

eNOTICE

European Network Of CBRN Training Centres

D5.2 eNOTICE Progress report 1

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PP	Project Private, restricted to other programme participants (including the Commission Services)	
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Executive Summary

This document is Deliverable 5.2 of eNOTICE, a European Horizon 2020 EC funded project, under the Grant Agreement n° 740521. eNOTICE aims at building a dynamic, functional and sustainable European network of CBRN Training Centres, testing and demonstration sites (CBRN TC), which is expected to enhance capacity building in training and user-driven innovation and research, based on well-identified needs. Deliverable 5.2 is the first of a series of 6-monthly progress reports on the eNOTICE activities.

In order to closely monitor and follow up on the project's activities and to enable the early detection of obstacles and the identification of opportunities for improvement, the DoA proposed to elaborate a quality monitoring methodology, based on a combination of the model and philosophy of the European Foundation for Quality management – EFQM and an analysis of Internal Strengths and Weaknesses, External Threats and Opportunities – SWOT analysis.

This first report describes the methodological approach for and the result of the elaboration of such a methodology, tailored to the needs of eNOTICE: a Quality Monitoring Survey will be filled in by the partners every six months (one month before the deadline of the next Progress report). The Survey consists of fixed building blocks representing relevant aspects to follow up. The indicators and corresponding questions will vary, function of the progress of the project: recurrent indicators represent aspects that are relevant during the whole duration of the project, specific indicators relate to ongoing tasks and are temporary, for the duration of the corresponding task.

The results of the QMS will be presented in an overview, listing per question: the number of participating partners, the score per indicator and deviation. A global evaluation will be made per building block, and specific issues requiring action will be highlighted. These specific issues might relate to obstacles as well as opportunities. In later reports, a comparison over time will be made for recurrent aspects and visually represented in graphics, comparing the previous and present results and indicating the average score so far. This way, positive as well as negative evolutions can be quickly captured and resp. capitalized or remedied. The QMS results will also be used as input for the SWOT analysis, combined with indicators from the forthcoming D2.3 on the needs and gaps to build the CBRN TC network.

This report further includes the results of the first QMS, conducted as a trial in January 2018. The general evaluation of these results shows that partners are satisfied with the current working methods (plan of actions) for past and ongoing tasks, internal communication and information flows. The survey confirms the difficulties encountered in establishing the roster of TC in Task 2.1.1.

The criteria identified as requiring attention are listed and further elaborated in an internal report for follow up. This internal document includes more detailed information, comments and suggestions and will serve as a basis for discussion with all eNOTICE partners. As a result of that group discussion, corrective actions will be decided if necessary. These follow up actions will be presented in each following progress report.



Table of Contents

Executive Summary	3
1. Introduction on scope and objectives	6
1.1 eNOTICE scope and objectives	6
1.2 eNOTICE Project report 1 scope, objectives and methodology	10
1.2.1 Scope	10
1.2.2 Objectives, motivation and added value.....	11
1.2.3 Methodological approach of the Progress reports	11
2. eNOTICE monitoring methodology and instrument.....	13
2.1 Methodological approach	13
2.1.1 Introduction on EFQM	13
2.1.2 The EFQM and eNOTICE building blocks	16
2.1.3 eNOTICE leading and lagging aspects.....	18
2.1.4 eNOTICE indicators cf. EFQM.....	21
2.1.5 Introduction on SWOT-analysis.....	27
2.1.6 SWOT and eNOTICE building blocks.....	28
2.1.7 eNOTICE indicators cf. SWOT	28
2.2 Description of the eNOTICE monitoring instrument	30
2.2.1 Monitoring instrument result processing.....	30
2.2.2 Monitoring instrument result visualization.....	32
2.3 Implementation plan for the use of the eNOTICE monitoring methodology and instrument .	33
2.3.1 Aspects to be considered before using the eNOTICE methodology and instrument	33
2.3.2 Implementation methodology.....	35
3. First progress results, February 2018	39
3.1 Progress on Deliverables	39
3.2 Results of the first Quality Monitoring Survey (QMS)	41
3.3 Results of the SWOT analysis	46
4. Conclusions and follow up actions.....	47
References	49



List of figures

Figure 1 Three lines of actions in eNOTICE	7
Figure 2 Building blocks of the eNOTICE monitoring approach, based on EFQM and SWOT	13
Figure 3: EFQM Organizational aspects, grouped in Enablers and Results	14
Figure 4 The causal relation and predictive capacity of management and process indicators.	15
Figure 5 Overview of eNOTICE leading and lagging aspects.....	19
Figure 6 eNOTICE key processes producing the final results in the three lines of action	20
Figure 7 Traditional SWOT Building blocks	28
Figure 8: A section of the quality management survey.....	30
Figure 9: How the survey results are processed	30
Figure 10: An example of an improved indicator	32
Figure 11: An example of a decreased indicator.....	33

List of tables

Table 1: Overview of the links between the eNOTICE proposed activities and the mandatory lines of action in the work program	8
Table 2: EFQM and corresponding eNOTICE building blocks.....	18
Table 3 eNOTICE Quality Monitoring indicators	22
Table 4 eNOTICE input for the SWOT-analysis	29
Table 5 List of non recursive and recursive indicators in the eNOTICE QMS	36



1. Introduction on scope and objectives

1.1 eNOTICE scope and objectives

The objective of the eNOTICE project – European Network of CBRN Training Centres - is to build a dynamic, functional and sustainable European network of CBRN Training Centres, testing and demonstration sites (CBRN TC), aiming at enhanced capacity building in training and users-driven innovation and research, based on well-identified needs.

eNOTICE seeks to improve European preparedness, resilience and incident response to CBRN attacks and emerging threats through close multi- (stakeholders) and single-discipline (practitioners) interactions.

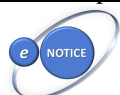
Considering the variety of disciplines involved in managing CBRN risks, collaboration has always been quite challenging. CBRN TC can act as the perfect operational intermediary between all civilian and military CBRN actors, EU relevant bodies and policy-makers, and thus serve as the best cradle for expansion of a CBRN network of professionals.

To set up such a network that is both efficient and meets the needs of different security actors, several lines of action will be followed within the five-year timeframe of eNOTICE in order to develop a network that will be viable, attractive as well as sustainable.

eNOTICE relates to the ‘SEC-21–GM-2016-2017: Pan European Networks of practitioners and other actors in the field of security’. Of the four distinct categories of practitioners SEC-21-GM aims at, this project addresses the need for a network for *‘entities from around Europe that manage demonstration and testing sites, training facilities, including simulators or serious gaming platforms in the area of CBRN and for first responders or civil protection practitioners’*¹.

The work program proposes three lines of actions: 1) establish and maintain a roster of capabilities and facilities, 2) organize the best way to share expertise, and 3) plan to pool and share resources with a view to optimize investments.

¹ European Commission Decision C(2017) 2468 of 24 April 2017, Horizon 2020 Work Programme 2016-2017, 14. Secure Societies - Protecting freedom and security of Europe and its citizens, webpublication at: http://ec.europa.eu/research/participants/data/ref/h2020/wp/2016_2017/main/h2020-wp1617-security_en.pdf



These lines will serve as a baseline for the project (Figure 1) and will be complemented by a range of activities aiming at:

- 1) preparing a **structural, sustainable technical platform** to enable the partners to support the proposed actions, hence to provide a solid basis to expand to any other relevant activity;
- 2) a well-informed, sound, conceptual based **sustainability plan** for the platform, taking into account the profile, needs and expectations of the targeted members, as well as an appropriate strategy to overcome existing barriers and difficulties in creating a CBRN Training Centres' network;
- 3) a **mix of complementary activities** to strengthen the effect of the three proposed lines of action and to maximize opportunities provided and created by the CBRN platform.

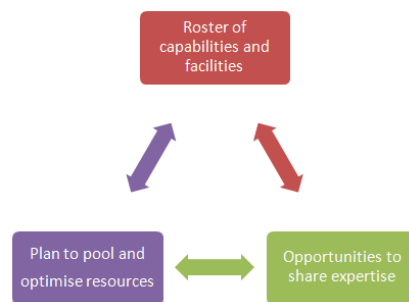


Figure 1 Three lines of actions in eNOTICE
(eNOTICE DoA 2016)

The three lines of actions are covered by the eNOTICE Objectives and Sub-objectives, see summary overview p. 9.

A mix of activities have been chosen to achieve the objectives in the three lines of action:

Main project activities	Proposed lines of action in the work program
Mapping of the network members: profile, motivations - needs, expectations	Establishing a roster of capabilities and facilities
Identification of barriers and difficulties , and levers to create a network	Prerequisites for efficiently sharing expertise
Identification of success criteria (theoretical) and success stories (existing networks) for a sustainable network	
⇩	
Web based information and communication platform	i.a. visibility and use of the roster
Web based functions to share information and encourage communication	i.a. use of the roster
	i.a. sharing of expertise
A capacity label for CBRN Training centres	i.a. visibility of the roster
	and facilitating the use of the roster
⇩⇨	
Standardised methodology to organize Joint Activities and to ensure the production, collection and sharing of information and knowledge of mutual interest for multiple categories of actors	Methodology to encourage pooling of resources in Joint Activities
	Sharing expertise
Joint Activities: <ul style="list-style-type: none"> • Enabling shared efforts and creating an environment to learn from each other; • Resulting in valuable lessons learnt and feedback shared with all interested stakeholders, incl. recommendations for policy makers and input for R&D programs; • Providing opportunities to create synergies with other networks; • Delivering lessons learnt to further elaborate into a plan to pool resources and optimization of investments. • Structural consultation with other EU initiatives (networks, knowledge centres) to align policies, avoid duplication and identify/create opportunities for synergies 	
	Pooling resources
	Sharing expertise

Table 1: Overview of the links between the eNOTICE proposed activities and the mandatory lines of action in the work program

Summary overview of eNOTICE Objectives

- OBJECTIVE 1. Elaboration of a framework for European network of CBRN TC, testing and demonstration sites**
- Subobjective 1.1. Identification and roster of EU CBRN TC, testing and demonstration sites and map their capabilities and facilities.
- Subobjective 1.2. Analysis and identification of the network stakeholders' respective needs and expectations for process and technology innovation in order to draw up a roadmap of factors, criteria and motivations prompting their membership to this network. Stakeholders are participants interacting with and influencing the CBRN TC network – users (practitioners – first responders, technology operators, customers), technology suppliers (industry and research), training professionals and policy makers.
- Subobjective 1.3. Identification of Key Performance Indicators of a successful network of TC, including the analysis of barriers, and identification of levers and drivers of commitment to a collaborative community.
- Subobjective 1.4. Identification of other CBRN- relevant networks with similar scope, goals and member profile at international, national, regional and local levels, taking advantage of their experience and lessons they learnt, while fostering collaboration and synergies.
- Subobjective 1.5. Elaboration of a global framework for a sustainable European network of CBRN TC and associated stakeholders, wishing to cooperate with peers, to build on the current eNOTICE consortium and further expand it.
- OBJECTIVE 2. Establishment of a web based information and communication platform**
- Subobjective 2.1. Visibility for the eNOTICE network through a web based information and communication platform, informing on CBRN TC specificities and profiles (i.e., training and testing facilities), enabling seamless interactions between practitioners and technology innovation providers.
- Subobjective 2.2. A platform to share and discuss information, needs and expectations through web based functions and to raise awareness of shared interests, synergies and opportunities for collaboration. A mix of web based activities (e.g., interactive forums, collaborative scenario building, databases and documents sharing) will be implemented and maintained to keep a widespread use of the platform during and beyond the project.
- Subobjective 2.3. Visibility for the capacity of the CBRN TC, testing and demonstration sites, through a 'capacity label' informing on expertise, training and testing capabilities, specificities and profiles.
- OBJECTIVE 3. Setting up an operational transactional network for optimising investments by pooling and sharing resources, expertise, and effective practices, by organising Joint Activities and by liaising with other networks of CBRN**
- Subobjective 3.1. Identification of good practices in preparing and organising stand-alone exercises and exercises combined with tests, validations or demonstrations (Joint Activities).
- Subobjective 3.2. Organization of Joint Activities between the eNOTICE partners (project beneficiaries) or between an eNOTICE partner and external partners to demonstrate the benefits of sharing resources and optimising outcome.
- Subobjective 3.3. Support of EU policies (DG HOME, DG ECHO, DG DEVCO and others) through improved national and cross-border capacities, hence better CBRN incident preparedness and response, and increased resilience to CBRN attacks, new or emerging threats.
- Subobjective 3.4. Recommendations to the EU R&D programme based on regular feedback from CBRN training professionals and practitioners, and the lessons learned from eNOTICE joint activities.
- Subobjective 3.5. Elaboration of a plan to pool and share resources for optimisation of investments.



1.2 eNOTICE Project report 1 scope, objectives and methodology

1.2.1 Scope

This report relates to Task 5.1 Technical management and Task 5.2.1 Quality management.

As mentioned in the Description of Action, these Tasks cover the following actions:

Task 5.2 - Technical management ensures the scientific and technical quality of the project and its continuous compliance with the project **Objectives**. The main focus of this task is to keep oversight on all developments within the project, including supervision of the **information flow** and **communication** between related tasks, **avoiding duplication** of efforts in parallel tasks, ensuring **good collaboration** between the partners involved in parallel and consecutive tasks. Technical quality management and follow up during the whole duration of the project will be based on the performance management methodology and indicators developed in subtask 5.2.1.

Task 5.2.1 - Quality management: development of a continuous improvement methodology, incl. process and result indicators to follow up the project's performance

This subtask aims at developing a methodology to continuously monitor ongoing tasks and identify opportunities for improvement of the project as a whole. All relevant aspects will be covered, such as the proactive role of WP and Task leaders, respect of planning and timely Deliverables, the quality of the Deliverables, the links between different WPs and tasks and the necessary communication flows between them, efficient use of the resources (MM and costs), etc. Not only result indicators (timing/Deliverables) will be monitored, but also process or leading indicators because of their capacity to predict forthcoming results. A SWOT-analysis will be part of the methodology, in order to have an instrument that not only looks at internal strengths and weaknesses, but also takes into account external threats and opportunities. Awareness for security related evolutions in today's society for instance and changing regulations to adapt to these evolutions, and their impact for the project might thus be proactively and structurally monitored and taken care of (as opposed to an ad hoc and reactive approach). The interim results will be communicated to the Task 5.1 Consortium management and Task 5.3 Security, legal and ethical aspects, according to their relevance. Task 5.2.1 is responsible for the production of the 6-monthly reports in the three lines of actions as required by the work programme: 1) establish and maintain a roster of capabilities and facilities, and 2) organize to share expertise, and 3) plan to pool and share resources with a view to optimize investments.

Links to other tasks

Task 5.2.1 is responsible for the production of the 6-monthly reports in the three lines of actions as required by the work programme.

The interim results will be communicated to the Task 5.1 Consortium management and Task 5.3 Security, legal and ethical aspects, according to their relevance.



1.2.2 Objectives, motivation and added value

In order to closely follow the ongoing progress during the five-year duration of the project, the development of a monitoring methodology and instrument was considered from the start as **one of the project's methodological pillars to ensure qualitative results**. Whereas in traditional project management models, the focus is on the so-called Golden Triangle time-budget-quality (Westerveld, 2003), eNOTICE chooses a more comprehensive and in depth approach for continuous improvement. The idea is not only to follow up on the quality and timely delivery of the expected results, but also to **monitor in parallel the quality and efficiency of the processes, designed to produce the results**. Moreover, besides internal aspects, **external, contextual factors that might impact, threaten or reinforce, the project will be taken into account**. Through this combination of a retrospective and proactive monitoring of both internal and external aspects, risks as well as opportunities can be identified in an early stage and can be used as leverages for a sustainable qualitative approach. To cover all these aspects, a monitoring methodology and instrument will be developed, based on a combination of the philosophy of the EFQM model for excellence and a SWOT analysis. They will be used as basis and inspiration of an eNOTICE tailored approach. Besides the **proactive dimension** of this approach, the expected added value of this methodology for eNOTICE lies in:

- the **participatory** approach, including all partners by asking them for input for the progress reports, based on a survey;
- the **comparative** approach, including recurrent questions in every survey, aspects such as motivation, efficiency etc. that can be compared over time, which allows an evaluation of the project's evolution;
- the **reflexive** approach: even if the questions do not cover all aspects, answering the questions will create occasions to share ideas and possible opportunities for improvement.

1.2.3 Methodological approach of the Progress reports

eNOTICE Progress Reports in general will give an overview, description and clarification on the state of progress of the project. As part of this first report, the elaboration of the monitoring methodology and instrument are included.



The following reports will only include progress results: a short description of submitted deliverables; the presentation and evaluation of the results of the Quality Monitoring Survey, conclusions and the way forward to follow up on them. The structure of this first Progress report is as follows:

- Clarification on the approach to develop the eNOTICE monitoring methodology (Chapter 2.1) and instrument (Chapter 2.2), including an implementation plan (Chapter 2.3);
- First progress results based on the first survey, January 2018 (Chapter 3);
- Conclusions and the way forward to follow up (Chapter 4).



2. eNOTICE monitoring methodology and instrument

The eNOTICE monitoring methodology will be based on a combination of the European Foundation for Quality management (EFQM) model of excellence and a SWOT-analysis approach, as explained in the following paragraphs².

Leading aspects/Enablers			Lagging aspects/Results	
Leadership	People: consortium partners	Processes: Work plan	People results	Key project results
	Strategy/Policy		Stakeholder results	
	Internal resources & external partnerships		Society results	
< Continuous improvement: learning, creativity, innovation >				
Internal strenghts		Internal weaknesses		
External opportunities		External threats		

Figure 2 Building blocks of the eNOTICE monitoring approach, based on EFQM and SWOT (eNOTICE DoA, 2016)

2.1 Methodological approach

The following paragraphs describe the methodological approach for the elaboration of the eNOTICE monitoring methodology and instrument.

2.1.1 Introduction on EFQM

The EFQM model is a business excellence model, initially developed in 1989 by 14 multinationals grouped in the European Foundation of Quality Management to improve the quality of management in Western Europe³ (EFQM, 2003; Van Nuland et.al., 2002). The EFQM model is used to measure and improve the overall quality of an organization. Although initially developed as a monitoring and performance instrument at organization level, the model has inspired other applications, such as for project management (Westerveld 2003; Bryde, 2003; Thomas and Mullaly, 2007). So far, no variant version of the model has been specifically developed to follow up on the overall quality of research projects.

The complete model, with all its inherent principles - fundamental concepts of excellence, organizational aspects and criteria, guidelines, tools, etc. is rather complex, as can be expected from a generic model, applicable to all kinds of organizations. The idea is not to use or copy

² The colors in this figure have no specific meaning, they are only used to emphasize aspects that belong together as a building block, as is explained further in the methodology.

³ <http://www.efqm.org/about-us/our-history>.

the model as such for eNOTICE, but to use it as a reference, a source of inspiration to develop a methodology and instrument that fits the size, scope and objectives of the eNOTICE project. The following points of strength and characteristics, representative for the EFQM philosophy, will be the basis for the eNOTICE methodology (EFQM, 2013⁴).

- The EFQM model is a **self assessment instrument**, which does not require to call upon external parties for evaluation;
- The model is **non-prescriptive**, providing a general and generic framework, that needs to be concretized based on the specific configuration of the type of organization, the type of activities, the objectives, etc.
- The model is based on the principles of Total Quality Management, looking at an organization from a broad perspective, into all relevant aspects, in order to ensure sustainable quality;
- One of the key principles of Total Quality management, the Deming cycle PLAN-DO-CHECK-ACT (Cuyvers, 2007) or principle of continuous improvement, based on cyclic loops of information flow, is embedded in the model;
- The model is based on the assumption that any organization can be divided into generic organizational aspects. These are subdivided into Enablers and Results (see below). This representation of an organization helps people understand cause-effect relations, as a retrospective approach to identify and analyse past and current shortcomings, and as a proactive approach for creating the conditions that lead to the desired results;
- Monitoring of excellence is achieved through the selection and follow up of leading (enabling) and lagging (resulting) criteria for each organizational aspects.

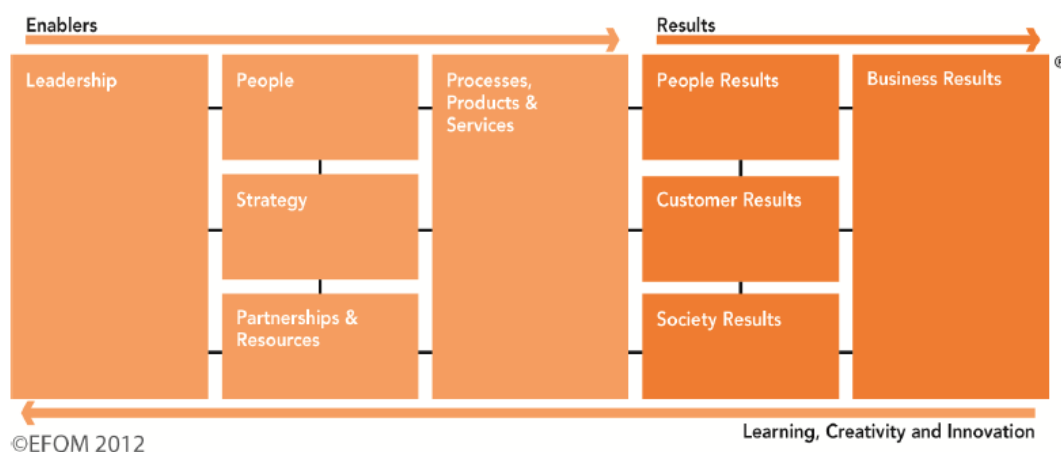


Figure 3: EFQM Organizational aspects, grouped in Enablers and Results

⁴ http://www.efqm.org/sites/default/files/overview_efqm_2013_v1.pdf

Insight in causal relations between Enablers and Results

One of the absolute strengths of EFQM is the conceptual and visual focus on causal relations (Van Heuverswyn, 2011; Van Nuland, 2002).

The Enabling aspects Leadership, People, Strategy, Partnerships & Resources, and Processes, deliver People, Customer, Society and Business Results.

Within those two big blocks, a more refined causal insight is given by the chronological representation of aspects: Leadership is determining for People, Strategy and Partnership & Resources, all together they create the conditions for efficient processes. These in turn will produce results related to People, Customers and Society, which will ultimately lead to excellent 'business' results.

From this assumption of causality it follows that Enabling criteria have a predictive effect on the forthcoming Results. In a way, the Results or lagging criteria should have a mirroring effect and merely be a confirmation of the efficiency of the leading criteria.

The strength of this assumption can be summarised and visualised as follows:



Figure 4 The causal relation and predictive capacity of management and process indicators (Van Heuverswyn, 2011)

Process indicators at management level - Leaderships People, Strategy and Partnership & Resources – structurally reflect the appropriateness of the conditions, the capacity for efficient Processes and all related activities. Management and process indicators will both have a predictive effect on the feasibility of the expected and desired results.

As the EFQM is an organizational model, the aforementioned characteristics will be used for eNOTICE, looking at **the project as a temporary, ad hoc organization**. The EFQM model does not exclude any type of organisation, as it is a generic model, it is logic to assume that the same principles apply to a temporary organisation such as a research consortium, composed for the duration of the grant. Moreover, the model is not prescriptive, the specific characteristics of a research project can be reflected in the concrete evaluation criteria to be monitored, linked to the generic organizational aspects.

Although already used for projects and not only for organizations, the use of an EFQM based quality monitoring methodology will still be experimental for H2020 projects in general and for this project specifically, as no examples have been found in past or ongoing projects (although it might not have been published, if progress reports are not public).

It will thus be necessary to evaluate this methodology regularly, during the first half of the project in order to obtain a mature instrument (are partners motivated to answer the questions? do they see the added value of this approach? does the methodology allow to capture opportunities for improvement? etc.).

2.1.2 The EFQM and eNOTICE building blocks

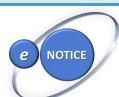
In the following table, for each organizational aspect, the EFQM explanation (EFQM, 2013) and the corresponding meaning for eNOTICE is given. The eNOTICE interpretation of each aspect was elaborated and proposed by the WP Leaders, all partners had the opportunity to provide feedback and specific aspects have been discussed at the eNOTICE project meeting in Gurcy (Dec. 2017).

Aspect to be monitored: Leading aspects/Enablers	
Leadership	
EFQM	Excellent organizations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organization to anticipate and react in a timely manner to ensure the on-going success of the organization.
eNOTICE	eNOTICE leaders are the project and technical coordinators, WP and Task leaders. They act as role models by being proactive, structured and problem-solving. They have a clear vision on the objectives of the project and how to achieve them, inspire and support the partners and stakeholders.
Strategy	
EFQM	Excellent organizations implement their mission and vision by developing and deploying a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.
eNOTICE	eNOTICE implements its mission and vision by developing and deploying a stakeholder focused strategy. Policies, plans, objectives and processes (research, activities, publications, etc.) are developed and deployed to deliver the strategy.
People	
EFQM	Excellent organizations value their people and create a culture that allows the mutually beneficial achievement of organizational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognize, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organization.



eNOTICE	The eNOTICE consortium has been composed and built upon the expertise of the partners. The project values beneficial achievement (win-win) of project goals and partners' expectations. Division of tasks, organization of activities and working methods aim at keeping all partners motivated, committed and at creating opportunities to optimize and increase skills and knowledge.
Partnerships & Resources	
EFQM	Excellent organizations plan and manage external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of processes.
eNOTICE	eNOTICE plans and manages external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of processes. eNOTICE seeks collaboration through external partnerships in order to avoid duplication with existing networks as well as to strengthen the network based on complementarity.
Processes	
EFQM	Excellent organizations design, manage and improve processes to generate increasing value for customers and other stakeholders.
eNOTICE	eNOTICE designs, manages and continuously improves processes to generate internal value in terms of efficiency and cost-efficiency as well as value for the future stakeholders of the network. Key processes will need to be identified, such as time management, communication, information flow within the project, qualitative information gathering ... (see below for an overview of key and supporting eNOTICE processes).

Aspect to be monitored: Lagging aspects/Results	
People	
EFQM	Excellent organizations achieve and sustain outstanding results that meet the needs and expectations of their people.
eNOTICE	eNOTICE aims at achieving outstanding results that meet the needs and expectations of the consortium partners.
Customer	
EFQM	Excellent organizations achieve and sustain outstanding results that meet the needs and expectations of their customers.
eNOTICE	eNOTICE aims at achieving and sustaining (beyond the 5 years duration of the project) outstanding results that meet the needs and expectations of their 'customers'. eNOTICE aims at building a network of CBRN Training Centres, putting them at the core of the network. However, the network members are not limited to these Centres, they include all public safety and security stakeholders and can be subdivided into the following subcategories: a) Training centres b) Practitioners and operators c) R&D – industry, academia, RTOs, etc. d) national and EU Policy-makers
Society	



EFQM	Excellent organizations achieve and sustain outstanding results that meet the needs and expectations of relevant stakeholders within society.
eNOTICE	eNOTICE aims at achieving and sustaining (beyond the 5 years duration of the project) outstanding results that meet the needs and expectations of relevant stakeholders. For eNOTICE, society stakeholders are the public at large, who will ultimately benefit from enhanced CBRN preparedness through the project's and the (future) network's results.
Business or Key project results	
EFQM	Excellent organizations achieve and sustain outstanding results that meet the needs and expectations of their business stakeholders.
eNOTICE	eNOTICE aims at achieving and sustaining (beyond the 5 years duration of the project) outstanding results that meet the needs and expectations as expressed in the project objectives, based on the three mandatory lines of actions in the Work Program. As this is a EU funded project, DG HOME, DG ECHO and DG DEVCO can be considered as business or ultimate stakeholders (or shareholders, as the EU Commission finally approves the results and ensures the project's funding).

Table 2: EFQM and corresponding eNOTICE building blocks

2.1.3 eNOTICE leading and lagging aspects

eNOTICE leading and lagging aspects are presented in the following table:



Figure 5 Overview of eNOTICE leading and lagging aspects

<p>Leadership: Project, Technical, WP, Task Leadership</p>	<p>People: Consortium partners (expertise)</p>	<p>Key processes (Tasks): T2.1.1. Roster T2.1.2 Quality label T2.2 Mapping needs & gaps T2.3 Network KPI's T2.4 Network Framework T3.1 Dissemination activities T3.2 Web based platform development T3.3 Web based platform maintenance T3.4 Integration & interfaces T4.1 Exercise methodology and templates T4.2. Joint Activities T4.3. Policy recommendations T4.4. Plan to pool T5.1. Consortium management T5.2. Technical management T5.3. Security, legal, ethics</p>	<p>People: Win-win for the consortium partners</p>	<p>Key business results:</p>
	<p>Strategy: eNOTICE objectives & sub objectives</p>	<p>Customers: Benefits for eNOTICE customers = a) CBRN Training Centres Training centres b) Practitioners and operators c) R&D – industry, academia, RTOs, etc. d) National and EU Policy- makers</p>	<p>3 lines of action: - Roster - Sharing of expertise - Pooling of resources</p>	
	<p>Partnerships & Resources: Internal resources (budget, MM) & external partnerships</p>	<p>Supporting processes: Internal communication Time management Internal information flows Qualitative content development Cost-efficiency</p>	<p>Society the population at large</p>	<p>Stakeholders: DG Home, DG ECHO, DG DEVCO</p>
	<p>Continuous improvement and quality monitoring as part of T5.2 Technical management: T5.2.1. Quality management methodology, T5.2.2. Evaluation web based platform, T5.2.3. Evaluation methods and templates, T5.2.4 Evaluation Quality label</p>			



How key processes produce the final results can be visually presented as follows (as described also in Table 11.2.2)

Figure 6 eNOTICE key processes producing the final results in the three lines of action

T2.1.1 TC profile (Roster)

T2.1.2 Capacity label

⇒ T2.2 Mapping (needs & gaps) ⇒ **Roster**

⇓

T3.2 Web based platform (visibility)

T2.3 Barriers & levers

T2.3 KPI's

⇒ T2.4 Framework

T4.1 Templates for X

⇒ T4.2 Joint activities

⇒ T4.3 Policy recommendations ⇒ **Sharing of expertise**

⇒ T4.4 Plan pool resources

⇓

T3.1 Dissemination activities

T3.2 Web based platform

T3.4 Links and interfaces

T3.4 Links and interfaces

T4.3 Policy recommendations

T4.4 Plan pool resources

⇒ **Pooling of resources**



2.1.4 eNOTICE indicators cf. EFQM

EFQM Guidelines advise for the results areas (EFQM, 2013):

- To develop a set of key performance indicators and related outcomes to determine the successful deployment of the strategy, based on the needs and expectations of the relevant stakeholder groups.
- To set clear targets for key results, based on the needs and expectations of the stakeholders, in line with the chosen strategy.
- To segment results to understand the performance of specific areas of the project and the experience, needs and expectations of the respective stakeholder groups.
- To demonstrate positive or sustained results over at least 3 years.
- To clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- To have confidence in the future performance and results based on the understanding of the cause and effect relationships established.
- To understand how their key results compare to similar organizations and use this data, where relevant, for target setting.

The eNOTICE indicators have been selected based on input from different sources such as :

- Relevant aspects raised in eNOTICE-related sessions, meetings or workshops such as the DG HOME Community of Users (CoU) meetings in May and September 2017, Security Research, Innovation and Education Event (SRIIE 2017), etc. H2020 ENCIRCLE – CBRN Cluster - workshops;
- Lessons learnt and input from other projects, involving or led by eNOTICE partners, such as the FP7 CascEff, FP7 EDEN, FP7 PRACTICE, FP7 ARCHIMEDES, FP7 MIRACLE, H2020 PANDEM, H2020 TOXI-Triage projects;
- The proposed list of indicators was elaborated by the WP leaders, all partners provided feedback.

An overview of eNOTICE indicators is given in the following table.



Table 3 eNOTICE Quality Monitoring indicators

Leading/enabling Key Performance criteria	
Leadership	
eNOTICE	eNOTICE leaders are the project and technical coordinators, WP and Task leaders. They act as role models by being proactive, structured and problem-solving. They have a clear vision on the objectives of the project and how to achieve them, inspire and support the partners and stakeholders.
Criteria	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> o Do coordinators, WP and task leaders support partners and take into consideration their feedback? o Do coordinators, WP and task leaders take up an active/proactive role in the project? o Do coordinators, WP and task leaders inspire partners and stakeholders? - Open question: Suggestions from the partners on coordinator, WP, Task leadership?
Strategy	
eNOTICE	eNOTICE implements its mission and vision by developing and deploying a stakeholder focused strategy. Policies, plans, objectives and processes (research, activities, publications, etc.) are developed and deployed to deliver the strategy.
Criteria	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> o eNOTICE objectives are clear to all partners? (Summary list to be included in the survey) o eNOTICE objectives are (still) relevant/up to date? o Do we need to adjust eNOTICE objectives (focus) to take into account current, societal evolutions? o Are the requirements from the stakeholders clear and sustainable for eNOTICE? - Open question: Suggestions from the partners on the objectives?
People	
eNOTICE	The eNOTICE consortium has been composed and built upon the expertise of the partners. The project values beneficial achievement (win-win) of project goals and partners' expectations. Division of tasks, organization of activities and working methods aim at keeping all partners motivated, committed and at creating opportunities to optimize and increase skills and knowledge.
Criteria	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> o All expertise required to achieve the eNOTICE objectives is available within the consortium? o Partners are (still) dedicated and motivated to contribute because they see potential for win-win in the project's activities? o Partners actively participate in telco's, document revisions, dissemination activities, Joint Activities.... - Open question: Suggestions from the partners to increase (project)win-(partner)win ?

Partnerships & Resources	
eNOTICE	eNOTICE plans and manages external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of processes. eNOTICE seeks collaboration through external partnerships in order to avoid duplication with existing networks as well as to strengthen the network based on complementarity
Criteria	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> o All required expertise is available in the consortium – there is no need for additional expertise through partnerships? o Support and reinforcement through partnerships could reinforce eNOTICE? o Budget allocation fits the distribution of tasks? o Cost-efficiency is optimised through partnerships? o The ratio MM/spent efforts is so far according to plan? o The ratio budget/costs is so far according to plan? o # of Established links with other networks (FIRE-IN, I-LEAD, iLEAnet, ...) - Open question: Suggestions from the partners on Partnerships & Resources?
Processes	
eNOTICE	eNOTICE designs, manages and continuously improves processes to generate internal value in terms of efficiency and cost-efficiency as well as value for the future stakeholders of the network. Key processes will need to be identified, such as time management, communication, information flow within the project, qualitative information gathering ...
eNOTICE key (primary) processes – ongoing M1 – M6	
Criteria related to the T2.1.1 Roster	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners involved: <ul style="list-style-type: none"> o Plan of Action for T2.1.1. was clear (expectations, methodology, distribution of tasks, timing & planning) o TC are willing to fill in the questionnaire o TC are willing to share information on the public website o The wish for confidentiality is not an obstacle to the visibility of the roster, no additional actions are needed? o (Once finished: allocated MM were sufficient for the work done?) - Questions to be answered by UPB (after M7 = second report): <ul style="list-style-type: none"> o # of TC answering the questionnaire o % of contacted TC answering the questionnaire o % of TC Centres used the option confidential - Open question: Suggestions from the partners to improve the roster?
Criteria related to the T2.2 Mapping needs & gaps	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners involved: <ul style="list-style-type: none"> o Plan of Action for T2.2. was clear (expectations, methodology, distribution of tasks, timing & planning) o (Once finished: allocated MM were sufficient for the work done?) - Open question: Suggestions from the partners to improve T2.2.?
Criteria related to T3.1	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> o Plan of Action for T3.1. was clear (expectations, methodology, distribution of tasks, timing & planning)

Dissemination activities	<ul style="list-style-type: none"> ○ (Once finished: allocated MM were sufficient for the work done?) - Open question: Suggestions from the partners to improve T3.1.?
Criteria related to T3.2 Web based platform and maintenance 3.3.	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners (after M6): <ul style="list-style-type: none"> ○ Plan of Action for T3.2. was clear (expectations, methodology, distribution of tasks, timing & planning) ○ (Once finished: allocated MM were sufficient for the work done?) - Open question: Suggestions from the partners to improve T3.2, T3.3?
Criteria related to T4.1 Exercise methodology and templates	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> ○ Plan of Action for T4.1. was clear (expectations, methodology, distribution of tasks, timing & planning) ○ Elaboration of the Templates for preparation/organisation etc. is considered useful? ○ Proposed methodology for the elaboration of the Templates is clear ○ Proposed methodology for the elaboration of the Templates is considered efficient ○ # of invitations received from EU projects to participate in one of the Joint Activities ○ # of invitations received from external experts to participate in one of the Joint Activities ○ (Once finished: allocated MM were sufficient for the work done?) ○ Suggestions from the partners to improve 4.1? - Qualitative criteria (SA => SD): Questions to be answered by the Task leader: <ul style="list-style-type: none"> ○ # of external experts participating in a Joint Activity ○ degree of satisfaction of the EU project participating in the Joint Activity - Open question: Suggestions from the partners to learn from T4.1 for the continuous improvement of the Templates in T5.2.2?
Criteria related to T4.2 Joint Activities	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> ○ Plan of Action for T4.2. was clear (expectations, methodology, distribution of tasks, timing & planning) ○ Information on the Joint Activity was sufficiently elaborated? ○ (Once finished: allocated MM were sufficient for the work done?) - Open question: Suggestions from the partners to improve 4.2?
Criteria related to T5.1. Consortium mgt	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> ○ Administrative requirements are clear? - Open question: Suggestions from the partners to improve 5.1?
Criteria related to T5.2. Technical mgt	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> ○ The monitoring methodology is considered useful ○ The monitoring methodology is clear (purpose, how, use of the results) ○ (Once finished: allocated MM were sufficient for the work done?) ○ Suggestions from the partners to improve 5.2? - Qualitative criteria (SA => SD): Questions to be answered by all partners involved in 5.2.1.: <ul style="list-style-type: none"> ○ Plan of Action for T4.2. was clear (expectations, methodology, distribution of tasks, timing & planning)

	<ul style="list-style-type: none"> - Open question: Suggestions from the partners to improve 5.2?
Criteria related to T5.3. Security, legal, ethics	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners involved: <ul style="list-style-type: none"> o Plan of Action for T5.3. was clear (expectations, methodology, distribution of tasks, timing & planning) o (Once finished: allocated MM were sufficient for the work done?) - Open question: Suggestions from the partners to improve 5.2?
eNOTICE supporting (secondary processes)	
Criteria related to internal communication	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> o Communications by mail (to all, within tasks, within WP's) are considered efficient: no overload of communications, no confusing communications, ... o Number of meetings and telco's are considered sufficient to ensure a team spirit in the consortium o Work plans at WP and task level are considered useful, sufficient, detailed enough, a useful reminder during the duration of the task, a good instrument to clearly divide the workload, ... - Open question: Suggestions from the partners to improve internal communication?
Criteria related to time mgt	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> o The rolling plan is useful/sufficient/clear/... as an instrument to keep an overview on ongoing actions, approaching deadlines, telco's, progress, ... o Time plans are respected/followed o Time plans are flexible enough to take into account difficulties - Open question: Suggestions from the partners to improve internal communication? - Questions to be answered by the WP leaders: <ul style="list-style-type: none"> o deadlines for submission of Deliverables are respected o Milestones are respected - Open question: Suggestions from the WP leaders to improve internal communication?
Criteria related to internal information flows	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> o Sharepoint works in a satisfying way to share documents? o Sharing of information between tasks/ links between tasks is sufficiently and proactively taken into account? - Open question: Suggestions from the partners to improve information flows?
Criteria related to content development	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> o Needed information is available? o Needed information is accessible? - Open question: Suggestions from the partners to improve content development?
Criteria related to Cost – efficiency?	<ul style="list-style-type: none"> - Qualitative criteria (SA => SD): Questions to be answered by all partners: <ul style="list-style-type: none"> o Are the resources correctly estimated for the required efforts (MM, budget)

- Open question: Suggestions from the partners related to cost-efficiency?

Aspect to be monitored: Lagging aspects/Results

People

eNOTICE eNOTICE aims at achieving outstanding results that meet the needs and expectations of the consortium partners.

- Criteria**
- Qualitative criteria (SA => SD): Questions to be answered by all partners:
 - o Partners have gained from the project/network
 - o Partners (still) see the win-win
 - o Partners' benefits match the initial expectations
 - o Partners' benefits exceed the initial expectations
 - o Partners are satisfied on the progress so far
 - Open question: Suggestions from the partners on People?

Customer = Training Centres

eNOTICE eNOTICE aims at achieving and sustaining (beyond the 5 years duration of the project) outstanding results that meet the needs and expectations of their 'customers'. eNOTICE aims at building a network of CBRN Training Centres, putting them at the core of the network. However, the network members are not limited to these Centres, they include all public safety and security stakeholders and can be subdivided into the following subcategories:

- Training centres
- Practitioners and operators
- R&D – industry, academia, RTOs, etc.
- National and EU Policy-makers.

- Criteria**
- Qualitative criteria (SA => SD): Questions to be answered by all partners:
 - o Requests for membership from Training Centres
 - o To be determined later, once we have their needs and expectations based on 2.1.1 and 2.2
 - Open question: Suggestions from the partners on Customers/TC?

Society

eNOTICE eNOTICE aims at achieving and sustaining (beyond the 5 years duration of the project) outstanding results that meet the needs and expectations of relevant stakeholders. For eNOTICE, society stakeholders are the public at large, who will ultimately benefit from enhanced CBRN preparedness through the project's and the (future) network's results.

- Criteria**
- Quantitative criteria: Questions to be answered by project leader:
 - o Attendance of third parties to annual meeting
 - o Response from policy makers
 - o Response rate to invitations for annual meetings, policy meetings
 - o Response from competent authorities
 - Quantitative criteria Questions to be answered by UPB:
 - o Requests for membership from practitioners and R&D community
 - o number of views of the Training Centre's page on the platform.
 - o Number of views/downloads of different publications/publication categories
 - o Response to/likes of press publications
 - o (Can be further determined/detailed later, once we have their needs



and expectations based on 2.1.1 and 2.2	
- Open question: Suggestions from the partners on Stakeholders?	
Business or Key project results	
EFQM	Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders.
eNOTICE	eNOTICE aims at achieving and sustaining (beyond the 5 years duration of the project) outstanding results that meet the needs and expectations as expressed in the project objectives, based on the three mandatory lines of actions in the Work Program. As this is a EU funded project, DG HOME, DG ECHO and DG DEVCO can be considered as business or ultimate stakeholders (or shareholders, as the EU Commission finally approves the results and ensures the project's funding).
Criteria Related to visibility (line 1)	<ul style="list-style-type: none"> - Objectives achieved or progress according to schedule? <ul style="list-style-type: none"> o The target of minimum 20 active network members is achieved o # of request from other stakeholders to share information on the platform o # of contacts between stakeholders established or initiated through the platform o There is a continuous growth in the network's activities (progress)? - Other results or impact beyond the expected results?
Criteria related to exchange (line 2)	<ul style="list-style-type: none"> - Objectives achieved or progress according to schedule? - Other results or impact beyond the expected results?
Criteria related to pooling resources (line 3)	<ul style="list-style-type: none"> - Objectives achieved or progress according to schedule? - Other results or impact beyond the expected results?

2.1.5 Introduction on SWOT-analysis

SWOT is the acronym for Strengths, Weaknesses, Opportunities, and Threats. A SWOT analysis is a structured method that evaluates those four elements of an organization or project (Vermeulen, 2004). Within eNOTICE it will be used as project monitoring tool, as a complement to the EFQM methodology and instrument.

A SWOT analysis aims at identifying the internal and external factors that are favourable and unfavourable to achieve the project's objectives. It can be considered as an extended risk analysis tool because not only internal weaknesses and external threats are identified for



evaluation, but also internal strengths and external opportunities. The latter can be used as leverages to solve or reduce the impact of weaknesses and threats (Van Heuverswyn, 2011). Another important aspect of a SWOT analysis is the awareness that the degree to which the internal environment matches with the external environment is representative of a so-called strategic fit of match (Jacobs, 2005). Mission, vision and objectives should take both into account and project management should be sufficiently flexible and agile to adapt to changing circumstances. Especially external, societal evolutions the project cannot control or steer, should be used as parameters for reflexion and self-assessment. This might influence project activities and methods and might require reorientation, in order to ensure the achievement of the objectives.

2.1.6 SWOT and eNOTICE building blocks

The traditional building blocks of a SWOT analysis are the following. There is no need to adapt them, as SWOT is a popular project evaluation tool. It will be used as such in eNOTICE.

SWOT	HELPFUL to achieve the objectives	Harmful to achieve the objectives
Internal	Strengths: project characteristics enabling the achievement of the objectives	Weaknesses characteristics enabling the achievement of the objectives that are lacking, insufficient or suboptimally used in the project
	Opportunities environmental factors that could support or could be exploited to its advantage	Threats environmental factors that could delay, hamper or obstruct the achievement of the project's objectives

Figure 7 Traditional SWOT Building blocks (Vermeylen, 2004)

2.1.7 eNOTICE indicators cf. SWOT

Gathering input for the SWOT analysis, will be done differently for internal and external elements.

For the internal elements, strengths and weaknesses can be identified, based on the EFQM leading criteria. The added value of re-using this information is double:



- 1) it will provide a summary overview of positive elements, and aspects under consideration for improvement;
- 2) it will allow to put the internal elements into perspective and to identify trends that are not specific to the project but reflect general societal evolutions (e.g. lack of availability of practitioners and training centres due to increasing interventions, lack of or increasing support because of changing regulations or policies, etc.). This putting into perspective will allow to search for the most appropriate answer, based on sound information.

For the external elements, traditional criteria such as changing regulations, increasing or decreasing support for CBRN preparedness, etc. can be considered, but input on external aspects to follow up should specifically come from the WP2 results from the stakeholder survey (Task 2.2) and the KPI's for building a successful network (Task 2.3).

As mentioned for the EFQM monitoring criteria, for the SWOT analysis holds as well that openness and awareness for new aspects should be a continuous attitude in order to detect all relevant aspects.

Table 4 eNOTICE input for the SWOT-analysis

List of eNOTICE SWOT indicators	
Strengths	Results related to leading aspects of the EFQM based monitoring tool
Criteria	- to be determined
Weaknesses	Results related to leading aspects of the EFQM based monitoring tool + Doa Risks listed
Criteria	- to be determined
Opportunities	Elements pre-identified in WP2 as possible opportunities and levers
Criteria	- to be determined
Threats	Elements pre-identified in WP2 as possible obstacles and barriers + Doa Risks listed
Criteria	- to be determined

2.2 Description of the eNOTICE monitoring instrument

Based on the indicators described above, an online survey was developed by UPB, which can be used to collect input for every Progress Report, every six months. As will be described in D2.1 (forthcoming May, 2018), the EUSurvey tool was deemed most appropriate for surveys in eNOTICE, including for the quality monitoring.

Figure 8 shows one section of the online survey, asking about the leadership indicators. The complete survey can be found at <https://ec.europa.eu/eusurvey/runner/416c9307-9fb7-772a-878f-9acc86710d1c>.

Leading/enabling Key Performance criteria

Leadership

eNOTICE leaders are the project and technical coordinators, WP and Task leaders. They act as role models by being proactive, structured and problem-solving. They have a clear vision on the objectives of the project and how to achieve them, inspire and support the partners and stakeholders.

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
*Do coordinators, WP and task leaders support partners and take into consideration their feedback?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Do coordinators, WP and task leaders take up an active/proactive role in the project?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Do coordinators, WP and task leaders inspire partners and stakeholders?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please note any additional suggestions or ideas

Figure 8: A section of the quality management survey

2.2.1 Monitoring instrument result processing

After the partners have filled out the survey, the answers are exported to Excel, where the obtained data is evaluated and converted into a graphical representation. Due to the large number of questions, only a selection of 16 important indicators will be analyzed in detail in every report. Additionally, conspicuous indicators will also be analyzed. This process is visualized in Figure 9.

Detailed responses by the participants will be included in the Annex of every report.

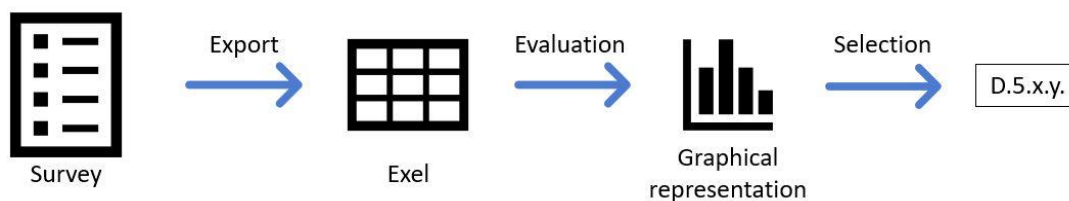


Figure 9: How the survey results are processed

This selection can include key indicators, indicators which are particularly bad and indicators with a big disagreement amongst the consortium.

The specific thresholds for these indicators will be defined in the second progress report when data of at least two evaluations is available.

As the participants are able to answer in six different categories, which range from “strongly agree” to “strongly disagree”, the answers are converted into a point system. Here, “strongly agree” matches with six points and “strongly disagree” matches with one point. In the evaluation, the points are added and then averaged based on the number of participants. This means that a higher result is a better result.

The following example illustrates this procedure:

- there are 13 participants who answer to a question
 - three of the answer with “strongly agree” $\rightarrow 3 \times 6 = 18$
 - four of them answer with “agree” $\rightarrow 4 \times 5 = 20$
 - two of them answer with “slightly agree” $\rightarrow 2 \times 4 = 8$
 - two of them answer with “slightly disagree” $\rightarrow 2 \times 3 = 6$
 - one of them answers with “disagree” $\rightarrow 1 \times 2 = 2$
 - and one of them answers with “strongly disagree” $\rightarrow 1 \times 1 = 1$
- ➔ added together, this results in a score of 55 points
- ➔ to standardize this result, it is divided by 13 (participants) which results in a final score of 4.23

As the number of answers to each question can vary (not every participant has to answer every question), the answers are made comparable by calculating the average score.

Additionally, a score indicating the disagreement between partners is calculated. This score, called average deviation, is 0 when all partners agree with each other (select the same answer in the survey) and increases with increasing disagreement. It also takes into account the level of disagreement between response options, i.e. it is higher when one partner selects “Strongly Disagree” and another “Strongly Agree” than when one partner selects “Strongly Agree” and another “Slightly Agree”. This calculating is done using the STDEV.P function in Microsoft Excel and displayed as σ in the diagrams.

2.2.2 Monitoring instrument result visualization

The visualization includes the results for the current survey, the last survey six months ago and the average of every survey. Additionally, the standard deviation of the current survey is shown to indicate how much the consortium members agree with each other.

This will systematically be done for the 16 key criteria, as they are recurrent criteria in every survey.

This comparison can result in three different types of results. Figure 10 shows the first case, where the current score has improved in comparison to the last survey. This is a good result as the value of the indicator has improved, indicating positive changes within the consortium.

In contrast, Figure 11 shows an example of a decreased indicator, the second case. Comments by participants will be analyzed in order to give recommendations on how to improve the affected indicator. The same measures will be conducted in the third case, when the indicator has not changed significantly.

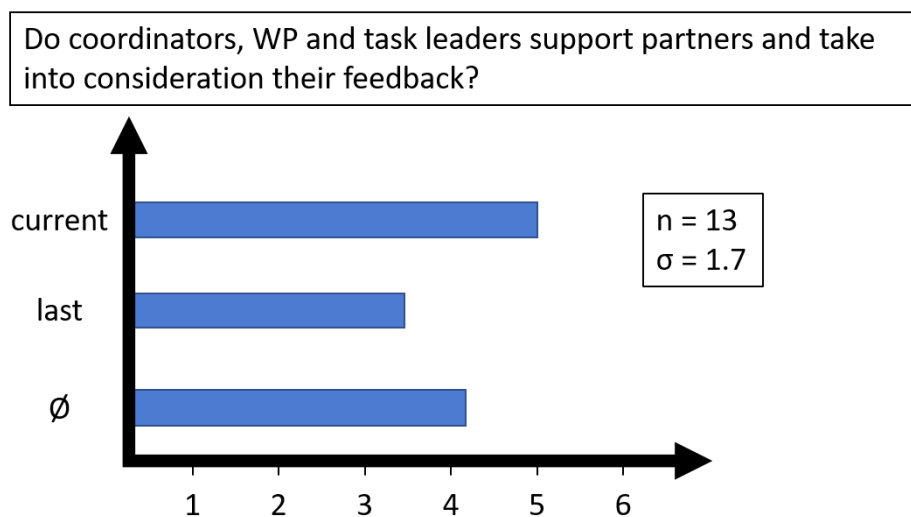


Figure 10: An example of an improved indicator

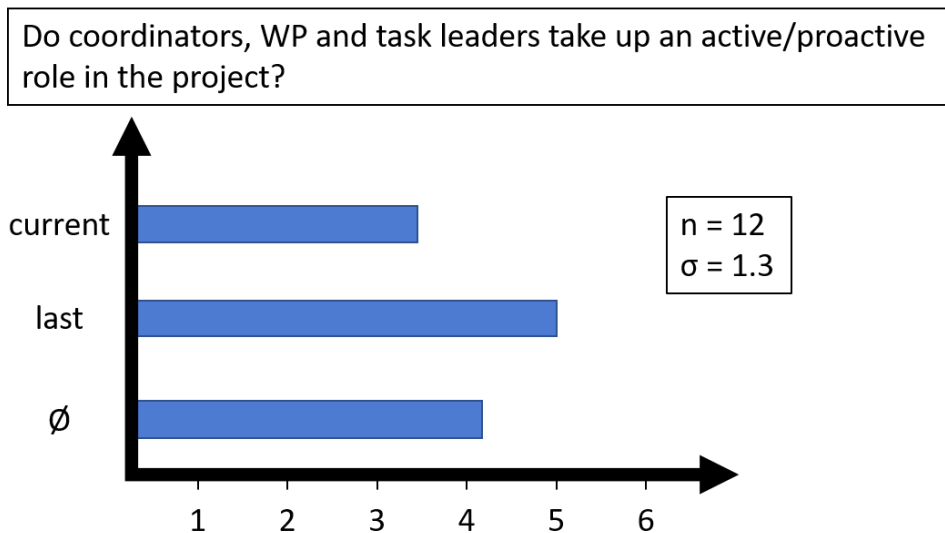


Figure 11: An example of a decreased indicator

2.3 Implementation plan for the use of the eNOTICE monitoring methodology and instrument

2.3.1 Aspects to be considered before using the eNOTICE methodology and instrument

The primary objective of the Quality Management (QM) activity consists in ensuring a constant scientific and technical quality of the project. Furthermore, the QM must guarantee the compliance of all the activities performed with the project objectives and the continuous improvement of these activities, following a Deming's approach/cycle⁵ (Cuyvers, 2007). The QM methodology implemented, monitoring the projects ongoing tasks, is therefore oriented at identifying opportunities for improvement of the project as a whole.

The methodology must guarantee maximum flexibility, covering all the relevant aspects of the process, both those present throughout the project (e.g. the proactive role of WP and Task leaders, respect of planning and timely Deliverables, the quality of the Deliverables, the links between different WPs and tasks and the necessary communication flows between them, efficient use of the resources (MM and costs), etc.), and non-recurring ones.

For this reason, the most suitable analysis and evaluation tool, turns out to be a set of questions that can be modified according to need, able to integrate different aspects through different KPIs (Key Performance Indicators) from time to time.

In addition, to result indicators such as time/effort/deliverables, other leading KP criteria must be monitored because of their capacity to predict the forthcoming results.

⁵ <https://deming.org/explore/p-d-s-a>

Before drafting the implementation plan for the use of the eNOTICE monitoring methodology and instrument, some issues must still be addressed. However, considering the flexibility of the method, answering to those questions and putting in place new measures to improve the quality of the project, is a process that can be addressed as the project evolves.

Who will fill in the tool? Only eNOTICE partners, others?

The project partners are the natural recipients of the questionnaire, which arises as a tool for measuring and continuously improving the performance of the project's development and management activities. Naturally, they are called to evaluate the effectiveness of some internal operating parameters such as "information flow and communication between related tasks, avoiding duplication of efforts in parallel tasks, good collaboration between the partners involved in parallel and consecutive tasks".

However, within the eNOTICE project, many initiatives (and related management activities) are addressed outside the initial partnership (e.g. the Joint activities), with the dual objective of:

- 1) Increasing the number of TCs participating in the project;
- 2) Creating a platform able to guarantee the maximum visibility of TCs to the public safety and security stakeholder community.

To evaluate the perceived effectiveness in the management of initiatives aimed at the outside (activities open and aimed at inclusion), the tool or part of it, may be aimed at new TCs or external observers (new potential customers, stakeholders, etc.).

Who will have access to the results and will conduct the qualitative/quantitative analysis?

The data must be analyzed on an overall basis referring to the entire sample group and on the basis of the different groups contained in the sample: academia, TC, stakeholders, customers, etc. Will it be possible to differentiate data according coming from different partners?

Partners involved in the task 5.2.1, will be responsible of the qualitative/quantitative analysis of the survey results.

Who will be responsible for the evaluation of results, the proposal of corrective actions and the verification of those actions?

As stated, there are two different kinds of data that will lead to two different results and considerations. On the one side, some results will concern the lagging aspects (results) of



actions which are not recursive (e.g. Mapping activity), so a sort of “cascade effect” will have to be considered. On the other side, some results will be evaluated with a “cyclic perspective” (e.g. Joint Activity organization).

In the first case, the formulation of recommendations must be prompt and effective, simply because there will be no further time and opportunity to formulate recommendations and iterate the corrective actions.

For this reason, it is essential to have a slim “decision body” which formulates the recommendations after the evaluation of the results.

2.3.2 Implementation methodology

The following aspects are included in the development of the implementation plan for the use of the eNOTICE monitoring methodology and instrument:

- Monitoring and timing;
- Data Analysis and visualization of results;
- Formulation of corrective actions;
- SWOT Analysis;
- Follow up for continuous improvement.

2.3.2.1 *Monitoring and timing*

The results of the eNOTICE Quality Management Survey (QMS) will be included in the 6-monthly periodic reports, therefore it is recommended to request the partners to fill the questionnaire at least one month before the submission of the periodic report (M5).

As the formulation of recommendations and corrective measures will be a process, which will need some tuning among the partners, the following steps are proposed:

- 1) recommendations are proposed within 15 working days after M6; all 5.2.1 partners (all WP leaders) elaborate a first set of recommendations;
- 2) a telco will be organized, with the participation of (at the least) the partners that are requested to take some direct action;
- 3) the feasibility of the proposed recommendation/corrective measure will be discussed, evaluated, agreed and put in place, including a clear designation of the owner of the action, supporting partners if relevant, and a deadline;
- 4) the following eNOTICE QMS will include some questions to evaluate if, according to the directly involved partners, the corrective actions have been successful.

If relevant, identified issues, possible recommendations and corrective actions can be discussed at the project meetings (in the agenda of every Joint Activity, sufficient time is planned for project meetings related to ongoing tasks).

2.3.2.2 Data Analysis and visualization of results

In principle, it should be possible to analyze data both as overall result for all the consortium, and as partial results divided by category (Practitioner, University, TC). This is essential to understand the results being able to specify if a given result has a differential impact on the different categories.

The eNOTICE QMS includes two different kind of indicators, which can be divided in non-recursive and recursive (Table 5)

Table 5 List of non recursive and recursive indicators in the eNOTICE QMS

Non recursive	Recursive
eNOTICE key (primary) processes (different for each semester)	Leading/enabling Key Performance criteria People Criteria related to T5.1 Consortium mgt Criteria related to T5.2 Technical mgt Criteria related to 5.2 Technical mgt – For WP leaders Criteria related to T5.3 Security, legal, ethics Criteria related to time mgt Criteria related to time mgt – For WP leaders Criteria related to internal information flows Criteria related to content development Criteria related to Cost - efficiency

As far as the data analysis is concerned, a preliminary, quantitative analysis can be easily performed based on the results of the surveys.

As mentioned in the methodology above, progress on the 16 (recurrent) key questions will be systematically visualised from Progress report 2, a specific graphic in case of strong deviation can be considered.

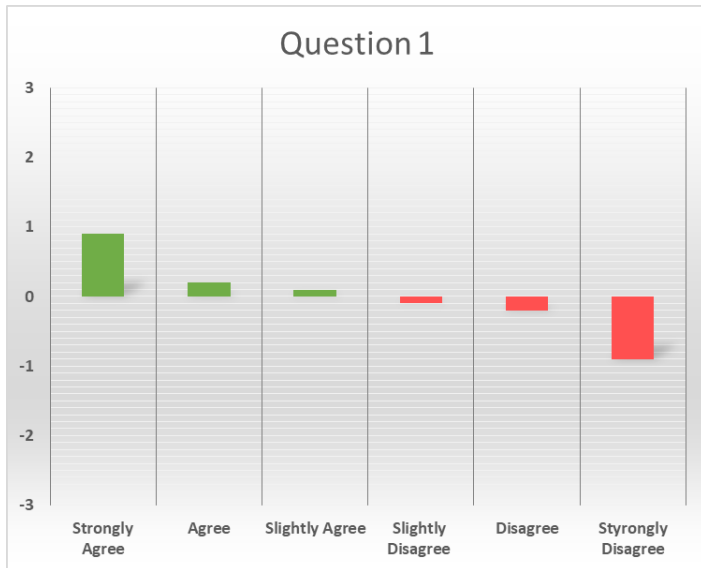


Figure 12 Example of visual representation of the eNOTICE QMS results, in case of strong disagreement between the partners.

2.3.2.3 Formulation of corrective actions

The eNOTICE QMS, used to gather information for the quality monitoring, covers two main areas:

- 1) The tasks and the implementation of the “research” activities of the project (mainly non recursive);
- 2) The general management of the project and the consortium (mainly recursive).

As a result, part of the information will concern activities which are mono or multi-directional (the majority of the tasks), with a start and an end point.

What is relevant for this kind of information, is to assess the quality and effectiveness of the conducted actions, to predict the impact of this activity on the following ones.

On the other hand, criteria related to the technical and consortium management, internal information flow can be seen as a recursive process which can be analyzed and managed by means of the Plan Do Check Act approach. In this way, not only the actions, but also the overall methodology can be evaluated and, if needed, modified, to pursue the objective of excellence set out by the EFQM.

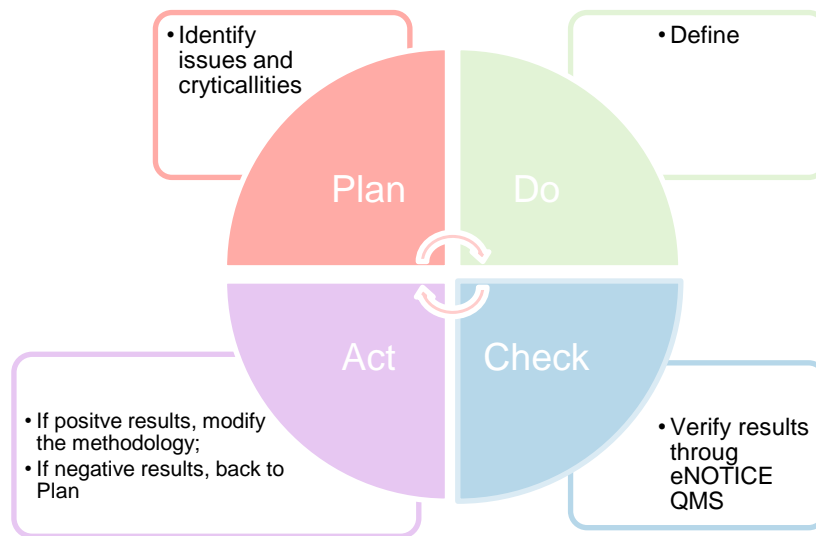
1) Non recursive case

Following the logic of “predecessors and successors”, an idea for the formulation of corrective actions is to identify all the successors of a given task/action and verify if the indicators for a given task show negative results from the eNOTICE QMS. For instance, a threshold value of negative results could be set, in order to request the

provision of recommendations and corrective actions with an impact on the successor(s) of that task. Besides, differential weights can be assigned in case the negative results come from a single category of participant (meaning a moderate impact on the project), or from two or more different categories (meaning a high impact on the project).

2) Recursive case

For recursive indicators, the formulation of corrective actions can be performed by simply adopting the Deming methodology of the Plan, Do, Check, Act.



2.3.2.4 SWOT analysis

Finally, a SWOT analysis must be performed, in order to evaluate how internal and external factors can have an impact on the project.

In particular, internal strengths and weaknesses will be extrapolated from the eNOTICE QMS results, while external opportunities and threats will be gathered based on the input from Task 2.2 on mapping needs and gaps, obstacles and levers.

2.3.2.5 Follow up for continuous improvement

Basing on all the results and recommendations, new indicators must be included in the following eNOTICE QMS in order to perform a follow up and guarantee the continuous improvement of the overall quality of the project.

3. First progress results, February 2018

3.1 Progress on Deliverables

Submitted Deliverables

The following Deliverables have been submitted in due time during this first reporting period:

- **D1.1 – POPD – Requirement N°7, WP1, Confidential report on Ethics, only for members of the consortium** (including the Commission Services), M1.
This deliverable puts forward the ethics requirements that the project must comply with, in particular it deals with the issues of data privacy and data protection during eNOTICE Joint Activities and fixes the Informed Consent Form to be filled by participants before every JA.

- **D3.1 - Dissemination plan**, WP3. Public report, M3.

The Dissemination Plan provides an outline of eNOTICE corresponding dissemination activities and communication strategy aimed at supporting the best possible spread of the project results and activities in progress to all kinds of stakeholders. This is promotion of the network and its web-based platform to the possible users, promotion of the capacity of CBRN TC to all stakeholders and of the project results, such as effective practices, lessons learnt from the joint activities that will serve as show cases, opportunities for harmonisation, standardisation, the plan to pool resources, etc.

- **D3.4 - Report on eNOTICE project website**, WP3, Public report, M3.
This report describes the objectives of the public website; how the site has been designed and realized; the structure of the public website; the key messages and initial contents per page and sub-page and a short evaluation of the website.

- **D3.5 - eNOTICE project website**, WP3, Public website, patents filling, etc., M3.
The project website is published at <https://www.h2020-enotice.eu/>

- **D4.1 - eNOTICE methodology for the preparation/ organisation, evaluation and follow up of CBRN exercises combined with tests, validations or demonstrations**, WP4, Public report, M5

This Deliverable describes the methodological approach for the elaboration of guidance for the preparation, organisation, evaluation and follow up of CBRN exercises, either as a stand alone exercise or combined with tests, validations or demonstrations. It also includes a first draft with an overview of chronologic steps,



guidance per step and templates and checklist for every relevant aspect. The templates will be used for all future eNOTICE Joint Activities, evaluated afterwards and updated, completed or improved as a result of the evaluation.

- **D4.2 - eNOTICE Joint Activities planning.** Report 1, WP4, Public report, M5

This Deliverable describes the methodology for the organisation of the Joint Activities - JA, which is one of the eNOTICE key activities to build the CBRN TC network. It also includes the report on the first JA, organised by SDIS77, in Gurcy (FR) on 12 December 2017; lessons learnt from this first JA to take into account for the organisation of the next JA, and an updated calendar.

- **D5.1 - Project Management Plan,** WP5, Confidential report, only for members of the consortium (including the Commission Services), M3.

The Project Management Plan details all management aspects of the project, i.e. defines the duties, tasks and processes for effective implementation of the project, the partners and their roles, the tools to be used in the project, the agreed rules, methods, means to be applied or used for managing it.

Deliverables requested for delay

For two Deliverables, D2.1 (due M6) and D2.2 (due M10), a postponement of the deadline was requested and accepted by the Project Officer in February 2018. D2.1 will be submitted on Month 9, and D2.2 will be submitted on Month 12.

For D2.1 – Catalogue of CBRN TC, testing and demonstration sites (public report), 207 EU entities have been identified by the beginning of February: 184 TC and 23 mobile units. A questionnaire has been elaborated for the catalogue on their capacities (thematic areas covered by training) and their facilities (infrastructure to organise exercises, tests and demonstrations). A survey was developed, based on the questionnaire, and sent by email to all identified TC. This was done in November 2017. The response to the email was very low. Between November 2017 and the end of January 2018, only 10 TC filled in the survey as a response to the invitation by mail.

Two weeks before the eNOTICE surveys was sent, DG DEVCO addressed part of the same target group with a similar questionnaire. Although the objectives and scope of both questionnaires were not identical, we captured reactions that this was confusing.



Some Centres did not fill in both survey because they considered there was a duplication of information request.

A second obstacle was discovered in January-February, when all eNOTICE partners started to call their contacts, in order to give more explanation on the objectives of eNOTICE and the survey, counting on a better response if the TC were better informed. By doing this, it became obvious that a lot of persons responsible for the organisation of training or exercises cannot take the decision to fill in the survey without consent of their hierarchy or a supervising body (such as a Board of Directors, a Steering Committee or military Commander).

A third obstacle revealed to be the language: some Centres refused to answer the questionnaire in English.

For these three reasons, a request to delay the deadline for D 2.1 – Roster, was requested.

As for D2.2, the elaboration of the Quality label, directly depend on the results of mapping the capacity and facilities of the TC, which is the core part of the Roster, this Deliverable was also requested and accepted by the PO to be postponed.

3.2 Results of the first Quality Monitoring Survey (QMS)

The first Quality Monitoring Survey – QMS, performed in January 2018 (1 month before the Progress report) served as a test for the feasibility and the usefulness of the Quality Monitoring Methodology. The questions included in the survey are those listed below in the overview. In the following paragraphs a general evaluation of all results is given.

Eleven partners participated in the survey, of which 3 Task Leaders. This means that not all partners and not all Task leaders answered all questions. This is a first point of improvement to make: to encourage all partners, and especially all task leaders, to participate in order to have reliable, representative results.

The results are presented in a table overview, indicating the score and the deviation. A high score is an indication that partners positively evaluated the criterion, the maximum score is 6. A high deviation means that partners are not unanimous. The threshold for taken the deviation score as an indication that this points needs attention or requires action, is 1. The calculation method for both is described above in 2.2.1.

Indicators related to Leadership, Strategy, People, Partnerships & Resources

Question	score	ad
Leadership		
1 Do coordinators, WP and task leaders support partners and take into consideration their feedback?	5,73	0,45
2 Do coordinators, WP and task leaders take up an active/proactive role in the project?	5,82	0,39
3 Do coordinators, WP and task leaders inspire partners and stakeholders?	5,36	0,48
Strategy		
4 eNOTICE objectives are clear to all partners?	5,36	0,48
5 eNOTICE objectives are (still) relevant/up to date?	5,55	0,78
6 Do we need to adjust eNOTICE objectives (focus) to take into account current, societal evolutions?	2,91	1,62
7 Are the requirements from the stakeholders clear and sustainable for eNOTICE?	4,64	0,48
People		
8 All expertise required to achieve the eNOTICE objectives is available within the consortium?	5,45	0,89
9 Partners are (still) dedicated and motivated to contribute because they see potential for win-win in the project's activities?	5,36	0,48
10 Partners actively participate in telcos, documents revision, dissemination activities, Joint Activities....	5,18	0,57
Partnerships & Resources		
11 All required expertise is available in the consortium – there is no need for additional expertise through partnerships?	4,91	0,79
12 Support and reinforcement through partnerships could reinforce eNOTICE?	5,20	0,75
13 Budget allocation fits the distribution of tasks?	4,36	0,77
14 Cost-efficiency is optimised through partnerships?	4,64	0,98
15 The ratio MM/spent efforts is so far according to plan?	4,73	0,96
16 The ratio budget/costs is so far according to plan?	4,82	0,39

From the answers to the key questions, the satisfaction of the partners on the way the progress of the project so far can be concluded. Most scores are high and positive. Few partners used the blank fields to add something. If they did, it was done to clarify their answer, no suggestions for changes were made.

Nevertheless, one criterion clearly gives a low score and a high disagreement amongst the partners: ‘Do we need to adjust eNOTICE objectives (focus) to take into account current, societal evolutions?’ As no comments or suggestions were made, this will be discussed during the evaluation telco to find out whether this question was misunderstood - this is the only question where the desirable answer is ‘Strongly Disagree’ in stead of ‘Strongly Agree’, if it would be better to rephrase the question or if there is actually a need for a corrective action.



Ongoing key processes: T2.1.1 Roster, T2.2 Mapping needs & gaps, T3.1 Dissemination, T3.2 Web based platform, T4.1 Exercise methodology and templates, T4.2 Organisation of Joint Activities, T5.1 Consortium management, T5.2 Technical management, T5.3 Security, legal and ethics

Criteria related to the T2.1.1 Roster

17	Plan of Action for T2.1.1. was clear (expectations, methodology, distribution of tasks, timing & planning)	5,27	0,75
18	TC are willing to fill in the questionnaire	3,45	0,99
19	TC are willing to share information on the public website	3,70	1,00
20	The wish for confidentiality is not an obstacle to the visibility of the roster, no additional actions are needed?	4,20	1,08
21	Allocated MM were sufficient for the work done?	4,13	0,78

The criteria on the roster confirm the obstacles encountered in T2.1.1 to establish the roster. Averages scores are not very low, the deviation indicator shows especially the different opinions amongst the partners. This will be an important issue to discuss during the evaluation telco to find out what the exact reasons are behind the unwillingness to share information, if there is a difference between civil and military organisations, if there are country differences (e.g. language barrier) and if we can learn from each other to optimise the approach in contacting the TC.

For the following Tasks, all scores are high, and deviations small: T2.2, T3.1, T3.2, T4.1, T4.2, T5.1

Criteria related to the T2.2 Mapping needs & gaps

22	Plan of Action for T2.2. was clear (expectations, methodology, distribution of tasks, timing & planning)	5,10	0,70
23	Allocated MM were sufficient for the work done?	4,75	0,66

Criteria related to T3.1 Dissemination activities

24	Plan of Action for T3.1. was clear (expectations, methodology, distribution of tasks, timing & planning)	5,09	0,67
25	Allocated MM were sufficient for the work done?	4,88	0,78

One partner suggested that eNOTICE flyer, poster, slides, etc. would be nice.

Criteria related to T3.2 Web based platform and maintenance 3.3

26	Plan of Action for T3.2. was clear (expectations, methodology, distribution of tasks, timing & planning)	5,36	0,77
27	Allocated MM were sufficient for the work done?	4,86	0,64



Criteria related to T4.1 Exercise methodology and templates

28	Plan of Action for T4.1. was clear (expectations, methodology, distribution of tasks, timing & planning)	5,00	0,77
29	Elaboration of the Templates for preparation/organisation etc. is considered useful?	5,20	0,75
30	Proposed methodology for the elaboration of the Templates was clear	5,10	0,70
31	Proposed methodology for the elaboration of the Templates was considered efficient	4,70	0,90
32	Allocated MM were sufficient for the work done?	4,75	0,83

Criteria related to T4.2 Joint Activities

33	Plan of Action for T4.2. was clear (expectations, methodology, distribution of tasks, timing & planning)	5,09	0,79
34	Information on the Joint Activity was sufficiently elaborated?	4,73	0,96
35	Allocated MM were sufficient for the work done?	4,71	0,88

Two comments mentioned the need for more information on the exercise which is part of the Joint activity, which is confirmed in the deviation score close to the threshold. For some partners information might have been sufficient, but apparently not for all. Another comment mentioned the language barrier to optimise the opportunity for lessons learnt. Both comments did however not affect the global satisfaction score.

Criteria related to T5.1. Consortium mgt

36	Administrative requirements are clear	5,36	0,77
37	Criteria related to T5.1. Consortium mgt: t.b.d.	5,50	0,50

Criteria related to T5.2. Technical mgt

38	The monitoring methodology is considered useful	5,00	0,77
39	The monitoring methodology is clear (purpose, how, use of the results)	4,80	1,08
40	Allocated MM were sufficient for the work done?	4,83	0,69
41	WP leaders: Plan of Action for T5.2.1. was clear (expectations, methodology, distribution of tasks, timing & planning)	5,50	0,50

The deviation on criterion 39 shows that the monitoring methodology was not clear to all partners. An effort to clarify and answer all questions will be necessary during the evaluation telco.

Criteria related to T5.3. Security, legal, ethics

43	Plan of Action for T5.3. was clear (expectations, methodology, distribution of tasks, timing & planning)	4,50	1,36
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The same observation for Task 5.3: an effort to clarify the approach is necessary.

Supporting processes: Communication, Time management, internal information flow, content development, cost-efficiency

Criteria related to internal communication

45	Communications by mail (to all, within tasks, within WP's) are considered efficient: no overload of communications, no confusing communications, ...	4,64	1,07
46	Number of meetings and telco's are considered sufficient to ensure a team spirit in the consortium	5,00	0,85
47	Work plans at WP and task level are considered useful, sufficient, detailed enough, a useful reminder during the duration of the task, a good instrument to clearly divide the workload, ...	5,09	0,51

Internal communication needs to be discussed and improved. The global score is rather high, but the deviation also, which means that there are partners that are not satisfied at all.

Criteria related to time mgt:

48	The rolling plan is useful/sufficient/clear/... as an instrument to keep an overview on ongoing actions, approaching deadlines, telco's, progress, ...	4,91	0,83
49	Time plans are respected/followed	4,82	0,83
50	Time plans are flexible enough to take into account difficulties	4,64	0,98
51	for WP leaders: deadlines for submission of Deliverables are respected	6,00	0,00
52	for WP leaders: Milestones are respected	6,00	0,00

Time management seems satisfactory so far, although time plans might need more flexibility as the deviation score is close to the threshold for action.

Information flows, content development and cost-efficiency all show high scores and acceptable deviations

Criteria related to internal information flows

53	Sharepoint works in a satisfying way to share documents?	4,82	0,83
54	Sharing of information between tasks/ links between tasks is sufficiently and proactively taken into account?	4,91	0,67

Criteria related to content development

55	Needed information is available?	5,36	0,48
56	Needed information is accessible?	5,36	0,48

Criteria related to Cost – efficiency

57	Are the resources correctly estimated for the required efforts (MM, budget)	4,60	0,66
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Results:

Only questions related to People (partners) were asked in this first survey.

People

59	Partners have gained from the project/network	5,00	0,43
60	Partners (still) see the win-win	5,09	0,29
61	Partners' benefits match the initial expectations	5,00	0,43
62	Partners' benefits exceed the initial expectations	3,73	1,05
63	Partners are satisfied on the progress so far	5,09	0,51

High scores are noted for partners' satisfaction, except for the question whether additional benefits, beyond the initial expectations were achieved. This should probably not surprise at the beginning of the project, but will nevertheless be discussed during the evaluation telco.

3.3 Results of the SWOT analysis

For this first Progress Report, a complete SWOT analysis is not yet possible because the external indicators are to be identified yet. Internal strengths and weaknesses can be derived from the QMS, but an overall view, putting internal and external aspects into perspective can not yet be done as long as the aspects to take into account have not been identified in Task 2.2.

One external factor can be mentioned though as a threat as well as an opportunity, i.e. the DEVCO efforts in mapping the same type of TC and looking for similar information about these TC. The threat for eNOTICE was tangible in comments of the TC who received both questionnaires and their reluctance to answer because of the perception of inefficiency.

This threat has been turned into an opportunity in February: a meeting was organised with representatives from DG HOME, DG DEVCO and the eNOTICE project coordinator to discuss this. As a result, a formal collaboration will be engaged between both initiatives to optimise the efforts and the results of the mapping.

The in depth SWOT analysis will be systematically part of the reporting from Progress Report 2 (M12).



4. Conclusions and follow up actions

As a general evaluation of the approach during the first 5 months of the project, the global satisfaction of the partners can be concluded from the majority of high scores to questions on very diverse aspects. This is an important observation, as one of the partners added in comments: *“This type of feedback is very useful for the look and feel of a five year project. What success looks like will be largely on the engagement of the partners.”* Another partner stated: *“Even though many questions are yet too early to reply, but overall it's a good basis to think and elaborate on during the project.”*

A few points have been identified as unsatisfying or showing a big difference in expressed opinions, or a combination of both.

All these aspects will get special attention in the following weeks:

- 1) the overview listed in this report will be completed with comments and will be send to all partners;
- 2) a teleconference call will be organised within 2 weeks after the publication of this report, inviting all partners to participate in the discussion;
- 3) all negative scores will be discussed and if necessary corrective actions will be decided;
- 4) The minutes of the teleconference call will include a follow up plan with corrective actions, owners and deadlines. The results will be communicated in the following progress report.

The presented project quality methodology, including internal subjective perceptions of all partners is seen important for such an innovative project as eNOTICE that brings together partners of versatile backgrounds and experience. The core of the eNOTICE consortium are training centres, practitioners with solid operational experience, who are actually the heart of the future EU network of CBRN Training Centres in the ultimate goal of the project. Thus, the attitudes, opinions, advances and challenges experienced by each partner individually and by the consortium collectively, largely reflect the opinions of other training centres that have already been contacted and will be yet continuously approached during the project and invited in the network. The better expectations of the eNOTICE consortium partners are met, the more satisfaction can be expected from the future network members.



As a final conclusion, it is important to underline that the presented quality monitoring methodology - so far – shows added value on three distinct levels.

The first is the **confirmation of obstacles** already under discussion among the partners, such as the difficulties in establishing the roster of training capabilities. In that sense, the QMS can be considered as a coherence test. This is also the case for the comments on the low activity level in Task 4.3.

The second is the **detection of new issues**, such as the low score and high deviation for the question whether eNOTICE objectives need to be adjusted to take external evolutions into account. This issue has never been raised before. The low score seems to indicate that partners do not agree on adjustment, the high deviation shows that partners do not share the same opinion. This certainly has to be discussed to find out whether this question was misunderstood, why partners have differing opinions, or what kind of adjustments are meant, etc.

A third merit is the **detection of diverging opinions** (high deviations) as well as scores that might look as an incoherence: a medium or high satisfaction and high to very high deviation. This is particularly interesting to look at because the ultimate goal of eNOTICE is to build a network between stakeholders with a very different profile: public/private bodies, civil/military, practitioners/academia, etc. It is necessary to analyze if these diverging opinions can be attributed to a different partner profile. Besides this, there are also differences in type and size of organization, experience in EU projects, experience in national or EU research projects, national culture, etc. All these differences, which are considered as assets and enrichment for the consortium, might nevertheless be the explanation for the diverging answers. For all the questions where this is confirmed, reducing the deviation within the project (by maybe solving misunderstandings, by adapting work procedures, by introducing new arrangements, etc.) can be seen as an experimental play ground to learn from, in order to ultimately build a successful network. Where deviations are not profile-related, there must be other reasons, where again we can learn from to build the network.

So, finally, in external contacts for mapping with the TC and (later) other networks and partnerships, as well as in internal contacts between the eNOTICE partners, the QMS reveals to be an adequate instrument for early detection of opportunities to learn and continuously improve both the project and the future network.



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