



Empowering EU health policies
on Task SHifting



D3.2 MID-TERM EVALUATION REPORT

30/09/2022



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1. Executive summary

The main results of this mid-term evaluation of the TaSHI project are very positive. All of the deliverables and milestones are achieved, all Work Packages (WPs) are running according to plan. Members of the TaSHI Consortium (i.e. the TaSHI consortium members and partners, WP leaders and pilot implementers) as well as the external TaSHI Advisory Board show high satisfaction with the coordination and evolution of the project. The evaluation shows that the alignment of the ‘content’ Work Packages 4 and 5 remains an important attention point, in order to develop a conceptual framework that supports professional and digital learning in task shifting, across the different countries and sectors that are set-up as pilot sites for the TaSHI project.

2. Introduction and goals

TaSHI stands for “Empowering EU health policies on Task SHifting”. Health workforce planning systems show a high variety of maturity in the EU. Member States tend to focus on diverse aspects of managing health workforces and health policy focuses on optimising the operation of health systems by various measures. Initiatives on task shifting can contribute to more effective organisation of care and human resources for health management at different levels, so committing to improve efficient and sustainable health systems in innovative ways. The main objectives of the TaSHI project are to provide a novel understanding and up-to-date knowledge on task shifting and on transferability and uptake of good practices in implementation.

This Deliverable 3.2 is the second deliverable of Work Package (WP) 3 of the TaSHI project. It provides an interim (mid-term) evaluation report for the TaSHI project, which will answer the set of evaluation questions drafted in the Evaluation Plan (D3.1). Moreover, this interim report summarises each of the steps outlined in the evaluation plan based on actual activities undertaken.

The first goal of the mid-term evaluation is to verify if the TaSHI project is being implemented as planned and will reach its defined five specific objectives, which are as follows:

1. To provide a novel understanding and up-to-date knowledge on task shifting and on transferability and uptake of good practices in implementation.
2. To apply different methods of analyses in order to provide added value on the concept, notion, and implementation of task shifting at EU-, national- and regional levels.
3. To perform pilots at five implementation sites to gather evidence and data on the different types of task shifting (e.g. working time re-allocation, re-considered scope of practices in primary care, mental health care, radiology and ophthalmology, benefiting from telemedicine and digital health).

4. To aim to facilitate dialogues and knowledge exchanges between the relevant stakeholders.
5. To deliver a collection of good practices, useful tools and methods, a guidebook on task shifting supporting the real-life implementation, case studies on the pilots' experiences, practical training materials and curriculum, and a set of recommendations.

This mid-term evaluation report of the TaSHI project also includes features of a formative evaluation as described in the Evaluation Plan (D3.1).

The second goal of this report is to answer the questions as formulated in the Evaluation Plan, to verify if the TaSHI project itself is being implemented as planned and reaches its defined objectives:

- Is the TASHI project being implemented as planned?
- Are the TASHI project's outputs and outcomes delivered as defined?
- Will the outputs / outcomes of the TASHI project have the impact envisioned?
- Are the tasks undertaken contributing to the outputs / outcomes defined?
- Is the project in line with the original schedule?
- Will the outputs / outcomes have the level of quality as originally expected?
- Is the project managed well?
- Is the internal and external communication in the TASHI project sufficient?
- Is the awareness of the risks within the TASHI project sufficient?
- Is decision-making done according to the Consortium Agreement (CA)?
- Are the resources allocated to carry out the various tasks sufficient?
- What barriers and facilitators were encountered during TASHI implementation?

3. Method and approach of this mid-term evaluation

This mid-term evaluation has focused on the TaSHI project over the 18 months since its kick-off. The evaluation methodology is aimed to describe how the project actually operates, particularly during the early stages, and to ascertain why certain things are happening, how the parts of the project fit together, and how the consortium members perceive(d) the project. Methods have been chosen based on the evaluation aspect concerned, the specific question to be answered and accompanying indicators.

As this mid-term evaluation is primarily internally oriented, the target audience are those who have a responsibility for planning, managing and delivering the TaSHI project milestones and deliverables. These are the project WP leaders and staff members from the Consortium. The main author of this mid-term evaluation report and WP3 leader (Nivel, or onwards 'the evaluator') has worked closely with the project leaders and staff members. Not only to

develop an understanding of how a particular task has been implemented, but also to be in a position to provide feedback on problems and progress from an interactive role.

Nivel, as leader of the evaluation work package (WP3), developed the Evaluation Plan (Deliverable 3.1), which was first approved by the TaSHI Consortium and ultimately by the Project Officer from HaDEA. From M3 to M18, the Nivel team performed a continuous task in carrying out the activities of the evaluation plan and monitoring how the other consortium partners are carrying out their tasks and responsibilities in due time.

The two main tasks were:

- Identifying any discrepancy or possible delay and putting corrective measures into place when necessary.
- Monitoring the compliance of the work done with the standards set in the quality checklists.

In close collaboration with Semmelweis University (SU), the Nivel Team has reported back every month to the Consortium during the TaSHI Consortium meetings and contacted WP leaders individually where necessary.

The formative evaluation exercise is being carried out throughout the project. Information and advice to project WP leaders and staff has been offered at regular intervals during the monitoring period and the reporting procedures used have been informal via discussion groups and meetings.

The Nivel team has also performed project quality audits and reviews during the TaSHI Consortium meetings (every month). These have been in the agenda for the TaSHI Consortium meetings to discuss and decide how the results factor into project planning and implementation and lessons-learned that can benefit the project team. The Quality and Evaluation Team members have provided information related to the progress of the tasks assigned to their respective organisations by a self-evaluation questionnaire (see next chapter). Answers to this questionnaire have been discussed during the TaSHI Consortium meeting, providing additional feedback to the lead evaluator.

4. Data and sources for this mid-term evaluation

Different sources were used for this mid-term evaluation. Some of the sources were in place at the beginning of the project (i.e. the Gantt chart, indicators), others were created by WP1 to manage the project (i.e. meeting minutes). Three specific sources were developed by WP3 to enable this evaluation (i.e. TaSHI Advisory Board, peer-review system, self-evaluation questionnaire).

Gantt chart and tasks with deliverables and milestones checklist

Continuously monitoring has taken place to ensure that the evaluation plan could be executed according to planning. The central Gantt chart of the TaSHI project (see Annex 1) has been used to check how tasks have been displayed against time. A checklist containing the deliverables and milestones, their responsible partners, and the end date for submission, has been used to monitor the project implementation.

Indicators

The obtainment of each specific objective of the TaSHI project has been verified by a number of process-, output- and outcome indicators. The indicators as defined in the Evaluation Plan can be found in the overview table in Annex 2.

Meeting minutes

Monthly meeting minutes have provided documentary sources for this (formative) evaluation. During each meeting of the Consortium, an overview of the deliverables and milestones were presented, discussed and written in the monthly meeting minutes. The minutes were available for all consortium members on the TaSHI Internal Platform and Workspace.

Peer-review system

A peer-review system was in place in which all milestones and deliverables have been reviewed by members of the Consortium not involved in their development (in any case WP1 and WP3 leaders). Quality issues, if applicable, have been reported to the WP leader in charge of the milestone and deliverable and solved before final approval and submission. This system has been coordinated by Semmelweis University (SU) in compliance with legal and quality systems (e.g., data protection, research codes, research governance).

Language and style quality checks have been performed on all texts produced, considering the following criteria: i) readability, tone, impact, structuring, narrative flow, ii) spelling or grammar mistakes, limited use of abbreviations, acronyms and Jargon, appropriate use of EU terminology, and iii) correct citations.

As part of the review system, one final review of all draft Deliverables has occurred before submission of the final draft to HaDEA. Finally, post-production quality controls have been executed on the TaSHI outputs, including i) proof versus physical product, ii) print quality, iii) any other outstanding issues if present.

Self-evaluation survey

For this mid-term evaluation a self-evaluation questionnaire was conducted in 2022 among all members of the TaSHI Consortium representing all WPs within the TaSHI project. This questionnaire was accompanied by an internal discussion at the end of the first project half to

determine what has gone well and where improvements are needed. Annex 3 provides the self-evaluation questionnaire as distributed online.

TaSHI Advisory Board

The TaSHI Advisory Board (TAB) is supporting all key TaSHI activities in order to ensure objective and external project evaluation. The six TAB members come from different experienced, respected organisations that are active in the field of health workforce research, planning and policy, including task shifting (see <https://tashiproject.eu/tashi-advisory-board/>). The TAB has met three times during this evaluation period. They reflected on a number of deliverables and steps in the TaSHI project, and specifically participated in a Delphi consultation to contribute to the central framework that is developed within the TaSHI project.

5. Results of the evaluation

Planning of the WPs, Milestones and Deliverables

Annex 1 shows the Gantt chart of the TaSHI project that covers the period of this mid-term evaluation (M1-M18). This graph offers a visual of i) what the various tasks are, ii) which partner is responsible, iii) when each task begins and ends, iv) how long each task is scheduled to last, and v) where tasks overlap with other tasks and by how much. Annex 2 shows a checklist containing the TaSHI deliverables and milestones checklist for the same period.

According to the monitoring performed, all WPs are running according to planning and did not experience any delay during the period M1-M18. In addition, all Deliverables and Milestones were reached in time. For one (non-public) Deliverable, D13 (Pilot materials of the practical training materials and curriculum) extension was asked and granted by HaDEA, after which the new deadline was reached.

Self-evaluation survey

The annual project self-evaluation questionnaire was specifically conducted for this mid-term evaluation. A total of 11 members of the TaSHI Consortium, representing all WPs within the TaSHI project, participated in July 2022 and completed this self-evaluation questionnaire. The results of the evaluation questions as formulated in chapter II, are presented by Figure 1. The items are sorted by the level of agreement of the response group:

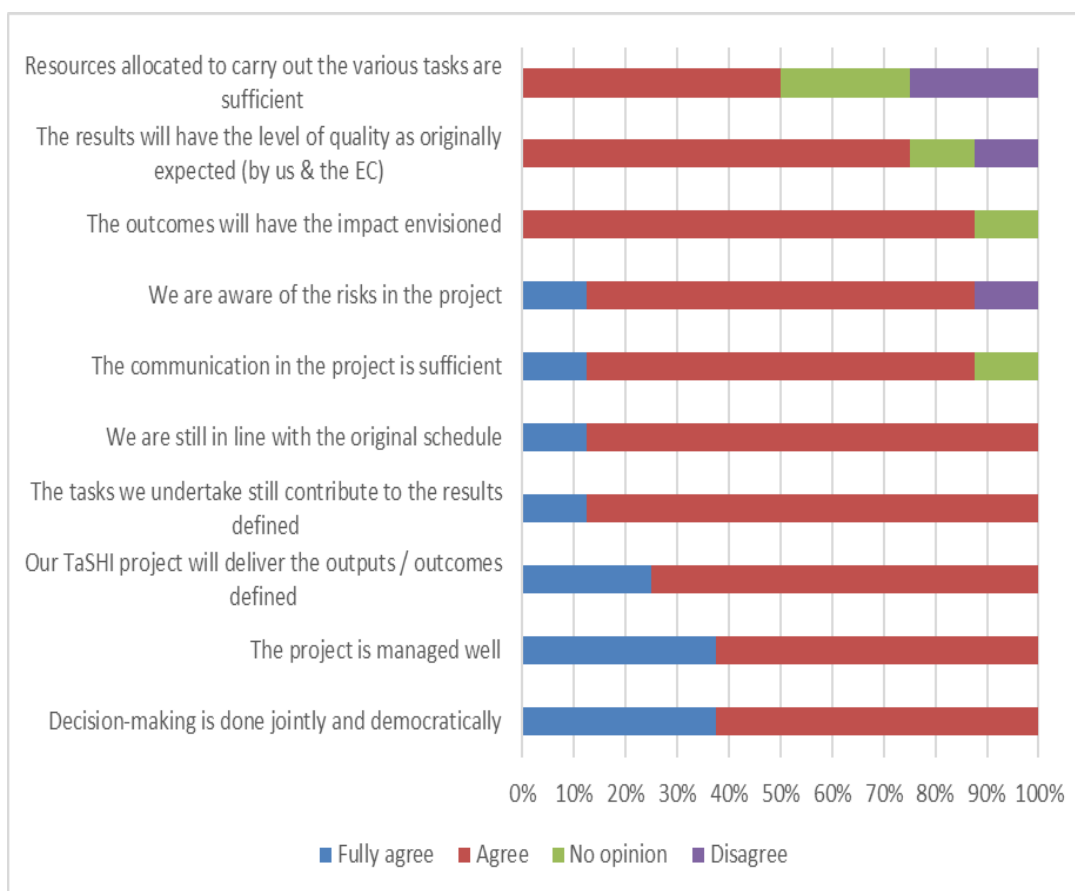


Figure 1 – Results of the self-evaluation questionnaire

A clear result is that all items are (fully) agreed by the majority of participating Consortium members. This supports the conclusion that all participants are very satisfied and confident with the project, both from a process and output perspective. Only one item shows some concern, i.e. the item that resources might not be sufficient to carry out tasks.

The positive outcomes of the items we added by an open question “What are the strong points of our TaSHI project and consortium?” which resulted in the following answers:

- *“To help and support each other sharing tools, materials and instruments which can be useful for everyone. The chance to discuss openly and honestly in group in order to do the best for the project.*
- *We feel that we have very strong and professional WP leaders and project leader. It is always interesting to listen to the discussions raised. People are solution oriented.*
- *The novelty of the topic and the real need for its uptake. Good to be part of this unique flagship project.*
- *Knowledgeable and dedicated partners.*
- *Commitment and interest from the partners to analyse and implement / improve task shifting in their country / region.*

- *Great organisation and leadership skills of Semmelweis University (SU). Great support by AGENAS for pilot sites.*
- *Commitment of all, project leadership, and about one of the most important topics in health workforce governance”.*

To remain balanced in the self-evaluation questionnaire, the opposite open question “What are the weak points of our TaSHI project and consortium?” was also posed. This brought the following answers:

- *“A lack of coordination between some partners with some activities; maybe there is a delay or a misunderstanding on the next steps.*
- *In the project probably the weakest spot can be those partners who lack of human resources at their site to deliver the project outcomes on time. At least this is in the back of our heads and we are working on our best to bring a bit bigger team around the project tasks locally.*
- *Low total budget by the call for proposals compared to the complexity and volume of tasks expected.*
- *Getting an equal level of engagement from all the consortium members.*
- *Lack of a robust task shifting framework.*
- *Pilot sites are not working/communicating together. Few communication also with the WP4.*
- *Coordination between the tasks, WPs and partners from a specific 'TaSHI perspective' on task shifting. What makes this project unique in relation to the huge amounts of task shifting research and practice that is already available?”*

These critical notions are in line with the last open question of the survey: “What are your suggestions to improve the quality of our TaSHI project and consortium?”:

- *“To ameliorate communication and coordination between partners when there is a need to work together on a task.*
- *We can work on our communication plan and activities.*
- *More proactive exchange and participation of all partners at meetings. More discussion on the content elements.*
- *Demonstrate interdependencies between different WPs, and find ways of engagement, so we do not work in silos.*
- *All should use the G-Drive, as often documents cannot be found.*
- *Stakeholder network and the engagement of stakeholders shall be increased through partners networks.*
- *To have more discussions among the partners, including also external experts, on a task shifting theoretical frameworks and on the content of the WP progresses compared to the theoretical framework.*
- *Increase exchanges between WP4 and WP5 and between pilot sites.*

- *We need more internal discussion, by all, to develop our specific conceptual roadmap and/or a conceptual/theoretical framework to steer the whole project. Of course, the pilot sites differ and this is both unavoidable and relevant; but they also need to be aligned by a framework for comparative analyses.”*

The Consortium discussed the self-evaluation results separately, organised by Nivel as WP3 leader. This resulted in a number of ideas to follow-up the suggestions. It was agreed that the agenda of the consortium meetings should specifically include time for an open discussion on the content of the key deliverables, as early as possible in the draft stage of the documents. Also, integration and application of the theoretical foundation (i.e. the learning design framework) to the pilot sites deserves specific attention in order to align them further on in the project. It is a common task of the WP leaders to secure this, and a specific attention point for WP3 as evaluator.

6. Conclusions

The main results of this mid-term evaluation of the TaSHI project are very positive. All of the deliverables and milestones are achieved, all WPs are running according to plan (see Annex 4 and 5). Members of the TaSHI Consortium (i.e. the TaSHI consortium members and partners, WP leaders and pilot implementers) as well as the external TaSHI Advisory Board show high satisfaction with the coordination and evolution of the project.

Next to all the positive scores on the evaluation items and the list of strong points of the TaSHI project mentioned, it can be concluded that the internal alignment and coordination of the TaSHI Work Packages remains a point of attention. The consortium is experienced as a strong and motivating partnership, and the frequent (monthly) meetings, communication in between, as well as the shared documentation and minutes are highly valued. During the TaSHI project, the framework that is needed to align the learning materials to support task shifting with the pilot sites (and beyond) has gradually been developed. It might have been expected that this development could have progressed faster, and by more (content-driven) collaboration between the consortium partners. Still, the Deliverables by Work Package 4 (D4.1. and D4.2) were actually realised as a result of intensive collaboration within the consortium, and so are the Milestones concerning the interconnection between WP4 and WP5. The development of a rigorous and relevant conceptual base to support professional learning in task shifting across countries and sectors (i.e. the pilot sites for the TaSHI project), is probably one of the most complex tasks within the TaSHI project. This was also recognized by the TaSHI Advisory Board, which appreciated and supported the efforts put into the conceptual framework, the report D4.1. (on the “Collection of useful tools and practices in task shifting”) and report D4.2 (on the “Pilot materials of the practical training materials and curriculum”).

7. Annexes

Annex 1: Gantt chart of the TaSHI project M1-18, by Work Package

		A p r i l	M a y	J u n e	J u l y	A u g u s t	S e p t e m b e r	O c t o b e r	N o v e m b e r	D e c e m b e r	J a n u a r y	F e b r u a r y	M a r c h	A p r i l	M a y	J u n e	J u l y	A u g u s t	S e p t e m b e r
	Lead Partner	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18
Work package 1 Project management and coordination	SU																		
<u>Task 1.1 Internal communication and documentation</u>	SU																		
Step 1.1.1 Setting up the common communication system	SU																		
1.1.1.1 Creating a common mailing list	SU																		
1.1.1.2 Creating a common repository/workspace	SU																		
1.1.1.2.1 Defining the guidelines for using the common workspace	SU																		
1.1.1.3 Regular Monthly WP leader meetings	SU																		
1.1.1.4 TaSHI Executive Board meeting and internal reporting	SU																		
1.1.1.5 Project Support Office	SU																		
D1 - Inception Report	SU																		
Milestone 1 - Kick off meeting	SU																		
Milestone 2 - Draft inception report	SU																		
Milestone 3 - Draft Progress Report	SU																		
Milestone 4 - Draft Final Report	SU																		

	Lead Partner	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18
Work package 2																			
Dissemination and Communication	SU																		
Task 2.1 Preparation of the Communication and dissemination plan	SU																		
Step 2.1.1 Defining the relevant target groups and their preferred online communication channels	SU																		
2.1.1.1 Stakeholder mapping and target audience identification	SU																		
2.1.1.1.1 More detailed stakeholder mapping by using the tool of stakeholder coverage evaluation from the "Toolkit on HWF planning"	SU																		
Step 2.2.1 Creating the visual identity and dissemination materials	SU																		
2.2.1.1 Initial leaflet and roll-up	SU																		
2.2.1.2 Templates	SU																		
Step 2.3.1 Designing the website and other online appearances	SU																		
2.3.1.1 Designing the visual appearance of the website	SU																		
2.3.1.2 Creating the contents of the website	SU																		
2.3.1.3 Updating contents on the website	SU																		
2.3.1.4 Designing the outlook newsletter	SU																		
2.3.1.5 Creating and publishing the actual edition of the newsletter	SU				E. 1.				E. 2.				E. 3.				E. 4.		
2.3.1.6 Creating and publishing EUHPP post	SU	a n n u a l l y												a n n u a l l y					
2.3.1.7 Designing social media appearances	SU																		
2.3.1.8 YouTube Channel	SU																		
2.3.1.9 Planning Webinars	SU																		
Step 2.4.1 Defining publicity guidelines, house style and logo	SU																		
2.4.1.1 Concept of visual identity	SU																		
2.4.1.2 Design of visual identity	SU																		
Task 2.2 Interim evaluation of dissemination and communication activities	SU																		

Step 2.2.1 Satisfaction survey among the stakeholders engaged towards TaSHI	SU																	
D2 - Dissemination and communication plan (including stakeholder/target audience map)	SU																	
Milestone 5 - Publicity guidelines, house style and logo	SU																	
D3 - Initial leaflet and roll-up	SU																	
D4 - Website	SU																	
Updating the website	SU																	
D5 - Mid term dissemination and communication report	SU																	
Milestone 6 - Webinar series, event execution plan	SU																	
Milestone 7 - Interim evaluation of dissemination and communication of TaSHI	SU																	
Milestone 8 - Draft report on Stakeholder management and event execution	SU																	
Stakeholder management and event execution - continuous activity	SU																	
D6 - Report on Stakeholder management and event execution	SU																	
D7 - Dissemination, communication report	SU																	
D8 - End of project booklet for the public	SU																	

	Lead Partner	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18
Work package 3 Evaluation	NIVEL																		
Task 3.1 Developing an Evaluation strategy & plan	NIVEL																		
Step 3.1.1 Objectives and Indicators	NIVEL																		
3.1.1.1 Defining the specific objectives, deliverables and milestones to be evaluated	NIVEL																		
3.1.1.2 Defining the indicators relevant to evaluate the objectives, deliverables and milestones	NIVEL																		
3.1.1.3 Defining the data that is needed to feed these indicators	NIVEL																		
3.1.1.4 Defining the ways how the evaluation will be executed	NIVEL																		
3.1.1.5 Defining evaluation instruments (from a scientific perspective and a policy and practical perspective)	NIVEL																		
3.1.1.6 Planning of the evaluation	NIVEL																		
3.1.1.7 Defining the risks, barriers, facilitators and conclusions	NIVEL																		
3.1.1.8 Defining the ways of feedback	NIVEL																		
Step 3.2.1 Setting up the TaSHI Advisory Board	NIVEL																		
TaSHI Advisory Board Meetings	NIVEL																		
Step 3.3.1 Executing of the evaluation plan	NIVEL																		
Step 3.3.4 Sustainability plan	NIVEL																		
D9 - Evaluation strategy & plan: approaches, materials, methods, tools and requirements	NIVEL																		
Milestone 9 - First draft of Evaluation strategy & plan	NIVEL																		
Milestone 10 - Update of D9 with a Sustainability plan	NIVEL																		
Evaluation activity is continuous linked to the WP outputs and results	NIVEL																		
D10 - Mid term evaluation report	NIVEL																		
D11 - Evaluation report	NIVEL																		

	Lead Partner	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18
Work package 4																			
Preparation - Knowledge management	USN - SU																		
<u>Task 4.1. Exploring and mapping existing practices in task shifting</u>	USN - SU																		
Step 4.1.1 Research - LOVU methodology	USN - SU																		
4.1.1.1 Desk research	USN - SU																		
4.1.1.2 EU project screening	USN - SU																		
4.1.1.3 Academic systematic literature review	USN - SU																		
4.1.1.4 Interviewing key informants	USN - SU																		
4.1.1.5 Mapping barriers and possible obstacles	USN - SU																		
Step 4.1.2 Gathering evidence on concepts and practice of implementation	USN - SU																		
<u>Task 4.2 Establishing education guidelines and developing practical training materials and curriculum</u>	USN - SU																		
D12 - Collection of useful tools and practices in task shifting	USN - SU																		
Milestone 11 - Use of LOVU- methodology on how to collect evidence and execute literature review	USN - SU																		
Milestone 12 - Findings of the desk research & analysing concepts	USN - SU																		
D13 - Pilot materials of the practical training materials and curriculum	USN - SU																		
Milestone 13 - Curricula digital (including digital, interpersonal and management skills)	USN - SU																		
Milestone 14 - Developing pilot practical training materials	USN - SU																		
Milestone 15 - Revised final version of the practical training materials and curriculum	USN - SU																		
D14 - Practical training materials and curriculum	USN - SU																		

	Lead Partner	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18
Work package 5 Implementation	AGENAS																		
D15 - Case studies of implementation sites	AGENAS																		
Milestone 16 - Needs analysis and implementation plan	AGENAS																		
Implementation Phases of the pilots																			
Phase 1. Awareness raising	AGENAS																		
Phase 2. Service analysis	AGENAS																		
Phase 3. Task analysis																			
Phase 4. Competency Identification	AGENAS																		
Phase 5. Supporting systems	AGENAS																		
Phase 6. Training	AGENAS																		
Phase 7. Sustain	AGENAS																		
Milestone 17 - Implementation lessons	AGENAS																		
Milestone 18 - Implementation report	AGENAS																		
D16 - Guidebook of task shifting	AGENAS																		
Milestone 19 - Synthesizing evidence, developing practical guidelines	AGENAS																		
Milestone 20 - Selecting good practices, methods and tools	AGENAS																		
D17 - Set of recommendations for task shifting actions	AGENAS																		
Milestone 21 - Draft list of recommendation	AGENAS																		

Annex 2: Overview of the Objective, Process and Outcome indicators of the TaSHI project

Specific Objective ID	Specific Objective Title and Description	
1)	Mapping practices and developing tools - strengthening the knowledge on task shifting	
Process Indicator(s)		Target value
Writing the progress report by WP1		1 progress report by WP1
Set-up and execute "Dissemination and communication strategy and plan" by WP2		strategy by WP2
Set-up and execute "Evaluation strategy and plan" by WP3		1 strategy by WP3
Set up and execute "Research plan" for WP4 - Stage plan for desk research		plan by WP4
Set up and execute an "Implementation plan" for pilot sites WP5 - Stage plan for designing pilot phases		1 plan by WP5
Output Indicator(s)		Target value
Number of deliverables/documents: <ul style="list-style-type: none"> Deliverable of Collection of useful tools and practices in task shifting Deliverable of Case studies of implementation sites Deliverable of Guidebook of task shifting 		1 report with 5-10 tools and practices by WP4 1 report with 5 extended case study descriptions plus annexes by WP5 1 integrated guidebook by WP5
Dissemination products by WP2: <ul style="list-style-type: none"> TaSHI website TaSHI newsletter Articles, short posts on EU HPP specific "Health Workforce" forum, Social media sites (LinkedIn, Facebook, twitter), Partners websites and newsletters, Partners YouTube channels Webinars/Joint webinars with related projects/online events Rollup and leaflet, proportion material production 		1 project website 9 newsletter editions At least 24 articles, short posts annually At least 3-4 webinars/online events annually 1 leaflet
Outcome/Impact Indicator(s)		Target value
Increased number of improved methods and tools for task shifting Increased number of pilots, case studies, initiatives, actions, practices on task shifting in the EU Increased number of stakeholders informed, engaged, participated representing more EU Member States		Publication of 5-10 methods and tools Publication of 5-10 new case studies Reaching and involving all 27 MS and UK

Specific Objective ID	Specific Objective Title and Description	
2)	Provide recommendations on training and upskilling - share and utilise experiences of implementation pilots on task shifting	
Process Indicator(s)		Target value
Writing the progress report WP1 Design and execute dissemination and communication strategy WP2 Design and execute event plan and execution WP2 Design and execute evaluation strategy by WP3		1 progress report by WP1 1 strategy by WP2 1 strategy by WP3
Output Indicator(s)		Target value
Number of deliverables/documents: <ul style="list-style-type: none"> Deliverable of Practical training materials and curriculum Deliverable of Set of recommendations for task shifting actions 		1 report containing practical training materials and advices on curriculum 1 report with a set of recommendations on the EU and country/MS and organisational level
Outcome/Impact Indicator(s)		Target value
Increased number of experts/stakeholders participating in policy dialogues on task shifting Increased number of policy recommendations on task shifting Increased number of education programmes and training materials		Reaching and involving all 27 MS and UK 1 set of recommendations 1 curriculum

Annex 3: The self-evaluation questionnaire

- P1: The project will deliver the outputs / outcomes defined
- P2: The outcomes will have the impact envisioned
- P3: The tasks we undertake still contribute to the results defined
- P4: We are still in line with the original schedule
- P5: The results will have the level of quality as originally expected (by us & the EC)
- P6: The project is managed well
- P7: The communication in the project is sufficient
- P8: We are aware of the risks in the project
- P9: Decision-making is done correctly
- P10: Resources allocated to carry out the various tasks are sufficient

All questions were answered on a 5-point scale:

1. Fully agree
2. Slightly agree
3. No opinion
4. Slightly disagree
5. Fully disagree

In addition, two open questions were posed:

- P11: Overall Evaluation. Overall comment:
- P12: Overall Evaluation. Strong points:
- P13: Overall Evaluation. Weak points:

Annex 4: Deliverables and milestones of the TaSHI project M1-18

DELIVERABLES					
Deliverable number		Title	Lead	Planned date	Achieved
D1.1	D1	Inception report	SU	30.06.2021	Yes
D2.1	D2	Dissemination and communication plan	SU	30.06.2021	Yes
D2.2	D3	Initial leaflet and roll-up	SU	30.06.2021	Yes
D2.3	D4	Website	SU	30.06.2021	Yes
D3.1	D9	Evaluation strategy and plan: approaches, materials, methods, tools and requirements	NIVEL	30.06.2021	Yes
D4.1	D12	Collection of useful tools and practices in task shifting	USN	30.09.2021	Yes
D4.2	D13	Pilot materials of the practical training materials and curriculum	USN	30.06.2022	Yes (after an agreed extension)
D2.4	D5	Mid-term dissemination and communication report	SU	30.09.2022	Yes
D3.2	D10	Mid-term evaluation report	NIVEL	30.09.2022	Yes

MILESTONES				
Number	Title	Lead	Planned date	Achieved
M1	Kick-off meeting	SU	30.04.2021	Yes
M2	Draft Inception Report	SU	31.05.2021	Yes
M9	First draft of Evaluation strategy and plan	NIVEL	31.05.2021	Yes
M5	Publicity guidelines, house style and logo	SU	30.06.2021	Yes
M6	Webinar series, event execution plan	SU	31.07.2021	Yes
M11	Use of LOVU-methodology on how to collect evidence and execute literature	USN	31.07.2021	Yes
M8	Draft report on Stakeholder management and event execution	SU	30.08.2021	Yes
M12	Findings of the desk research and analysing concepts	USN	30.09.2021	Yes
M16	Needs analysis and implementation plan	AGENAS	31.03.2022	Yes
M13	Curricula digital (including digital, interpersonal and management skills)	USN	30.06.2022	Yes
M14	Developing pilot practical training materials	USN	30.06.2022	Yes
M3	Draft Progress Report	SU	31.08.2022	Yes
M7	Interim evaluation of dissemination and communication of TaSHI	SU	30.09.2022	Yes

Annex 5: Achievement of the indicators of the TaSHI project M1-18

Indicators realized are coloured in green.

Specific Objective ID	Specific Objective Title and Description	
1)	Mapping practices and developing tools - strengthening the knowledge on task shifting	
Process Indicator(s)		Target value
Writing the progress report by WP1		1 progress report by WP1
Set-up and execute "Dissemination and communication strategy and plan" by WP2		1 strategy by WP2
Set-up and execute "Evaluation strategy and plan" by WP3		1 strategy by WP3
Set up and execute "Research plan" for WP4 - Stage plan for desk research		1 plan by WP4
Set up and execute "Research plan" for WP4 - Stage plan for desk research		1 plan by WP5
Set up and execute an "Implementation plan" for pilot sites WP5 - Stage plan for designing pilot phases		
Output Indicator(s)		Target value
Number of deliverables/documents:		
<ul style="list-style-type: none"> Deliverable of Collection of useful tools and practices in task shifting Deliverable of Case studies of implementation sites Deliverable of Guidebook of task shifting 		1 report with 5-10 tools and practices by WP4
		1 report with 5 extended case study descriptions plus annexes by WP5
		1 integrated guidebook by WP5
Dissemination products by WP2:		
<ul style="list-style-type: none"> TaSHI website TaSHI newsletter Articles, short posts on EU HPP specific "Health Workforce" forum, Social media sites (LinkedIn, Facebook, twitter), Partners websites and newsletters, Partners YouTube channels Webinars/Joint webinars with related projects/online events Rollup and leaflet, proportion material production 		1 project website
		9 newsletter editions
		At least 24 articles, short posts annually
		At least 3-4 webinars/online events annually
		1 leaflet
Outcome/Impact Indicator(s)		Target value
Increased number of improved methods and tools for task shifting		Publication of 5-10 methods and tools
Increased number of pilots, case studies, initiatives, actions, practices on task shifting in the EU		Publication of 5-10 new case studies
Increased number of stakeholders informed, engaged, participated representing more EU Member States		Reaching and involving all 27 MS and UK

Specific Objective ID	Specific Objective Title and Description	
2)	Provide recommendations on training and upskilling - share and utilise experiences of implementation pilots on task shifting	
Process Indicator(s)		Target value
Writing the progress report WP1 Design and execute dissemination and communication strategy WP2 Design and execute event plan and execution WP2 Design and execute evaluation strategy by WP3		1 progress report by WP1 1 strategy by WP2 1 strategy by WP3
Output Indicator(s)		Target value
Number of deliverables/documents: <ul style="list-style-type: none"> Deliverable of Practical training materials and curriculum Deliverable of Set of recommendations for task shifting actions 		1 report containing practical training materials and advices on curriculum 1 report with a set of recommendations on the EU and country/MS and organisational level
Outcome/Impact Indicator(s)		Target value
Increased number of experts/stakeholders participating in policy dialogues on task shifting Increased number of policy recommendations on task shifting Increased number of education programmes and training materials		Reaching and involving all 27 MS and UK 1 set of recommendations 1 curriculum



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