



Empowering EU health policies  
on Task SHifting



## **D2.5 REPORT ON STAKEHOLDER MANAGEMENT AND EVENT EXECUTION**

30/09/2023



Co-funded by  
the Health Programme  
of the European Union

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## DOCUMENT CONTROL PAGE

<b>TITLE OF THE DELIVERABLE</b>	D2.5 Report on stakeholder management and event execution
<b>RESPONSIBLE PARTNER</b>	SU
<b>ID OF THE ACTION</b>	PJ-01-2020-3
<b>PROJECT ID</b>	101018346
<b>TOPIC</b>	Support to reforms in health workforce field - Initiatives on task-shifting
<b>STARTING DATE</b>	01/04/2021
<b>DURATION</b>	36 months
<b>WP NUMBER</b>	WP2
<b>AUTHOR(S)</b>	Marta Sziklai, Fruzsina Koder, Zoltan Cserhati
<b>CONTRIBUTORS</b>	
<b>DATE OF PUBLISHING</b>	30/09/2023
<b>TYPE</b>	Report
<b>VERSION</b>	Final
<b>RIGHTS</b>	©Copyright: TaSHI Consortium
<b>AUDIENCE</b>	Public
<b>REVIEW STATUS</b>	✓ WP Leader accepted ✓ Coordinator accepted

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## 1. Executive summary

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Stakeholder management is the process of identifying, prioritising, and engaging stakeholders throughout the whole duration of the project. This activity plays an important role in ensuring that the project activities are aligned with the stakeholders' needs and expectations, that their interests are taken into account and being aware that their involvement contributes to the successful achievement of project objectives. For task shifting, stakeholder management is a key for the implementation, because participants have to accept and perform changes in their activities. As some stakeholders can play a significant role during the implementation phase of the project, only an effective stakeholder management ensures clear and consistent communication between the project and the stakeholders.

We believe that a successful stakeholder management reveals the potential for the sustainability of the project outcomes and results. For this reason, partners laid a great emphasis on identifying and engaging their national stakeholders, and at the project level, the consortium presented TaSHI in many ways.

We have to emphasise though that during the COVID pandemic TaSHI lost the possibility of personal meetings with stakeholders which resulted more attention on online channels, generating an online information overload at stakeholders.

Project related events are powerful tools for stakeholder management and project dissemination as well, by providing a unique opportunity for stakeholder engagement and a platform to share information and communicate the actual status and progress of the project. Online and personal events can significantly contribute to the success of the project and stakeholder engagement initiatives, therefore the TaSHI project pays great attention to be represented in various level events. To ensure the real-life communication of the results in project webinars, TaSHI has elaborated a detailed protocol, including promotion steps and follow up. Webinar recordings are always shared on the project website. TaSHI participated in two joint Cluster events so far and organised four own webinars.

## 2. Goal of the document

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In this document, we will review how the engagement of stakeholders has been implemented in the TaSHI project so far and what we expect in terms of the exploitation of project results. An important channel for engaging stakeholders and offering a two-way communication option are the project events, but social media channels also play a supporting role in making our activities more visible. We will separate the two levels of stakeholder management and we will describe on the one hand the project level and on the other hand the local/national level activities of the consortium partners. In light of these, we analyse our activities and identify areas where stakeholder management and event execution could be improved or enhanced.

## 3. Stakeholder management

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### 3.1 Stakeholder mapping and analyses

It is an essential activity of WP2 to facilitate stakeholder engagement in order to increase the impact of the TaSHI project. WP2 applied several methods and approaches to identify and engage stakeholders. As a first step, at the beginning of the project, WP2 conducted a stakeholder mapping exercise, to identify the main types of stakeholders. As described in D2.1 Dissemination and Communication Plan of the TaSHI project, we identified eight different stakeholder groups based on the level of influence in terms of the relevant policy making:

- European institutions and organisations
- Regulators, health workforce planners, and policy makers (at national level)
- Regional governing bodies, local municipalities
- Educational institutions
- Institutions providing CPD programmes
- Professional associations
- Healthcare providers, health professionals
- Patients, clients, citizens

As a second step, a more detailed mapping was conducted by using the tool of stakeholder coverage evaluation from the “Toolkit on HWF planning ” – designed by the Joint Action on European Health Workforce Planning and Forecasting to determine the level and type of engagement required for each stakeholder group. The result of this activity is summarised in the M8 Draft report on Stakeholder management and event execution.

### 3.2 Planning of communication and engagement strategies

In the TaSHI project, we apply different stakeholder engagement strategies e.g.: pre-identified communication channels, online platforms and social media, newsletters, online and personal events, TaSHI Advisory Board meetings, stakeholder surveys, collaboration with other projects etc.

As the communication differ towards different stakeholders, we identified the ways of the communication and direction with the selected stakeholder groups. It is continuously implemented in the various communication channels. We intended to reach all groups of the stakeholders by giving them the opportunity to follow us on various platforms and channels and give them the opportunity for two-way communication as well.

The TaSHI project has two key external stakeholder groups: the TaSHI Advisory Board and the Health Workforce Projects Cluster.

#### **TaSHI Advisory Board**

The TaSHI Advisory Board (TAB) plays a pivotal role in supporting and enhancing the project's objectives and outcomes. Composed of a diverse group of experts from relevant organisations, the TAB brings together knowledge, experience, and different perspectives. Their international backgrounds and external viewpoints are essential to ensure objective project evaluation and assessment of the impact of different activities.

The role of the TAB extends beyond a consultative function; by providing critical feedback, sharing their own experiences, and contributing to quality assurance measures. The Advisory



Board aids in refining the project's strategies and ensuring their relevance in a constantly changing healthcare environment. The TAB members also function as a linking pin, to disseminate the TaSHI project further to the outside world of health policy makers and researchers.

The TAB is invited to join two to three online meetings per year, depending on planning all project deliverables and milestones.

### **HWF Projects Cluster**

TaSHI project operates parallel with four (now only three as AHEAD has ended) sister projects co-funded under the same call: OASES, (AHEAD), ROUTE-HWF and METEOR. These projects feature complementary activities that contribute to the development of contemporary evidence and innovative knowledge in the field of health workforce planning. In the EU Health Policy Platform we moderate our Cluster network together, collect stakeholders here, and organise joint events. Our systematic approach to communication and dissemination allows us to coordinate our efforts, leading to increased visibility, influence, and impact within the European health policy landscape. We are jointly seeking to exploit the synergies of the five projects, try to boost information exchange on events, and we adjusted our communication and dissemination activities accordingly.

TaSHI project values the regular meetings with the European Commission representatives and health workforce projects, where we have the opportunity to report on the progress of our project and at the same time receive information about the status of the sister projects. We learned that it is essential to be proactive and communicate if needed in certain cases jointly towards the target audience, and keep stakeholders informed of the progress and activities of the projects.

### 3.3 Evaluation of stakeholder feedback

In the frames of assessing the needs and expectations of the stakeholders we conducted an interim evaluation of communication activities. Results and findings of the survey are presented in the D2.4 Mid-term dissemination and communication report. We have seen that our stakeholders are more likely to read our more in depth newsletters, follow social media channels and some of them appreciate short video content on our channels. Based on the feedback from the external stakeholders, we slightly adjusted our stakeholder communications. For example following their comments we lay greater emphasis on newsletters and share less short videos on social media platforms.

## 4. Stakeholder management on the project level

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In terms of project level communication, our pre-identified channels and online/in person meetings serve as the main platform to engage with stakeholders.

### Website

The project website <https://tashiproject.eu/> is the backbone of the stakeholder management activities. All results, activities and main information of the project are shared there. The website is continuously updated and maintained by the WP2 lead. Website visits are monitored by Google Analytics.



Figure 1 - TaSHI website visits

The current number of Google Analytics shows that TaSHI had 565 visitors, Figure 2 shows the top 10 countries based on site visits. In the previous report, this number was 285, this represents an increase of 98% compared to the visitors number in month 18.

		565 100% of total
1	Italy	180
2	Hungary	93
3	Norway	87
4	Belgium	33
5	Netherlands	28
6	Estonia	18
7	Finland	12
8	Germany	11
9	France	10
10	United States	10

Figure 2 - Site visits by countries (first 10)

		3,212 100% of total
1	Tashi	1,410
2	The Project – Tashi	281
3	TaSHI Outcomes – Tashi	274
4	The TaSHI Consortium – Tashi	169
5	Publications – Tashi	166
6	News – Tashi	135
7	TaSHI Advisory Board – Tashi	117
8	Our main activities – Tashi	108
9	Past events – Tashi	108
10	Upcoming events – Tashi	90

*Figure 3 - TaSHI most visited web pages*

Figure 3 shows that the total number of visits is 3212, this number in the Mid-term Dissemination and Communication Report was 1814. We find it important to carry out an extended communication and dissemination at the closing of the project in order to reach out to more countries.

We can state that the figures show that tendencies are the same as it was presented in the D2.4 Mid-term Dissemination and Communication Report. We are glad to see that the number of website visitors is significantly growing.

### **Social media**

The main social media channel for quick project communication in TaSHI is X (formerly Twitter). Currently, TaSHI has 55 followers and TaSHI is following 30 stakeholders. We had a top tweet in June 2023 with 443 tweet impressions.

**TaSHI Project**  
@Tashi\_Project

In #EHMA2023 TaSHI case study - Enabling #taskshifting to increase the accessibility of #primarycare provision in Lithuania - was presented by Marius Ciurlionis and Solveiga Smagariene (MoH Lithuania). The session was facilitated by Dr Zoltán Cserhádi TaSHI project coordinator.



*Figure 4 - TaSHI top Twitter post*

Posts of important events of TaSHI is also communicated on the coordinator's LinkedIn and Facebook channel. Our partners, who use X (formerly Twitter) also re-tweet out posts, thus supporting the stakeholder outreach of the project. We find it important to maintain this channel, though some of the stakeholders prefer a more detailed orientation such as newsletters or webinars.

## Newsletters

TaSHI project scheduled to do nine newsletters campaign in the course of the project. Edition seven is now in preparation and we plan to send one more this year and a final one in the first quarter of 2024.

The number of the stakeholders subscribed to our newsletter is currently 77. The average percentage of openers is over 50%. Based on stakeholder feedback, we are putting more emphasis on our newsletters, the number of subscribers increased by 18% compared to month 18.

The third edition of the TaSHI newsletter sent on 27 February 2023 had the highest opening rate so far, 62,71%. Contentwise this edition included articles about the first face-to-face TaSHI consortium meeting and also the first personal EU HPP Cluster meeting in Utrecht.

Trackable open rate ⓘ	62.71%
Trackable opens ⓘ	37
Total Opens ⓘ	56
Average Time to Open ⓘ	N/A
Number of Complaints ⓘ	0
Last Opened	09-08-2023 07:45 PM

*Figure 5 - TaSHI NL3 open rate*

## EU Health Policy Platform



*Figure 6 - Logo of the Health Workforce Projects Cluster*

The Cluster network on the EU Health Policy Platform is moderated in a rotation by the projects of the HWF Projects Cluster. We experienced that projects rarely use this platform for sharing information, the number of the network members remained rather low, 62 for the five projects, including the 10 moderators. We have to emphasize though again that joint events organised through this platform have a great added value to the projects. Moderation rounds slightly wore off, but still new access requests are handled by moderators.

## **EU HPP Cluster joint coordination meetings**

The project managers/partners of the five (OASES,( AHEAD) METEOR, ROUTE-HWF and TaSHI) health workforce related project of the EU HPP Cluster gather together regularly in every 3 months, to share project news, activities, discuss common issues and schedule joint events. In these coordination meetings, we have the opportunity to share thoughts with the representatives of the European Commission as well. We believe that these meetings have a great importance as we are “in the same boat”. We share stakeholders and target groups and it is always useful to hear the progress of other projects. We learn from each other and at the same time we support each other. Cluster projects have an accepted EUPHA session participation which will be held between 8-11 November 2023, Dublin.

## **5. Stakeholder management activities on the partners’ level**

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### **Ministry of Health of the Republic of Lithuania**

In Lithuania the main stakeholders are the two largest primary healthcare providers “Centro poliklinika” and “Kauno miesto poliklinika” which contributed to the pilot project.

The below list shows the stakeholders who were participants in events:

- Representatives of 60 Lithuanian municipalities
- Healthcare providers (representatives of more than 200 hospitals/primary healthcare, long-term care providers)
- 3 universities and 8 colleges, which run nursing studies
- Association of Local Authorities in Lithuania
- Association of District Hospitals of Lithuania
- Lithuanian Association of Hospital Managers
- Lithuanian Doctors Union
- Lithuanian organization of nursing specialists
- Trade union of Lithuanian healthcare workers

- The Lithuanian University Rectors' Conference
- Rectors' Conference of Lithuanian University Colleges
- Lithuanian Students' Union
- Lithuanian Medical Students Association
- The Government
- National Audit Office of Lithuania

### University of South-Eastern Norway

Stakeholders in Norway were informed about the TaSHI project in the frames of the following events:

- Workshop on videoconferencing in wound care (April 2022): South-Eastern Norway Regional Health Authority, Innlandet Hospital Trust, Sunnaas Rehabilitation Hospital and Hospital of Southern Norway
- Invited presentation of TaSHI (June 2022): Board of Managers Vestre Viken, Hospital Trust
- Public event, The “Research Hour” at USN (June 2023): Regional municipalities and Hospital Trusts in the counties of Viken and Vestfold and Telemark
- Reference group meetings (2022- ) in the National Network for Digital wound care.

In addition, students in the USN master’s degree programme in Clinical Health Care and students in the Intervention radiography programme have received information about TaSHI.

### AGENAS, Italy

Stakeholders involvement who were present at the following events:

- Italian Association for the Quality of Health and Social Care ASQUAS conference, 7 October 2022 (Rome)



- European Specialist Nurses Organization ESNO congress, 24 February 2022 (Bruxelles/online)
- European Health Management Association EHMA conference, 5-7 June 2023 (Rome)

### PoliS-Lombardia, Italy

The following list present the stakeholders involved in TaSHI project by PoliS-Lombardia:

- Employees of PoliS-Lombardia who are involved in healthcare training;
- Technical Scientific Committee of Academia
- General Practitioners (GPs) Didactic Committee;
- GPs coordinators and tutors;
- GPs trainees of all Lombardy Region;
- Family and Community Nurses (FCNs) Course Advisory Board;
- FCNs coordinators and tutors;
- FCNs trainees of the first and the second courses in Lombardy Region; (FNCs are trained by PoliS Lombardia)
- TaSHI Advisory Board for Academia;
- Welfare managers of Lombardy Region;
- Managers and general managers of Lombardy hospitals (ASST);
- Managers and general managers of Lombardy health protection agencies (ATS);
- President of Italian Nurse National Order;
- Secretary of Italian Nurse National Order;
- President of Physician, Surgeon and Omdontologist Order (sector of Como);
- Representative of GPs National Federation (FIMMG);
- University professors

### Ministry of Social Affairs, Estonia

The following stakeholders were involved by the Estonian TaSHI partner:

- Estonian Health Insurance Fund
- Ministry of Social Affairs
- Estonian Nurses Union
- Tartu Health Care College
- Tallinn Health Care College

### The Netherlands Institute for Health Services Research (NIVEL), The Netherlands

The following stakeholders were involved by the Dutch TaSHI partner:

- The Dutch Association of Optometrists
- The Rotterdam Eye Hospital
- The regional organisation for general practitioners in Apeldoorn, Zutphen and the Oost-Achterhoek (Eastern Netherlands)
- Radboud University, Nijmegen
- Ministry of Health
- The Netherlands Organisation For Health Research And Development

Stakeholders involvement who were present at the following events:

- Presentation of the TaSHI project by Ronald Batenburg at the European Public Health Conference, Panel discussion on 'A motivated, healthy and high-performing workforce: Innovation in health workforce research in Europe', Berlin, 9-12 November 2022.
- Preparation and collaboration with the Dutch association of optometrists to conduct the TaSHI survey among optometrists (May-September 2023).

- Presentation of the TaSHI project for master students in Sociology, Management Studies and Medicine at the Radboud University (academic years 2021-2021 and 2022-2023).

### Semmelweis University

Semmelweis University as the coordinator of the project represents the project at the international level and partner level as well.

In October 2021 Eszter Kovács project manager presented about TaSHI in the G-STIC Conference; Accelerating technological solutions for the SDGs in Dubai. This event offered the opportunity for TaSHI to go over the burden of Europe as well.



*Eszter Kovács, Dubai G-STIC conference 2021*

TaSHI project manager Eszter Kovács also participated at EHMA 2022. She presented a TaSHI poster and had a presentation about Task shifting in practice - Case study of the digital pathology in Hungary. At the conference, other TaSHI members were also present. Vibeke Sundling from USN Norway, presented about “Knowledge, skills and competency required for task shifting: the TaSHI project” and Solveiga Inokaitytė-Šmagarienė represented the TaSHI Lithuanian partner.



*Eszter Kovács, EHMA Conference 2022*

At the Digi4Health final conference March 2022 – Eszter Kovács project manager presented about TaSHI.

In 2023 we were present at EHMA again. In session: health workforce competencies, TaSHI case study – Enabling task shifting to increase the accessibility of primary care provision in Lithuania – was presented by Marius Ciurlionis and Solveiga Inokaitytė-Smagariene (Ministry of Health of the Republic of Lithuania). The session was facilitated by Dr Zoltán Cserháti TaSHI project coordinator.

TaSHI WP5 partner Luigi Apuzzo (AGENAS, Italy) also highlighted the importance of task shifting in his presentation focusing on how to improve the recruitment and retainment of health workforce.



*Marius Ciurlionis and Solveiga Inokaitytė-Smagariene and Zoltán Cserhádi*

#### *EHMA Conference 2023*

Student groups from the Innsbruck Management Centre visit the Semmelweis University Health Services Management Training Centre every year since 2017. This year the TaSHI project was introduced in the frames of the presentations of projects related to the field of health workforce issues. Fruzsina Kóder, project manager of TaSHI presented the background, aims and current activities of the project.

TaSHI leaflets are always handed out to stakeholders when TaSHI is introduced in the onsite events.

## 6. Event execution

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### Personal events

#### **Stakeholder meeting in Brescia**

As already emphasised, stakeholders play a very crucial role in health system development and though online events are more frequent nowadays, in person meetings have more influence on stakeholder relations. PoliS-Lombardia organised a stakeholder event in Brescia

on the 2nd of December 2022, to introduce and discuss the concept and practice of task shifting. The event was organised related to the TaSHI WP4 activities and this was an excellent opportunity for partners to meet international participants and gain information from the first hand.

More than a hundred people registered for the event and showed interest towards the TaSHI project. Practising general practitioners and nurses shared their experiences and highlighted the attitude change as an essential component in task shifting and sharing. The event was very fruitful and instructive for both the participants and the TaSHI project members.



*Stakeholder meeting Brescia*

### **Workshop in Estonia**

In March 2023, TaSHI piloted learning material from the task shifting curriculum with the ongoing Estonian case study.



In the two-day workshop, organized by the Ministry of Social Affairs, Estonian mental health nurses received new knowledge of the fundamentals of task shifting, discussed in groups the experiences on task shifting already happening in mental healthcare and identified learning needs to implement task shifting.

Furthermore, barriers and facilitators for task shifting in mental health care were assessed. Using World Café as an approach to knowledge and views on professional competency, guidelines and protocols, organisation of health care, management and leadership, and facilitators and barriers for task shifting were discussed, shared, and summarised.

The workshop was well received by the participants. They reported the workshop as useful, in particular the World Café and group discussions. The majority felt the workshop had made them more comfortable taking on responsibilities for task shifting and being able to disseminate the new knowledge and their experiences gained in this event. The project dedicated a specific webinar to share the experience of this event to disseminate the results towards the international community.



*TaSHI workshop in Estonia*

### **Health Workforce Projects Cluster meeting in Utrecht**

On the 25 January 2023 HWF Project Cluster members met in person for the first time. Project members from all five sister projects aimed to discuss in more depth the main end results of the projects, to define how to sustain the outcomes of the projects, and to define options on how to improve the collaboration in communication and dissemination activities. In this event HaDEA and DG SANTE representatives were also present.

Project representatives agreed to strengthen professional cooperation and better coordinate activities in the field of promoting the visibility of the projects.

We believe that aligning activities in terms of stakeholder outreach and involvement can support the overall stakeholder engagement in the field of health workforce related projects, thus contributing to the sustainability of project outcomes.



*HWF Projects Cluster meeting, Utrecht*



## Online events

### Webinars

TaSHI project scheduled 8 webinars for the project duration. Until today TaSHI was present on six online events, four own webinars and two EU HPP Cluster joint events.

Four TaSHI webinars were implemented so far focusing on the selected case study of the project. (24 November 2021, 28 April 2022, 27 September 2022 and 26 May 2023) Although stakeholders prefer to receive information through webinars we are struggling to achieve a higher attendance level each time.

E-mail campaigns are part of our communication activities, when organising TaSHI events. Before webinars, we tend to send personal e-mail invitations to our network and encourage our TaSHI partners to invite their networks as well. This is a more direct, personal form of communication, we believe stakeholders appreciate when they are invited individually.

As shown in the Gantt chart, the originally planned schedule – having online webinars every four months- has been changed. The reason was that we had to adjust events to other sister projects. We also took part in the joint events as mentioned. In the personal meeting in Utrecht in January 2023, it was agreed that joint events are counted in the number of the scheduled project webinars, as those offer also platforms to share project information.



Figure 7 - Gantt chart of dissemination activities

### Joint webinars

TaSHI is part of the EU Health Policy Platform Cluster network with the previously mentioned sister projects. This cluster of projects organises joint webinars from time to time in order to share information and results of the actions. Cluster joint events are always a great

opportunity to share TaSHI results in front of a wider audience. They can reach more stakeholders than the individual webinars. Stakeholder participation in the joint events is always around one hundred.

There were two online joint events (20 September 2021, 29 March 2022) so far and one more is planned around the closing of the project. These events are great opportunities to attract stakeholders, participation rate is higher than in individual events. In these webinars, stakeholders can receive first-hand information about all the five projects in one event.

## 7. Conclusions

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In its communication and dissemination activities, TaSHI followed the strategic and systematic approach described in the D2.1 Dissemination and Communication Plan. This resulted in a successful stakeholder engagement with a stronger presence in the piloting countries. We can state though that TaSHI contributed to awareness raising of stakeholders at the local, national and also at European levels as well.

We are proud that we could organise interesting webinars, attracting stakeholders for valuable contribution and we received appreciative feedback from both the EU and national level.

We also took the opportunities - after the COVID pandemic travel restrictions were removed - to be present at international and EU project events, in order to share our results, create and maintain stakeholder connections and widen the TaSHI expert network.

We consider the sustainability of project results a high priority, for this reason, we believe that HWF Projects Cluster coordination meetings and joint events have an essential importance. We aim to keep up the knowledge transfer and exchange of good practices in the long term with experts of the sister projects.

TaSHI project wishes to give an added value to respond the current and future health workforce management related challenges and we welcome that the health workforce topic holds an important place in the EU health policy agenda.



Co-funded by  
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