

**ECHoS**

Cancer Mission Hubs

## Impact Assessment Template

[www.cancermissionhubs.eu](http://www.cancermissionhubs.eu)

| DOCUMENT CONTROL             |   |
|------------------------------|---|
| <b>Document name</b>         | D1.3 - Impact Assessment Template                                 |
| <b>Work Package</b>          | WP1 - Project Governance and Implementation                       |
| <b>Dissemination level</b>   | PU  |
| <b>Revision</b>              | 1.2   |
| <b>Status (draft, final)</b> | Final   |
| <b>Project Officer</b>       | Ioannis Vouldis (HaDEA)   |
| <b>Authors</b>               | Olatz Murua, Carmen Pastor, Ainhoa Egizabal                       |
| <b>Reviewers</b>             | Anabela Isidro, Hugo Soares, Yasmin Fonseca, José Salvado (AICIB) |
| <b>Beneficiary(ies)</b>      | Fundación Tecnalia Research Innovation (TECNALIA)                 |
| <b>Keywords</b>              | Monitoring; Evaluation; KPIs;                                     |

Dissemination level: PU = Public, for wide dissemination (public deliverables shall be of a professional standard in a form suitable for print or electronic publication) or CO = Confidential, limited to project participants and European Commission.

| REVISION HISTORY |            |   |              |   |
|------------------|------------|---|--------------|---|
| Revision         | Date       | Author  | Organisation | Description   |
| 0.1              | 30/11/2024 | Ainhoa Egizabal   | TECNALIA     | Preliminary draft version of the document                       |
| 0.2              | 11/12/2024 | Olatz Murua Carmen Pastor                                 | TECNALIA     | Review of the first draft                                       |
| 0.3              | 21/12/2024 | Yasmin Fonseca  | AICIB        | Review of the first draft and development of second version     |
| 0.4              | 12/01/2024 | Ainhoa Egizabal, Olatz Murua, Carmen Pastor               | TECNALIA     | Finalisation of second draft                                    |
| 0.5              | 14/02/2024 | Anabela Isidro, Hugo Soares, Yasmin Fonseca, José Salvado | AICIB        | Peer review   |
| 0.6              | 23/02/2024 | Olatz Murua, Carmen Pastor, Ainhoa Egizabal               | TECNALIA     | Integration of WPI members comments                             |
| 0.7              | 29/02/2024 | Executive Board members                                   | --           | EB review   |
| 0.8              | 05/03/2024 | Anabela Isidro, Hugo Soares, Yasmin Fonseca,              | AICIB        | Quality Review  |
| 0.9              | 31/07/2024 | Yasmin Fonseca  | AICIB        | Addition of "Project Officer" row in the document control table |
| 1.0              | 7/03/2025  | Olatz Murua, Ainhoa Egizabal, Carmen Pastor               | TECNALIA     | Integration of reviewers' comments (first project review)       |
| 1.1              | 11/03/2025 | Anabela Isidro, Hugo Soares, Yasmin Fonseca,              | AICIB        | Integration of reviewers' comments (first project review)       |
| 1.2              | 17/03/2025 | Olatz Murua, Ainhoa Egizabal, Carmen Pastor               | TECNALIA     | Review of version 1.1 and finalization of the document          |

### Disclaimer:

Funded by the European Union under the Horizon Europe Framework Programme. Grant Agreement N°: 101104587. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Health and Digital Executive Agency (HaDEA). Neither the European Union nor the granting authority can be held responsible for them.

## Table of Contents

|   |    |
|---|----|
| 1. Introduction .....                         | 4  |
| 2. Purpose and Scope .....                    | 5  |
| 3. Key Performance Indicators.....            | 6  |
| 4. Evaluation methodology and tools.....      | 14 |
| 5. Conclusions.....                           | 16 |
| Annex I - Template for results' analysis..... | 17 |

## Table of Figures

|   |    |
|---|----|
| Figure 1 Monitoring and Evaluation Process.....                                   | 14 |
| Figure 2 Traffic Light System for monitoring the status of KPIs achievement. .... | 15 |

## Abbreviations

|         |  |
|---------|--|
| EBCP    | Europe's Beating Cancer Plan                             |
| ECHO S  | Establishing Cancer Mission Hubs: Networks and Synergies |
| KPI(s)  | Key Performance Indicator(s)                             |
| WP      | Work Package   |
| NMCH(s) | National Mission Cancer Hub(s)                           |

# 1. Introduction

This document serves as a vital tool for monitoring and evaluating the implementation of ECHO S (Establishing Cancer Mission Hubs: Networks and Synergies) project, a collaborative initiative that unites organisations from 28 countries with the common goal of promoting the implementation of the European Cancer Mission and Europe's Beating Cancer Plan (EBCP). Through the establishment of National Cancer Mission Hubs (NCMHs), ECHO S aims to bridge European-level strategic objectives to tangible actions at national levels.

This impact assessment template focus in four key areas:

**NCMH Establishment and Performance:** Assess the success of creating and operationalising NCMHs across Europe, evaluating their geographical reach, functionality, and alignment with project goals.

**Stakeholder Engagement and Participation:** Foster the effective mobilization of researchers, policymakers, patient advocates, and the broader community, by NCMHs by sharing best practices, organizing trainings, educational seminars among other activities.

**Synergy Creation:** Evaluate the project's capacity to forge high-level and operational connections between different levels (European, National, regional, local) and beyond the Mission on Cancer, analysing the establishment of collaborative networks and joint initiatives.

**Set the scene for the future Network of NCMHs:** Monitor the progress of the development of an operational blueprint for the implementation of a future, sustainable, EU structure that will connect NCMHs transnationally (phase II).

By using instructions in this document, ECHO S will gather crucial data to understand the project's progress, identify areas for improvement, and inform strategic decisions for its Phase II. Ultimately, this evaluation strives to solidify ECHO S' role as a cornerstone for translating the European Cancer Mission and EBPC into a united front against cancer across Europe.

## 2. Purpose and Scope

NCMHs are brand-new conceptual structures aiming to bridge European Mission-oriented research and innovation programs with National, Regional, and Local communities targeting active participation of these. Given their critical role, meticulous monitoring and evaluation of ECHO S implementation is essential for their success. This is the objective of Task 1.3 in ECHO S WP1.

### **Monitoring Success: Key Performance Indicators**

During the initial stage, key performance indicators (KPIs) were established to track the implementation of ECHO S. These indicators focus on two key areas:

**i. Project Development and Goals:** KPIs derived from the Project Management Plan, measuring progress towards established objectives and adherence to timelines.

**ii. NCMH Creation and Performance:** KPIs related to Tasks 2.1 and 6.2, respectively, assessing the establishment, functionality, and effectiveness of NCMHs in promoting community engagement and driving mission-aligned research activities.

### **Shaping the Future: Project Status Reports**

The findings of this evaluation will be consolidated in Deliverables 1.4 to 1.6, summarising the project's major achievements and challenges. This crucial information will serve as a baseline for future ECHO S activities, guiding strategic decisions and ensuring continued progress towards its mission during the Phase II funding period.

### 3.Key Performance Indicators

The development of Key Performance Indicators began with a thorough analysis of the project's objectives. Each objective was carefully examined and linked to relevant activities within each WP. This ensures a strong alignment between overall goals and specific actions, as well as transparent and measurable tracking of progress, enabling timely adjustments and optimisations as needed. 55 Project KPIs were identified, and the means of verification and corresponding targets established.

Some of the target values have not yet been defined due to the uncertainties derived from the novelty of the topic. In these cases, target values will be assigned later, during the project development, as the project progresses in the realisation of its various activities.

Table 1 ECHoS Project Objectives

| KPI ID# | OBJECTIVE |   | KPI SHORT DESCRIPTION                           | Means of verification | Target value | Date of Verification |
|---------|-----------|---|---|-----------------------|--------------|----------------------|
| 1       | GO1       | To promote the creation of National Cancer Mission Hubs in MS/AC  | No of established NCMHs in MS/ACs by March 2026 | Final report          | 20           | M36                  |
| 2       | SO1       | To map hub-like structures, identify common traits and unique features, strengths, and needs, as well as encourage knowledge exchange | No of existing NCMH-Like structures             | MS5                   | 10           | M10                  |



|   |  |  |                                 |     |     |
|---|--|--|---------------------------------|-----|-----|
| 3 |  | % of ECHO-S partner countries with NCMH-like structures  | MS5                             | 37% | M10 |
| 4 |  | Development of a comprehensive map of identified NCMH-like structures                                      | MS5                             | 1   | M10 |
| 5 |  | Number of identified common traits and unique features shared by different identified NCMH-like structures | MS5 & Periodic and Final Report | 3   | M10 |
| 6 |  | Development of a typology or classification system categorising structures based on shared characteristics | Final Report                    | 1   | M36 |
| 7 |  | Number of key strengths and needs identified for different types of NCMH-like structures                   | Consultation meeting minutes    | 5   | M36 |
| 8 |  | Development of a report summarising the identified   | Country specific reports        | 1   | M33 |



|    |     |   |  |   |     |     |
|----|-----|---|--|---|-----|-----|
|    |     |   | strengths and needs, categorised by structure type   |   |     |     |
| 9  |     |   | ECHoS, SAB and Mission Board members endorsement with the identified strengths and needs assessment (ECHoS members; SAB & Mission Board experts) | Workshop reports & SAB feedback & Cancer Mission Board feedback     | 1   | M36 |
| 10 |     |   | Number of knowledge exchange events (e.g., workshops, webinars) organised between NCMH-like structures   | MS6   | 6   | M36 |
| 11 |     |   | Number of participants reached through knowledge exchange activities   | Final Report  | 35  | M36 |
| 12 |     |   | Number of collaborative initiatives established between NCMHs-like structures  | Final Report  | 3   | M36 |
| 13 | SO2 | To define Conceptual models of NCMHs acting at national, regional, and local levels, including minimal requirements and guideline for operation (D2.1, M18) | Development of a comprehensive report describing conceptual models for NCMHs   | D2.1  | 1   | M18 |
| 14 |     |   | Degree of alignment (average) between established NCMHs and the corresponding conceptual models  | D2.1  | 80% | M36 |
| 15 |     |   | Rate of adoption and utilisation of the guidelines by established NCMHs  | Bespoken implementation plan of MS/AC and Periodic and Final Report | 80% | M36 |
| 16 | GO2 | To establish a network of support to advance Cancer Mission across Europe   | Number of knowledge dissemination webinars and workshops organised   | Periodic and Final Report   | 8   | M36 |





|    |     |  |   |                           |    |     |
|----|-----|--|---|---------------------------|----|-----|
| 17 |     |  | Number of participants reached through network activities                                   | Final Report              | 50 | M36 |
| 18 | SO3 | To develop prototype impact models for the Cancer Mission subareas prevention, early detection and treatment, quality of life and survivorship) to be adapted and implemented by NCMHs | Number of prototype impact models addressing each Cancer Mission subarea                    | D3.2                      | 4  | M22 |
| 19 |     |  | Endorsement by independent experts (SAB & Mission Board members)                            | D3.2                      | 3  | M36 |
| 20 |     |  | Number of concrete initiatives or activities developed by NCMHs based on the adapted models | Periodic and Final Report | 3  | M36 |

|    |     |  |  |               |                  |     |
|----|-----|--|--|---------------|------------------|-----|
| 21 | SO4 | To stimulate the systemic engagement of NCMHs with relevant stakeholder groups, activating bottom-up contributions through expanded stakeholders and citizen engagement activities | Number of stakeholder groups identified and mapped as relevant   | D3.1          | 300              | M36 |
| 22 |     |  | Number of activities (ex: seminars) or resources provided to NCMHs on effective stakeholder engagement | D3.3          | 4                | M32 |
| 23 |     |  | Number of stakeholders actively engaged with NCMHs through various activities (by stakeholder group)   | D3.1          | 4                | M18 |
| 24 |     |  | Number of replies regarding citizen engagement on activities and decision-making (landscape analysis)  | MS13 and MS14 | 27               | M35 |
| 25 |     |  | Average level of citizen engagement maturity across participating countries in ECHoS, by March 2026    | MS13 and MS14 | Phase 1 Maturity | M35 |
| 26 |     |  | Number of flagship events organised to support NCMH capacity building in citizen engagement            | Final Report  | 2                | M36 |



|    |     |  |   |                           |     |     |
|----|-----|--|---|---------------------------|-----|-----|
| 27 |     |  | Number of attendees participating in ECHoS Flagship events in citizen engagement  | Periodic and Final Report | 150 | M36 |
| 28 | SO5 | To provide NCMHs with tools for effective citizen engagement and participation and to assess NCMH level of maturity regarding citizen engagement | N. of views/download of landscape analysis (previously: maturity map) from website  | MS13 and MS14             | 130 | M35 |
| 29 |     |  | Number of resources offered, addressing different aspects of citizen engagement (e.g., communication materials, training modules, online platforms) | D6.3                      | 3   | M18 |

|    |     |   |  |                        |        |     |
|----|-----|---|--|------------------------|--------|-----|
| 30 | GO3 | To create synergies for the implementation of the Cancer Mission with other European initiatives towards a "Cancer in all" approach                               | Comprehensive summary identifying initiatives and synergies established  | Final Report           | 1      | M36 |
| 31 | SO6 | To create a Liaison Committee (MS4.1, M1) for high-level representation of the ECHOS project enabling effective policy dialogues and synergies with EU structures | Establishment of the Liaison Committee within designated timeframe   | MS10 & Meeting Minutes | M4     | M4  |
| 32 |     |   | Development and adoption of Terms of reference for the governance of the committee                             | MS10 & Meeting Minutes | M3     | M4  |
| 33 |     |   | Number of committee meetings   | Meeting Minutes        | 6      | M36 |
| 34 |     |   | Number of organised meetings or interactions with relevant EU policymakers or officials                        | Final Report           | 1/year | M36 |
| 35 |     |   | Number of joint policy recommendations or statements developed by the committee and EU partners, by March 2026 | Final Report           | 1      | M36 |
| 36 |     |   | Number of activities where the committee facilitated synergies   | Final Report           | 1      | M36 |



|    |     |  |  |   |    |     |
|----|-----|--|--|---|----|-----|
|    |     |  | between ECHoS and other relevant EU Bodies   |   |    |     |
| 37 | SO7 | To create opportunities for collaborative research, joint policy dialogues and joint events with EU and national initiatives   | Number of relevant European initiatives identified and mapped, categorised by area   | D4.2  | 20 | M6  |
| 38 |     |  | Number of collaborations established with EU initiatives relevant to research, policy, or event organisation   | D4.3, D6.3, D6.4 and D6.5                       | 3  | M36 |
| 39 |     |  | Number of policy dialogues or workshops organised in collaboration with key partners, addressing relevant thematic areas   | Workshop reports and Periodic and Final Reports | 6  | M36 |
| 40 |     |  | Number of joint events (conferences, webinars, stakeholder meetings) successfully conducted  | Final Reports                                   | 3  | M36 |
| 41 |     |  | Number of participants reached in the joint events   | Final Reports                                   | 50 | M36 |
| 42 | GO4 | To create foundations for a European network of NCMHs by developing a business continuity and operations model framework   | Completion of a comprehensive report outlining recommendations for sustainable network governance, business models, legal status, and strategic positioning, within set deadlines  | D5.1  | 1  | M36 |
| 43 | SO8 | To prepare for the sustainability of the future NCMHs Network by formulating recommendations on governance, business models, legal status, and strategic positioning | Level of engagement of diverse stakeholders (NCMH representatives, policymakers, funding bodies) in the development process through workshops, surveys, or interviews. <ul style="list-style-type: none"> <li>Number of countries represented in 5.1 survey respondents</li> <li>Number of bilateral interviews held with experts</li> </ul> | MS11  | 20 | M14 |
| 44 |     |  |  |   | 4  |     |
| 45 |     |  |  |   | 2  |     |



|    |  |  |  |      |   |     |
|----|--|--|--|------|---|-----|
|    |  |  | <ul style="list-style-type: none"> <li>Number of consultations (external and internal stakeholders)</li> </ul>           |      |   |     |
| 46 |  |  | Number of Workshop for stakeholder engagement regarding the concept development of EU networks of NCMHs                  | MS11 | 1 | M14 |
| 47 |  |  | Number of interviews with identified networks  | MS12 | 8 | M24 |
| 48 |  |  | Number of analysed models for "Business continuity model".   | MS12 | 4 | M24 |
| 49 |  |  | Level of detail and comprehensiveness of recommendations, assessed by independent experts (SAB & Mission Board Members). | D5.1 | 2 | M36 |

|    |     |  |   |                                 |                                   |               |
|----|-----|--|---|---------------------------------|-----------------------------------|---------------|
| 50 | SO9 | To ensure effective communication of Cancer Mission objectives across the cancer ecosystem and society beyond health and research communities (D6.1 and D 6.2 M3). | Development and implementation of a comprehensive communication strategy targeting diverse audiences (general public, policymakers, patient groups, etc.) by M6 | Activity Reports, D6.1 and D6.2 | 1                                 | M4            |
| 51 |     |  | Creation of accessible and engaging communication materials (e.g., brochures, videos, social media campaigns)   | Activity Reports, D6.1 and D6.2 | 13(M1 2)<br>14 (M24),<br>15 (M36) | M12, M24, M36 |
| 52 |     |  | Number of different communication channels utilised to reach diverse audiences (e.g., traditional media, social media, community events)                        | Activity Reports, D6.1 and D6.2 | 5                                 | M4            |



|    |  |  |  |                                 |                                     |                 |
|----|--|--|--|---------------------------------|-------------------------------------|-----------------|
| 53 |  |  | Number of people reached through different communication channels and activities                                     | Activity Reports, D6.1 and D6.2 | 500(M12)<br>2000(M24)<br>4.500(M36) | M12, M24<br>M36 |
| 54 |  |  | Level of engagement with communication materials (e.g., website visits, social media interactions, event attendance) | Activity Reports, D6.1 and D6.2 | 10.000(M24)<br>30.000(M36)          | M24, M36        |
| 55 |  |  | Number of Pan-European events participated/co-organised  | Final Project periodic report   | 6                                   | M36             |
| 56 |  |  | Number of MS/AC participating in ECHOS Flagship events   | Final Project periodic report   | 28                                  | M36             |
| 57 |  |  | Number of participants in ECHoS Flagship events  | Final Project periodic report   | 600                                 | M36             |



## 4. Evaluation methodology and tools

The collection of data (fig. 2) required for monitoring KPIs will be carried by task 1.3 leaders, TECNALIA, using the sources described in the means of verification column of Table 1. In order to track the project's performance and progress against defined KPIs, these will be yearly reviewed and may be updated whenever justified. This will ensure that KPIS stay responsive to evolving project dynamics and that they maintain their relevance and alignment with project goals.

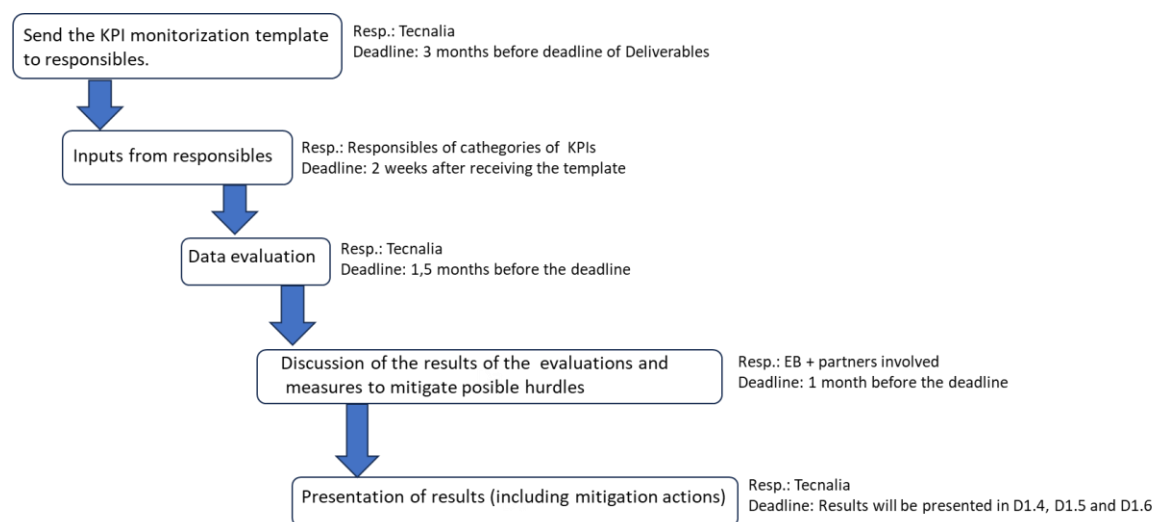


Figure 1 Monitoring and Evaluation Process

Data evaluation *and analysis* will be carried out. The results obtained will be compared with the planned target values for:

- Reflecting the ongoing status of the project
- Identifying potential issues, bottlenecks, and risks
- Identifying areas of improvement
- Adjusting
- Formulating Implementing risk mitigation strategies

A system based in traffic lights (fig.2) will be used to indicate the status of these comparisons, and for internal tracking of the project and its activities:

- **Green lights** indicate full accomplishment of the KPI.
- **Yellow lights** indicate that a closer follow up is needed to ensure the accomplishment of the respective KPI.
- **Red lights** indicate that an intervention is needed to remedy the deviation from the planned activities.

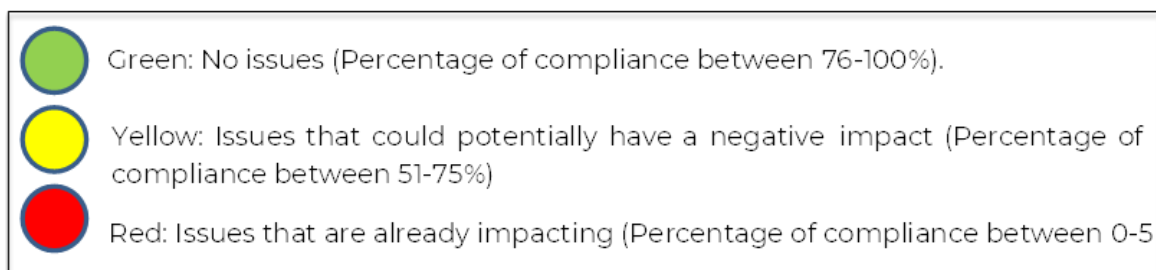


Figure 2 Traffic Light System for monitoring the status of KPIs achievement.

The results of the evaluation will be presented during EB (Executive Board) meetings and discussions on how to mitigate possible hurdles and measures to overcome them will be promoted. The collected and analysed information will be presented in the project status reports (D1.4, D1.5 and D1.6).

## 5. Conclusions












This document serves as a cornerstone of the project, ensuring that ECHO S delivers the desired outcomes and progresses along the established timeline. The impact assessment plan presented here serves as a comprehensive roadmap, enabling monitoring of the project's developments, identify strengths, and acknowledge any limitations of ECHO S. It is a vital tool for gathering valuable data to make informed decisions about our future direction.

Given the inherent uncertainties stemming from the novelty of the topic, the impact assessment template will undergo continuous monitoring and updates as necessary, ensuring its ongoing relevance and applicability. This effort will be closely coordinated with the project's leadership team and Work Package leaders.

In essence, the impact assessment template offers a robust framework for evaluating the project's advancement, playing a pivotal role in enhancing efficiency and bolstering the sustainability of ECHO S.



## Annex I - Template for results' analysis

| KPI ID # | KPI definition | KPI (Year X) |          | Status   | Proposed mitigation action plan for deviations<br>(if necessary) | Due Date |
|----------|----------------|--------------|----------|--|--|----------|
|          |                | Target       | Achieved |  |  |          |
|          |                |              |          |  <input type="checkbox"/><br> <input type="checkbox"/><br> <input type="checkbox"/>       |  |          |
|          |                |              |          |  <input type="checkbox"/><br> <input type="checkbox"/><br> <input type="checkbox"/>       |  |          |
|          |                |              |          |  <input type="checkbox"/><br> <input type="checkbox"/><br> <input type="checkbox"/>       |  |          |
|          |                |              |          |  <input type="checkbox"/><br> <input type="checkbox"/><br> <input type="checkbox"/>  |  |          |
|          |                |              |          |  <input type="checkbox"/><br> <input type="checkbox"/><br> <input type="checkbox"/> |  |          |



Funded by  
the European Union