

ECHoS

Cancer Mission Hubs

Project Status Report I

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Table of Contents

1	Purpose and Scope	5
2	Progress Towards ECHO S Objectives.....	7
	General Objective 1: To promote the creation of National Cancer Mission Hubs in MS/AC.....	7
	General Objective 2 - To establish a network of support to advance Cancer Mission across Europe.....	9
	General Objective 3 - To create synergies for the implementation of the Cancer Mission with other European initiatives towards a "Cancer in all" approach.....	10
	General Objective 4 - To create foundations for a European network of NCMHs by developing a business continuity and operations model framework	11
3	Conclusions.....	13
4	Annex I – KPIs Table	14
5	Annex II Result's analysis of the project M1-M12	1

Table of figures

Table 1 - Progress towards ECHO S General Objective 1	7
Table 2 - Progress towards ECHO S General Objective 2	10
Table 3 - Progress towards ECHO S General Objective 4.....	11
Table 4 - ECHO S Project Objectives and KPIs.....	Error! Bookmark not defined.

Abbreviations

ECHO S	Establishing Cancer Mission Hubs: Networks and Synergies
KPI	Key Performance Indicator
WP	Work Package
MS/AC	Member States/Associated Countries
NCMH(s)	National Cancer Mission Hub(s)

1 Purpose and Scope

ECHO S (Establishing Cancer Mission Hubs: Networks and Synergies) project, is 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 the gap between ambitious European-level objectives and tangible action at the national level.

ECHO S has four main General Objectives (GO):

- GO1: To promote the creation of National Cancer Mission Hubs (NCMHs) in each Member State / Associated Country (MS/AC). To do so, ECHO S has set the goal to map existing and emerging hub-like structures (Specific Objective 1, SO1) and to define conceptual models of NCMHs acting at national, regional, and local levels, including minimal requirements and guidelines for operation (SO 2).
- GO2: To establish a network of support to advance Cancer Mission across Europe. To this end, ECHO S will develop prototype impact models for the Cancer Mission subareas to be adapted and implemented by NCMHs (SO3). The project also commits to stimulate the systemic engagement of NCMHs with relevant stakeholder groups (SO4) and to provide NCMHs with tools for effective citizen engagement and participation (SO5).
- GO3: To create synergies for the implementation of the Cancer Mission with other European initiatives towards a “Cancer in all” approach. To achieve this, ECHO S will create a Liaison Committee for high-level representation (SO6), as well as to create opportunities for collaborative research, joint policy dialogues and joint events with EU and national initiatives (SO7)
- GO4: To create foundations for a European network of NCMHs by developing a business continuity and operations model framework. In order to achieve this general objective, ECHO S aims to prepare for the sustainability of the future NCMHs network (SO8) and to ensure effective communication of Cancer Mission objectives across the cancer ecosystem (SO9).

The project's progress is being evaluated against these objectives through a set of Key Performance Indicators (KPIs), as outlined in D1.3. This approach ensures that the evaluation directly aligns with project goals and allows measuring success throughout the project's timeframe. The current Project Status Report analyses the project's performance during its first year (M1 to M12). This crucial information serves as a baseline for future ECHO S activities, guiding strategic decisions and ensuring continued progress towards its mission.

The evaluation has been carried out in accordance with the evaluation methodology established in D1.3. The KPIs have been reviewed to track the project's performance and progress, ensuring their continued relevance and alignment with project goals.

Following the defined process, data evaluation and analysis have been performed, comparing the results with the planned target values to assess the project's ongoing status, identify potential risks and bottlenecks, and implement necessary mitigation strategies. The traffic light system has been applied to indicate KPI status, allowing for structured internal tracking of project activities and timely interventions when required.

In this report, the template for results analysis, is included in Annex II.

2 Progress Towards ECHO S Objectives

General Objective 1: To promote the creation of National Cancer Mission Hubs in MS/AC

Table 1 - Progress towards ECHO S General Objective 1

KPI ID#	OBJECTIVE	KPI SHORT DESCRIPTION	Means of verification	Target value	Observed Value	Time of Verification
2	SO1 To map hub-like structures, identify common traits and unique features, strengths, and needs, as well as encourage knowledge exchange	Number of existing NCMH-Like structures	MS5	10	12	M10
3		% of ECHO S partner countries with NCMH-like structures	MS5	37%	42%	M10
4		Development of a comprehensive map of identified NCMH-like structures	MS5	1	1	M10
5		Number of identified common traits and unique features shared by different NCMH-like structures	MS5 & Periodic and Final Report	3	3 common traits 2 unique features	M10

Overall, the table indicates significant progress towards the promotion of the creation of National Cancer Mission Hubs (NCMHs) (GO1). While the establishment of the NCMHs is still in progress, a comprehensive mapping of existing NCMH-like structures has been completed, revealing that 12 countries (42%) already have such structures in place. This mapping provides an important overview of the European landscape, as the different Hub-like structures represent to a certain extent a future NCMH, some already having very successful collaborations with the private sectors (for example, the Norway and Sweden), some representing structures built solely by the coalition of the will (for example, Netherlands) and other with governmental endorsement.

The existing NCMH-like structures share three common traits: governmental endorsement, operation at the national level, and the activities they perform. Additionally, two unique aspects distinguish them: their organizational structure and funding sources. Understanding these existing structures allows the project to

leverage best practices, identify potential gaps, and tailor the development of NCMHs to each country's specific needs.

The formal creation of the 20 NCMHs is a step-by-step process. As indicated in the Grant Agreement the creation of the first NCMH (Milestone 7) is foreseen in Month 24 (March 2025). These efforts lay the groundwork for the successful creation of NCMHs by:

- Offering a clearer understanding of national needs and existing capacities.
- Facilitating strong collaborations with key national stakeholders.
- Allowing for the adaptation of proven models from existing structures to new contexts.
- Laying the groundwork for sustainable, long-term NCMH development.

In summary, while the establishment of the NCMHs is still underway, the project is steadily progressing. Baseline activities, such as mapping existing structures, are generating valuable momentum toward the successful achievement of GO1 by Month 36.

General Objective 2 - To establish a network of support to advance Cancer Mission across Europe

As the Project Status Report evaluates the advancement of ECHoS from Month 1 to Month 12, the KPIs associated with GO2 slated for verification starting from Month 13 onward, are not encompassed in the current assessment.

General Objective 3 - To create synergies for the implementation of the Cancer Mission with other European initiatives towards a "Cancer in all" approach

Table 2 - Progress towards ECHO S General Objective 3

KPI ID#	OBJECTIVE	KPI SHORT DESCRIPTION	Means of verification	Target value	Observed Value	Time of Verification
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
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	68
						M6

General Objective 3 is advancing as scheduled. The LC is established with its Terms of Reference defined. The target number of European initiatives has been identified and mapped totalizing 68 initiatives and providing the basis for future contacts and synergies.

General Objective 4 - To create foundations for a European network of NCMHs by developing a business continuity and operations model framework

Table 3 - Progress towards ECHO S General Objective 4

KPI ID#	OBJECTIVE		KPI SHORT DESCRIPTION	Means of verification	Target value	Observed Value	Time of Verification
46	SO8	To prepare for the sustainability of the future NCMHs Network by formulating recommendations on governance, business models, legal status, and strategic positioning	Number of Workshops for stakeholder engagement regarding the concept development of EU networks of NCMHs	MS11	1	1	M14
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	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	13	M12
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	3	M4
53			Number of people reached through different communication channels and activities	Activity Reports, D6.1 and D6.2	500	841	M12

The table illustrates significant strides toward establishing the groundwork for a European network of NCMHs (GO4). Additionally, a comprehensive Dissemination and Communication Plan (DCP) was formulated during M4.

Notably, in the same month, the ECHoS website was launched in tandem with the establishment of various social media channels, facilitating broader outreach.

Despite the Time of Verification of KPI 45 (Number of workshops for stakeholder engagement regarding the concept development of EU networks of NCMHs) initial scheduling for M14, a workshop engaging experts to deliberate on the future network's activities was successfully conducted in M8 of the project.

3 Conclusions

During its first year ECHO S has made commendable strides toward its objectives. A remarkable 92% of the KPIs set for the first 12 months were successfully attained, encompassing 12 out of 13 KPIs. Notably, one KPI established for month 14 was accomplished on month 8 and another set for month 36 showed a 33% achievement level by month 12. In sum, the project accomplished 21% of all KPIs delineated, marking achievement in 12 out of 57 targets (Annex I).

Overall, ECHO S demonstrates good advancements in its management practices, namely regarding the implementation of the Project Management Plan, definition of measurable criteria aligned with established objectives, and adherence to timelines. Additionally, as KPIs for this first year have progressed as planned, so, a mitigation plan has not been required.

The activities conducted were pivotal in several key areas:

- Promotion of the creation of National Cancer Mission Hubs (GO1). Through the mapping exercise and identification of common traits and unique features, strengths among NCMH-like structures these efforts will contribute significantly to shaping the conceptual models of NCMHs (D2.1). Additionally, the insights gained will inform the development of a Manual/eBook.
- Synergies for the implementation of the Cancer Mission (GO3). Activities such the creation of the Liaison Committee and identification of initiatives have been instrumental in planning the high-level representation of the project, as well as the involvement of relevant stakeholders and initiatives. These foundational efforts will play a crucial role in enhancing stakeholder involvement and promoting impactful synergies throughout the second year of implementation.
- The future of European network of NCMHs (GO4). Through the workshop and survey to identify and define possible services, as well as the positioning of the future network significant progress has been made towards the development of the Strategic Roadmap for the implementation of future European Network of NCMHs (D5.1).

4 Annex I – KPIs Table

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 ECHoS 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 strengths and needs, categorised by structure type	Country specific reports	1	M33
9			ECHO S, SAB and Mission Board members endorsement with the identified strengths and needs assessment (ECHO S 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	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		life and survivorship) to be adapted and implemented by NCMHs	Number of concrete initiatives or activities developed by NCMHs based on the adapted models	Periodic and Final Report	3	M36
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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	Comprehensive summary identifying initiatives and synergies established	Final Report	1	M36
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		"Cancer in all" approach				
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 between ECHoS and other relevant EU Bodies	Final Report	1	M36
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	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	Level of engagement of diverse stakeholders (NCMH representatives, policymakers,	MS11	20	M14
44					4	






45		by formulating recommendations on governance, business models, legal status, and strategic positioning	funding bodies) in the development process through workshops, surveys, or interviews. <ul style="list-style-type: none"> • Number of countries represented in 5.1 survey respondents • Number of bilateral interviews held with experts • Number of consultations (external and internal stakeholders) 		2	
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(M 12) 14 (M24),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) 2000(M24) 4.500(M36)	M12, M24, 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) 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 ECHO S Flagship events	Final Project periodic report	600	M36

5 Annex II Result's analysis of the project M1-M12

KPI ID#	KPI definition	KPI (Year 1)		Status	Proposed mitigation action plan for deviations (if necessary)	Due Date
		Target	Achieved			
2	N° of existing NCMH-Like structures	10	12		Not required.	M10
3	% of ECHO S partner countries with NCMH-like structures	37%	42%		Not required.	M10
4	Development of a comprehensive map of identified NCMH-like structures	1	1		Not required.	M10
5	Number of identified common traits and unique features shared by different NCMH-like structures	3	3 common traits 2 unique features identified		Not required.	M10
31	Establishment of the Liaison Committee within designated timeframe	M4	M4		Not required.	M4
32	Development and adoption of Terms of reference for the governance of the committee	M3	M4		Not required.	M4
37	Number of relevant European initiatives	20	68		Not required	M6

	identified and mapped, categorised by area					
46	Number of workshops for stakeholder engagement regarding the concept development of EU networks of NCMHs	1	1		Not required.	M8
50	Development and implementation of a comprehensive communication strategy targeting diverse audiences (general public, policymakers, patient groups, etc.) by M6	1	1		Not required.	M4
51	Creation of accessible and engaging communication materials (e.g., brochures, videos, social media campaigns)	13	13		Not required	M12
52	Number of different communication channels utilised to reach diverse audiences (e.g., traditional media, social media, community events)	5	3		It has been monitorized and it has been achieved on M18	M4
53	Number of people reached through different communication channels and activities by March 2026	500	841		Achieved	M12



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