA protection and evidence supporting the expansion of smoke-free environments	Researchers; policy makers; stakeholders; EU regulators; MS competent authorities; institutional managers; public health officers; general public	23	31.08.2023	01.09.2023	-1	ICO	E Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@concologia.net; dcarnicer@concologia.net; amlopez@dibell.cat
8	D8.3	Position paper for a new TAD	Researchers; policy makers; stakeholders; EU regulators; MS competent authorities; institutional managers; public health officers; general public	29	29.02.2024	17.06.2024	-109	ICO	E Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@concologia.net; dcarnicer@concologia.net; amlopez@dibell.cat
8	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@concologia.net; dcarnicer@concologia.net; amlopez@dibell.cat
8	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@concologia.net; dcarnicer@concologia.net; amlopez@dibell.cat
8	M8.3	Scientific symposium on best practices to protect the EU population from SHS exposure (within a tobacco control European conference)	JATC2 participants; tobacco control experts and professionals on related fields	20	31.05.2023	25.04.2023	36	ICO	E Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@concologia.net; dcarnicer@concologia.net; amlopez@dibell.cat
8	M8.4	Web-based repository of best practices to protect the EU population from SHS exposure	Researchers; policy makers; stakeholders; EU regulators; MS competent authorities; institutional managers; public health officers; general public	18	31.03.2023	19.04.2023	-19	ICO	E Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@concologia.net; dcarnicer@concologia.net; amlopez@dibell.cat
8	M8.5	Webinar on the evidence for supporting the expansion of smoke-free environments to other indoor and outdoor areas	JATC2 participants; tobacco control experts and professionals on related fields	23	31.08.2023	30.11.2023	-91	ICO	E Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@concologia.net; dcarnicer@concologia.net; amlopez@dibell.cat

WP8 Timely Submission

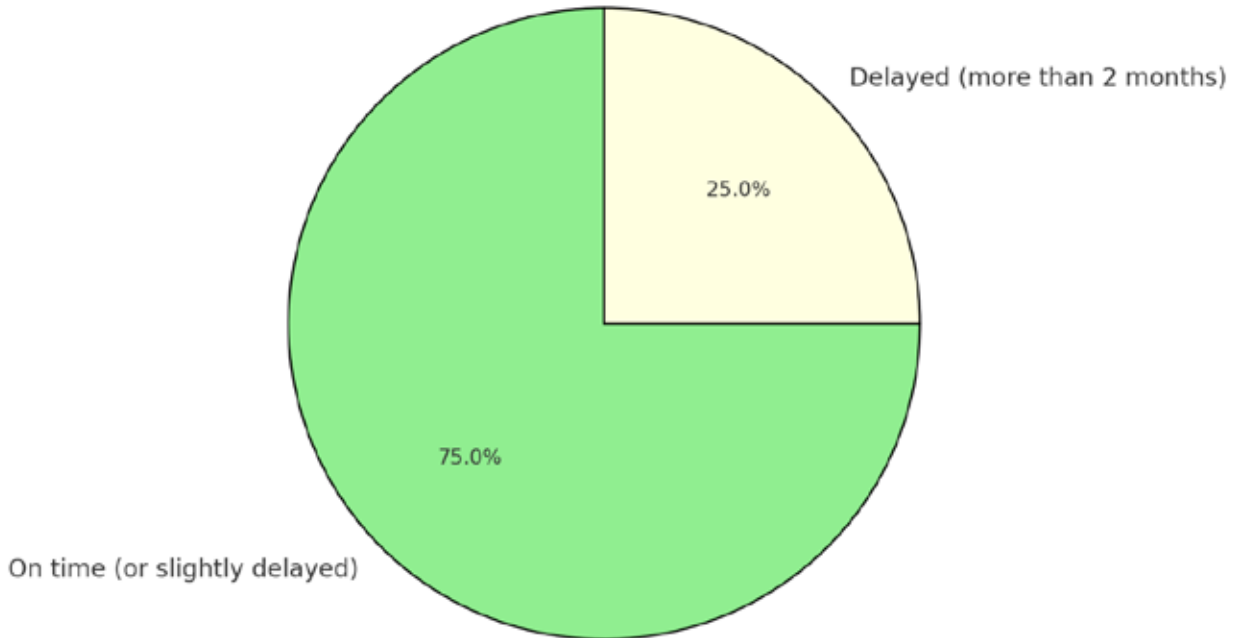


Figure 47: WP8 Timely Submission

WP8 produced a total of 8 outputs. Six of these were delivered on time or with minor delays (highlighted in light green), while two were delayed by more than two months (highlighted in light yellow). All outputs have been successfully delivered.

Table 21: LogFrame WP8

Logical Framework JATC 2 - WP8 (25.09.2024)				
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 impact in Europe (FCTC Art. 13)	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 environments	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): - 1 position paper submitted (achieved) - position paper submitted by month 23 (achieved)	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 Target(s): - 1 "weight of evidence" paper produced (achieved) -submitted by month 18 (achieved)	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 (achieved) -position paper submitted by month 29 (achieved)	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 repository 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 participants 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)	Project documentation
Result/ Output 8.1.3 Position paper on best practices for SHS & SHA protection and evidence supporting the expansion of smoke-free environments [D8.2]	Indicator(s): - N° and timely delivery of document Target(s): -1 position paper produced by month 23 (achieved)	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 (achieved)	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): - N° and timeline of Webinar Target(s): -1 webinar to be held by month 23 (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 (achieved)	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 (achieved)	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 (achieved for invitation) [results: 38 participants representing 21 European countries]	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 (achieved)	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 (achieved) [9 out of 15]	Project documentation

WP8 Partner Satisfaction: Survey Insights

WP8 had **18 participants** compared to 13 participants in the third online survey, and 19 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 was...?

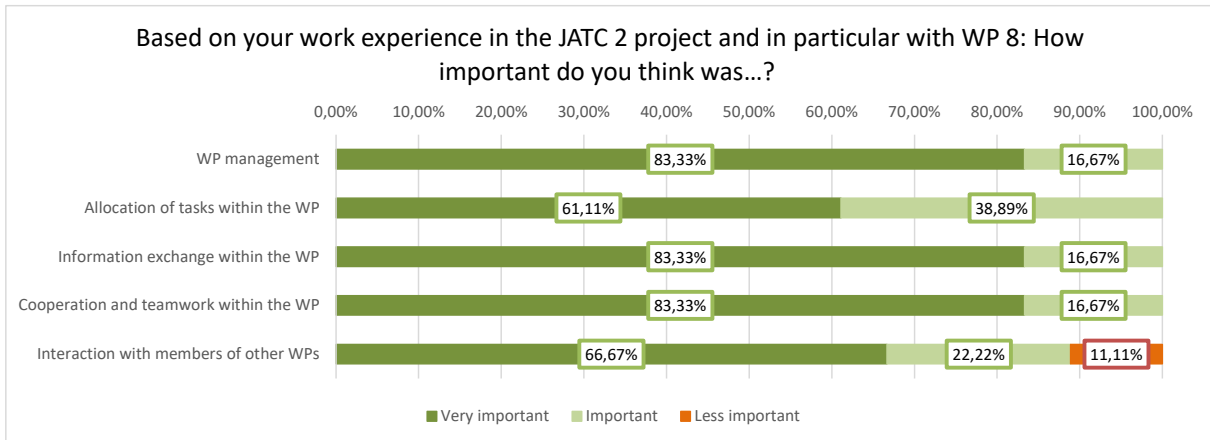


Figure 48: Importance of different items (WP8)

Across the three surveys, the importance of key items showed consistent trends with minor variations. WP management saw steady growth, with a 14% increase in the “very important” category in the fourth survey. Information exchange followed a similar pattern, also gaining 14% in importance. Cooperation and teamwork saw a significant rise, from 47.4% in the third survey to 69.2%, with a further 14% increase in the fourth survey.

Interaction with other WPs was more variable. While it gained 5% in the “very important” category in the fourth survey, the “less important” rating also rose from 7.1% to 11.11%. Task allocation remained stable, showing no change across surveys.

In summary, WP management, information exchange, and teamwork saw steady growth in importance, while interaction with other WPs showed mixed results. Task allocation maintained consistent importance throughout.

Question 57: How satisfied were you with each of the items below within WP8?

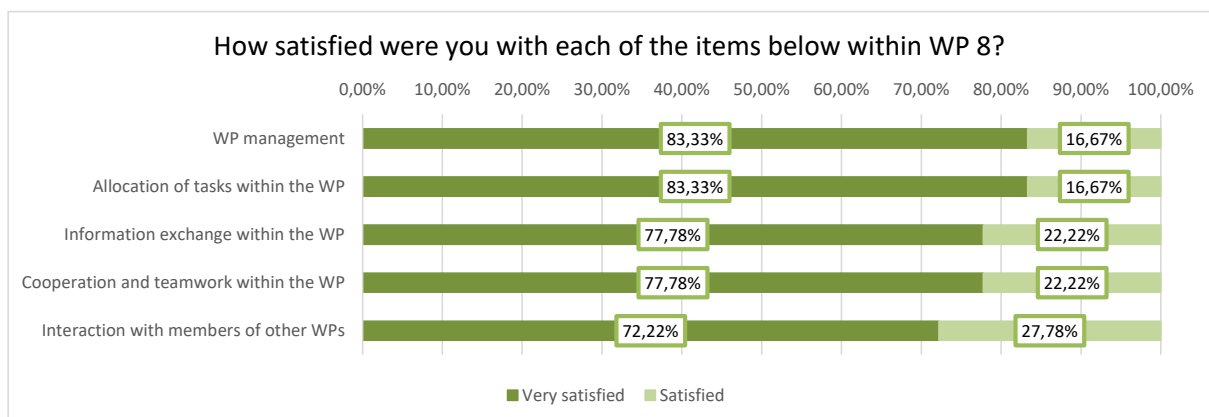


Figure 49: Satisfaction with different items (WP8)

Across the three surveys, satisfaction levels consistently improved, though there were some fluctuations. In the **fourth survey**, between 72.22% and 83.33% of participants were very satisfied with all items, and the rest were satisfied, with no participants reporting any dissatisfaction. Despite this, the “very satisfied” percentage saw slight declines compared to the **third survey**. For example, WP management dropped from 92.3% to 83.33%, information exchange decreased from 84.6% to 77.78%, and cooperation and teamwork fell from 92.3% to 77.78%. However, allocation of tasks was the exception, showing a 14.13% increase in participants who were very satisfied. Interaction with members of other WPs also declined, from 84.6% in the third survey to 72.22% in the fourth.

In the **third survey**, satisfaction had notably increased compared to the **second survey**. WP management stood out with 92.3% of participants very satisfied. Information exchange improved significantly, with those very satisfied jumping from 52.6% in the second survey to 84.6%. Similarly, cooperation and teamwork saw major improvements, with 92.3% very satisfied, though 7.7% were less satisfied. Interaction with members of other WPs had also improved, reaching 84.6% satisfaction, but there was a slight rise in those who were less satisfied (7.7%, up from 5.3%).

In the **second survey**, satisfaction was lower overall. Cooperation and teamwork were the least satisfactory, with only 47.4% very satisfied and 5.3% less satisfied. Interaction with members of other WPs also had lower satisfaction rates, with only 57.9% very satisfied.

In summary, satisfaction increased steadily throughout the project, with the fourth survey showing high overall satisfaction, despite a slight drop in the “very satisfied” category for most items compared to the third survey. The most notable gains were in areas like information exchange and cooperation and teamwork, though interaction with other WPs remained somewhat mixed.

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

- This WP has worked perfectly well from the beginning of the project. Allocation of tasks was clear. Clear deadlines. Great administrative and technical support for interesting deliverables and scientific papers. Outstanding dissemination efforts.
- I work well everytime
- WP leader and the management was very supportive and made the collaborative work possible. Allocation of tasks to smaller teams within the WP was great. Besides milestones and deliverables, the WP management encouraged scientific publication of our findings which is an additional important way of dissemination. Some members of the WP was not so active, but there was a core team who actively enrolled in many tasks.
- Excellent leadership, regular, but not too frequent meetings that provided all necessary information on WP8 status, extra meetings in smaller groups working on certain deliverables/articles with strong leadership and support from WP leaders...

In comparing the feedback on WP8 across the three surveys, a generally positive progression is evident, though with some noted challenges.

In the **fourth survey**, participants expressed high satisfaction, stating that WP8 worked “perfectly well” from the start. Task allocation and deadlines were clear, and there was strong administrative and technical support, especially for deliverables and scientific publications. Leadership was praised for its support, effective task delegation, and fostering scientific dissemination. Regular but not overly frequent meetings, combined with extra sessions for specific deliverables, were viewed positively. While some noted that certain members were less active, a core group was highly engaged.

The **third survey** reflected a mix of positive and constructive feedback. Some participants mentioned a “rough start” but noted significant improvement by autumn 2022. A recurring issue was confusion over task delegation after initial assignments were completed, and there was little interaction outside of formal meetings. Despite these early challenges, participants praised leadership, communication, and coordination. The WP leaders were noted for their strong management, creativity in designing activities, and effective dissemination efforts, including workshops and public outreach.

In the **second survey**, participants similarly expressed positive views, particularly highlighting the regular meetings, communication, and engagement with WP leaders. Coordination and task distribution were clear, but there was some difficulty in maintaining enthusiasm through digital means.

Overall, feedback on WP8 shows improvement over time, with early challenges around task distribution and interaction being addressed. Leadership, communication, and coordination were consistently praised, and by the fourth survey, the team was seen as functioning smoothly with effective task management and support, though some members' engagement varied.

Question 59: Based on your work experience within WP8: How satisfied were you with...?

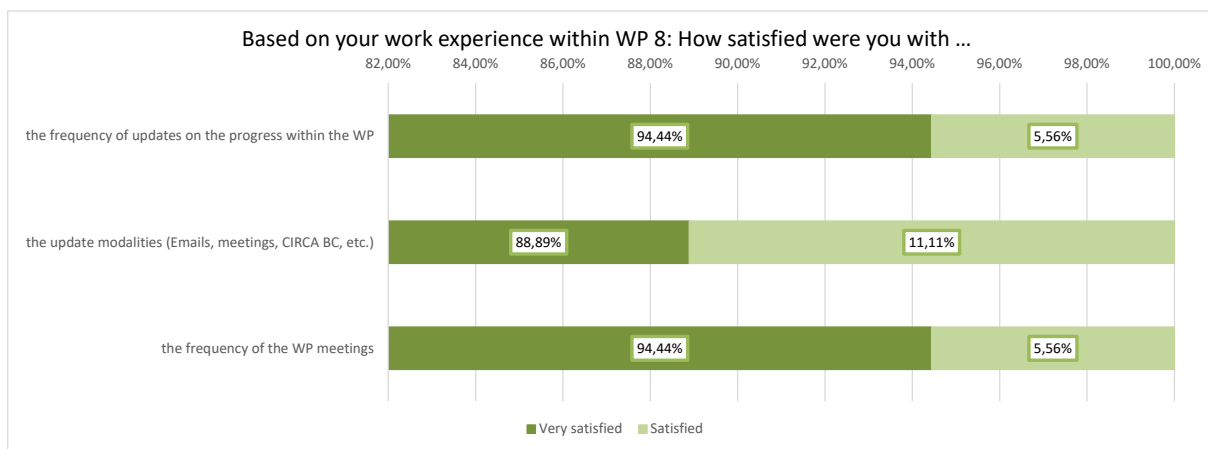


Figure 50: Satisfaction with frequency and modality of updates, and frequency of meetings (WP8)

The comparison of the three surveys regarding satisfaction with updates and meetings in WP8 shows significant improvements over time, with exceptionally high satisfaction levels by the fourth survey.

In the **fourth survey**, satisfaction remained extremely high, though there was a slight dip in the “very satisfied” category for the frequency of updates, dropping from 100% to 94.44%. Conversely, satisfaction with the update modalities increased by 4.29%, and satisfaction with the frequency of meetings rose by nearly 10%, reflecting continued positive feedback on WP8’s effectiveness.

In the **third survey**, satisfaction had already seen a notable improvement from the **second survey**. The proportion of participants very satisfied with the frequency of updates jumped to 100%, up from 52.6% in the second survey. Satisfaction with update modalities also saw a large increase, rising from 52.6% to 84.6%, and the frequency of meetings saw a similar surge, with the very satisfied category climbing from 57.9% to 84.6%.

In summary, satisfaction with updates, modalities, and meeting frequency steadily improved throughout the project. By the fourth survey, nearly all participants were very satisfied with these aspects, signalling the consistent effectiveness of WP8 in managing communication and meetings.

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

- A very good idea was the organization of a face-to-face event, the day before a consortium meeting. Face-to-face meetings greatly promote work.
- Both the work carried out online and in the face-to-face meetings of ECTHO and at the Work Day in Madrid, the climate of work and collaboration has been very favorable
- Meeting reminders and notes.

In comparing feedback on the frequency and update modalities within WP8 across the surveys, participants consistently expressed satisfaction, with some positive highlights and suggestions for improvement.

In the **fourth survey**, respondents particularly appreciated the organization of a face-to-face event before a consortium meeting, noting that in-person interactions greatly enhanced collaboration and productivity. Both online and in-person meetings, such as the Work Day in Madrid, were praised for fostering a favorable work environment. Meeting reminders and notes were also highlighted as beneficial.

The **third survey** feedback emphasized the value of frequent update emails, recordings of workshops and web conferences, and the availability of resources on open platforms like YouTube, which facilitated information sharing. Overall, participants felt that the frequency and modalities were appropriate.

In the **second survey**, the only suggestion was to reduce meeting frequency when the agenda was not full, indicating a desire for more efficiency.

In summary, while satisfaction with update modalities and meeting frequency remained high across all surveys, the fourth survey highlighted the particular success of face-to-face meetings, while earlier surveys appreciated online resources and efficient communication.

Question 59: How motivated did you consider the members of WP8?



Figure 51: Motivation of WP8 members

The comparison of surveys on the perceived motivation of WP8 members shows a steady and significant increase over time.

In the **fourth survey**, motivation reached its peak, with 83.33% of participants viewing WP8 members as very motivated and the remaining 16.67% as motivated. Importantly, no one perceived the team members as less or not motivated, indicating a very positive assessment.

In the **third survey**, motivation had already risen compared to the **second survey**, with 69.2% considering members very motivated and 30.8% as motivated. This was an improvement from the second survey, where 57.9% viewed members as very motivated, and 42.1% as motivated.

Overall, the surveys show a clear upward trend in motivation among WP8 members, with the fourth survey marking the highest level of perceived motivation throughout the project.

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

- Better participation of members
- The work, dedication and experience demonstrated by the team of the Catalan Institute of Oncology, the WHO reference center in Spain, has been of a high level of organizational and human scientific competence. Both Anna Mar Lopez Luque, Dolors Carnicer and the Director of the Institute Esteve Fernandez have demonstrated their greatest experience in the performance and development of European Public Health projects.
- I think they did an excellent job.

The comparison of responses on how WP8 leaders could have improved motivation reveals generally positive feedback, with a few suggestions for enhancement.

In the **fourth survey**, respondents felt the WP8 leaders performed excellently, highlighting the exceptional work, dedication, and organizational competence demonstrated by the ICO team. However, one suggestion was for better participation from all members, indicating that while leadership was strong, more engagement from the entire team could be beneficial.

In the **third survey**, participants similarly praised the WP8 leaders as very motivating. However, it was noted that some partners were not participating as fully as they could, likely due to competing responsibilities from their institutions.

In the **second survey**, the challenge of digital motivation was acknowledged, but it was emphasized that the WP8 leaders were doing a commendable job despite this difficulty.

Overall, the feedback consistently praises the WP8 leaders for their motivational efforts, but a recurring theme across all surveys is the need for increased participation from some members, possibly due to other work commitments.

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.

Key Challenges and Lessons Learned from WP8 leadership

1. **Partner Engagement and Expertise Utilization:** At the outset, WP8 faced challenges in fully engaging its partners. Several partners were less involved or provided lower-quality input, which impacted overall progress. To address this, leadership initiated bilateral meetings with partners to better understand their preferred management styles and areas of expertise. This approach allowed the leadership team to tailor roles more effectively, ultimately leading to improved participation and higher-quality contributions from all partners.
2. **Limited Physical Meetings:** The primarily digital format of the JATC2 project posed challenges in fostering team cohesion and active collaboration. The lack of in-person interactions initially hindered engagement. However, the first physical meeting held in Copenhagen marked a turning point. It significantly boosted partner involvement and strengthened teamwork. The value of face-to-face interactions became evident, and participation in international events like ECToH 2023 further enhanced collaboration and rapport among partners.
3. **Early Coordination Challenges:** In the early phases of the project, work packages operated somewhat independently without a unified framework for coordination, leading to confusion and inefficiencies. A more structured kick-off meeting at the start would have helped align objectives and foster better cohesion across work packages. Recognizing this, the final project coordinator addressed these issues based on feedback from partners, implementing more streamlined coordination efforts to improve overall collaboration as the project progressed.

This reflection from WP8 leadership highlights the importance of tailored partner engagement, the critical role of in-person meetings for fostering collaboration, and the necessity of strong, early-stage coordination to ensure smooth project execution

WP8 Conclusions and Recommendations

Conclusions:

1. **Timely Delivery of Outputs:** WP8 delivered all its outputs, with 75% (6 out of 8) completed on time or with minor delays, and 25% (2 outputs) delayed by over two months. Despite initial challenges, the commitment of the team ensured that all deliverables were completed within

the project's timeframe, demonstrating resilience in project management.

2. **Progress in Partner Engagement and Satisfaction:** Over the course of the project, partner engagement and satisfaction saw steady improvement. The fourth survey indicated that between 72.22% and 83.33% of participants were "very satisfied" with aspects like WP management, information exchange, and task allocation. The increase in the quality of collaboration was particularly noted after face-to-face meetings, underscoring the effectiveness of in-person interaction.
3. **Effective Leadership and Coordination:** The leadership team was consistently praised for its support and guidance. Regular meetings and proactive management created a clear structure and task delegation, which partners found highly effective. Leadership also actively promoted scientific publications as part of dissemination efforts, furthering the WPs' impact.
4. **Growing Motivation Among Members:** WP8 members' motivation increased over time, peaking in the fourth survey where 83.33% of participants rated the team as "very motivated." This growth was attributed to clear task distribution, timely feedback, and increased ownership of specific tasks, particularly after bilateral meetings and physical events.
5. **High Satisfaction with Communication and Meeting Structure:** Satisfaction with the frequency of updates and meetings remained high throughout the project, with notable improvements in the later stages. The ability to maintain strong communication across both digital and physical formats was a key strength of WP8.
6. **Task Allocation and Inclusivity:** While satisfaction levels were generally high, some challenges were noted regarding the engagement of partners with fewer project months (PMs). Task allocation was mostly clear, but partners with less involvement felt somewhat disengaged. In response, adjustments were made to delegate smaller, more manageable tasks to ensure broader participation.
7. **Challenges in Early Coordination:** WP8 faced initial overall project coordination issues due to the independent startup of work packages without overarching guidance. These issues were later resolved through more structured leadership interventions.
8. **Face-to-Face Meetings as Key Engagement Tools:** The shift to in-person meetings, particularly the first physical meeting in Copenhagen and the consortium events, was instrumental in improving both communication and engagement across partners. Participants consistently highlighted the value of face-to-face interactions in strengthening team cohesion.

Recommendations for Future Projects:

1. **Comprehensive Kick-off Meetings:** Early challenges in WP8 indicate the need for a well-organized kick-off meeting that involves all partners. Future projects should ensure this meeting clearly defines roles, responsibilities, timelines, and communication protocols from the outset, allowing for smoother early-stage operations.
2. **Frequent In-Person Meetings:** Physical meetings played a significant role in boosting partner engagement and teamwork. Future projects should aim to incorporate regular in-person meetings, especially during critical phases of the project.
3. **Tailored Communication Approaches:** The varied preferences of partners regarding communication styles suggest that future projects should adopt a flexible communication strategy. Bilateral meetings, personalized updates, and consistent feedback mechanisms should be used to keep all partners equally engaged and informed.
4. **Enhanced Task Allocation for Inclusive Participation:** To avoid disengagement of partners with fewer project months (PMs), future projects should ensure that all partners are assigned tasks appropriate to their involvement level. This can be achieved by delegating smaller, well-defined tasks to those partners, creating a more inclusive and motivating environment.
5. **Structured Feedback Loops:** Survey insights from WP8 show that regular feedback and open communication were instrumental in improving partner satisfaction and motivation. Future projects should establish structured feedback mechanisms, such as surveys and feedback meetings, to continuously monitor and enhance project dynamics.

6. **Sustained Focus on Dissemination and Scientific Output:** WP8 demonstrated the value of incorporating scientific publications and dissemination into the project plan. Future projects should continue to emphasize the importance of such outputs, creating dedicated time for writing and reviewing scientific papers, and allocating resources for public dissemination of project findings.

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

Output Monitoring

The cut-off date for output monitoring is October 15, 2024.

Table 22: Output Monitoring WP9

A. Outputs				B. Delivery/ Submission				D. Contact info		
WP	Output	Output Title	Target group	Due in Month	Due Date	Final Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
9	D9.1	Report of tobacco endgame strategies for the European region.	Project Staff; EC; EU regulators; MS competent authorities; IGOs; NGOs	18	31.03.2023	12.05.2023	-42	THL	Hanna Ollila	hanna.ollila@hl.fi
9	D9.2	Recommendations for research on forward-looking tobacco control policies and tobacco endgame strategies.	Project Staff; EC; Scientific community	29	29.02.2024	01.03.2024	-1	THL	Hanna Ollila	hanna.ollila@hl.fi
9	D9.3	EU Tobacco Endgame Toolkit to disseminate best practices in the development, implementation and evaluation of tobacco endgame strategies.	Project Staff; EC; EU regulators; MS competent authorities; IGOs; NGOs; Public;	34	31.07.2024	28.06.2024	33	THL	Hanna Ollila	hanna.ollila@hl.fi
9	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@hl.fi
9	M9.2	Workshop for key policy makers, regulators and researchers to discuss traditional and forward-looking approaches	Project Staff; EC; EU regulators; MS competent authorities; IGOs; NGOs	2	30.11.2021	04.11.2021	26	THL	Hanna Ollila	hanna.ollila@hl.fi

WP9 Timely Submission

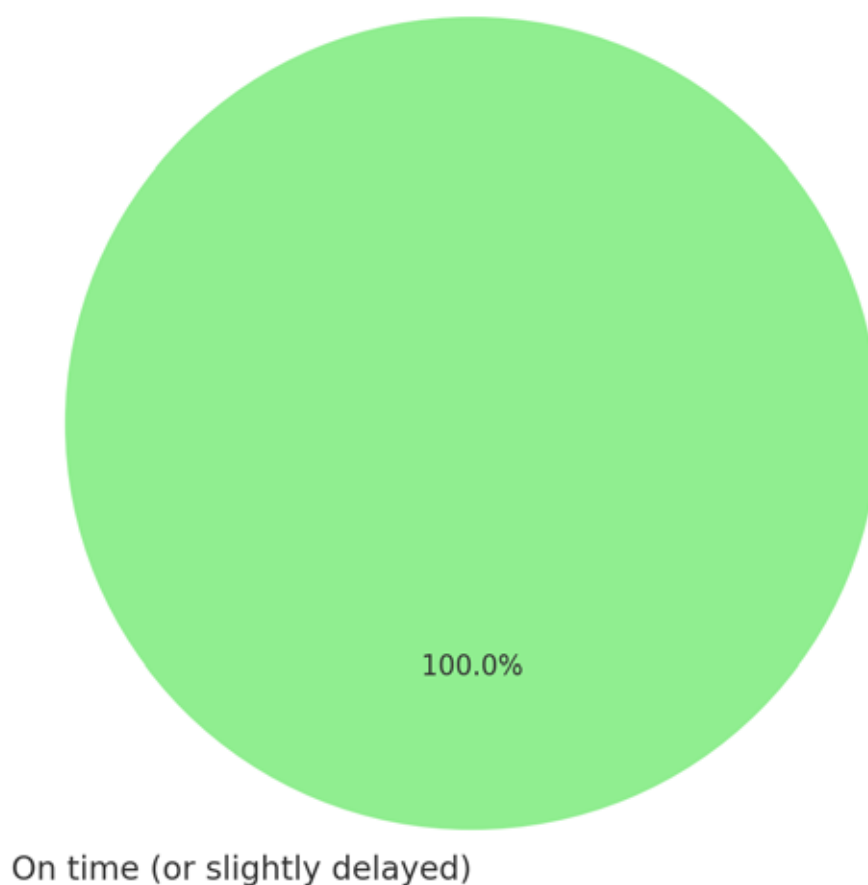


Figure 52: WP9 Timely Submission

All five WP9 outputs have been submitted on time or with only a minor delay. There have been no significant delays in submission, and no outputs are currently pending.

Table 23: LogFrame WP9

Logical Framework JATC 2 - WP 9 (25.09.2024)		Color code: green: achieved blue: comments		
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 potential best practices identified Target(s): - At least 3 potential 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 (most probably achieved, no numbers available as of yet)	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 (most probably achieved, no numbers available as of yet)	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 feasibility 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	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 endgame 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): - Interview 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 (no numbers available yet, but most probably achieved) - 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 Partner Satisfaction: Survey Insights

WP9 had 21 participants in the fourth and third online survey, compared to 25 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 was?

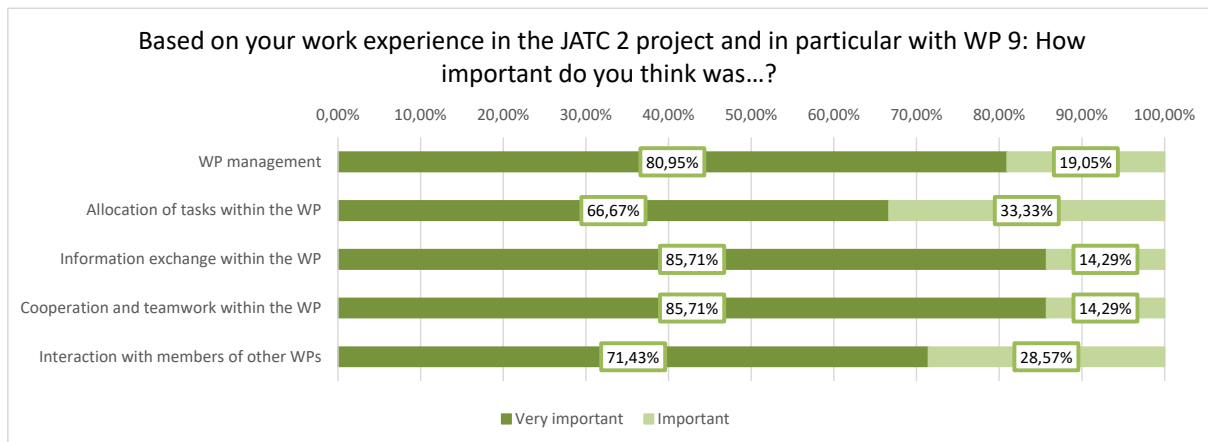


Figure 53: Importance of different items (WP9)

The comparison of the surveys regarding the perceived importance of various items within WP9 shows a relatively stable trend with some notable shifts over time.

In the **fourth survey**, there were no major changes from the third survey in terms of perceived importance. WP management remained consistently high, with around 80% viewing it as very important and 20% as important. There was a slight decline in the “very important” rating for task allocation, dropping from 71.4% to 66.67%. Information exchange remained crucial, showing a slight increase in importance, with 85.71% now considering it very important compared to 76.2% previously. The most significant rise was seen in cooperation and teamwork, which increased from 61.9% to 85.71% in the “very important” category. Interaction with members of other WPs experienced the highest shift, rising from 42.9% to 71.43% in the “very important” segment. Notably, no respondents viewed any items as less or not important.

In the **third survey**, compared to the second survey, the importance of items had remained largely stable, with slight increases in most categories. WP management continued to be the most important aspect, with 81% considering it very important and 19% as important. Information exchange was recognized as the second most important, surpassing cooperation and teamwork, which saw a decrease from 68% in the second survey to 61.9% in the third survey. Interaction with members of other WPs remained the least important item in the third survey, at 42.9% in the “very important” category, which was still an improvement from the second survey, where only 40% viewed it as very important, and 12% deemed it less important.

In summary, while the perceived importance of most aspects within WP9 remained stable over time, the fourth survey showed notable increases in the perceived importance of cooperation and teamwork, as well as interaction with members of other WPs. WP management and information exchange consistently remained the most important items throughout all surveys. The gradual increase in the importance of interaction with other WPs from the second to the fourth survey suggests improved recognition of collaboration across work packages.

Question 64: How satisfied were you with each of the items below within WP9?

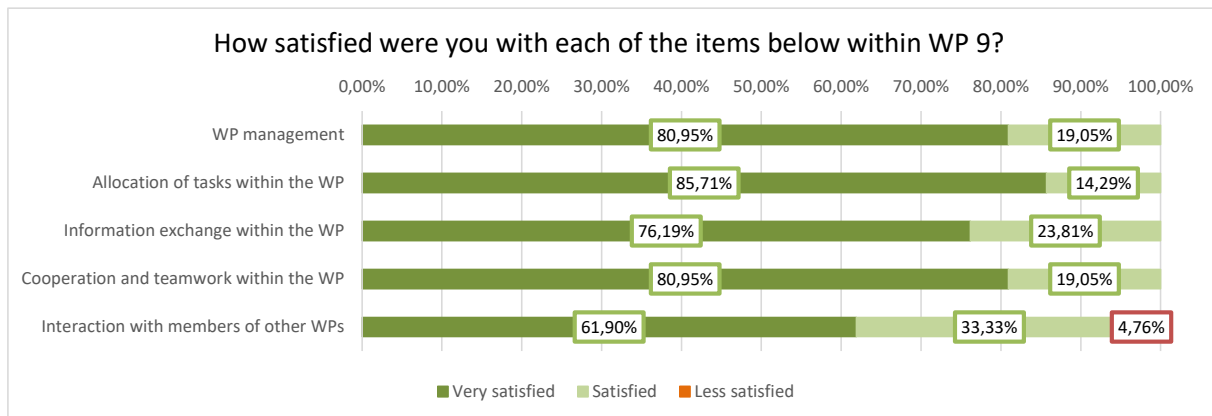


Figure 54: Satisfaction with different items (WP9)

The comparison of satisfaction levels within WP9 over the course of the project reveals overall high satisfaction, though with some fluctuations in specific areas.

In the **fourth survey (June/July 2024)**, satisfaction in the “very satisfied” category declined for WP management by about 10% since the third survey, but it remained generally high. Conversely, there were increases in satisfaction (very satisfied) for other aspects: allocation of tasks rose from 76.2% to 85.71%, information exchange increased from 71.4% to 76.19%, and cooperation and teamwork saw an almost 10% rise. Interaction with members of other WPs remained the least satisfactory item, with the “very satisfied” category staying the same, and 4.76% of participants still considered it less satisfactory. Despite this, nearly all participants (except for 4.76% in interaction with other WPs) were at least satisfied, reflecting very positive results overall.

In the **third survey (January 2024)**, satisfaction across all items had increased compared to the second survey (January 2023). WP management was the most satisfactory aspect, with 90.5% of participants very satisfied, up from 72% in the previous year. The allocation of tasks also saw a significant increase in satisfaction, jumping from 48% to 76.2%. Satisfaction with information exchange improved, rising from 64% to 71.4%, and no one expressed less satisfaction (down from 4% the previous year). Similarly, cooperation and teamwork satisfaction increased from 56% to 71.4%. Interaction with members of other WPs showed notable improvement, with the “very satisfied” category rising from 36% to 61.9%, and the less satisfied group decreasing from 12% to 4.8%.

In summary, while the **fourth survey** indicated a slight decline in satisfaction for WP management, other areas like task allocation, information exchange, and cooperation/teamwork continued to improve, demonstrating strong satisfaction trends. Interaction with other WPs remained the least satisfactory aspect throughout, but it saw steady improvement from the second to the third survey and maintained stable satisfaction levels in the fourth. **Overall, satisfaction within WP9 was consistently high, with nearly all participants expressing at least some level of satisfaction across all categories.**

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

- I can only praise and thank Hanna for her outstanding work throughout the project. She has kept the group motivated, deadlines have been met, extremely interesting deliverables and scientific articles have been produced (she is really good at research methodology and this of course impacts on the quality of outputs), constant updates on the process, dissemination... It's been a huge pleasure to be part of this WP.
- The leadership of the JATC was a success factor.
- Extraordinary organization, continuous information for WP9 members on developments in

deliverables, good distribution of tasks, use of various online resources to facilitate joint work and productivity. Very satisfied with the experience and leadership of the WP manager.

- In my opinion what worked well is the ability of guidance and teamleading of the wp leaders
- WP9 has had a great group of motivated and active partners, and the collaboration has been quite smooth despite a large group size. Everyone has had the opportunity to contribute depending on their interests, and most have utilized this really well.
- Excellent leadership, regular, but not too frequent meetings that provided all necessary information on WP9 status, extra meetings in smaller groups working on certain deliverables/ articles with strong leadership and support from WP leaders...

The feedback on WP9’s performance shows a consistent and overwhelmingly positive assessment of the work package’s organization, leadership, and effectiveness, with only minor areas for potential improvement.

In the **fourth survey**, participants praised the exceptional leadership, particularly highlighting the WP leader’s role in keeping the group motivated, meeting deadlines, and producing high-quality deliverables and scientific articles. There was also widespread appreciation for the excellent organization, constant communication, effective task distribution, and use of online resources to facilitate joint work. The feedback emphasized the smooth collaboration, the opportunity for members to contribute based on their interests, and the well-balanced, regular meetings that provided necessary updates. Overall, respondents expressed high satisfaction with WP9’s leadership, organization, and team dynamics.

In the **third survey**, similar themes emerged, with participants commending the WP leader’s clear task distribution, regular support, and effective engagement of members. The coordination was described as excellent, with consistent progress updates, opportunities for member contributions, and fluid information sharing. However, some challenges were mentioned, such as the limitations of online-only meetings in fostering teamwork and interaction, as well as scheduling conflicts that occasionally made it difficult for some members to attend and catch up.

In summary, all surveys confirm that WP9 was effectively managed, with outstanding leadership, clear communication, and a motivated team contributing to the project’s success. The few challenges noted—mainly around the constraints of online meetings and scheduling issues—were minor compared to the overall positive experience. The consistently high praise from both surveys indicates that WP9 maintained strong engagement, organization, and productivity throughout the project.

Question 66: Based on your work experience within WP9: How satisfied were you with...?

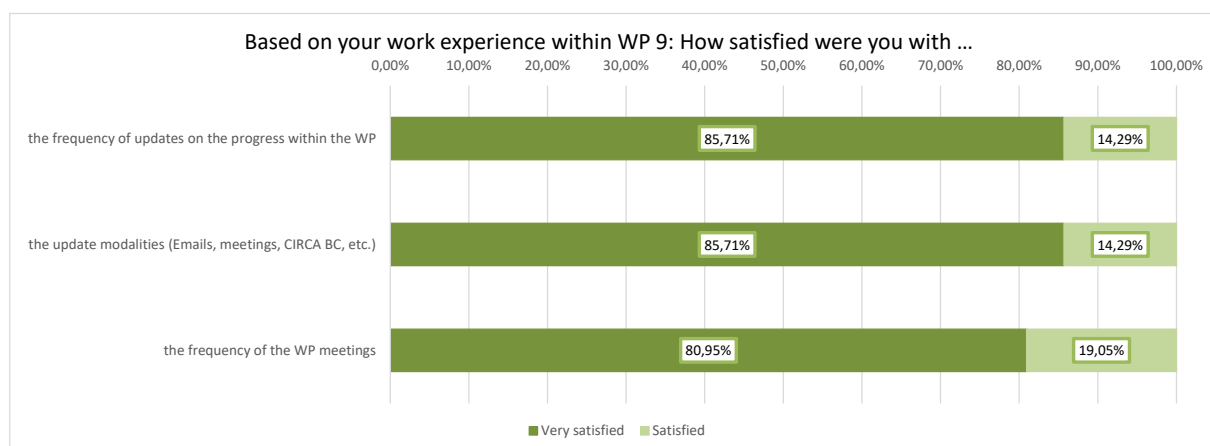


Figure 55: Satisfaction with frequency and modality of updates, and frequency of meetings (WP9)

The comparison of satisfaction levels within WP9 regarding the frequency and modality of updates,

as well as the frequency of meetings, shows a clear upward trend throughout the course of the project.

In the **fourth survey**, satisfaction improved further across all aspects. The proportion of participants who were very satisfied with the frequency of updates increased from 81% to 85.71%. The most significant improvement was seen in the update modalities, where satisfaction rose from two-thirds being very satisfied to 85.71%, and no participants reported being less satisfied (previously 4.8%). Additionally, the frequency of meetings gained 4.75% more in the “very satisfied” category. These results indicate an overall very positive perception of WP9’s communication and meeting practices.

In the **third survey**, satisfaction had already risen compared to the second survey. The “very satisfied” category increased by 21% for the frequency of updates and by 12.2% for the frequency of meetings, and no participants reported being less satisfied, unlike the 8% who expressed less satisfaction in the second survey.

In summary, satisfaction with WP9’s updates, modalities, and meetings consistently improved across the surveys, with the fourth survey showing even higher levels of satisfaction than the third. This reflects a steady enhancement in WP9’s communication practices, resulting in an overwhelmingly positive experience for participants.

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

- Continuous information for WP9 members on developments in deliverables. Very satisfied with update modalities.

The comparison of feedback on the frequency and update modalities within WP9 reveals consistently positive assessments, with slight variations over time.

In the **fourth survey**, participants expressed high satisfaction, particularly appreciating the continuous flow of information about developments in deliverables. Respondents were very satisfied with the update modalities, indicating a well-functioning communication process.

The **third survey** echoed similar sentiments, with participants describing the frequency and modalities of updates as “perfect” or satisfactory. Additionally, the frequent meetings organized by the coordinator were seen as crucial tools for facilitating collaboration.

In the **second survey**, while good communication and high commitment were acknowledged, there were some concerns about tracking progress and concrete tasks. Although satisfaction with overall management and task handling was evident, some participants felt that meetings and emails could be time-consuming.

Overall, feedback across all surveys reflects strong satisfaction with WP9’s update frequency and modalities, with improvements over time. Earlier concerns about the time-intensive nature of communication were resolved by the third and fourth surveys, where participants viewed the frequency and modalities as effective and conducive to collaboration.

Question 68: How motivated did you consider the members of WP9?

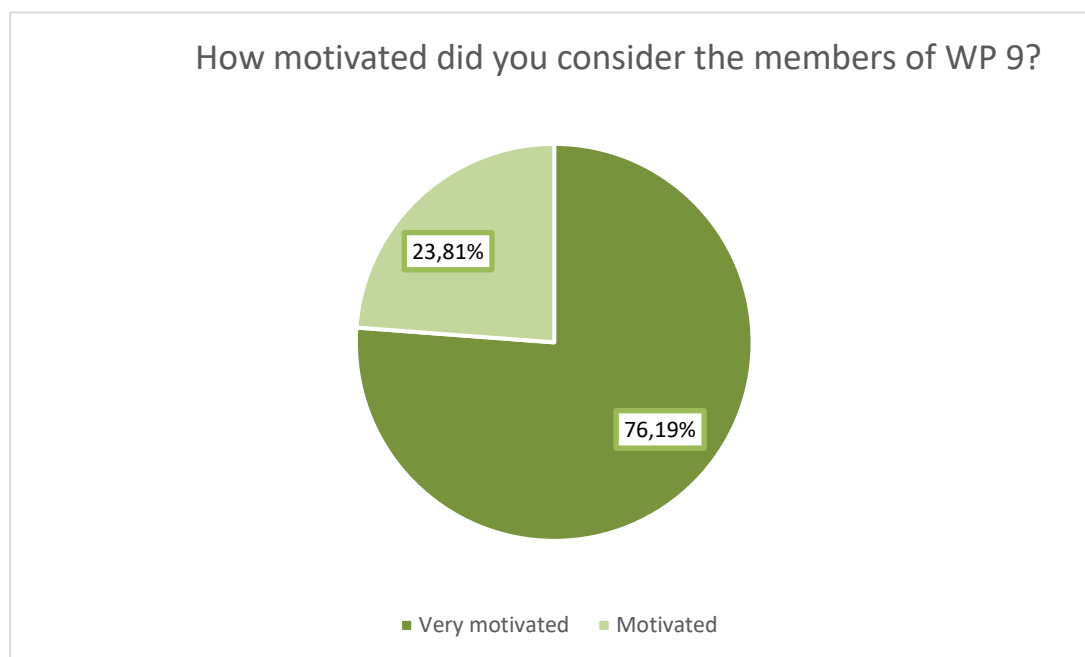


Figure 56: Motivation of WP9 members

The comparison of perceived motivation levels of WP9 members across the surveys shows a consistently positive trend, with significant improvements over time.

In the **fourth survey**, motivation reached its highest level, with 76.19% of participants viewing WP9 members as very motivated, an increase from 61.9% in the third survey. The remaining 23.81% saw members as motivated, with no reports of members being less or not motivated, indicating exceptionally high perceived motivation overall.

In the **third survey**, there had already been a slight increase in motivation compared to the second survey. At that time, 61.9% of participants perceived members as very motivated, and 38.1% viewed them as motivated. This was an improvement from the **second survey**, where 52% saw members as very motivated, 44% as motivated, and 4% as less motivated.

Overall, the surveys reflect a steady increase in perceived motivation within WP9, with the fourth survey demonstrating the highest levels of motivation and no negative perceptions.

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

- WP leader has an extraordinary capacity to motivate WP members to contributing to work.
- They create a motivated group assigning task and “homeworks” timely.

The comparison of feedback on how WP9 leaders could have improved motivation reveals consistently high praise for their efforts, with only a few minor suggestions for enhancement.

In the **fourth survey**, participants highlighted the WP leader’s exceptional ability to motivate members, noting the effective assignment of tasks and responsibilities, which helped maintain a motivated group. This feedback reflects strong leadership and a successful approach to encouraging active participation.

In the **third survey**, participants acknowledged the leaders’ motivating influence but raised concerns about some partners not fully participating, likely due to other work commitments from their institutions. Despite this, overall motivation within WP9 was still considered high.

In the **second survey**, a suggestion was made to increase physical meetings to further boost

motivation, though this was recognized as a challenge in a largely digital project. The project coordinator responded by organizing two physical meetings, addressing this concern to some extent.

Overall, the feedback across all surveys consistently praises the WP9 leader's ability to motivate the team. While there were occasional concerns about full participation from certain members due to external commitments, the leadership effectively maintained a highly motivated group, adapting to suggestions where possible.

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.

What works well within WP9 which factors are supportive?

- 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.

Key Challenges and Lessons Learned from WP9 leadership

1. **Information Exchange:** Finding effective communication tools was challenging. Microsoft Teams and CIRCA BC were underutilized due to inactivity and perceived user-friendliness issues. Most communication happened through emails and meetings, which could be overwhelming at times. WP9 introduced progress charts and encouraged partners to use CIRCA BC for better information sharing.
2. **Initial Management Issues:** Early on, the JATC2 lacked a common management approach, causing confusion among new partners. Coordination has since improved, and management topics were regularly addressed at SC meetings.
3. **Expertise Management:** WP9 benefited from experienced partners involved in planning. Identifying and assigning expertise took time but allowed for flexibility. However, one task faced delays due to a lack of expertise, but WP9 managed this by involving more partners.

WP9 Conclusions and Recommendations

Conclusions

1. **Timely Submission of Outputs:** WP9 successfully met all its output deadlines, with all five outputs submitted either on time or with only minor delays. This reflects strong project management and effective coordination among partners. No significant delays occurred, and no outputs are currently pending, marking the timely completion of WP9's objectives.
2. **High Satisfaction with Project Management:** Participant surveys consistently revealed high satisfaction with WP9's management across the project lifecycle. Leadership was praised for its clear communication, efficient task allocation, and strong motivational capacity. While there was a slight dip in satisfaction with WP management in the fourth survey, overall, participants remained highly appreciative of the management's effectiveness in maintaining momentum and ensuring successful task execution.
3. **Importance of Key Factors:** Throughout the project, WP9 members identified WP management, information exchange, and cooperation/teamwork as essential for success. Cooperation and interaction between members of WP9 and other work packages showed notable improvements over time, with a significant rise in the perceived importance of these aspects in later surveys. This highlights the growing recognition of collaboration across work packages as critical to achieving project goals.
4. **Team Motivation and Involvement:** The level of motivation among WP9 members steadily improved, culminating in 76.19% of respondents in the final survey considering their colleagues "very motivated." Leadership played a key role in maintaining high engagement levels, with effective task distribution and regular updates keeping the team on track. Challenges related to participation were primarily due to external commitments from some partners, but overall, the group remained highly engaged.
5. **Communication and Information Exchange:** Communication within WP9 was well-organized, with a steady flow of information through frequent email updates and regular meetings. The use of email was effective, but the project would have benefited from better utilization of digital collaboration tools such as Microsoft Teams and CIRCA BC, which were underused. Satisfaction with communication practices improved consistently throughout the project, with participants expressing high levels of satisfaction with the frequency and modality of updates by the project's end.
6. **Partner Satisfaction and Involvement:** Survey feedback emphasized that WP9 partners had ample opportunity to contribute to the work package's tasks and outputs. The consistent engagement of partners in meetings and document production highlighted the collaborative spirit fostered by the WP9 leadership. Despite the large group size, effective coordination ensured that all members could contribute according to their expertise and interest.

Recommendations for Future Projects

1. **Utilize Digital Tools More Effectively:** While email worked well as a communication tool in WP9, future projects should aim to maximize the use of digital platforms like Microsoft Teams or CIRCA BC for more streamlined collaboration and information sharing. Early training and consistent use of these tools can help reduce the overload of email communication and foster more real-time interaction among partners.
2. **Promote Early Cross-Work Package Collaboration:** Interaction between WP9 and other work packages improved over time, but more structured and earlier collaboration could have strengthened the project from the start. Future projects should create mechanisms for early and ongoing cross-team collaboration to encourage knowledge-sharing, problem-solving, and a more integrated approach to achieving project outcomes.
3. **Balance Meeting Frequency and Format:** WP9's combination of regular, comprehensive meetings and smaller, focused sessions proved effective. Future projects should continue this approach, scheduling broader meetings for updates and smaller, task-specific meetings

to allow for in-depth discussions and decision-making. Maintaining this balance ensures efficiency without overwhelming participants.

4. **Develop a Detailed Expertise and Task Allocation Matrix:** While WP9 managed expertise well, some tasks faced delays due to the need to identify the right partners for specific responsibilities. Future projects should develop a detailed mapping of partner expertise early on, which can aid in faster and more accurate task allocation, ensuring that tasks are aligned with the appropriate skill sets from the outset.
5. **Incorporate Face-to-Face Meetings Where Possible:** Although digital tools were the primary mode of communication in WP9, partners expressed a desire for more face-to-face interaction to strengthen collaboration. Where feasible, future projects should include physical meetings at critical points, or use hybrid formats to combine the benefits of digital and in-person communication, particularly for complex discussions or project milestones.
6. **Address Language Barriers in International Collaborations:** Feedback from WP9 indicated that language barriers may have limited some partners' participation in discussions. Future projects should consider offering additional language support or structured tools to facilitate more inclusive discussions and better engagement across diverse teams.
7. **Improve Motivation through Clear Task Assignment and Recognition:** WP9's leadership was highly effective in motivating team members through clear task assignment and regular feedback. Future projects should adopt similar strategies, ensuring that all team members understand their roles and receive recognition for their contributions. This can help maintain high motivation and ensure continuous engagement, even when partners face competing commitments.
8. **Continue Strong Coordination Practices:** The success of WP9 was largely due to its strong coordination and clear task distribution, supported by regular updates. Future projects should ensure that coordinators maintain similar levels of support and engagement, providing clear guidelines and regular progress updates to keep the project on track and partners well-informed.

5. Outcome Evaluation

The outcome evaluation of the JATC2 project, as defined in Objective 3.3, focused on assessing the utility of its outputs for European tobacco control activities, both for current needs and future planning. This evaluation took place during the final year of the project, allowing for a focused review of how key outputs were being used and their potential contributions to the broader tobacco control landscape in Europe.

The evaluation relied on a series of expert interviews, which provided valuable and informed feedback on the practical relevance and usability of the project's outputs. These interviews were guided by topic guides (Annex C) that were developed in collaboration with the work package leaders responsible for creating the outputs. While there were challenges, such as time constraints that limited the evaluation of some outputs and difficulties in recruiting participants for certain areas, the evaluation successfully gathered a wealth of insights from stakeholders who engaged with the project's deliverables.

The following sections present the findings from these interviews, offering a detailed look at how the outputs are perceived and applied within the field of tobacco control. These results not only demonstrate the relevance of JATC2's work but also provide important considerations for the ongoing and future use of its outputs as they continue to reach and benefit their intended audiences.

WP4 Outcome Evaluation

Guidance on how to identify best practices in Tobacco Control

The Guidance on How to Identify Best Practices in Tobacco Control was developed to assist EU

Member States in identifying, sharing, and adopting best practices in tobacco control. Its primary objective is to support the implementation of the TPD and TAD by providing a framework for evaluating and disseminating effective tobacco control measures across different national contexts. The guidance is intended to serve a diverse audience, including public health officials, researchers, and policymakers, by offering a structured approach to identifying best practices in various aspects of tobacco control, including smoke-free environments, tobacco advertising, and tobacco endgame strategies.

The interviewees for the evaluation provided comprehensive feedback on the Guidance on How to Identify Best Practices in Tobacco Control. The interviews were conducted with two key stakeholders. Both participants provided detailed insights into the strengths and weaknesses of the guidance document based on their extensive experience in the field.

Role of the interview partners

- **Interviewee 1:** A senior leader from a non-governmental organization (NGO) specializing in public health and tobacco control, with over two decades of experience. Their responsibilities included strategic development, grant writing, and representation on national and international committees related to tobacco control. Although they were not directly involved in the JATC2 project, they stayed informed through participation in webinars and newsletters.
- **Interviewee 2:** An academic researcher specializing in smoke-free environments, with a background in tobacco control advocacy. This individual had participated in a JATC2 symposium on smoke-free environments but had no role in developing the guidance document. Their primary focus was on the impact of smoke-free policies in private and institutional settings.

Overall Impressions and Relevance

- The interviewees considered the guidance to be a valuable resource, noting its comprehensive nature. However, they pointed out that the document covers a broad range of topics, which, while beneficial for general tobacco control, may lack depth in certain critical areas.
- A significant gap identified was the lack of specific guidance on smoke-free homes. This area, although crucial for reducing exposure to secondhand smoke, especially for children and vulnerable groups, was not addressed in detail. The interviewees expressed concern that without guidance on how to promote smoke-free environments in private homes, a significant portion of tobacco control efforts would be overlooked, particularly since smoking in homes remains prevalent in many Member States.
- Another gap highlighted was the absence of sufficient focus on best practices related to institutional settings, such as prisons, where tobacco use is often a significant issue. The interviewees suggested that the inclusion of guidance on these environments could greatly enhance the document's relevance for tobacco control professionals working in specialized settings.

Utility and Usability

- While the guidance was considered useful, the interviewees noted that its format and presentation could be improved to make it more user-friendly. They described the document as text-heavy and somewhat difficult to navigate, particularly for busy stakeholders who may not have the time to read through long sections of text.
- A recommendation was made to include an interactive table of contents or a clickable index to allow users to easily find specific sections of interest. Additionally, the interviewees suggested that the inclusion of summary sections or infographics would provide a quick reference for key points and best practices, making the document more accessible to policymakers and practitioners with limited time. Furthermore, an accompanying summary document would be highly appreciated.
- Another usability issue raised was the unclear identification of the target audience. The guidance appeared to be aimed at a broad audience, including policymakers, researchers, and public health advocates, but it lacked clear instructions on how each group could specifically

apply the guidance to their work. The interviewees recommended that future documents clearly define its intended audience and provide tailored recommendations for different stakeholders.

Challenges in Applying the Guidance

- The interviewees identified several challenges in applying the guidance to their specific areas of work. One challenge was the limited awareness of the document among stakeholders in national settings. The interviewees felt that more needed to be done to disseminate the guidance and raise awareness of its availability and potential applications. They suggested that the guidance could be presented at national and international tobacco control conferences to increase its visibility.
- Additionally, while the guidance referenced several databases of best practices, such as the database, the interviewees noted that these resources were not always relevant to tobacco control, and that some databases were likely missing. They recommended that the guidance include references to other well-established databases, such as for example the “Grüne Liste,” which provides internationally validated best practices based on evaluation criteria.

Suggestions for Improvement

- The interviewees offered several suggestions for improving the guidance. One key recommendation was to expand the content to cover additional areas of tobacco control, such as smoke-free homes and prisons. Even if there is limited consensus on best practices in these areas, the inclusion of preliminary guidance or case studies would provide valuable insights for stakeholders working on tobacco endgame strategies.
- Another suggestion was to increase the interactivity of the document by incorporating it into existing best practice websites or repositories, such as the WP8 repository on smoke and aerosol free best practices. This would allow users to access the guidance alongside other relevant resources and examples of best practices from across Europe.
- Finally, the interviewees stressed the importance of improving dissemination strategies. While webinars were cited as a useful tool for raising awareness of the guidance, the interviewees mentioned that the overuse of webinars during the COVID-19 pandemic had led to stakeholder fatigue. They recommended that webinars be supplemented by other communication methods, such as email campaigns with brief summaries of the guidance, to ensure that the document reaches a wider audience.

Impact on Decision-Making and Future Use

- Despite the challenges, the interviewees acknowledged the guidance’s potential to influence decision-making in tobacco control. For example, the document’s insights into best practice evaluation and the use of databases could help refine national tobacco control strategies. However, the interviewees emphasized that the guidance’s impact would depend on its dissemination and visibility among key decision-makers.
- To maximize its future use, the interviewees recommended linking the guidance to existing networks, such as the SHINE network on smoke-free homes, or other academic and public health repositories. This would enhance its accessibility and ensure that the guidance remains a relevant and valuable resource for tobacco control professionals across Europe.

Conclusions and Recommendations

- **Conclusions:** The Guidance on How to Identify Best Practices in Tobacco Control was viewed as a comprehensive and valuable resource for promoting best practices in tobacco control. However, the feedback from stakeholders highlighted several areas for improvement, particularly in terms of content relevance, usability, and dissemination.
- **Recommendations:**
 - o Expand content to cover critical areas such as smoke-free homes and institutional settings.
 - o Integrate other internationally validated databases, such as the “Grüne Liste,” to increase the document’s credibility and practical value.
 - o Improve usability by adding a clickable index, summary sections, and infographics.

- o Create a concise summary document highlighting key messages and recommendations, using bullet points and visuals to make it easily accessible for busy stakeholders.
- o Strengthen dissemination strategies by presenting the guidance at national and international conferences and using multiple communication channels to reach a broader audience.
- o Clarify the target audience and provide tailored recommendations for different stakeholder groups.

Guidance on how to counteract the interference of tobacco industry

The Guidance on How to Counteract the Interference of the Tobacco Industry was developed to support EU Member States in preventing and mitigating tobacco industry interference in public health policies. Aligned with Article 5.3 of the WHO Framework Convention on Tobacco Control (FCTC), the guidance provides recommendations for promoting transparency, accountability, and the adoption of best practices, such as the use of Declarations of Interest (DoI) and Codes of Conduct (CoC). It aims to help public officials, researchers, and other stakeholders navigate their interactions with the tobacco industry and protect tobacco control policies from industry influence. One interview was conducted, with the findings detailed below.

Role of the interview partner

- The evaluation of this guidance was based on feedback from an interview with a stakeholder working in a national NGO specializing in tobacco control. The interviewee was a director at an NGO focused on advocacy, research, monitoring, and litigation related to tobacco industry interference. The organization plays a leading role in implementing international tobacco control guidelines and ensuring transparency and accountability in tobacco industry interactions.

Overall Impressions and Relevance

- The interviewee found the guidance comprehensive and well-structured, particularly in terms of its alignment with international guidelines like Article 5.3 of the WHO FCTC. The document was seen as an essential resource for protecting public health policies from the influence of the tobacco industry, with practical recommendations for promoting transparency and accountability.
- However, the interviewee noted that while the guidance addressed key areas, such as the establishment of Codes of Conduct and Declarations of Interest, it could benefit from a more prominent focus on practical recommendations. The interviewee suggested that some of the more actionable guidance could be brought to the forefront to make it easier for stakeholders to implement.

Utility of Recommendations

- The interviewee particularly valued the recommendations related to ensuring transparency in interactions with the tobacco industry. For example, the guidance's suggestion to require multiple officials to be present during meetings with tobacco industry representatives and to publicly disclose records of these interactions was seen as a vital step in reducing industry interference.
- Another useful recommendation was the establishment of a Code of Conduct for public officials and researchers. The interviewee emphasized that such codes, if adopted across Member States, could help standardize how governments and institutions deal with the tobacco industry, ensuring consistency in the application of Article 5.3.

Challenges in Implementation

- While the guidance was generally seen as practical and feasible, the interviewee pointed out that its success would depend on the willingness of national governments to adopt and enforce its recommendations. For example, while the guidance recommends that all interactions with the tobacco industry be publicly disclosed, the interviewee noted that some countries may lack the necessary legal frameworks or political will to enforce such transparency measures.

- The interviewee also highlighted the need for stronger monitoring and enforcement mechanisms. Without clear processes for monitoring compliance and imposing sanctions for non-compliance, the guidance risks being viewed as a voluntary framework rather than a binding tool for curbing tobacco industry interference.

Usability and Accessibility

- The templates provided in the guidance, such as the Declaration of Interest and Code of Conduct templates, were considered useful and easy to follow. However, the interviewee suggested that more detailed instructions on how to customize and implement these templates would be beneficial, particularly for organizations with limited experience in tobacco control or legal frameworks.
- Additionally, the interviewee recommended that a concise summary of the guidance be made available for stakeholders who may not have the time to read through the entire document. This summary could highlight the most critical recommendations and provide a quick reference for busy policymakers and public health officials.

Impact on Decision-Making and Future Use

- The interviewee acknowledged that the guidance has the potential to significantly impact tobacco control policies across the EU, particularly if its recommendations are widely adopted and enforced. The focus on transparency and accountability was seen as a key strength of the document, with the potential to curb tobacco industry interference in a meaningful way.
- To ensure the guidance's long-term impact, the interviewee suggested that it be integrated into existing tobacco control frameworks and networks at both the national and EU levels. This would help ensure that the guidance becomes a standard reference for policymakers and public health professionals working to implement Article 5.3 of the WHO FCTC.

Conclusions and Recommendations

- **Conclusions:** The Guidance on How to Counteract the Interference of the Tobacco Industry was viewed as a comprehensive and practical resource for protecting public health policies from tobacco industry interference. However, its effectiveness will depend on the adoption of its recommendations and the implementation of stronger monitoring and enforcement mechanisms.
- **Recommendations:**
 - o Increase the visibility of practical recommendations and provide a concise summary of the guidance for busy stakeholders.
 - o Strengthen monitoring and enforcement mechanisms to ensure that the guidance is not just a voluntary framework but a binding tool for curbing industry interference.
 - o Provide more detailed instructions on how to customize and implement the Declaration of Interest and Code of Conduct templates.
 - o Align the guidance with existing tobacco control policies and frameworks at both the national and EU levels to ensure its long-term impact.

WP5 Outcome Evaluation

WP5 (EU Common Entry Gate (EU-CEG) Data and Laboratory Capacity) has delivered significant outputs aimed at enhancing both EU-CEG data management and laboratory capacities across EU Member States. This chapter reflects on the outcome evaluation of WP5's key outputs, with a focus on two primary deliverables—D5.2 and D5.4—and the challenges in evaluating them within the project's timeline.

Summary the Deliverables initially chosen for the Outcome Evaluation

- **D5.2: EU-CEG Data Integration from MS-Rep to Local Databases at National Scale** This document provides a detailed guide on how to transform data submissions from the EU-CEG

system into structured, local databases at the Member State level. It outlines the technical steps needed to process XML data submissions into CSV tables, which can then be imported into a local Structured Query Language (SQL) database. The goal is to ensure that national authorities can efficiently access and manage product information submitted via the EU-CEG system, improving regulatory oversight of tobacco and e-cigarette products.

- **D5.4: Dashboard and How-to Guide to Analyse EU-CEG Data at National Scale** D5.4 introduces a dashboard tool designed to help users analyse EU-CEG data effectively. The dashboard, built using the R programming language and its Shiny framework, provides visualization and analysis tools to interpret the data stored in local SQL databases. The document offers a step-by-step guide to installing, using, and customizing the dashboard for tobacco and e-cigarette data analysis. It aims to simplify the process of data interpretation for regulatory authorities, enhancing the usability of EU-CEG data for national reporting and compliance monitoring.

Challenges and Recommendations

Evaluation Constraints These two deliverables were selected for evaluation within JATC2 as it was initially believed that there would be enough time to assess their impact. Unfortunately, due to the late submission of these outputs at the end of the project, there was not enough time to conduct a comprehensive evaluation. Moreover, not enough time has passed for the outputs to be disseminated widely and reach their intended audience.

Recommendations for Future Evaluation It is recommended that the evaluation of D5.2 and D5.4 be revisited at a later date, once sufficient time has passed for the outputs to be fully implemented and used by national authorities. However, it is acknowledged that this will be difficult as no funding will be available after the end of the JATC2 project. Additionally, it may be more beneficial to evaluate other outputs from WP5 in the future if this proves feasible, as these may provide even greater insights into the effectiveness of WP5's work.

Laboratory Capacity Outputs

In addition to the data integration and analysis tools, WP5 also focused on enhancing laboratory capacity. These tasks have resulted in valuable outputs that aim to improve the regulatory oversight of tobacco product testing and analysis. Similar to the data-related deliverables, the laboratory capacity outputs should also be evaluated once they have been disseminated and utilized by the intended audience. These evaluations, however, will face the same challenges of limited funding and time.

Conclusion

The outputs of WP5—particularly D5.2 and D5.4—represent significant steps forward in managing and analyzing EU-CEG data at a national scale. However, the lack of time for proper evaluation during the project highlights the need for a later assessment of these tools, provided that sufficient resources are available. As WP5 has also contributed valuable outputs in laboratory capacity, these too should be subject to future evaluation, allowing their full impact to be understood and measured.

The topic guides for the outcome evaluation of these deliverables can be found in Annex C, and they will serve as useful resources for conducting evaluations once the outputs have had sufficient time to be implemented.

Knowledge Hub Meetings

The Knowledge Hub Meetings (KHM) were organized by Work Package 6 (WP6) of the Joint Action on Tobacco Control (JATC2). These meetings aimed to serve as a platform for knowledge exchange and collaboration among stakeholders in tobacco control. They covered a variety of topics, such as tobacco product regulations, cross-border sales, smoke-free environments, and novel products. The meetings were valued for fostering dialogue, sharing experiences, and facilitating networking between regulatory professionals and public health experts from various countries.

Three interviews were conducted, providing valuable insights into the experiences and perspectives of participants regarding the Knowledge Hub Meetings (KHM), with the findings detailed below.

Role and Involvement

- Participants held diverse roles, including working in national tobacco regulation offices, public health organizations, and research institutions.
- While some participants were directly involved in the JATC2 project, others were not directly engaged but were aware of it through institutional participation or communication channels.
- All participants found the KHM relevant to their professional roles, with topics aligning closely with their responsibilities in tobacco control, policy, research, and health promotion.

Overall Assessment

- **Experience:** The KHM were seen as highly beneficial and informative. Participants appreciated the broad range of topics covered, such as the regulation of tobacco products, smoke-free policies, and cross-border tobacco sales. The meetings were particularly valued for the in-depth discussions on emerging regulatory challenges.
- **Specific Value:** Discussions around regulatory strategies, especially regarding substances that facilitate inhalation and managing illicit tobacco trade, were frequently cited as useful. For some, learning about products and regulations not yet implemented in their country provided valuable preparation for future policy efforts.

Utility and Impact

- **Application in Professional Activities:** The knowledge gained from the KHM has been applied in various ways, from informing regulatory frameworks to preparing for market authorizations of novel products. Insights on substance regulation, illicit tobacco trade, and smoke-free environments were particularly relevant for regulatory agencies.
- **Relevant Topics:** Key areas of interest included regulations on novel tobacco products, cross-border tobacco sales, enforcement of smoke-free policies, and approaches to managing industry interference. For researchers, the discussions helped shape future studies and national surveys on tobacco use.

Collaboration and Networking

- **Opportunities for Collaboration:** The meetings provided opportunities to network with colleagues from other Member States. While not all participants engaged in immediate collaboration, the meetings facilitated future connections, allowing participants to easily reach out to experts and colleagues when needed.
- **Ease of Contact:** Participants valued the opportunity to interact with regulatory experts across Europe. Even if not immediately collaborating, knowing where to find expertise was seen as highly useful for future work.

Feedback and Improvement

- **Positive Aspects:** Participants appreciated the structure, organization, and clear moderation of the KHM. The meetings were seen as well-paced, with appropriate breaks and sufficient time to cover key topics.
- **Areas for Improvement:** A few suggestions included reducing the length of sessions and

focusing on fewer topics to avoid information overload. Participants also recommended increasing engagement with stakeholders outside the JATC2 consortium and using international networks for broader dissemination.

Effectiveness of Dissemination

- **Promotion and Access:** Most participants received information about the KHMs through emails or official project channels, finding these methods effective. No major challenges were reported regarding access to meeting materials, although keeping contact information up-to-date was mentioned as a minor challenge.
- **Stakeholder Engagement:** To enhance dissemination, participants recommended leveraging national and international networks like the European Society for Prevention Research (EUSPR) to ensure wider outreach and engagement of relevant stakeholders.

Long-term Impact

- **Future of KHMs:** There was unanimous support for continuing the KHMs beyond the JATC2 project. Participants emphasized the importance of maintaining this platform for knowledge sharing and collaboration, which they see as vital for the ongoing development of tobacco control policies across Member States.
- **Valuable Knowledge:** The knowledge gained through the KHMs is expected to have long-term benefits for regulatory work, public health initiatives, and research projects.

Future Directions

- **Suggested Topics:** Participants proposed several topics for future KHMs, including:
 - o Market authorization and notification procedures for novel tobacco products.
 - o Monitoring tobacco industry interference.
 - o Strategies for achieving a tobacco-free endgame.
 - o The impact of social media on tobacco use among youth.
 - o Cross-border sales and dual-use of tobacco products.
- **Regulatory Updates:** Ongoing discussions on implementing new directives and sharing best practices across Member States were highlighted as areas that should continue to be explored in future meetings.

Closing Remarks

- Participants praised the inclusion of international experts, which enriched discussions and provided access to global best practices in tobacco control.
- Tools such as the CircaBC platform were noted as useful for continued collaboration and information exchange between tobacco control experts.
- The KHMs were universally regarded as an important resource for ongoing learning and professional development in tobacco control.

Conclusions and Recommendations

- **Conclusions:**
 - o The Knowledge Hub Meetings have been highly successful in fostering collaboration, providing regulatory knowledge, and creating networking opportunities within the tobacco control field.
 - o Participants found the KHMs particularly valuable for discussing emerging issues such as cross-border tobacco sales, substance regulation, and novel product authorizations.
 - o The meetings contributed to enhancing the participants' professional capabilities and provided insights that will continue to shape tobacco control policies and research in their respective countries.
- **Recommendations:**
 - o **Continuation of KHMs:** There is strong support for continuing these meetings beyond the JATC2 project. Expanding participation beyond the current consortium to include more stakeholders would further enrich discussions.

- o **Improved Dissemination:** Utilizing broader networks, both national and international, to disseminate the outcomes of KHM's can help engage a wider audience.
- o **Streamline Sessions:** Future KHM's could focus on fewer, more targeted topics per session to prevent information overload and maintain high levels of engagement.
- o **New Topics:** Future meetings should consider focusing on areas such as social media's influence on tobacco use, strategies for monitoring tobacco industry interference, and enforcement of smoke-free areas.

Knowledge Sharing Archive

The Knowledge Sharing Archive (KSA) was developed as part of WP6 of the JATC2 to facilitate collaborative knowledge sharing among stakeholders in tobacco control. The KSA serves as a central hub for exchanging insights, resources, and discussions related to tobacco product regulations and enforcement practices. It aims to support cooperation across EU member states by providing a platform for regulatory professionals to engage in dialogue, share experiences, and address challenges in the field of tobacco control.

Five interviews were conducted as part of the outcome evaluation of the KSA, gathering feedback from users on their experiences with the platform. These interviews provided valuable insights into the utility, usability, and potential improvements for the KSA, with the findings detailed below.

Role of the Interview Partners

- **Interviewee 1:** Expert in tobacco product review, with responsibilities for liaising between control authorities and the government. Their role primarily involves overseeing tobacco product inspections and facilitating communication between regulatory bodies and government agencies. They are not directly involved in JATC2.
- **Interviewee 2:** Officer at the Agriculture and Food Inspection Authority, leading field inspectors and providing methodology for tobacco product control. They collaborate with policymakers, interpret regulatory findings, and manage tobacco control efforts within their region. Their involvement in JATC2 is largely formal, with no active participation in project activities.
- **Interviewee 3:** Official in a customs agency, responsible for monitoring compliance with national and EU tobacco regulations. This includes overseeing product labelling, packaging, and post-market controls. Their role involves working with regulatory frameworks and ensuring market compliance. They attend JATC2 web meetings but are not otherwise involved in the project.
- **Interviewee 4:** An Environmental Health Practitioner tasked with enforcing tobacco regulations. Their duties include processing notifications, enforcing market surveillance, addressing cross-border sales issues, and handling legal matters. Their involvement in JATC2 is limited to attending webinars.
- **Interviewee 5:** Participates passively in JATC II, focusing on gathering information and observing regulatory enforcement practices. Their role is mainly focused on staying updated on shared practices due to limited staffing in their organization.

Access and Awareness

- **Awareness:** Most participants learned about the KSA through Knowledge Hub meetings, newsletters, or colleagues. Email invitations and direct promotion in meetings were the primary modes of communication. One interviewee noted that they were auto-enrolled, while others were invited by colleagues or JATC personnel.
- **Gaining Access:** Many interviewees found gaining access to be a straightforward process, especially for those with existing EU login credentials. Some mentioned receiving direct technical support from the project team when they experienced difficulties. Access was further facilitated through links provided during Knowledge Hub meetings or email communications.
- **Email Notifications:** Regular email notifications were key in maintaining users' engagement with the platform. These notifications informed users of new content, prompting them to check the archive periodically. However, some users found it difficult to navigate back to relevant

content after long periods of inactivity.

- **Frequency of Access:** Access to the KSA varied among interviewees. Some accessed the platform immediately upon receiving email notifications, while others checked the archive sporadically, either monthly or less frequently. The frequency of access was directly linked to the notifications received, with users more likely to log in when alerted about relevant updates.

Usage Experience

- **General Experience:** Most interviewees had positive experiences using the archive, describing it as user-friendly and intuitive. However, many indicated they were passive users, primarily browsing or reading content. Some hesitated to upload documents due to internal restrictions or concerns about sharing confidential or sensitive information without proper approvals.
- **Content Interaction:** Users predominantly engaged with forum discussions, either by posing questions or contributing to ongoing discussions. Common topics included regulatory issues, compliance matters, and specific technical queries related to tobacco enforcement. Document uploads were limited, with some users unsure about what content to share or how to manage confidentiality.
- **Challenges Encountered:** Navigation posed difficulties for some interviewees, especially in identifying which folders contained content. The folder structure was not always clear, leading users to open multiple folders to locate documents. Others faced challenges related to the technical aspects of uploading content and privacy concerns around sharing information.
- **Features Liked/Disliked:** Email notifications were widely praised for keeping users engaged and informed about new content. Forum discussions were seen as beneficial for knowledge sharing. However, several users expressed frustration with the lack of participation and feedback from other users, noting that unanswered questions in the forums could be demotivating.

Engagement and Participation

- **Active Participation:** While most interviewees did not actively participate in the archive, a few contributed to forum discussions by sharing experiences or seeking advice on regulatory issues. The lack of broader engagement was attributed to factors such as uncertainty about what documents could be uploaded, privacy concerns, and a lack of familiarity with the platform's features.
- **Trends in Engagement:** Engagement levels were inconsistent, with some users observing that only a few member states actively participated in discussions. Most users were passive, focusing on reading content rather than contributing. Despite this, there was a general interest in participating more, particularly in discussions where mutual knowledge sharing could help resolve challenges.
- **Suggestions for Increasing Engagement**
 - o Interviewees suggested various ways to improve participation:
 - ◆ Introducing mobile notifications or push alerts to encourage more frequent interaction.
 - ◆ Promoting the KSA more actively in relevant EU subgroups to increase visibility and involvement.
 - ◆ Creating a reward or recognition system to incentivize regular contributions and responses.
 - ◆ Assigning moderators or experts to ensure all queries are addressed and to foster a more interactive environment.

Future Impact and Sustainability

- **Future Utilization:** Interviewees saw the KSA as a valuable tool for addressing regulatory challenges and facilitating discussions on issues such as the Tobacco Products Directive 2 (TPD2). However, its future use depends on maintaining active participation and management, as well as ensuring the platform remains a central hub for tobacco enforcement discussions.
- **Sustainability Concerns:** The long-term sustainability of the KSA was a key concern. Without dedicated management, there is a risk that the platform could become dormant. High staff turnover in regulatory agencies could also result in the loss of institutional knowledge, as new employees may not be introduced to the archive unless active onboarding processes are in

place.

- **Strategies for Sustainability:** Interviewees proposed several strategies to ensure the archive remains active:
 - o Assigning a dedicated individual or team to manage the platform, keeping content updated and fostering user engagement.
 - o Continuing Knowledge Hub Meetings to maintain regular interaction between users and promote ongoing discussions.
 - o Regularly onboarding new employees in regulatory agencies, ensuring they are familiar with the KSA and its resources.
 - o Sending periodic email reminders to keep users engaged, and conducting annual training or refresher sessions to encourage ongoing participation.

Overall Feedback

- **Satisfaction:** Overall, interviewees were satisfied with the KSA, particularly appreciating its potential for collaborative knowledge sharing. However, there were suggestions for improvement, including:
 - o Making recent updates more visually prominent on the platform to help users quickly identify new content.
 - o Improving folder labeling to make it clear when documents are present in a folder.
 - o Ensuring all user queries in the forum receive timely responses to prevent frustration and encourage more active participation.
- **Suggestions for Improvement:** In addition to structural changes, such as better labeling and navigation, several interviewees emphasized the need for a moderator or expert to oversee forum discussions. This would help address unanswered questions and create a more interactive, supportive environment. Another suggestion was the creation of tutorial videos or written guides to help users navigate the archive more effectively.

Closing Remarks

- **Useful Outputs from JATC2:** Interviewees valued the outputs from the Knowledge Hub Meetings, which were seen as essential for professional networking and problem-solving across EU member states. Joint analysis initiatives, such as laboratory comparison tests, were also highlighted as useful tools for ensuring consistency in regulatory practices.
- **Further Suggestions:** Participants suggested adding presentations from the Knowledge Hub Meetings to the KSA, allowing users to access and review these materials after the meetings. Additionally, the idea of organizing in-depth training sessions, similar to the “Better Training for Safer Food” initiatives, was proposed. These sessions could focus on regulatory frameworks like the Tobacco Products Directive (TPD2), providing a platform for hands-on learning and deeper collaboration across member states.

Conclusions and Recommendations

Conclusions:

- The Knowledge Sharing Archive (KSA) has been effective in facilitating knowledge exchange and collaboration among regulatory professionals involved in tobacco control. It provides a central platform for sharing resources, discussing challenges, and exploring regulatory solutions.
- Users found the KSA particularly useful for addressing technical and regulatory issues related to tobacco product compliance, although active participation in discussions and content sharing has been limited.
- While the platform was generally well-received, there are concerns about its long-term sustainability, particularly after the JATC2 project ends, as well as the need for more active engagement and content management.
- The KSA has the potential to significantly enhance cross-border collaboration on tobacco control efforts, but it requires continuous management, increased engagement from member

states, and clearer guidelines on content sharing and confidentiality.

Recommendations:

- **Sustainability and Management:** To ensure the KSA remains relevant after JATC2, a dedicated team or individual should be appointed to manage the platform, ensure regular updates, and foster ongoing participation.
- **Increased Engagement:** Encouraging more active participation by providing onboarding sessions for new users and training on how to contribute content and use the platform effectively would help increase engagement. Mobile notifications and regular reminders could also improve user activity.
- **Improved Navigation and User Experience:** Enhancing the platform's navigation, such as clearly indicating which folders contain content and making recent updates more prominent, would improve usability and save time for users.
- **Broader Promotion:** Expanding the promotion of the KSA within various EU working groups and national regulatory bodies would help ensure that more stakeholders are aware of and contribute to the platform.
- **Moderation and Content Curation:** Appointing moderators or subject matter experts to manage forum discussions, ensure queries receive timely responses, and guide participants through technical and regulatory topics would improve the overall user experience and make the platform more interactive.

WP7 Outcome Evaluation

The outcome evaluation of WP7 was centered on assessing the effectiveness of its outputs, particularly a comprehensive webinar. Due to time constraints and the fact that many outputs were delivered at the project's closing stages, it was only feasible to evaluate the webinar. However, this webinar, which focused on the health impacts and regulatory implications of e-cigarettes and novel tobacco products, was comprehensive and insightful, covering a broad range of topics addressed by WP7. Three interviews were conducted with participants to gather their insights and reflections on the webinar.

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

The WP7 webinar, held on May 16, 2024, focused on the health impacts and regulatory implications of novel tobacco products and e-cigarettes. The main objective was to facilitate a discussion on more effective regulation of these rapidly evolving products. It covered the current landscape of e-cigarettes and heated tobacco products (HTPs), evaluated their use and health risks, and discussed adverse health incidents related to these products.

The key agenda items included:

1. **Overview of e-cigarettes and novel tobacco products:** Insights were shared on the variability of these products across different EU Member States.
2. **Evaluation of health risks:** This segment focused on the consumption patterns, potential abuse, and health risks associated with these products.
3. **Adverse health incidents:** A discussion on the reporting and harmonization of adverse health incidents across the EU was a major focus.
4. **Break-out sessions:** Participants discussed how to improve product regulation and address challenges in keeping up with market developments and adverse health incident reporting.

The interview findings are organized according to the topic guide, providing a summary of participants' reflections on the webinar.

Roles and Responsibilities:

- Participants came from various regulatory backgrounds, including public health agencies and

enforcement bodies.

- o One participant was a **Senior Environmental Health Officer** responsible for enforcing national tobacco regulations, processing EU-CEG (Common Entry Gate) notifications, market surveillance, and cross-border distance sales enforcement.
- o Another participant was a **Policy Advisor** within a health think tank focusing on addiction policies, responsible for providing evidence-based recommendations to support regulatory decisions.
- o A third participant was an **Official at a National Regulatory Body**, working on tobacco control policy enforcement and providing input into national legislation.

Opening:

- **Promotion and Structure of the Webinar:** Overall, participants appreciated the well-organized structure of the webinar, particularly the clear distinction between expert presentations and the breakout discussions. However, a suggestion was made to provide advance information about breakout session topics to allow participants to choose their preferred session in advance.
- **New Insights or Information Gained:** Attendees gained new insights into the variety of novel tobacco products on the market and the challenges in regulating these products across different member states. They also deepened their understanding of the addictive and attractive qualities of these products, especially concerning youth and vulnerable groups.
- **Utilization of Findings:** Participants expressed that the findings from the webinar would help them better implement tobacco control measures, particularly around monitoring products that do not comply with EU regulations and strengthening adverse health reporting systems.

Overview of Products and Data Sharing:

- **Contribution to Regulatory Decisions:** Attendees noted that data shared by manufacturers could contribute to more informed regulatory decisions, particularly by improving understanding of the composition and potential risks of novel products. However, concerns were raised about the reliability of data provided, especially from non-EU manufacturers. Instances of mislabelling, such as e-cigarettes containing nicotine despite being declared nicotine-free, were cited as serious challenges to enforcement.
- **Obstacles to Utilizing Manufacturer-Provided Data:** One of the primary obstacles identified was the lack of a harmonized data collection framework across EU member states, which hinders regulators from comprehensively assessing product safety and ensuring compliance. The complexity of enforcing penalties against manufacturers and importers based outside the EU was also highlighted as a significant challenge.
- **Suggestions for Improving Data Quality:** Participants suggested that manufacturers be required to undergo independent audits of their product data, similar to practices used in other industries such as gaming. A harmonized compliance framework across EU countries would also help ensure data reliability and enhance regulatory enforcement.

Understanding Use, Perception, and Health Risks:

- **Informing Evidence-Based Policies:** Insights from the webinar were seen as valuable for shaping future policies, particularly around preventing underage use and protecting vulnerable groups, such as individuals with underlying health conditions. There was consensus that stricter regulations are necessary to address the health risks associated with novel tobacco products.
- **Challenges in Translating Research Findings into Regulation:** The participants identified socio-economic factors as a key challenge in turning research findings into actionable policies. They emphasized that addiction often correlates with mental health issues, making it difficult to implement purely restrictive measures without considering harm reduction strategies. Another challenge was the lack of harmonized regulatory approaches across EU member states, leading to inconsistencies in product availability and enforcement.

Adverse Health Incidents and Harmonization:

- **Awareness of Reporting Systems:** Most participants were aware of national reporting

systems for adverse health incidents but noted that these systems vary widely in their design and effectiveness. There was strong support for creating an EU-wide harmonized system that could centralize data collection and provide more timely insights into health risks associated with e-cigarettes and HTPs.

- **Barriers to Harmonizing Reporting:** The main barriers to harmonizing reporting across the EU included differences in national healthcare systems and varying levels of technological infrastructure and human resources. Additionally, there was concern that without adequate safeguards, a harmonized system might be vulnerable to misuse through malicious or vexatious reports.

Overall Reflections and Future Directions:

- **Impact on Future Regulatory Decisions:** Participants believed that the findings from the webinar would play an important role in shaping future regulatory frameworks by improving enforcement of existing laws and fostering the development of new rules that address the evolving nature of tobacco products. They highlighted the need for better data on product use, especially among youth, to inform stricter policies around access and marketing.
- **Steps for Ensuring Research Integration:** Participants recommended that EU member states be required to audit their tobacco control policies regularly to ensure compliance with the latest research findings. They also called for more collaborative efforts between researchers, policymakers, and industry stakeholders to ensure that regulations are based on robust, up-to-date evidence.
- **Improving Collaboration:** To improve future collaboration, participants suggested setting clear targets for the development and enforcement of tobacco regulations across the EU. They also advocated for regular public consultations and meetings between regulators and public health experts to ensure that policies are aligned with scientific evidence and public health goals.

Conclusions and Recommendations

The WP7 webinar provided valuable insights into the regulation of novel tobacco products and e-cigarettes. It successfully highlighted key challenges in the current regulatory framework, particularly around data collection, adverse health incident reporting, and the enforcement of existing laws. While the webinar was well-received, the interviews revealed several areas for improvement, particularly in harmonizing regulations across EU member states and improving the quality of manufacturer-reported data.

Key Recommendations:

- **Harmonize Data Collection:** Develop a unified EU-wide system for collecting data on adverse health incidents and product composition to improve regulatory oversight.
- **Targeted Regulations for Youth:** Implement stricter regulations aimed at preventing youth access to e-cigarettes and HTPs, including tighter controls on marketing and product design.
- **Enhanced Collaboration:** Strengthen collaboration between researchers, regulators, and industry stakeholders to ensure that regulations keep pace with the rapidly evolving tobacco market.

WP8 Outcome Evaluation

Web-based repository of best practices to protect the EU population from SHS exposure (M8.4)

The outcome evaluation of the Web-based repository of best practices was conducted through interviews to gather feedback on its usability, content relevance, and overall impact. The repository was developed to provide a centralized platform where stakeholders can access and share best practices related to smoke-free environments, aiming to reduce second-hand smoke (SHS) exposure across the EU. This report compiles the findings from two interviews, with a focus on usability, content, implementation challenges, and future developments. The feedback collected provides a

clear understanding of both the strengths and areas for improvement.

Roles and Responsibilities of Interviewees

- **Interviewee 1:** This interviewee leads a public health non-governmental organization focusing on tobacco control. Their responsibilities include managing the organization, developing strategies, and representing the NGO in national and international committees. Although not directly involved in the JATC2 project, they remain informed through updates, such as webinars and newsletters. With over 20 years of experience, their work is pivotal in shaping tobacco control policies and promoting smoke-free initiatives.
- **Interviewee 2:** The second interviewee is a health officer at a National Center for Public Health and Pharmacy, where they are responsible for enforcing non-smoking regulations in public spaces. Their role includes ensuring compliance with smoking bans in locations like playgrounds and public transportation hubs. They are directly involved in the JATC2 project as an expert within the WP8 work team, contributing to tobacco control policy development and enforcement efforts.

Usability and Accessibility

- **Navigation and Search Features:** Both interviewees found the repository easy to use, highlighting the effectiveness of its search functions. The ability to perform keyword and country-specific searches allowed users to quickly locate relevant practices and assess whether they could be adapted for their own national contexts. The repository's clear layout, especially in the presentation of search results, helped users efficiently evaluate whether certain best practices would be applicable in their own environments.
- **Challenges in Navigation:** While navigation was generally smooth, one interviewee noted that the repository lacks comprehensive coverage. For example, certain countries with strong tobacco control measures were underrepresented, which limited the ability to draw on diverse international practices. This gap was seen as a key area for improvement, with a suggestion to regularly update the database to include more diverse and comprehensive content from different regions.

Content and Relevance

- **Relevance to Work:** Both interviewees found the practices shared in the repository highly relevant to their work. The practices, especially those related to tobacco-free healthcare services and public smoking bans, were closely aligned with their organizational goals. One interviewee specifically noted that the practices around banning smoking in cars when children are present were particularly useful, as their country had similar regulatory intentions.
- **Identified Gaps in Content:** Despite the relevance of many practices, interviewees identified gaps in the repository's content. One pointed out the underrepresentation of smoking cessation programs, particularly quitlines, which are legally mandated across all EU countries. They stressed that including more detailed information on implementing such programs would enhance the repository's usefulness, as operationalizing best practices is often more challenging than simply accessing information.

Impact and Implementation

- **Planned Use of the Repository:** While neither interviewee had yet implemented practices directly from the repository, both expressed intent to use the platform more extensively in the future. The repository is seen as a valuable tool for fostering collaboration and learning from other countries' tobacco control measures. One interviewee noted that they had shared the repository with colleagues to explore potential best practices that could be adapted to their national context.
- **Challenges in Implementation:** Interviewees foresaw several challenges in implementing practices from the repository, particularly due to differences in national regulatory frameworks. Varying legal structures and enforcement mechanisms across EU member states may limit the direct transferability of some practices. They also mentioned that more practical, step-by-

step guidance on how to apply these practices would be helpful, as adapting interventions to different cultural and legal environments can be difficult.

Future Developments

- **Regular Updates and Content Expansion:** Both interviewees stressed the importance of regular updates to the repository. Continuous inclusion of new best practices and the expansion of existing content would ensure the repository remains a dynamic and useful resource. One interviewee suggested promoting the repository more actively through newsletters that highlight specific practices, such as those targeting vulnerable groups or innovative “endgame” strategies for tobacco control.
- **Collaboration and Networking:** The interviewees expressed interest in fostering greater collaboration between countries through the repository. Linking the repository with other EU tobacco control initiatives and resources could enhance its value and help bridge the gap between different regulatory environments. One interviewee proposed strengthening academic engagement, recommending that the repository be used as a resource in public health education to encourage student involvement in tobacco control efforts.

Recommendations and Conclusion

The interviews revealed that the Web-based repository is a valuable tool for sharing best practices in tobacco control across the EU. However, several areas for improvement were identified:

- **Regular Updates and Expansion:** The repository should be updated regularly with new content, ensuring it remains comprehensive and relevant. This includes filling existing gaps, such as more information on smoking cessation programs and practical implementation guidelines.
- **Enhanced Practical Guidance:** Providing detailed, step-by-step guides on how to operationalize best practices would improve the usability of the repository for organizations in different countries, where direct transfer of interventions may be challenging.
- **Strengthening Collaboration:** Greater efforts should be made to foster collaboration between countries and organizations, possibly by linking the repository to other EU tobacco-related initiatives. This would promote the sharing of knowledge and experience, ensuring that best practices are more widely adopted.

In conclusion, while the Web-based repository is a promising platform, continuous updates, improved practical guidance, and enhanced collaboration are crucial to maximize its impact. By addressing these areas, the repository can further contribute to the reduction of SHS exposure and the overall improvement of public health across the EU.

Position Paper for a new TAD (D8.3)

Overview and Challenges in Outcome Evaluation

The outcome evaluation of the Position Paper for a new Tobacco Advertisement Directive (TAD) was planned as part of the JATC2 project. Unfortunately, due to the limited time frame of the project, it was not possible to gather interview participants who had actively worked with the position paper. There are several plausible reasons for this:

- **Delayed Reach:** The position paper had not yet fully reached its intended audience of policymakers, advocacy institutions, and other key stakeholders. Given the complexity of distributing such documents and the need for them to penetrate various institutional layers, it is unsurprising that the paper did not reach its target audience within the project’s timeframe.
- **Limited Time for Outcomes to Unfold:** The period between the publication and the intended outcome evaluation was too short to observe tangible impacts. Position papers, especially those aimed at influencing policy, require a significant amount of time to foster discussion, gain stakeholder engagement, and lead to measurable changes in behavior, regulations, or

attitudes.

- **Participant Availability:** It is possible that key stakeholders either had not engaged with the document or were not yet aware of its publication. Given that policies are debated, adapted, and implemented over time, the short timeframe limited the possibility of identifying individuals or organizations that had utilized or reflected on the paper's contents.

Due to these factors, the outcome evaluation could not be effectively conducted within the JATC2 project. However, it is essential that a follow-up evaluation be conducted in the future, when the paper has had more time to circulate, and its outcomes can be properly assessed. This evaluation would provide critical feedback on its utility and impact, as well as suggest further iterations of the position paper.

Summary of the Position Paper

The Position Paper for a New Tobacco Advertisement Directive (TAD) focuses on addressing the existing gaps in tobacco advertising, promotion, and sponsorship (TAPS) regulation within the European Union (EU). Its recommendations, developed through consultations with national experts and literature review, are designed to align with the World Health Organization's Framework Convention on Tobacco Control (WHO FCTC) and provide a comprehensive guide for updating TAD.

Key recommendations include:

1. **Comprehensive TAPS Ban:** This ban covers all forms of tobacco advertising and promotion, including new products, devices, and online marketing.
2. **Media and Online Advertising:** Stricter regulations on depictions of tobacco in entertainment and influencer marketing are urged to close existing loopholes.
3. **Ban on Internet Sales:** A complete ban on online tobacco sales is proposed to prevent companies from bypassing national regulations.
4. **Point-of-Sale (POS) Restrictions:** The paper advocates for a ban on advertising and product displays at retail outlets.
5. **Plain Packaging:** Implementation of plain packaging across all EU Member States is recommended to eliminate promotional elements on products.
6. **Enforcement and Monitoring:** The paper stresses the need for strong, harmonized enforcement across the EU, along with adequate resources.
7. **Public Education:** Awareness campaigns to educate the public and decision-makers about the harms of tobacco and the need for stricter regulations are also recommended.
8. **International Cooperation:** Cross-border collaboration is essential to address gaps in TAPS regulations across the EU.

Future Evaluation

Though an outcome evaluation could not be conducted during the JATC2 project, it is essential to assess the impact of the position paper in the future. The evaluation should focus on stakeholder engagement, policy integration, challenges in implementation, and public awareness efforts.

For those interested, a detailed **Topic Guide for the Outcome Evaluation** can be found in **Annex C** of this report.

WP9 Outcome Evaluation

Tobacco Endgame Toolkit (D9.3)

As part of the JATC2, WP9 developed the Tobacco Endgame Toolkit: a website that is designed to assist regulators, policymakers, researchers, and civil society organizations in developing and implementing effective tobacco endgame strategies. It provides a comprehensive resource, offering key insights into policy options, potential best practices, case studies, and monitoring and evaluation

tools tailored to support tobacco control efforts across Europe.

The outcome evaluation of the Tobacco Endgame Toolkit aims to assess its utility, usability, and relevance to its target audience. To gain in-depth feedback on the toolkit, three individuals were interviewed. The findings from these interviews provide valuable insights into how the toolkit is perceived by different stakeholders and offer recommendations for its future development. The detailed analysis of the interviews is presented below.

Role of the Interview Partners

- **Interviewee 1:** A full-time university lecturer with a main focus on tobacco control research. They were involved in five Work Packages (WPs 5, 6, 7, 8, 9) throughout the Joint Action, but mainly in WP9. Their role included mapping tobacco control strategies in Europe and contributing to several scientific papers.
- **Interviewee 2:** Hired specifically for one year to assist with the Joint Action, they contributed mainly to WP9, but also to other WPs (WP 5, 6, 7, 8). Their tasks included, but were not limited to, reviewing and drafting parts of the Tobacco Endgame Toolkit and helping to prepare the monthly newsletters for the Joint Action.
- **Interviewee 3:** Holds a leadership position within a non-governmental organization (NGO) involved in tobacco control and public health. Their NGO is funded through membership fees and health project grants. The interviewee has over 20 years of experience in tobacco control but was not directly involved in JATC2. They stayed informed via newsletters and webinars and discovered the toolkit through an evaluation email.

Usage and Overall Impressions

The **Tobacco Endgame Toolkit** was generally well-received by all interviewees, but there were some differing experiences regarding usability and first impressions.

- **First Encounter:**
 - o Interviewees 1 and 2 were involved in drafting content for the toolkit and contributing feedback. Thus, they were familiar with the toolkit's development from the beginning.
 - o Interviewee 3, on the other hand, discovered the toolkit through the outcome evaluation email, mentioning that it had previously gone unnoticed. Initially, they found the navigation somewhat challenging, especially when looking for specific content.
- **Overall Impressions:**
 - o The toolkit was described as **easy to navigate** and **user-friendly** by Interviewees 1 and 2. They praised its clarity, accessibility, and the wealth of information it provides, noting that it was particularly useful for policymakers and researchers. They encountered no technical issues and emphasized how valuable it was in preparing presentations and research work.
 - o Interviewee 3 also found the toolkit to be a **crucial resource**, although they noted that it was not immediately intuitive. They suggested that the homepage could be improved to offer clearer orientation, particularly for users who are less involved in tobacco control on a daily basis, such as students or NGOs. Despite this, they did not encounter any technical difficulties and appreciated the information for policy discussions.
- **Navigation:**
 - o While Interviewees 1 and 2 had no concerns about navigation, Interviewee 3 suggested that the homepage could benefit from better orientation features to help users unfamiliar with the topic (e.g. a search bar).

Relevance and Comprehensiveness

All participants found the toolkit to be highly relevant, though the focus and depth of their engagement with its content varied.

- **Relevance to Work:**
 - o Interviewees emphasized that the toolkit provided **valuable insights and resources** for both research and policy discussions. It was noted that specific sections, such as "**Tobacco**

Endgame Goals and Measures in Europe” and **“Key Considerations and Common Myths,”** were especially useful for discussions with policymakers, ministries, and public health organizations.

- o For Interviewees 1 and 2, the toolkit was a **direct resource** for their work in tobacco control, particularly in relation to presentations and identifying best practices. It served as an up-to-date reference for the tobacco control situation in Europe.
- o Interviewee 3, although not directly implementing strategies, found the toolkit **valuable for argumentative purposes**, using it to inform discussions with national and regional health bodies. They considered it a comprehensive resource for the European perspective on tobacco control.
- **Comprehensiveness:**
 - o All participants agreed that the toolkit covered the **essential aspects of tobacco endgame strategies**. However, they noted that certain sections could be expanded. For instance, more **case studies** from additional countries would enhance the toolkit’s comprehensiveness.
 - o There was also mention that the **Regulatory Impact Assessment (RIA)** section could be developed further. This section was considered underdeveloped by Interviewees 1 and 2, who recommended additional content and examples.
 - o Interviewee 3 highlighted the potential **language barrier** as the toolkit is currently in English. They suggested that including **examples in multiple languages** might make it more accessible to a wider audience.

Policy Options, Best Practices, Case Studies, and Monitoring/Evaluation Tools

The **policy options, best practices, and case studies** were seen as valuable tools for guiding tobacco control strategies, though there were calls for further expansion.

- **Utility for Work:**
 - o For Interviewees 1 and 2, the toolkit provided useful insights that could be directly applied to their work. It was also a resource for identifying potential best practices and assessing policy options across Europe. They found the toolkit’s **monitoring and evaluation tools** helpful for guiding research projects at their institution.
 - o Interviewee 3 saw the toolkit as more of a **reference tool** for discussions with other organizations, ministries, or health agencies, rather than for direct implementation in their NGO’s practical work on tobacco control.
- **Case Studies and Best Practices:**
 - o While the case studies provided valuable examples, all interviewees suggested that this section could be expanded to include more countries and detailed examples of best practices.
 - o The toolkit’s **webinars and presentations** were praised for offering in-depth content, though the text-heavy format was noted by Interviewee 3, who indicated that more time was needed to explore these in greater depth.
- **Monitoring and Evaluation Tools:**
 - o These tools were regarded as useful, but further exploration was recommended to fully assess their applicability, particularly by Interviewee 3, who had not had enough time to engage deeply with this section.

Feedback and Recommendations

All participants provided suggestions for improving the toolkit, focused on enhancing usability and expanding content.

- **Homepage Navigation:**
 - o Interviewee 3 suggested that the **homepage could be improved** by providing clearer navigation and orientation, particularly for users who are not familiar with tobacco control topics.
- **Content Expansion:**
 - o All interviewees recommended expanding the **case studies** section to include more

countries. Additionally, the **Regulatory Impact Assessment (RIA)** section was noted as needing further development.

- **Language Accessibility:**
 - o Interviewee 3 emphasized the importance of adding **content in multiple languages** to make the toolkit more accessible to a wider range of users, particularly those outside of academia or English-speaking countries.
- **Regular Updates:**
 - o It was also emphasized that the toolkit needs to be **regularly updated** to remain a relevant and effective resource, particularly as tobacco control policies and strategies evolve.

Influence on Tobacco Control Strategies

The toolkit was seen as having the potential to **influence future tobacco control strategies** both in Europe and beyond.

- Interviewees 1 and 2 mentioned that policymakers in their country were already aware of the toolkit and that it had been referenced in national tobacco control plans. They believed the toolkit would continue to play a role in shaping tobacco policies in Europe.
- Interviewee 3 highlighted the toolkit's **potential to shape national strategies**, particularly as political interest in tobacco control grows. However, they also acknowledged challenges due to the current political landscape in their country, which may not be conducive to immediate advancements in tobacco control.

Supporting International Collaboration

All participants acknowledged the importance of **international collaboration** in tobacco control and suggested ways the toolkit could enhance this.

- While the toolkit does not currently offer a **forum for direct interaction** between stakeholders, Interviewees 1 and 2 suggested linking it with external platforms like **CIRCA BC**, which could facilitate discussion.
- Interviewee 3 suggested leveraging existing networks like the **European Network for Smoking and Tobacco Prevention (ENSP)** to promote the toolkit's results and increase collaboration between countries. They recommended presenting the toolkit at ENSP events to raise awareness and facilitate discussions on its practical applications.

Conclusions and Recommendations

The outcome evaluation of WP9's **Tobacco Endgame Toolkit** revealed that it is a valuable and comprehensive resource for those involved in tobacco control, particularly policymakers, researchers, and civil society organizations. The toolkit was praised for its **clarity, ease of navigation, and rich content**, providing essential information on endgame strategies, policy options, and best practices from across Europe. It serves as a crucial tool for guiding discussions, shaping national tobacco control policies, and informing research.

However, several areas for improvement were identified through the interviews. Although the toolkit is largely seen as user-friendly, one interviewee noted that the homepage could benefit from improved **orientation and navigation features** for users less familiar with the subject. Expanding the content in certain sections, particularly the **case studies** and **Regulatory Impact Assessment (RIA)** section, was also recommended. Moreover, the interviewees emphasized the importance of **regular updates** to ensure the toolkit remains relevant and useful as tobacco control strategies evolve.

Key Recommendations:

- **Expand Case Studies:** Include additional countries and examples to provide a more comprehensive view of successful tobacco endgame strategies from around the world.
- **Enhance the Regulatory Impact Assessment (RIA) Section:** Develop this section further with more detailed content and practical examples, making it more useful for stakeholders involved

in policy development.

- **Improve Navigation and Accessibility:** Refine the homepage to offer clearer guidance for users unfamiliar with the subject matter, such as students or NGOs. Consider adding more **language options** to make the toolkit accessible to a broader audience across Europe.
- **Regular Updates:** Ensure the toolkit is updated regularly to reflect the latest developments in tobacco control policies and strategies. This is particularly important as the tobacco endgame field is rapidly evolving.
- **Facilitate International Collaboration:** Consider integrating or linking the toolkit with platforms where stakeholders can interact, such as CIRCA BC, or leveraging networks like the European Network for Smoking and Tobacco Prevention (ENSP) to promote collaboration and knowledge sharing.

6. Conclusions and Recommendations

The Joint Action on Tobacco Control 2 (JATC2) project represents a pivotal effort in advancing tobacco control across Europe, aligning with the EU's Tobacco Products Directive (TPD) and promoting public health through coordinated regulatory and research activities. The project brought together member states, regulators, public health experts, and laboratories to tackle diverse tobacco control challenges. This report has highlighted key achievements, identified obstacles, and evaluated processes across the project's lifecycle.

This chapter synthesizes the major findings from the project's evaluation and provides targeted recommendations for future initiatives. These conclusions focus on enhancing coordination, improving stakeholder engagement, and ensuring sustainability, while addressing the challenges encountered in this large-scale collaborative effort. Many of these recommendations are drawn from successful practices within the JATC2 project, as they were seen as beneficial in enhancing collaboration, achieving project outcomes, and improving overall efficiency, while others address challenges that arose during the project to guide future improvements.

1. Overall Project Success and Impact

Conclusion: The JATC2 project successfully achieved its core objectives, providing valuable support for the implementation of the TPD and Tobacco Advertising Directive (TAD). Key outputs such as the enhancement of the EU Common Entry Gate (EU-CEG) database, regulatory enforcement mechanisms, and smoke-free environment policies have the potential to significantly advance tobacco control efforts across the EU. The collaborative nature of the project fostered the exchange of best practices and strengthened member states' capacities to address tobacco-related public health issues.

Recommendation:

- Future initiatives should build on JATC2's foundation by further integrating tobacco control tools and strategies into national health policies. A continuous effort to **assess the long-term impact** of JATC2 outputs, particularly in terms of policy adoption and public health outcomes, should be made through follow-up evaluations.

2. Project Coordination and Leadership

Conclusion: The coordination of JATC2 improved markedly over the course of the project, though initial delays were caused by unclear roles and responsibilities and insufficient early-stage communication. The introduction of more structured communication channels in the latter stages contributed to the smooth functioning of work packages (WPs), but leadership transitions in some WPs, particularly WP1 and WP6, posed challenges.

Recommendation:

- Future projects should prioritize **early-stage coordination** by organizing formal kick-off meetings

and providing detailed onboarding sessions for all partners. Clear role definitions and regular leadership meetings should be established to ensure consistency in project management. A dedicated **project management framework** with well-defined reporting mechanisms will help mitigate the impact of leadership changes.

3. Inter-WP Communication and Dependencies

Conclusion: Interdependencies between WPs, such as reliance on shared data or feedback, were not always well-managed, leading to delays in some deliverables. Cross-WP communication, particularly at critical junctures, was insufficient, resulting in bottlenecks and inefficiencies.

Recommendation:

- Implement a **cross-WP coordination strategy**, including the creation of an interdependency map that outlines key milestones, data flows, and deliverable timelines. Regular cross-WP coordination meetings should be held to monitor progress and address any issues that arise. The project should also make use of a **collaborative project management tool** to centralize communication and documentation, ensuring all partners remain aligned on key deliverables.

4. Data Collection and Survey Engagement

Conclusion: The collection of feedback and data throughout the project was hindered by staff turnover and fluctuating participation levels. Survey response rates dropped significantly over time, affecting the quality and comprehensiveness of feedback used to evaluate the project.

Recommendation:

- Future projects should ensure consistent data collection by improving **survey design** to increase participation and engagement. Offering clear incentives and emphasizing the importance of feedback to project success can help sustain engagement. Additionally, introducing a **simplified feedback mechanism**, such as a digital platform that tracks project milestones and collects regular input, would ensure ongoing, real-time data collection throughout the project lifecycle.

5. Evaluation Framework and Internal Bias

Conclusion: As an internal evaluation conducted by a project partner, the assessment of JATC2 carries inherent risks of bias. While efforts were made to ensure objectivity, the lack of external evaluation and the involvement of some stakeholders in both project delivery and evaluation could have influenced the findings.

Recommendation:

- Future joint actions should include **external evaluators** or third-party audits to complement internal assessments, ensuring impartiality and credibility. Additionally, conducting **post-project evaluations** several months after project completion would allow for a fuller assessment of long-term impacts and the sustainability of outputs.

6. Timeliness and Deliverable Management

Conclusion: While JATC2 produced a large number of deliverables, many were delayed due to both internal and external factors, including changes in coordination, dependencies between WPs, and other uncertainties. These delays impacted the project's ability to meet its planned milestones on time.

Recommendation:

- Establish clear, **realistic timelines** that account for potential setbacks, and implement robust

project tracking tools to monitor the timely completion of outputs. Future projects should introduce **buffer periods** to accommodate any unforeseen challenges, and the Steering Committee should actively monitor progress, providing course corrections when necessary. A **risk management plan** should also be developed at the project's outset to anticipate potential disruptions and outline mitigation strategies.

7. Dissemination and Stakeholder Engagement

Conclusion: While JATC2 made progress in engaging member states and regulators, the dissemination of findings and outputs to external stakeholders could have been more effective in the beginning of the project. The project struggled to fully reach stakeholders outside of the immediate tobacco control community, limiting the broader impact of its outputs.

Recommendation:

- Develop a comprehensive **dissemination strategy** at the start of future projects, with a focus on engaging diverse audiences, including policymakers, public health professionals, and the general public. This strategy should include **tailored content** (policy briefs, webinars, infographics) designed to translate technical results into actionable insights for regulators and stakeholders. **Social media campaigns** and partnerships with advocacy organizations can help expand the reach of project outputs and influence public opinion on tobacco control issues.

8. Sustainability of Tools and Outputs

Conclusion: Tools developed through JATC2, such as the Knowledge Sharing Platforms, websites and various guidelines, require ongoing maintenance and updates to remain useful. Without sustained funding or dedicated management, these tools risk becoming outdated, diminishing their long-term impact.

Recommendation:

- Establish a **sustainability plan** for critical tools, including agreements with relevant stakeholders or EU bodies to ensure continued support. Future projects should consider **funding models** that allow for the ongoing operation and updating of tools beyond the project's formal conclusion. Engaging **research institutions** or public health agencies as custodians of these tools can ensure their longevity and relevance in evolving regulatory environments.

9. Staff Turnover and Knowledge Transfer

Conclusion: Frequent staff changes throughout JATC2 disrupted the continuity of project activities, particularly in leadership roles. These transitions often resulted in delays and inefficiencies, as new staff members needed time to familiarize themselves with project tasks and objectives.

Recommendation:

- Future projects should develop **robust knowledge transfer protocols** to ensure a smooth transition when staff changes occur. This could include maintaining an **up-to-date project manual** with all critical project information, clearly outlining roles, responsibilities, and ongoing tasks. Additionally, projects should establish **succession planning** for leadership roles to minimize disruptions caused by turnover.

Final Recommendations for Future Joint Actions

Building on the insights gained from JATC2, the following overarching recommendations are proposed to strengthen future joint actions:

1. **Early Coordination and Clear Role Definitions:** Implement strong early-stage coordination with clear role assignments, onboarding workshops, and defined leadership responsibilities to avoid confusion and delays.
2. **Cross-WP Collaboration and Dependency Management:** Develop mechanisms for better inter-WP communication and management of dependencies to ensure that work packages operate cohesively and efficiently.
3. **Enhanced Dissemination and Engagement:** Broaden dissemination efforts to engage a wider array of stakeholders and policymakers by producing accessible, targeted content that communicates the project's findings and impacts.
4. **Sustainability Planning:** Ensure that critical tools, platforms, and outputs developed during the project have a clear sustainability plan, including mechanisms for ongoing funding, maintenance, and updates beyond the project's duration.
5. **External Evaluation for Impartiality:** Include independent external evaluation teams to ensure that project assessments are unbiased and reflect a comprehensive view of project performance.
6. **Adaptability and Flexibility:** Build contingency and flexibility into project designs to accommodate regulatory delays, external disruptions, and unforeseen circumstances.
7. **Long-Term Impact and Follow-Up:** Plan for follow-up evaluations to assess the long-term impact of the project's outputs, particularly their influence on policy adoption and public health outcomes.

By implementing these recommendations, future joint actions can enhance their effectiveness, overcome challenges, and contribute to stronger, more sustainable tobacco control efforts across Europe.

7. References

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

8. Annex

A. Survey Design

Baseline Survey



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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP 6	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP 7	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP 8	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP 9	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allocation of tasks within a WP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information exchange within a WP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cooperation and teamwork within a WP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interaction with members of other WPs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	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 questionnaire"

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

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

Important Note: Please make sure to select "No role" in all the WPs you are not involved in. Otherwise, the survey cannot continue.

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

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

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

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

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

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

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

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

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

If Other:

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

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 are you 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

SECTION D: Physical meetings Optional

WP1 and WP2 are planning the final conference of the JATC2 in September 2024. Therefore, we hope to get some insight into your experience with the previous physical meetings and your expectations

for the final conference.

Please answer a few questions; if you prefer to skip these questions, click on Next.

7. How satisfied were you with ...?

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

the previous physical meetings

the level of information and communication about the physical meetings

the venues of the previous physical meetings

the catering provided at the events

the content/presentations during the events

8a. Is there anything you would like to mention about the previous physical meetings? (e.g. about the communication and information provided, the venue, catering or content/presentations...) [Open](#)

8b. What are your expectations for the final conference? (e.g. organisation, information provided, content...) [Open](#)

8c. Are there any dietary requirements you would like to mention for the final conference? [Open](#)

SECTION E: Anything else?

Before you submit the questionnaire, you can give us your feedback based on the 3 questions below.

9a. Is there anything in connection with the project implementation that bothers you a lot and should be changed or improved? [Optional](#)

9.b Regarding the online surveys, is there anything you would like to change? [Optional](#)

9c. Is there anything else you want to add (ideas, suggestions, complaints)? [Optional](#)

Thank you for participating in this questionnaire, and thus supporting the project implementation.

As a reminder, you can always use our anonymous suggestion box [\[Insert link\]](#)

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

Important Note: Please make sure to select "No role" in all the WPs you are not involved in. Otherwise, the survey cannot continue.

WP 1

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

WP 2

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

WP 3

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

WP 4

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

WP 5

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

WP 6

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

WP 7

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

WP 8

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

WP 9

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

If Other:

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

SECTION B: Your satisfaction with the JATC 2 project

2. Based on your work experience: How satisfied were you with ...? **RANDOM**

Very satisfied, satisfied, less satisfied, or not satisfied

the overall communication throughout the project duration?

the overall coordination throughout the project duration?

the JATC 2 project in general?

3. How well do you think the project goals were achieved? Please rate on a scale from 1 to 5, with 1 indicating the lowest level of achievement and 5 indicating the highest.

1 very poorly ... 5 very highly

4. How effectively do you think feedback from staff was incorporated into project decisions and adjustments?

Very effectively, moderately effectively, slightly effectively, or not effectively

Feedback on your work experience

Please describe it with a few key words (optional)

5a. Were there any particular aspects of the project that exceeded your expectations? If so, please specify. **Optional**

5b. Were there any particular aspects of the project that fell short of your expectations? If so, please specify. **Optional**

5c. In your opinion, what were the main strengths of the JATC 2 project? **Optional**

5d. In your opinion, what were the main weaknesses of the JATC 2 project? **Optional**

Section C: Your satisfaction with your WP(s)

In the next section we want to determine your satisfaction with the WP(s) you were involved in. For every WP you were 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

6a. Based on your work experience in the JATC 2 project and in particular with WP: How important do you think was ...? **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

6b. How satisfied were you 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

6c. In your view: What did work well, what did not work so well within WP? Optional

Please describe it with a few key words (optional)

Update on the progress of **WP**

7a. Based on your work experience within WP: How satisfied were 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

7b. Is there anything you particularly liked or disliked about the frequency and the update modalities on the progress within WP? Optional

8a. How motivated did you consider the members of WP?

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

8b. How could the WP leader(s) have improved motivation? Optional

Please describe it with a few key words (optional)

Section D: Cooperation with DG SANTE/ EU Commission (Optional) **Optional**

One of the objectives of the JATC 2 project was to strengthen the cooperation between member states and the European Commission. If you have any feedback in this area, please answer the following optional questions.

11. On a scale from 1-5: How satisfied are you with the feedback rate from DG SANTE/EU Commission on deliverables? Optional

Please rate on a scale from 1 to 5, with 1 indicating the lowest level of satisfaction and 5 indicating the highest.

1 very dissatisfied ... 5 very satisfied

12. On a scale from 1-5: How effective was the cooperation between your team and DG SANTE/EU

Commission throughout the project? **Optional**

Please rate on a scale from 1 to 5, with 1 indicating the lowest level of effectiveness and 5 indicating the highest.

1 very ineffective ... 5 very effective

13. On a scale from 1-5: Do you feel that the relationship with DG SANTE/EU Commission has strengthened over the course of the project? **Optional**

Please rate on a scale from 1 to 5, with 1 indicating the lowest level of agreement and 5 indicating the highest.

1 strongly disagree ...5 strongly agree

14. Do you have any other comments or specific suggestions for DG SANTE/ EU Commission to enhance cooperation in future projects? **Optional**

SECTION E: Conclusion and additional feedback

Before you submit the questionnaire, you can give us your feedback based on the four questions below. **9. Is there any other feedback or suggestions you would like to provide regarding the JATC 2 project as a whole? **Optional****

10. Is there any feedback or suggestions you would like to provide regarding the evaluation of the JATC2 project? **Optional**

11. What do you think could have been done differently to improve the overall project experience for you and your team? **Optional**

12. Do you have any recommendations for future projects based on your experience with JATC 2? **Optional**

Thank you for participating in this questionnaire, and thus supporting the project evaluation.

B. Feedback meetings

Topic Guide

1. Motivation

- What is your motivation to work within WP X?
- How motivated do you feel at the moment?
- Have there been changes in motivation throughout the project so far?
- What are some factors that improve or hinder motivation?

2. Involvement

- How involved do you feel within the WP? How involved were you in the past, do you think there will be changes in the future?
- Sometimes there is some difficulty getting partners involved. How do you think this can be improved?

3. Workload and Investment in tasks

- Are you aware of the definition of PM for your country?
- Do your tasks fit within your PMs?

- Do your tasks match with your expertise?

4. Communication

- Communication can sometimes be difficult in projects, especially in a digital setting. How do you feel about the communication within WP X? Are there any challenges?
- What works well in terms of communication (e.g. email correspondence, meetings, etc.)?
- Are there certain aspects that need further clarification (e.g. task allocation, task description, PMs, etc.)?

5. What works well within the WP

- What works really well within WP X?
- Are there any factors that are especially supportive?
- Are there any lessons/conclusions that can be drawn for the future?

6. Challenges within the WP

- What did not work so well so far? Which factors/circumstances contributed to it?
- How did you deal with the challenges?
- Are there any lessons/conclusions that can be drawn for the future?

7. Suggestions for improvement

- Do you have any ideas on what could and should be improved?

8. Anything else?

C. Outcome Evaluation: Topic Guides

WP4: Guidance on how to identify best practices in Tobacco Control WP5 Outcome Evaluation

Topic Guide for the Outcome Evaluation of the *Guidance on best practices (M4.3&M4.4)*

As part of the evaluation of the Joint Action on Tobacco Control 2 (JATC2), we are conducting a series of interviews to gather feedback on the utility and usability of some of the most significant outputs produced under the project. You have been randomly selected to participate in an interview about Work Package 4 (WP4) focusing on sustainability and cooperation across Europe in tobacco control efforts.

The “Guidance on how to identify best practices in Tobacco Control” provides guidance on identifying and disseminating best practices in tobacco control within the framework of the European project Joint Action on Tobacco Control (JATC 2). The main objective of this guidance is to ensure the sustainability and uptake of actions related to the Tobacco Products Directive (TPD) and Tobacco Advertising Directive (TAD) across European Union Member States.

The document can be found here: [M4.3-M4.4-Guidances-on-best-practices.pdf \(jaotc.eu\)](#)

1. Role of the interview partner
 - a. Can you please provide a brief overview of your role and responsibilities?
 - b. Are you yourself involved in the JATC2 project?
 - c. How did you become aware of the Document “Guidance on how to identify best practices in Tobacco Control”?
2. Overall Impressions
 - a. What are your initial thoughts on the guidance document on identifying best practices in tobacco control?
 - b. How relevant do you find the content of the document to your work in tobacco control?
3. Utility of the Guidance Document
 - a. Have you used the guidance document in your tobacco control activities? If yes, how has it influenced your work?
 - b. What specific aspects of the guidance document have been most useful to you?

- c. Have you encountered any challenges in applying the guidance document to your work?
- 4. Usability of the Guidance Document
 - a. How user-friendly do you find the layout and structure of the guidance document?
 - b. Are there any sections of the document that you found particularly easy or difficult to navigate?
 - c. Do you think the guidance document effectively guides users in identifying and evaluating best practices in tobacco control?
- 5. Impact on Decision-Making
 - a. Has the guidance document influenced any decision-making processes related to tobacco control initiatives?
 - b. In what ways has the document contributed to improving the quality of tobacco control practices in your setting?
- 6. Suggestions for Improvement
 - a. Are there any areas of the guidance document that you believe could be enhanced or expanded upon?
 - b. What additional resources or tools would you like to see included in future versions of the guidance document?
- 7. Future Use and Dissemination
 - a. How do you envision using the guidance document in your future tobacco control activities?
 - b. What strategies would you recommend for disseminating the guidance document to a wider audience in the tobacco control field?
- 8. Closing
 - a. Is there anything else you would like to add regarding your experience with the Guidance on best practices?
 - b. Are there any other outputs you have encountered from WP4 or the JATC2 in general that presented to be useful to your work?
 - c. Anything else?

WP4: Guidance on how to counteract the interference of tobacco industry

Topic Guide for the Outcome Evaluation of the *Guidance on how to counteract the interference of tobacco industry*.

As part of the evaluation of the Joint Action on Tobacco Control 2 (JATC2), we are conducting a series of interviews to gather feedback on the utility and usability of some of the most significant outputs produced under the project. You have been randomly selected to participate in an interview about Work Package 4 (WP4) focusing on sustainability and cooperation across Europe in tobacco control efforts.

The document under review is a guidance resource aimed at countering the interference of the tobacco industry in tobacco control activities and policies within European Member States. Developed as part of the JATC2 project, this guidance provides recommendations and actions for public officials, government employees, researchers, and stakeholders to prevent tobacco industry interference and promote transparency and accountability in tobacco control efforts. The document includes templates for a Declaration of Interests (DoI) and a Code of Conduct (CoC) to support the implementation of the recommendations.

The document can be found here: [Guidance-on-how-to-counteract-the-interference-of-tobacco-industry-1.pdf \(jaotc.eu\)](https://jaotc.eu/Guidance-on-how-to-counteract-the-interference-of-tobacco-industry-1.pdf)

1. Role of the interview partner
 - a. Can you please provide a brief overview of your role and responsibilities?
 - b. Are you yourself involved in the JATC2 project?
 - c. How did you become aware of the “Guidance on how to counteract the interference of tobacco industry”?

2. Understanding of the Document
 - a. Have you had the opportunity to review the guidance document on countering tobacco industry interference?
 - b. What are your initial thoughts or impressions of the document?
 - c. Did you find the document easy to navigate and understand?
3. Utility of Recommendations
 - a. Which specific recommendations or actions outlined in the document do you find most valuable or relevant?
 - b. In your opinion, how practical and feasible are the recommendations for implementation in real-world tobacco control activities?
 - c. Do you believe that following the recommendations in the document could effectively counteract tobacco industry interference?
4. Usability and Accessibility
 - a. How user-friendly did you find the templates provided in the document, such as the Declaration of Interest (DoI) and Code of Conduct (CoC)?
 - b. Were the instructions clear for utilizing the templates, or did you encounter any challenges in applying them?
 - c. Do you think the document provides sufficient guidance and support for individuals and organisations working in tobacco control?
5. Integration with Existing Practices
 - a. How well do you think the guidance document aligns with current practices and policies in tobacco control efforts?
 - b. Are there any areas where you see potential for improvement or further development in the document?
6. Overall Impact
 - a. In your opinion, what impact could the implementation of the recommendations in this document have on countering tobacco industry interference?
 - b. How likely are you or your organization to incorporate the guidance provided in this document into your tobacco control activities?
7. Closing
 - a. Is there any additional feedback or suggestions you would like to share regarding the utility and usability of the guidance document on countering tobacco industry interference?
 - b. Did you encounter any other outputs by WP4 or the JATC2 in general that presented useful to your work?
 - c. Anything else?

WP5: EU-CEG data integration from MS-Rep to local databases at national scale

Topic Guide for the Outcome Evaluation of D5.2 “EU-CEG data integration from MS-Rep to local databases at national scale”

As part of the Joint Action Tobacco Control 2 (JATC2) outcome evaluation, Work Package 3 (WP3 Evaluation) is conducting interviews with stakeholders to evaluate the utility and usability of the deliverable titled “EU-CEG data integration from MS-Rep to local databases at national scale” by WP5 [EU Common Entry Gate (EU-CEG) data and laboratory capacity].

This document explains how information from the EU Common Entry Gate system can be combined with local databases at national level. The aim is to explore how D5.2 can be applied within your organization and to assess its practicality and usefulness in enhancing data management processes related to tobacco products.

You can access the deliverable here: [D.5.2-EU-CEG-data-integration-from-MS-Rep-to-local-databases-at-national-scale.pdf](https://jaotc.eu/D.5.2-EU-CEG-data-integration-from-MS-Rep-to-local-databases-at-national-scale.pdf) (jaotc.eu)

1. Role of the Interview partner

- a. Can you please provide a brief overview of your role and responsibilities?
- b. Are you yourself involved in the JATC2 project?
2. Usability
 - a. How easy was it for you to navigate through the document and find relevant information?
 - b. Did the document layout and structure facilitate your understanding of the content?
 - c. Were the instructions provided clear and easy to follow?
 - d. Were the figures in the document helpful in conveying information effectively?
 - e. Were the language and terminology used in the document clear and understandable?
 - f. Did you encounter any challenges in accessing or reading specific sections of the document?
 - g. Were the language and terminology used in the document clear and understandable?
3. Utilization
 - a. Have you applied any information or insights from the document in your work or projects? If not, do you have plans to incorporate any findings from the document in the future?
 - b. How relevant do you find the content of the document to your area of expertise or field of study?
 - c. Have you shared or discussed the document with colleagues or peers? If yes, what was their feedback?
 - d. In what ways do you think the information from the document can be practically implemented or integrated into existing processes?
 - e. Are there any specific sections or details from the document that you found particularly valuable or actionable?
 - f. Have you encountered any difficulties with the source codes?
 - g. Have you required or do you anticipate needing assistance and support from an IT professional to implement the procedures outlined in this document?
4. Overall Assessment
 - a. On a scale of 1 to 10, how would you rate the overall usability of the document for your needs?
 - b. Are there any improvements or additions you would suggest to enhance the usability and utility of the document?
 - c. Do you believe the document effectively addresses the intended audience's needs and expectations?
 - d. How likely are you to refer back to this document?
 - e. Any additional comments or feedback on the usability and utilization of the document?
5. Closing Remarks
 - a. Have you also installed and utilized the "EU-CEG Viewer" as described in D5.4 "Dashboard and how-to guide to analyse EU CEG data at national scale"? If yes, could you offer a brief summary of the process, as well as your thoughts on its usability and effectiveness?
[see here: [D.5.4.-Dashboard-and-how-to-guide-to-analyse-EU-CEG-data-at-national-scale.pdf](#) (jaotc.eu)]
 - b. Are there any other outputs you have encountered from WP5 or the JATC2 in general that presented to be useful to your work?
 - c. Anything else?

WP5: Dashboard and how-to guide to analyse EU CEG data at national scale

Topic Guide for the Outcome Evaluation of D5.4 "Dashboard and how-to guide to analyse EU CEG data at national scale"

As part of the Joint Action Tobacco Control 2 (JATC2) outcome evaluation, Work Package 3 (WP3 Evaluation) is conducting interviews with stakeholders to evaluate the utility and usability of the deliverable titled "Dashboard and how-to guide to analyse EU CEG data at national scale" by WP5 [EU Common Entry Gate (EU-CEG) data and laboratory capacity].

The "Dashboard and how-to guide to analyse EU CEG data at national scale" document is a helpful

resource to assist users in effectively utilizing EU-CEG data for regulatory purposes. It provides instructions on installing and using the Dashboard for analysing data at a national level. The document aims to improve data analysis processes.

The purpose of this interview is to gather feedback on the usability and utilisation of the document and its instructions and explanations.

You can access the deliverable here: [D.5.4.-Dashboard-and-how-to-guide-to-analyse-EU-CEG-data-at-national-scale.pdf \(jaotc.eu\)](#)

1. Role of the Interview partner
 - a. Can you please provide a brief overview of your role and responsibilities?
 - b. Are you yourself involved in the JATC2 project?
2. Usability
 - a. How easy was it for you to navigate through the document and find relevant information?
 - b. Did the document layout and structure facilitate your understanding of the content?
 - c. Were the instructions provided clear and easy to follow?
 - d. Were the figures in the document helpful in conveying information effectively?
 - e. Were the language and terminology used in the document clear and understandable?
 - f. Did you encounter any challenges while trying to use the Dashboard as per the guide?
 - g. What suggestions do you have for improving the usability of the document?
3. Utilization
 - a. Have you applied any information or insights from the document in your work or projects? If not, do you have plans to incorporate any findings from the document in the future?
 - b. How relevant do you find the content of the document to your area of expertise or field of study?
 - c. Have you shared or discussed the document with colleagues or peers? If yes, what was their feedback?
 - d. In what ways do you think the information from the document can be practically implemented or integrated into existing processes?
 - e. Are there any specific sections or details from the document that you found particularly valuable or actionable?
 - f. Have you encountered any difficulties with the source codes?
 - g. Have you required or do you anticipate needing assistance and support from an IT professional to implement the procedures outlined in this document?
4. Overall Assessment
 - a. On a scale of 1 to 10, how would you rate the overall usability of the document for your needs?
 - b. Have you noticed enhancements in your comprehension of EU CEG data following the implementation of the information provided in this document? Can you provide examples of how using the Dashboard and guide has improved your data analysis process?
 - c. Have you encountered any challenges or limitations in applying the information from this document?
 - d. How likely are you to refer back to this document?
 - e. Any additional comments or feedback on the usability and utilization of the document?
5. Closing Remarks
 - a. Prior to installing the “EU-CEG Viewer” you have integrated EU-CEG data from MS-Rep to a local database, as described in D5.2 “EU-CEG data integration from MS-Rep to local databases at national scale”. Can you offer a brief summary of the process, as well as your thoughts on its usability and effectiveness? [see here: [D.5.2-EU-CEG-data-integration-from-MS-Rep-to-local-databases-at-national-scale.pdf \(jaotc.eu\)](#)]
 - b. Are there any other outputs you have encountered from WP5 or the JATC2 in general that presented to be useful to your work?
 - c. Anything else?

Topic Guide for the Outcome Evaluation of D6.3 “Knowledge Hub Meetings”

Throughout the JATC2, WP6 has organized a series of Knowledge Hub meetings (KHM), with five already held and the sixth scheduled for June 4th. Today, we're eager to hear about your experience with these meetings. Our focus is on understanding how beneficial the KHM have been for participants and whether the knowledge gained has impacted your day-to-day work. These meetings aim to serve as vital platforms for knowledge exchange and collaboration among stakeholders in- and outside of the JATC2 project, fostering dialogue, sharing experiences, and networking. Your insights will help us gauge the effectiveness of these meetings and guide future knowledge-sharing initiatives. Thank you for joining us for this discussion.

1. Role of the interview partner
 - a. Can you please provide a brief overview of your role and responsibilities?
 - b. Are you yourself involved in the JATC2 project?
 - c. How did you become aware of the KHM?
2. Overall Assessment
 - a. How would you describe your overall experience with the knowledge hub meetings and their outputs?
 - b. Can you share any specific instances where you found the KHM particularly valuable or impactful?
3. Utility and Impact
 - a. In what ways have the knowledge hub meetings been useful to you or your organization? Are the topics discussed relevant to your area of expertise?
 - b. Have the KHM helped address any specific challenges or issues you were facing in your work? Have you been able to apply the knowledge or insights gained from the KHM in your professional activities?
4. Collaboration and Networking
 - a. Have the outputs from the knowledge hub meetings facilitated collaboration or networking opportunities within your field?
 - b. Have you engaged with other participants or organizations as a result of these outputs?
5. Feedback and Improvement
 - a. Do you have any feedback on the format or content of the KHM?
 - b. Are there any suggestions you have for improving the KHM should they be continued after the end of the JATC2?
6. Effectiveness of Dissemination
 - a. How effectively were the KHM promoted, and the information disseminated to relevant stakeholders?
 - b. Did you encounter challenges in accessing the information or utilizing the information after the KHM?
 - c. How can the KHM be promoted after the end of the JATC2?
7. Long-term impact
 - a. Do you think the knowledge you gained from the KHM will be valuable beyond the duration of the project?
 - b. Do you think a continuation of the KHM after the end of the JATC2 might be beneficial?
8. Future Directions
 - a. Are there any specific topics or areas you believe should be prioritized in future KHM or discussions?
9. Closing Remarks
 - a. Is there anything else you would like to add regarding your experience with the outputs from the KHM?
 - b. Are there any other outputs you have encountered from WP6 or the JATC2 in general that presented to be useful to your work?
 - c. Anything else?

WP6: Knowledge Sharing Archive

Topic Guide for the Outcome Evaluation of the “Knowledge Sharing Archive”

As part of the JATC2 evaluation, WP3 is interviewing stakeholders to assess the utility and usability of the Knowledge Sharing Archive. This archive is a central hub for collaborative knowledge sharing, allowing participants to share insights, resources, and engage in discussions. We aim to understand user interactions, identify challenges, and explore opportunities for improvement and enhancement.

1. Role of the Interview partner
 - a. Can you please provide a brief overview of your role and responsibilities?
 - b. Are you yourself involved in the JATC2 project?
2. Access and Awareness
 - a. How did you first learn about the Knowledge Sharing Archive?
 - b. Have you received any communication or promotion regarding the archive?
 - c. Can you describe the process of gaining access to the archive?
 - d. How frequently do you access the archive?
 - e. Do you receive notifications via email?
3. Usage Experience
 - a. Could you share your experience with using the archive so far?
 - b. What types of content have you interacted with or uploaded onto the archive?
 - c. Have you encountered any challenges or difficulties while using the archive?
 - d. Are there any features or functionalities of the archive that you particularly like or dislike?
4. Engagement and Participation
 - a. Have you actively participated in discussions or shared content on the archive?
 - b. If yes, what motivates you to engage with the archive? If not, what would encourage you to participate more?
 - c. Have you observed any trends in user activity or engagement within the archive?
 - d. How do you think the archive could be more effectively promoted or utilized among potential users?
5. Future Impact and Sustainability
 - a. How do you envision the archive being utilized in the future?
 - b. What concerns do you have about the sustainability of the archive after the project ends?
 - c. Are there any specific strategies or measures you believe should be implemented to ensure the continued success of the archive?
6. Overall Feedback
 - a. Overall, how satisfied are you with the Knowledge Sharing Archive?
 - b. Is there anything else you would like to share or any additional feedback you have regarding the archive?
7. Closing Remarks
 - a. Are there any other outputs you have encountered from WP6 or the JATC2 in general that presented to be useful to your work?
 - b. Anything else?

WP7: Webinar on “Health impact and regulatory implications of e-cigarettes and novel tobacco products”

Topic Guide for the Outcome Evaluation of the WP7 Webinar on “Health impact and regulatory implications of e-cigarettes and novel tobacco products”

As a part of the JATC2 activities, WP7 organized an interactive webinar aimed at enhancing our understanding of heated tobacco products (HTPs) and e-cigarettes and their regulatory implications. Today, our aim is to gather insights from participants like you regarding what you learned from the webinar and how you envision integrating this knowledge into your work. Additionally, we’re keen to understand any challenges you foresee in applying these insights to your regulatory decision-making

processes.

The recording of the webinar has been published on the JATC2 website and can be accessed here: jaotc.eu | JATC USEFUL MATERIAL - JATC Project

1. Role of the interview partner
 - a. Can you please provide a brief overview of your role and responsibilities?
 - b. Are you yourself involved in the JATC2 project?
 - c. How did you become aware of the WP7 webinar on “Health impact and regulatory implications of e-cigarettes and novel tobacco products”?
2. Opening
 - a. What did you think about the promotion and structure of the webinar? Do you have any suggestions for improvement in future webinars?
 - b. What new insights or information did you gain from the webinar?
 - c. How do you envision the findings presented in this webinar/workshop being utilized?
 - d. What do you see as the main challenges and opportunities in translating research findings into effective regulatory measures?
3. Overview of Products and Data Sharing
 - a. From your perspective, how could the data shared by manufacturers contribute to more informed regulatory decisions regarding e-cigarettes and HTPs?
 - b. What obstacles might hinder the effective utilization of manufacturer-provided data in regulatory processes?
 - c. Do you have any suggestions or ideas for improving the quality of data shared by manufacturers?
4. Understanding Use, Perception, and Health Risks
 - a. In what ways do you think the insights gained from this webinar/workshop could inform the development of evidence-based policies or regulations?
 - b. What potential challenges do you foresee in translating research findings on the use, perceptions, and health risks of e-cigarettes and HTPs into actionable regulatory measures?
5. Adverse Health Incidents and Harmonization
 - a. Are you aware of a reporting system for adverse health incidents in your country?
 - b. How can the webinar examples inform a national or EU-wide reporting system?
 - c. What are some potential barriers to implementing such a harmonized system for reporting adverse health incidents?

WP8: Web-based repository of best practices to protect the EU population from SHS exposure (M8.4)

Topic Guide for the Outcome Evaluation of the *Web-based repository of best practices to protect the EU population from SHS exposure (M8.4)*

The aim of the interview is to discuss the “web-based repository of best practices to protect the EU population from SHS exposure” (See here: [Smoke Free Best Practices](#)). The web-based repository was created to address the need for a centralized platform where stakeholders can access, share, and learn from best practices in the field of smoke-free initiatives. By providing a comprehensive collection of practices, the repository aims to facilitate knowledge exchange, inspire new ideas, and ultimately contribute to the protection of individuals from second-hand smoke exposure. Through this interview, we aim to gather feedback on the usability, relevance, and impact of the repository from users like yourself.

1. Role of the interview partner
 - a. Can you please provide a brief overview of your role, responsibilities and involvement with initiatives related to smoke-free environments?
 - b. Are you yourself involved in the JATC2 project?
 - c. How did you become aware of the web-based repository?

2. Background information
 - a. How familiar are you with the “web-based repository of best practices to protect the EU population from SHS exposure”?
 - b. Have you used it before, and if so, approximately how often?
3. Usability and Accessibility
 - a. Regarding usability, could you share your experience with navigating the repository?
 - b. Did you find it easy to locate information?
 - c. How effective was the search engine for you?
 - d. Were there any challenges you encountered while using the repository?
4. Content and Relevance
 - a. In terms of content, how relevant do you find the practices shared in the repository to your work or interests?
 - b. Can you identify any practices that you found particularly valuable or insightful?
5. Impact and Implementation
 - a. Have you implemented any practices from the repository? Or are you planning to?
 - b. Could you share any challenges you have experienced or foresee during the implementation process?
 - c. Could you share any successes you have experienced or foresee during the implementation process?
 - d. Have you shared the repository with others, and to your knowledge, has it been beneficial to them?
6. Future Developments
 - a. Would you be interested in contributing new best practices or suggestions for maintaining and expanding the repository’s content?
 - b. Do you have any thoughts on the improvement or sustainability of the repository?
7. Closing remarks
 - a. Do you have any additional comments or feedback on the repository?
 - b. Have you encountered any other outputs from WP8 or the JATC2 in general, that presented to be useful to your work?
 - c. Anything else?

WP8: Position paper for a new TAD (D8.3)

Topic Guide for the Outcome Evaluation of the *Position paper for a new TAD (D8.3)*

During the JATC2, WP8 created a position paper for a new TAD (Tobacco Advertisement Directive). It serves as a comprehensive guide for policymakers, advocacy institutions and organizations at both European and national levels. Its primary goal is to provide updated information and guidelines to facilitate changes to the current TAD, aligning with the objectives outlined by the European Commission. Your feedback will help us gauge the effectiveness of the position paper and provide valuable insights for future iterations and initiatives in this domain.

You can access the position paper here: [D-8.3-Position-paper-for-a-new-TAD.pdf \(jaotc.eu\)](https://jaotc.eu/D-8.3-Position-paper-for-a-new-TAD.pdf)

1. Role of the interview partner
 - a. Can you please provide a brief overview of your role and responsibilities?
 - b. Are you yourself involved in the JATC2 project?
 - c. How did you become aware of the position paper on TAD?
2. Usage of the TAD Position Paper
 - a. How familiar are you with the TAD Position Paper produced by WP8?
 - b. Have you or your organisation utilized the TAD Position Paper in any capacity?
 - c. If yes, could you describe how you have used the position paper and for what purpose?
3. Impact
 - a. Have you disseminated or discussed the contents of the position paper with other stakeholders? If so, could you elaborate on the process and its outcomes?

- b. In what ways do you foresee the TAD Position Paper influencing policymaking or advocacy efforts related to tobacco advertisement directives?
4. Feedback and Suggestions
 - a. What are your impressions of the content and quality of the TAD Position Paper?
 - b. Are there any aspects of the position paper that you found particularly helpful?
 - c. Are there any aspects of the position paper that you found lacking?
 - d. Do you have any suggestions for improvement or additional content that could enhance the usefulness of future iterations of the position paper?
5. Outcomes and Impact Assessment
 - a. How do you assess the overall impact or effectiveness of the TAD Position Paper in shaping discussions or decisions related to tobacco advertisement?
 - b. Have you observed any tangible outcomes or changes resulting from the dissemination or utilization of the position paper?
 - c. What are the challenges or barriers you encountered in utilizing the position paper?
 - d. Do you foresee continued use of the position paper?
6. Closing Remarks
 - a. Is there any additional information or perspective you would like to share regarding the TAD Position Paper or related initiatives?
 - b. Have you encountered any other outputs from WP8 or the JATC2 in general that presented to be useful to your work?
 - c. Anything else?

WP9: Tobacco Endgame Toolkit (D9.3)

Topic Guide for the Outcome Evaluation of the Tobacco Endgame Toolkit (D9.3)

As part of the JATC2 evaluation, WP3 is interviewing stakeholders to assess the utility and usability of key outputs of the project. You have been selected to participate in the evaluation of the Tobacco Endgame Toolkit. Designed to aid regulators, policymakers, researchers, and civil society organizations in developing effective tobacco endgame strategies, the toolkit's effectiveness is crucial. Your feedback will help us understand how well the toolkit meets user needs and identify areas for improvement. We appreciate your time and honest insights.

You can access the toolkit here: www.tobaccoendgametoolkit.eu

1. Role of the Interview Partner
 - a. Can you please provide a brief overview of your role and responsibilities?
 - b. Are you yourself involved in the JATC2 project?
2. Usage and Overall Impression
 - a. How did you first hear about the Tobacco Endgame Toolkit?
 - b. What is your overall impression of the Tobacco Endgame Toolkit?
 - c. How easy is it to navigate and use the toolkit?
 - d. How user-friendly is the toolkit in terms of design and accessibility?
 - e. Are there any technical issues or challenges you faced while using the toolkit?
3. Relevance and Comprehensiveness
 - a. How relevant do you find the information provided in the toolkit to your needs?
 - b. Does the toolkit cover all the essential aspects of developing and implementing tobacco endgame strategies? If not, what areas are missing?
 - c. Do you believe the toolkit adequately addresses the needs of its target audience (regulators, policymakers, researchers, civil society organizations)?
4. Policy Options, Potential Best Practices, Case Studies and Monitoring/Evaluation Tools
 - a. How useful are the identified policy options, potential best practices, and case studies in the toolkit for your work?
 - b. Can you give examples of any specific policy options, potential best practices, or case studies from the toolkit that you found particularly valuable?

- c. Are you planning to implement any strategies or practices from the toolkit?
 - d. Are the proposed Monitoring and Evaluation Tools applicable to your country or organisation?
Are you planning to use these tools?
5. Feedback and Recommendations
- a. What improvements do you suggest for the Tobacco Endgame Toolkit?
 - b. Are there any additional topics or features you would like to see included in future versions of the toolkit?
 - c. How could the toolkit be improved to better support international collaboration on tobacco endgame strategies?
 - d. Do you think the toolkit can influence future tobacco control policies/strategies in your region and help achieve the “Tobacco-Free Generation” goal by 2040?
6. Closing Remarks
- a. Are there any other outputs you have encountered from WP9 or the JATC2 in general that presented to be useful to your work?
 - b. Anything else?