eNOTICE
European Network Of CBRN TraIning Centres

D2.4 Report on Key Performance Indicators
for a successful CBRN network

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Executive Summary

This document is eNOTICE Deliverable 2.4, Report on Key Performance Indicators for a successful CBRN network .

eNOTICE is a Horizon 2020 EC funded project (under Grant Agreement n° 740521), which aims at building a dynamic, functional and sustainable European network of CBRN Training Centres, testing and demonstration sites - CBRN TCs. The network is expected to enhance capacity building in training and user-driven innovation and research, based on well-identified needs.

To search for Key Performance Indicators - KPIs, representative for the success of a network, was a deliberate choice from the start of the project. The purpose was to find a series of indicators that can be used first of all as an analytical framework, to screen and collect information on other security networks, in order to learn from their process in building a network. It also aimed at identify possible duplications, as well as synergies and opportunities for collaboration and partnership. Secondly, the list of indicators should also be fit to be a proactive reference framework, as a roadmap to take a series of more or less chronological decisions to build a successful network.

This reports includes: the elaboration of an analytical KPI-based framework, the identification and screening of other security networks, the KPI-based collection of information on them, and interesting lessons drawn from the comparative analysis of the results.

The use of the list of KPIs as a reference framework to build the network will be done in the following eNOTICE Task, Task 2.4 - Framework for a sustainable European CBRN TC network (which started June 1st, 2018). This task will also explore the opportunities for collaboration and partnerships, which will be further elaborated in Task 3.4 - Integration of platforms and interfaces, in order to create links and interfaces on the eNOTICE web based platform (this task starts October 1st, 2018).

The results of this report are summarised in the following paragraphs.

The methodological approach took advantage of the preparatory work in 2012-2013 by DG ECHO in building a Disaster Management Training Network. This DM TRAINET list of KPI's, based on a study performed by AETS (2013), was used for a first screening of a selection of security networks. Based on that first screening and literature study in parallel, the KPI list was updated and adapted. This resulted in a KPI-based analytical framework,

including indicators related to the Content, Style and Form, answering the following questions:

- *Why* was the network built: context and background;

- *What* is the network doing, this relates to the network's mission and the motivation for members to join; the scope or area of activities and the type of activities,

- *Who* is involved or targeted by the network: profile of the members, and leadership

- *Where* is the action radius of the network: geographical coverage;

- *How* are the network goals achieved (institutional aspects): (in)formal character of the network, type of network, decision making and accountability;

- *How* is the network organised in terms of relations between the members, what is the architecture of the network?

- *How* is the network organised to ensure sustainability: quality management and result-oriented approach, incl. continuous improvement, supporting instruments, financial viability and sustainability strategy;

- *When* was the network established (start date) is noted to put the information into perspective. Networks that started recently can't be expected to have the same level of maturity as older networks.

Three types of networks have been screened, described and compared: EU networks, H2020 project-based networks and national networks. All the networks screened have a security scope in common: civil security, disaster management or secure societies (law enforcement), as a whole or a specific type of risk (e.g. floods), phase (e.g. response) or aspect (e.g. exercises). They all aim at creating a network for practitioners, some as primary target group, others as one amongst other security stakeholders. Some specifically aim at building a bridge between the practitioners and innovation communities, which should come as no surprise as 6 of the 12 are H2020 financed networks with some mandatory research-related objective as mandatory line of action.

This is the **summary of the main findings**:

- The overview of KPI-based information shows a lot of opportunities for collaboration and partnership because of identical or complementary goals, activities and members;

- Different approaches are observed: networks can be considered as a goal to cross cut existing (mono)disciplinary activities, or as an instrument (among others) to achieve specific mono- or transdisciplinary goals;

- Different networking origins are observed: either as institutional initiatives or project-based; the latter networks often suffer from a clear distinction between the project and the network ;

- Project-based networks can lack clarity in scope and added value because of confusion between the project's goals, activities and members and those of the network;

- Availability and commitment of the members are currently weak points and at the same time opportunities for networking;

- A mix of top down and bottom up approach can increase the networks' dynamics;

- Heterogeneous networks can be interesting and necessary but are much more challenging than homogeneous networks, this should be taken into account in network's organisation (e.g. through a mix of thematic workgroups and plenary meetings as well as a gradual approach);
- Networks are often cross cutting the boundaries of traditional disciplines and should take into account that this pulls *all* the members out of their comfort zone, not just the core members (e.g. in case of practitioners networks);
- Financial resources challenge the long term viability of most networks.

Conclusions

The KPI-based framework for a successful security network reveals to be a very useful instruments for all network initiators and coordinators to reflect before to decide on what the network really wants to achieve and how, what is the most efficient way to do so. This also includes avoiding duplication and establishing collaboration and partnerships with other security networks on complementary aspects, as this is the most obvious way to optimize the allocation of human, (im)material and financial resources.

The way forward

This report is only a first step in reflecting and building a successful security network.

It will be used by the eNOTICE partners in Task 2.4 to elaborate a sound and sustainable network for CBRN Training Centres and it will also be used to engage the discussions with others: other security networks, Project Officers of H2020 projects, and other persons who expressed their interest in the matter. The report will be disseminated to them, together with an invitation to consider meeting each other at regular times to continuously learn from each other in building a successful network.

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Nomenclature & acronyms

CBRN: Chemical, Biological, Radiological, Nuclear

CoU: Community of Users

DG ECHO: Directorate-General European Civil Protection and Humanitarian Aid Operations

DG DEVCO: Directorate-General for International Cooperation and Development

DG Home: Directorate General Migration and Home Affairs

DM: Disaster Management

DM-TRAINET: Disaster Management Training Network

DRMKC: Disaster Risk Management Knowledge Centre

eNOTICE: European Network for CBRN Training Centres

JRC: Joint Research Centre

KPIs: Key Performance Indicators

RDI: Research, Development, Innovation

TC: Training Centre

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1. Introduction on scope and objectives

1.1. eNOTICE scope and objectives

The main goal 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 TCs, aiming at enhanced capacity building in training and users-driven innovation and research, based on well-identified needs.

This CBRN TCs network aims at enhancing CBRN training capacity for improved preparedness and incident response. This will be achieved by building a bridge between R&D and technology providers and practitioners, who are the end users of innovative solutions for improved preparedness and response.

The CBRN TCs are strategically placed in the core of the eNOTICE network as they are the natural operational link between all CBRN stakeholders. They are an important intermediary player between these stakeholders, because of their core business in training practitioners and the availability of infrastructures for training and exercises in real case settings.
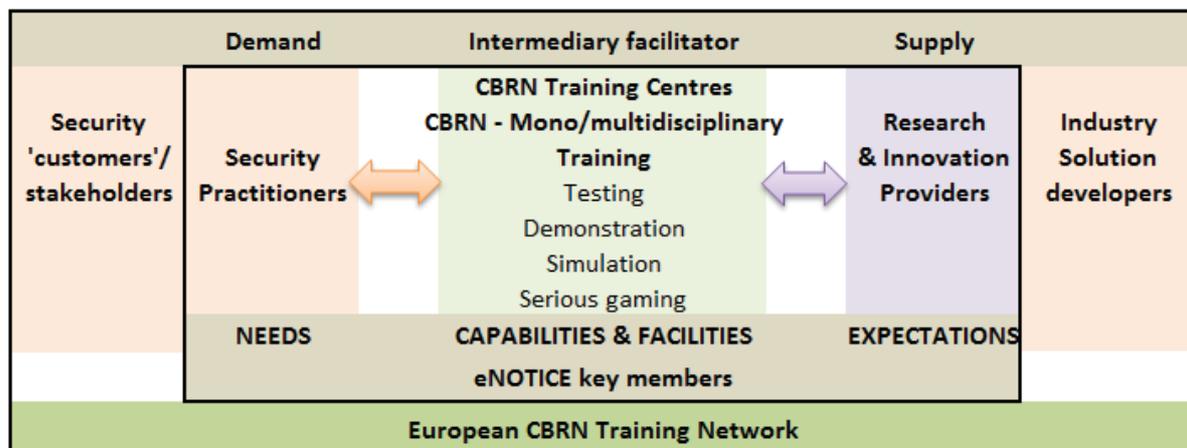
Figure 1 The key actors of the European Network Of CBRN TrainIng, Testing and Demonstration Centres

1.2. Task 2.3 scope and objectives

As mentioned in the Description of Action, Task 2.3 covers the following actions:

*Task 2.3 studies **the conditions for a successful network, which relates to Key Performance Indicators** (KPI's) for establishing a network, including the motivation of the target group of security stakeholders to become member. KPI's will be based on **literature** and on a **previous study** of DG ECHO for the establishment of a Disaster Management Training Network (AETS, 2013) as well as on **lessons learnt from existing networks** with similar goals and member profile, such as the DG DEVCO CBRN Centre of Excellence, the JRC Disaster Risk Management Knowledge Centre, FP7 and H2020*

*past and current projects involving eNOTICE consortium partners (e.g., PRACTICE, EDEN, MIRACLE, Reaching Out, SecInCoRe, TOXI-Triage) and others. Because of the low level of current interaction of security actors, a study (including surveys) will look into the current barriers, such as the local outreach of CBRN Centres, lack of mutual understanding between different types of stakeholders, lack of time of practitioners to identify innovation opportunities etc. Confirmation of these **barriers** and the identification of possible other difficulties as well as **opportunities and levers** to overcome them need to be identified. They will be addressed and taken into account in the conceptual approach of the network in Task 2.4.*

The expected Deliverable for Task 2.3 is D2.4 - Report on Key Performance Indicators for a successful CBRN network (PU)

Links to other tasks

The conclusions of this task will directly serve as input for the elaboration of the conceptual framework and sustainable approach of the eNOTICE network in Task 2.4 – Framework for a sustainable European CBRN TC network, which started June 1st, 2018.

Indeed, based on the identified KIPs, barriers and levers, and other relevant factors that determine the success or failure of a network, Task 2.4 will elaborate a methodology to create a sustainability plan which will guide the decisions of the eNOTICE consortium, with a view to identify the features which will allow the self-sustainability of the network, also after the termination of the project.

As part of the sustainability of the network, the collected information will also be used as input for Task 3.4 – Integration of platforms and interfaces. In this task, collaboration with those networks and platforms (with identical, similar or complementary goals or target groups) identified in Task 2.3, will be initiated and links between them will be considered, by way of integration or interfaces on the eNOTICE web based platform. Task 3.4 starts October 1st, 2018

1.3.   Methodological approach

Analytical framework

The identification of Key Performance Indicators – KPIs started from the preparatory work done in 2012-1013 for the establishment of DG ECHO's Disaster Management Training Network - DM-TRAINET. A study looked at existing networks and literature, including comparative analyses, to elaborate an analytical framework with KPIs for a successful network and how they mutually relate to, reinforce or weaken each other (AETS, 2013). This analytical framework was used in 2012 to screen existing networks with similar goals, scope,

activities and members in order to learn from them and these lessons learnt were used to propose three options for a formal, informal and semi-formal network for civil protection training.

In this task, literature since 2103 has been screened to identify new studies or comparative analyses, with recommendations for a successful network to check the validity of each indicator and the analytical framework as a whole. No new inspiration or new KPIs has been found in recent literature.

The DM TRAINET KPIs were then first used in this task as an analytical framework to screen existing networks related to civil protection, risk and disaster management or public safety and security. Besides information per indicator, such as objectives, area and type of activities, membership etc., this task also looked into their positive (opportunities) and negative (obstacles) experiences to build a network.

The information is mainly collected based on open source data, such as the web based platform of the network or other web based information, and publicly available documents, such as leaflets, press releases and public reports. This was a deliberate choice, as this is generally how possible members retrieve information on the network and on the conditions and formalities to apply for membership.

These data were completed whenever relevant with information from structured interviews using the analytic framework to fill the information gaps. All the networks listed in Annex 3 have been contacted by an eNOTICE partner to complete the publicly available information.

Based on the experience of using the DM TRAINET analytical framework, the list of KPIs was slightly modified in order to best fit the specific purpose of this task, which is to learn lessons from other networks and to identify synergies and opportunities for collaboration or partnership. A few new KPIs were added, other were regrouped, in order to answer the following questions:

- **Why** have other security networks been established?

- **What** are they doing?

- **How** are they organised?

- **Who** do they target and involve as members?

- **Where** is their radius of action?

- **When** was the network established and what lifespan does it aim at?

The collected information per network is presented in Annex 3, following this format, which combines these key questions with KPIs on Content, Style and Form. From these descriptions, lessons are drawn and recommendations to use this information for the sound elaboration of the eNOTICE network have been identified.

1.4. Structure of the report

This report is structured as follows:

- Introduction on the scope, objectives and the methodological approach in Chapter 1;

- Clarification on the added value of using KPIs and summary overview of the eNOTICE KPI-based framework for a successful network in Chapter 2. Clarification on the use of the DM-TRAINET KPIs is given in Annex 1, a comprehensive description per eNOTICE KPI is included in Annex 2.

- Chapter 3 describes lessons learnt from other security networks. The detailed KPI-based description of all networks is included in Annex 3.

- Conclusions and directions for the way forward are described in Chapter 4.

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2 Key Performance Indicators for a successful network

2.1 Rationale for the use of KPIs for lessons learnt on network building

Two considerations justify the KPI-based approach for lessons learnt to built the network.

The first consideration is general in nature and builds on the broadly accepted conviction that it is useful to learn from others, in order to avoid repetition of the same trial and error loops. The Return of Experience (RetEx) or lessons learnt process is in many ways similar to a knowledge management approach that aims to capitalize, value and disseminate as much as possible explicitly the knowledge related to the activities of an organization. The goal of this knowledge management exercise is to ensure and improve the functioning of the organization by taking advantage of past mistakes and successes (Liebowitz, 1999). In this context, one of the main challenges of lessons learnt processes is to develop and improve the techniques and tools that make it possible to take advantage of and enhance the knowledge of experts in the field. In this context, the experts are the initiators, coordinators and collaborators of security networks. This knowledge is indeed often critical for an organization; it corresponds to the true substratum - knowledge forged by experience, from which the experts will make their decisions. The implementation of lessons learnt approaches is therefore essential to avoid the loss of expertise and knowledge, and thus ensure the quality and performance of the organization's or in this case, the network's processes over time.

The second consideration relates to methodology. In order to learn from others, there is a need for a structured approach to collect information that is mutually comparable (information of different networks at a given time) and can be used as a long term instrument to follow up on decisions and choices and the corresponding results (information on the networks in time). Such a structured approach allows thus to perform *ex post* screenings to evaluate existing networks, and can be used *ex ante* as a reference framework to guide choices to build the network.

For the purpose of this task, the structured approach needs to include a series of indicators which represent building blocks or building steps that are representative for the success of a security network.

Inspiration was sought in performance management literature because of the double meaning in English of the notion performance (Van Heuverswyn, 2011):

- Performance in the meaning of performing a task or function and refers to how the task is executed , thus ***how results are achieved*** ;

- Performance, in the meaning of giving a performance, performing a play, a show or an act ; in this meaning the word refers to demonstrating, showing something, ***showing the results***.

The expected added value this approach should bring can be summarized as follows:

- To learn from other existing networks with a similar scope, objectives, etc., their first steps towards a new network, their path to a mature and sustainable network, trial and error phases, …

- To identify other networks with similar scope, objectives, activities, target group, members, etc. in order :

    o to seek exchange of information, collaboration, partnerships, etc., in case of the same target group ; in case of identical, similar objectives ;

    o To engage the discussion to mutually reinforce each other, in case of complementary goals and activities ;

    o to avoid duplication and to discuss the need for alignment if identical or complementary scope, objectives and activities, etc.

- - To use all this information to feed the reflexions of the eNOTICE consortium partners on what the eNOTICE network should stand for and how it can achieve it's objectives in an optimal way.

A first step in avoiding duplication has been the identification of an existing KPI-based approach for security networks, which was found in the DM-TRAINET preparatory approach (AETS, 2013).

Clarification on the context and rationale of the elaboration of the DM-TRAINET KPIs and their usefulness for the purpose of this task is included in Annex 1. In the following paragraphs the main features of the DM-TRAINET approach is explained.

2.2 Summary overview of the mean features of the DM-TRAINET analytical KPI-based framework

2.2.1 General components of any network

The definition of a network, used as the reference in the DM-TRAINET study was "*an association of individuals or institutions, who share a purpose or goal, whose members share or contribute resources and participate in reciprocal exchanges, communications and/or the development of joint activities or products*" (AETS instrumental definition).

Such associations can take on several forms, following a number of (good or bad) decisions concerning content, style and form:

- **Content** is **what** the network **does**: its mission and scope;

- **Style** reflects the institutional aspects, such as governance structure, membership and resources, which **shape how** the network works in a sustainable way ; it also includes quality management ;

- **Form** relates to the structure or architectural aspects of the network, the type and density of the relations in the network.

For each of these three aspects, relevant KPIs for a successful network have been identified in the DM-TRAINET study (AETS, 2013).
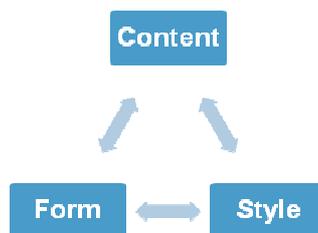
Figure 2 The three main pillars to build a successful network (AETS, 2013)

Interdependence of content, style and form

There is an obvious interdependence in the creation of a network and the decisions related the three components and relevant factors. Decisions related to the network's content are determinative for the style of the network, which in turn will shape its form. Vice versa, once operational, the network's form will support the capacity of the network, its efficiency, to achieve the expected results, its effectiveness.
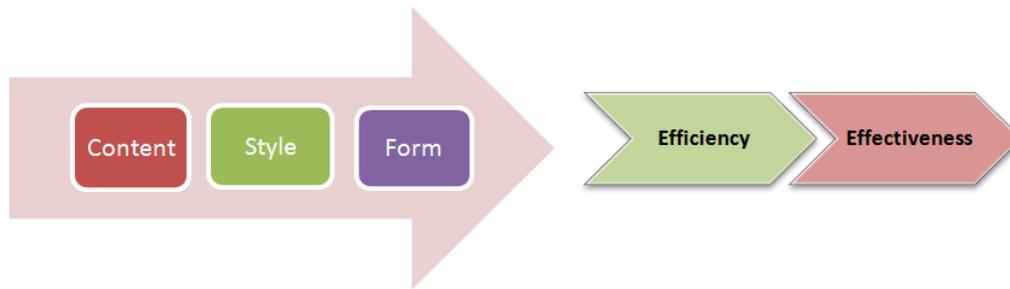
Figure 3 Interdependence of content, style and form of the network (AETS, 2013)

As in quality management, both efficiency and effectiveness are representative for an organisation's or a network's success (Van Heuverswyn, 2011).

- Effectiveness reflects to what extent the desired objectives have been achieved, the desired results have been obtained ('doing the right things');

- Efficiency reflects the capacity of the network to produce the desired results ('doing things right').

An summary overview of the DM-TRAINET list of KPIs is given in the following table:

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Content	
The networks mission	Motivation of the members
	Role of the network
Scope of the network	Areas of activities
	Types of activities

⬇

(*DM-TRAINET comparable*) Objectives ➔ (*DM-TRAINET comparable*) Benefits

⬇

Style	
Institutional	Formal/informal
	Type of the network
	Accountability
	Leadership of the network
	Decision making
	Membership
	Financial viability
Quality management	Result oriented approach
	Continuous improvement

⬇

Form	
The networks architecture	Density
	Centrality

Table 1 Overview of DM-TRAINET KPIs for a successful network

This list of KPIs was used for a first screening of security networks in 2018.

2.2.2 eNOTICE accents and additions to the DM-TRAINET analytical framework

Based on the experience of using the DM-TRAINET analytical framework for collecting information on other security networks, some changes were made to the initial list of KPIs:

- **'Context and background'** was added: because it revealed to be interesting to know who took the initiative to establish the network (private or public initiative) and what were the meta reasons for establishing the network. It often explains or allows to better understand the basic choices related to mission, scope and activities. Moreover it is something network representatives spontaneously want to share before they start explaining specific aspects.

- '**Accountability'** was abandoned as a specific indicator, as most surveyed struggled with the meaning of this KPI as a distinct aspect, because the issue of accountability is often addressed as part of decision making and quality management methodology.

- '**Supporting instruments'** was added in order to collect information on this specific aspect, which was not always addressed as part of the KPI 'type of activities'. It covers the choice of a website and functionalities of the website, apps, the use of social media, etc. and more traditional instruments, such as workshops, conferences, leaflets, newsletters or other documents. It differs from the KPI 'Type of activities' which describes *what* the network does, such as exchange of information, research and development, forum for peers discussion, etc. and specifically addresses *how* these activities will be accomplished, facilitated or supported.

- Finally all **KPIs have been regrouped** in order to clearly answers to the questions Why, What, Who, How, Where and When?

The following paragraphs give an overview of the updated version of the DM-TRAINET KPI-based analytical framework. In annex a more detailed explanation is given per KPI.

2.3 eNOTICE analytical KPI-based framework for a successful security network

WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members – What need does the network fulfill? What is the added value for the members?

Role of the network – What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?

The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities - What is the area of activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?

Type of activities - What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, elaboration of standards, of Standard Operating Procedures - SOPs, of guidelines, templates etc.

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Density of the members relations - *Do all members interact with all others or does the network have levels, filters or selections?*

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach *– Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement *– Does the network monitor the quality of activities and results?*

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.?

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

Actual Network members

This updated list of KPIs was used to complete the information, either through additional open sources or structured interviews.

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3 Lessons learnt from other security networks

3.1 Relevant networks for comparison

Eighteen networks have been identified as relevant for eNOTICE to learn lessons, based on a comparative analysis. Three types of networks can be distinguished, based on the profile of the organization(s) that launched the initiative to build a network: 1) EU networks, initiated by the European Commission, 2) SEC21-GM networks, funded by H2020 and 3) national or other networks.

The networks initiated by the **European Commission** are:
- **DM- TRAINET** - Disaster Management Training Network, a DG ECHO initiative
- **CoU** - Community of Users, a DG Home initiative
- **EU CBRN CoE** - EU Chemical, Biological, Radiological & Nuclear Risk Mitigation Centres of Excellence, a DG DEVCO initiative

The SEC-21-GM-2016-2017 **networks are**, besides **eNOTICE** (SEC21c):
- **FIRE-IN -** Fire and Rescue Innovation Network, a monodisciplinary (SEC21a) network, mainly for fire and rescue services

- **ILEAnet** – Innovation by Law Enforcement Agencies Networking, a monodisciplinary (SEC21a) network, mainly for Law Enforcement Agencies

- **DAREnet** – Danube river region Resilience Exchange Network: a regional (SEC21b) network for flood resilience in the Danube river region

- **I-LEAD** – Innovation by Law Enforcement Agencies Networking: a monodisciplinary (SEC21a) network, mainly for Law Enforcement Agencies

These 5 projects started in 2017.

Other networks, identified as relevant are:
- **ENCIRCLE** – European CBRN Innovation for the Market Cluster (a SEC-DRS project)

- **TEAMWORK** (DE) – Krisensimulation für die Zusammenarbeit von Einsatzkräften und Bevölkering, a German research project

- **JESIP** (UK) - Joint Emergency Services Interoperability Principles, a UK, national network of first responders

- **SERIT** (IT) – Security Research in Italy, an Italian research network

These 12 networks have been studied for this report[1].

Other relevant GM-SEC21 networks were not covered by the analysis, because the projects started recently (in the course of 2018) and too little information is yet available:

- **EXERTER**: Security of Explosives pan-European Specialists Network

- **PEN-CP**: Pan-European Network of Customs Practitioners

- **ARCSAR**: Arctic and North Atlantic Security and Emergency Preparedness Network

- **NO FEAR**: Network Of practitioners For Emergency medicAl systems and cRitical care

- **SEREN 4**: SEcurity REsearch National Contact Point Network 4

- **MEDEA**: Mediterranean practitioners' network capacity building for effective response to emerging security

All these networks have in common to operate in the field of risk or disaster management, civil security or protection, or the broader field of public safety and security.

3.2 Presentation of the results

For the collection of information the eNOTICE framework with KPIs was used. The analysis of the results aims at answering the six following questions:

- **Why** did they establish a network to achieve the goals?

- **What** are these networks doing?

- **Who** is involved in the network?

- **Where** are they active? In what geographical area?

- **How** do they achieve their goals?

- **When was the network established,** its duration (in case of a project based network) and its vision on sustainability.

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[1] Others networks might be relevant to consider but have not yet been covered in this report, in order to make this first attempt of comparative analysis not too complicated: EFRIM – European First Responder Innovation Managers, FEU, EFAFRI (US), etc.

The presentation of the results of the comparative analysis starts with some general observations.

3.2.1 General observations from the comparative analysis

Two distinct approaches in building a network: networks as goal or instrument

Two approaches can be distinguished in building a network. One approach is to focus on the network itself with a very specific goal or purpose, such as the CoU, building a network or community of all security stakeholders, as an attempt to reduce fragmentation and aiming at creating a forum for different communities of stakeholders to meet and get to know each other. Or eNOTICE, building a network of CBRN Training Centres, in order to make their activities more visible, as intermediate actors to build a bridge between practitioners with needs and R&D-ers with solutions. Another example is ILEAnet, with a clear focus on building a network for LEA.

The second approach starts from clear objectives and considers a network of experts as an important instrument to achieve these objectives. This approach is used by DG DEVCO, DM Training Network[2], FIRE-IN and TEAMWORK.

In the first approach a lot of energy and efforts are invested in building a strong and sustainable network. Once a solid network is built, the enlargement of the scope and areas of activities can easily be considered and achieved. In the second approach, more focus is placed on the objectives and networking is one of the instruments (among others) to achieve the objectives.

Whether one of both approaches is more efficient in reaching the goals cannot yet be concluded, the evolution of the networks over time will reveal this.

Project based networking versus institutional initiatives

Two distinct initiators can be distinguished: either as an initiative of one organisation or as a project based initiative. Examples of the first are the national networks and those initiated by the European Commission: DM Training Network, the CoU and the EU CBRN CoE Initiative. Examples of the second category are all H2020 SEC-21-GM networks.

The latter often suffer from a clear distinction between the project's objectives and activities and the network's objectives and activities. These projects have a governance structure, a methodological approach for the work (work plan, assigned tasks to the partners, deadlines,

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[2] The name of the DG ECHO network changed from DM-TRAINET into DM Training Network

milestones), but descriptions on the network can be confusing: does this also apply to the network or only to the project?

The EU and national initiatives are much more precise in their public available descriptions of the network, which is explained by the fact that these initiatives are considered as a specific activity, distinct from all other activities of the DG or the unit and often with dedicated (at least human and material resources), again distinct from others.

How terminology reflects the vision (or not)

Linked to the previous observation is the fact that networks' publicly available descriptions can benefit from more precision:

- Objectives and activities are often described together and sometimes lack focus (activities are meant to make the achievement of the objectives feasible, they are not a goal in itself).

- What the network expects to achieve as ultimate results is sometimes presented as the motivation for the members to join. They are however not necessarily identical. Enhancing response capacity, improving preparedness, safer societies, etc. should describe the ultimate outcome of the project, and represent the societal benefits but are too vague as added value or benefits for members to consider joining the network. This sender-approach (as in communication strategies) in stead of a receiver-approach might be less inviting as it stresses more the benefits for the initiators and network coordinators rather than the fulfilment of the needs of the individual members. Candidate members more easily identify themselves with activities and more concrete results.

- Members of the network and partners of the project are often mentioned together whereas their roles and contributions should be clearly different whether they contribute as a partner or as a network member.

3.2.2 Why, What, Who, Where, How and When?

Why were these security networks established: overall goal(s), objectives, motivation for the members?

Reasons WHY – overall goal	CoU	DM TRAINET	EU CBRN CoE	eNOTICE	FIRE-IN	ILEANET	DARENET	I-LEAD	ENCIRCLE	TEAMWORK	JESIP	SERIT
To reduce the current fragmentation in security research	X								X			X
To facilitate information exchanges between security stakeholders	X							X				
To enhance needs driven research for better preparedness			X	X	X	X	X	X	X			X
Better uptake of innovative solutions for first responders because of needs-driven developments			X	X	X	X	X	X	X			
Civil Protection Mechanism legislation		X					X					
IcSp – EU's instrument contributing to Stability and Peace			X									
To raise the security level of EU citizens					X							
To increase resilience of the population										X		
To support competitiveness of (EU, national) industry	X		X						X			X
To improve multi-agency first response											X	

Reasons WHY – objectives	CoU	DM TRAINET	EU CBRN CoE	eNOTICE	FIRE-IN	ILEANET	DARENET	I-LEAD	ENCIRCLE	TEAMWORK	JESIP	SERIT
To create a forum/platform for all security stakeholders	X							X				
To build a bridge between practitioners and RDI	X		X	X	X	X	X	X	X	X		X
To bring practitioners and general population together to prepare crisis events										X		
To create a network (of practitioners/training centres, RDI and industry)				X	X	X		X	X			X
To create one single resource for needs, gaps, available and desired technology									X			
To improve the quality of disaster management training and education		X								X	X	
To strenghten institutional capacity of 3rd countries			X									
To mitigate CBRN Risks			X									
To promote a culture of safety and security			X									
To optimise existing CBRN capabilities			X								X	
To address regional CBRN needs through tailored projects			X									
To promote an interagency approach to enhance coordination and response			X								X	
To enhance international cooperation and avoiding duplication			X									
To enhance coherence, visibility of EU actions			X									
To encourage exchange of information and practices	X		X					X				
To ensure practitioner's needs driven research	X		X	X	X	X		X	X			
To facilitate the implementation of policy	X											X
To improve Fire & Rescue Services capabilities												

Reasons WHY – motivation for the members	CoU	DM TRAINET	EU CBRN CoE	eNOTICE	FIRE-IN	ILEANET	DARENET	I-LEAD	ENCIRCLE	TEAMWORK	JESIP	SERIT
Visibility for the members' activities		X	X									
Exchanging with/learning from peers		X				X	X					
EU support to strenghten institutional capacity			X									
Access to best practices				X								
Access to practitioners				X	X							
Visibility of testing, demonstration capabilities				X								
Information on the latest developments in RDI and standardisation					X		X		X			X
Saving costs for RDI					X							
Access to tailored solutions to the needs of the members					X							
Reduced time for testing, procurement and implementaton of new technologies					X							
Opportunity to contribute to the improvement of practitioners' capabilities					X		X					
Easier expression of the practitioners' needs						X	X					X
Access to shared information and knowledgde ressources						X	X					
To create one single resource for needs, gaps, available and desired technology									X			
Acces to enlarged market									X			
Training of disaster scenarios (serious gaming)									X	X		
Enhanced capacity for training, exercises, joint organisational learning											X	

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What are these security networks doing: area and type of activities?

Scope – Area of activities	CoU	DM TRAINET	EU CBRN CoE	eNOTICE	FIRE-IN	ILEANET	DARENET	I-LEAD	ENCIRCLE	TEAMWORK	JESIP	SERIT
Disaster management training		X									X	X
Disaster management education		X									X	
Disaster management research		X							X			X
Disaster management	X		X	X	X		X		X	X	X	X
Disaster response			X							X	X	X
Disaster resilience	X		X		X				X	X	X	X
CBRN risks	X	X	X	X	X				X		X	X
Fire fighting	X	X		X	X				X		X	X
Search & rescue			X		X				X		X	X
Flood resilience								X	X		X	X
Natural risks and disasters			X		X				X		X	X
Accidental risks and incidents			X	X	X				X		X	X
Intentional risks and incidents			X	X	X				X		X	X
Police/Law Enforcement – LE (general)						X		X	X		X	X
LE – Front Line Policing, Cross Border Crime, Cybercrime, Crime & Intelligence, Forensics			X					X				
Food safety and security									X			
Societal resilience	X								X		X	X
Critical infrastructure protection	X		X						X		X	X
Communication	X								X		X	X

Scope – type of activities	CoU	DM TRAINET	EU CBRN CoE	eNOTICE	FIRE-IN	ILEANET	DARENET	I-LEAD	ENCIRCLE	TEAMWORK	JESIP	SERIT
Promotion of partnerships		X							X			
Innovation		X							X			
Discussion fora	X	X		X		X						
Exchange of trainees, students		X										
Joint Activities for testing, validation, demos				X								
Joint table top, field exercises, simulations, serious gaming				X						X	X	
Information	X					X	X	X	X		X	X
Exchange of expertise, best practices	X	X		X	X		X	X	X		X	
Development of guidelines, best practices, etc.				X							X	
Policy recommendations				X			X	X	X			X
Recommendations for the research agenda					X	X	X	X	X			X
Recommendations for standardisation					X		X	X	X			
Creating visibility of the work of the members	X	X	X	X								
Foresight studies	X											
Testing and certification	X			X								
Elaboration of a Capacity label				X								
Identification of gaps				X	X	X	X	X	X			X
Review of ongoing RDI					X	X	X	X	X			
Online database with R&D information						X		X	X			
Roadmap for future RDI activities						X	X	X	X			X
Portfolio of RDI projects						X			X			
Technology watch								X	X			
Collaborative scenario elaboration										X		
Simulations, Serious gaming										X		

Supporting instruments	CoU	DM TRAINET	EU CBRN CoE	eNOTICE	FIRE-IN	ILEANET	DARENET	I-LEAD	ENCIRCLE	TEAMWORK	JESIP	SERIT
Workshops	X	X			X						X	
Meetings	X	X		X	X		X	X	X		X	X
Conferences		X			X						X	
Web based platform		X	X	X	X	X	X	X	X	X	X	X
Use of social media				X	X	X	X	X	X	X	X	
Needs driven projects			X									
Own methodology + guidelines			X	X							X	
News(letters)	X		X	X	X		X	X	X		X	X
Online subscription form	X	X		X	X	X	X		X	X		X
Project leaflet					X	X	X			X		
Dedicated App											X	

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Who are the security network members, if relevant who are the core and supporting members?

Members, target group	CoU	DM TRAINET	EU CBRN CoE	eNOTICE	FIRE-IN	ILEANET	DARENET	I-LEAD	ENCIRCLE	TEAMWORK	JESIP	SERIT
Competent authorities civil protection	X	**Core**	X	X	X		X				X	X
Local experts	X		X	X	X		X			X	X	X
National teams of local experts			X									
Regional secretariats			X									
Policy makers	X			X	X	X	X	X	X	X		X
Academics, scientist	X			X	X	X	X	X	X			**Core**
Private R&D	X			X	X	X	X	X	X			X
Industry	X			X	X				**Core**			X
SMEs	X								**Core**			
Training Centres	X			**Core**	X						X	
First responders (general)	X			X						**Core**	**Core**	X
Practitioners – fire & rescue	X			X	**Core**		X		X			X
Practitioners - police	X			X	X	**Core**	X		X			X
Practitioners - military	X			X	X				X			X
Practitioners – flood resilience							**Core**		X			X
Standardisation bodies	X			X	X			X	X			
National Focal/Contact Points	X		**Core**	X	X	X	X		X			
Law Enforcement Agencies	X			X		**Core**	X					X
Citizens	X				X					**Core**		
Different access rights for members	X	X		TBD	X	X			X			
Membership fee	No	No		TBD	No	No	No	No	No	No	No	No

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eNOTICE D2.4 – Report on Key Performance Indicators for a successful CBRN Network – June 2018

How are the security networks organised?

How is the network organised	CoU	DM TRAINET	EU CBRN CoE	eNOTICE	FIRE-IN	ILEANET	DARENET	I-LEAD	ENCIRCLE	TEAMWORK	JESIP	SERIT
Governance: management board	Inter DG	TPG[3]	DG DEVCO	Project bodies	Project bodies	Project bodies	Project bodies	Project bodies	Project bodies	Project bodies	Yes	Yes
Governance: implementing body	DG Home		X [4]	Project bodies	Project bodies	Project bodies	Project bodies	Project bodies	Project bodies	Project bodies	Yes	
Governance: Secretariat	DG Home	DG ECHO		Project bodies	Project bodies	Project bodies	Project bodies	Project bodies	Project bodies	Project bodies	Y es	
Thematic workgroups					X		X	X				
Formal network, distinct legal entity											X	
Semi formal, some rules and procedures	X	X	X	X	X	X	X	X	X	X		X
Information & Communication network	X	X	X	X	X	X	X	X	X	X		X
Transactional network			X	X	X					X	X	
Financial autonomy	No	No	Yes	5Y[5]	5Y	5Y	5Y	5Y	4Y	No	Yes	Yes
Financial strategy	Under discussion		Yes								Yes	
Top down (TD) or bottom up (BU) approach	TD	TD	BU	BU		Both	TD	Both		BU	Both	Both
Quality mgt methodology			Y	TBD[6]	Project Meth.	Project Meth.	Project Meth.	Project Meth.	Project Meth.	Ranking system	Maturity matrix	
Sustainability strategy	Under discussion			TBD							Yes	

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[3] Training Policy Group
[4] Jointly by UNICRI and JRC
[5] Project budget during 5 years
[6] To be determined

Where is the radius of action of these security networks?

Where are the members located? Membership limited to a geographical area?	CoU	DM TRAINET	EU CBRN CoE	eNOTICE	FIRE-IN	ILEANET	DARENET	I-LEAD	ENCIRCLE	TEAMWORK	JESIP	SERIT
National	X				X		X		Other [7]	DE	UK	IT
EU	X	X		X	X	X	X	X	Industry	X		
EU associated countries	X		X	X	X		X		Other			
EU third countries	X		X	X[8]	X		X		Other			
EU regional	X				X		X		Other			

When did the network start and what is the expected duration (if any)?

When?	CoU	DM TRAINET	EU CBRN CoE	eNOTICE	FIRE-IN	ILEANET	DARENET	I-LEAD	ENCIRCLE	TEAMWORK	JESIP	SERIT
Start date	2015	2017	2010	1/9/2017	1/5/2017	1/6/2017	1/9/2017	2017	1/3/2017	2/2016	2012	2011
Duration			10Y	5Y	5Y	5	5	5	4	3		5
End date			2020	31/8/2022	30/4/2022	31/5/2022	31/8/2022	2022	28/2/2021	1/2019	2020	2016

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[7] Other security stakeholders
[8] Based on collaboration with EU CBRN CoE

Relevant lessons from the comparative overview:

The overview on rationale, objectives, area and type of activities can help networks to identify strategic partners because of identical, similar or complementary goals and activities.

The overview on membership shows that probably a lot of efforts are redundant. To the extent that the same categories of professional profiles are covered by several projects, this means that all networks go through the same loops of identifying, mapping and categorizing these profiles. It is interesting to note that only 2 of the 12 networks also include citizens in their target group.

A good practice of following up on the observation that 2 networks are working on similar goals in complementary geographical areas is the collaboration that was established between eNOTICE and the EU CBRN CoE: similar efforts to map training Centres in and outside the EU, the use of a questionnaire sent to the same target group, the exploitation and maintenance of a database with capabilities, etc. lead to alignment and joined efforts.

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3.2.3 Obstacles and opportunities

Lessons learnt on obstacles and opportunities were identified during the interviews with network coordinators, partners and members.

Availability and commitment

Networks are often initiated as a complement to (support) the members' core business. In times of increasingly demanding professional careers, esp. in a continuously evolving context of increasing risks, the activities or the networks sometimes suffer from low participation and contribution of the members because of priorities in their core business. This is true for individuals as well as for organizations. Especially practitioners complain about a structural lack of resources. It finally looks like a vicious circle: lack of capacity and funding is one of the reasons why they are interested in joining a network and count on the network for additional capacity, whereas it is in turn the reason for temporary suboptimal contributions and participation in the network.

Top down or bottom up approach

A mix of top down and bottom approach can be beneficial for the networks' dynamics. A top down approach in this context means a network structure that relies on the initiative of national contact points, national ambassadors or any type of other national representatives, who are the link between the network's coordinating structure and the members (organisations or individual experts). A bottom up approach on the contrary is a network that relies solely or mainly on the activities of the individual members, without intermediary steering from the top.

In case of lack of political support or lack of financial resources at network level, a bottom up approach can avoid inactivity if the members believe in the network's mission and are motivated, committed to the network's goals. This requires of course a type of activities (meetings, information and communication, exchange of best practices) which can be carried out by the network members without structural support. Providing for a forum to contact each other is in this case sufficient.

On the other hand, a top down approach, with initiatives taken at network level, or through national representatives and supported by (human, (im)material, financial) means can ensure continuous activities in periods of low activity of the members.

A combination of both can be mutually dynamising.

Heterogeneous versus homogeneous networks

Heterogeneous networks with different stakeholders profiles are a necessity for some objectives: competent authorities, practitioners and training centres, universities, R&D organisation, industrial developers, commercial organisations, citizens and civil organisations, etc., they all have a specific role and add specific contributions that might be required to cover the whole process from identification of end user requirements until the uptake of innovative solutions to improve the disaster management cycle from prevention till recovery and ultimately to build safer and more resilient societies. This is equally so for the monodisciplinary networks: even if they target one specific security profile as core members (fire fighters, Law Enforcement Agencies), they need some or all other stakeholders at least as supporting members.

The more the network is heterogeneous, the more challenging are the interactions between the members, because of different terminology, visions, goals, focus, expectations, modus operandi etc. A good practice for these complex networks can be to work with thematic workgroups and ensuring links and information flows between them whenever relevant. Plenary activities, aiming all stakeholders, should have a clear common interest for all, in order to ensure motivated participation.

Another good practice is to build up the network activities from monodisciplinary to gradually more heterogeneity, thus taking the time to learn from each experience, to consolidate good practices and to gradually build up mutual understanding and trust.

Networks as countermeasure for fragmentation

All networks seem to aim at creating new communities that cross cut traditional disciplinary activities and thinking . That means that *all* members are pulled out of their comfort zone, when they are invited to work together and not only those who are the core members of the network. Building a community of network that breaks the boundaries of traditional disciplines should pay attention to the dynamic of the whole, even if they target mainly one stakeholder profile, such as practitioners or training centres. As soon as other stakeholders are included in the network's activities, the traditional dynamic of *all* is disturbed. Awareness of this aspect can avoid false expectations and frustration and encourage a more open and learning attitude.

Financial viability

Financial resources is a challenging issue for all networks. Less explicit information could be found on this aspect, any conclusion should therefore be made with caution and reservation. Nevertheless some observations are useful:

- Most of the networks that were analysed are supported by EU funding. This might indicate that national institutions lack funds to develop additional activities that are not strictly mandatory (from a national perspective), although considered useful by the members.

- External funding does not means that the members do not invest in the network. Their contribution might be less or not directly financial but nevertheless there is an investment of resources: assigning personnel to work groups, hosting conferences, providing infrastructure, sharing information etc.

- One of the mandatory lines of actions for the H2020 General Matter projects is to assess opportunities to pool resources. Although the scope of this mandatory action is the practitioner's activities covered by the network, this could also be an interesting path to explore for the networks as such, esp. if they have long term ambitions for the network, beyond the duration of the project.

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3.3 Additional recommendations from the 2013 DM-TRAINET analysis.

The 2013 DM-TRAINET study included three additional recommendations to take into account to build a successful network. Because most of the networks covered by this study are too young or because not sufficient information on their strategy and approach is yet available, the validity of these recommendations could not be assessed.

They are included in this report as areas of attention, that might be useful to include in future discussions and evaluations of the current networks.

The three recurrent challenges to take into account are:

1) The requirement of added value to ensure members' commitment;
2) The need for a coherent approach because of the interdependency of all the constituting factors of a network;
3) Building a network takes time and trust, which requires a gradual and appropriate approach and several phases.

In the following paragraphs, each of these recurrent elements will briefly be clarified (the complete analysis and recommendations can be found in AETS, 2013).

Focus and Added value

A first recurrent factor is the importance of added value, provided by the network, which motivates members to adhere. This requires the network to have a clear focus, so that actual and candidate members know in advance and at all times, what to expect from the network. Vague objectives, in any scenario produce at best vague results, in most cases little or no (visible) results at all.

Good examples of added value are:

- a need which the members cannot or not efficiently fulfil themselves, such as e.g. cross border issues or a European dimension (harmonization, standardization);
- a benefit, such as the development of new products, which cannot be cost-effectively organized by individual organizations (economy of scale).

Coherence

The second recurring factor for success is the interdependence between all KPIs. They are interconnected and mutually influence one another. More important than what the network does, is that activities, membership, working bodies, financial resources etc. are all fit for and contribute to the network's purpose. That might not be complicated for a network with a clear focus on one or a limited number of similar objectives in one area, it becomes complex when there are several, very different activities, which require a differentiated level of commitment,

a broad membership, different working groups, initiatives to ensure cohesion within the network, etc. The keyword for a successful network is coherence.

Whatever choice the network makes related to scope and objectives, institutional aspects, quality insurance and structure should be coherent with the initial decisions. If these aspects all match, they strengthen the network, if they don't, they weaken the chances to produce the desired results.

Phasing or scalability

The third recurrent factor is the gradual approach networks require to gain a certain level of maturity. It takes time to build a successful network and good practice shows that the network can be built in phases. The most adequate approach to guarantee the network's capacity to cope with its ambitions is a scalable approach. Instead of starting with an ambitious program or spreading the resources over too many thematic areas and activities, it is wiser to start small, consolidate the results, widen the scope, consolidate new results, etc. The keyword here is scalability.

For the choice of **activities**, the evaluation of the individual networks in 2013 clearly indicated that one type of activity can produce multiple benefits. This observation shows that it is not necessary to have an ambitious program of activities to produce results. Well-chosen activities and the consistent implementation of a less ambition program can be as effective.

Choosing the adequate type of activity seems to be a determining factor for success. Activities can be categorized according to the required level of commitment, of resources (personnel: qualified professionals/financial: budgetary requirements), working rules and procedures (degree of formalization), and instruments for quality management (result oriented approach and continuous improvement of the (institutional aspects of the) network and its products).

Most networks have a mix of activities, but do not differentiate the institutional aspects according to the type of activities. Purely exchange of information might suffer from bureaucratic burdens in a formal organization, whereas the development of new products might fail because of lack of accountability, resources, etc. in an informal organization. The challenge is to adapt the institutional aspects within the network to the types of activities.

4. Conclusions and way forward

Conclusions

The information in this report is far from complete, mainly for two reasons: two important EU networks are currently under revision - CoU and DM Training Network, five EU project-based networks started in 2017 and are in the process of establishing the network. Six other EU project-based networks started in 2018 and were not yet covered.

The most important merit of this report is the elaboration of a KPI-based framework for security networks that can be used as an analytical instrument to screen existing network and collect information in a structured way, which facilitates comparison and lessons learnt. It can also be used as a conceptual instrument to build the network, i.e. to reflect on every major aspect of importance in building the network, and as a guidance for decision making on the network's orientation and organisation.

The basic comparative analysis presented in this report, allows a first global impression and overview of networking initiatives in the EU, related to security and shows how this information can be used as an opportunity for:

- discussions for exchange, comparison and lessons to learn from each other on the overall approach as well as on each individual aspect ;
- a structured approach to detect synergies, complementarities, possible duplication, etc.
- the identification of opportunities for partnerships, common initiatives, collaboration etc.

Way forward

In order to become a real instrument, globally at policy level, strategically and operationally at network level, the following steps will be undertaken in the coming months:

- The information will be used in eNOTICE in Task 2.4 to elaborate the conceptual and sustainable framework for the eNOTICE network of CBRN Training Centres. Lessons will be learnt from that process, and the KPI based framework might be adapted and improvement accordingly.

- The information will be updated as part of Task 3.4 to provide for information for the links and interfaces on the eNOTICE webbased platform. This will again show opportunities for the eNOTICE project to seek for partnerships. …..

- Thi report will be communicated to all other security networks and project officers of the European Commission, responsible for the project-based networks, with a double invitation :

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1) to complete and update the information on their network as an ongoing activity in line with their internal development process of building their network ;

2) to start considering opportunities to meet regularly (e.g. as part of the CoU meetings or as a distinct session at annual meetings of the projects) to meet and discuss in order to align and identify opportunities for mutual reinforcement. This could take the form of collaboration on common tasks, joint activities, joint projects, exchange of information and best practices, etc.

Annex 1 – Clarification on the DM-TRAINET analytical KPI framework

Context & background

In 2009, the European Commission and the Member States representatives agreed to develop a proposal for the establishment of a network, provisionally called "Disaster Management Training Network" - DM-TRAINET - with the overall objectives to enhance all phases of Disaster Management Training (prevention, preparedness, response, recovery and debriefing), for tackling major natural and man-made disaster risks. The aim of the DM-TRAINET was to create synergies among its members through the exchange of experience and best practices, lessons learned, courses and workshops, exercises, evaluating and applying research results. The European Commission was willing to support and facilitate the setting up and the management of the DM-TRAINET.

On this background, a study was conducted by AETS in 2013 to explore different options for setting up the DM-TRAINET and define possible legal, financial and institutional aspects of a network, where several options were to fulfill the objectives as outlined by the Council conclusions 16754/08 and further elaborated by the Training Policy Group - TPG proposal[9].

The four operational objectives were to drive the definition and selection of the core activities. The figure below gives a hierarchical overview of the overall and operational objectives, and corresponding activities.
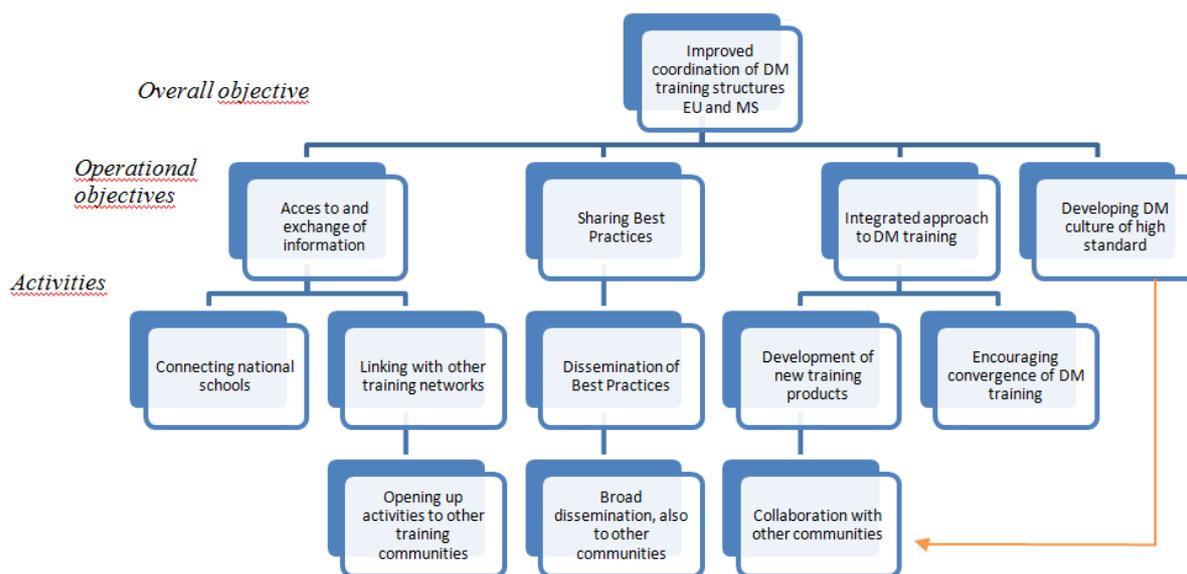

Figure 4 Hierarchy of DM-TRAINET objectives

Purpose of the study

The AETS study (2013) consisted of 1) the identification of indicators for success – Key Performance Indicators, 2) to be used for the screening and evaluation of existing networks, 3) in order to learn from these previous experiences to identify successful patterns, 4) as a basis for the elaboration of possible scenarios for a successful DM-TRAINET network.

The KPI's thus served both as an analytical framework for the screening, and as conceptual framework for the elaboration of new scenarios.

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[9] Training Policy Group, advisory group set up by the Commission for the development of DM-TRAINET

Methodological justification for the use of the DM-TRAINET KPI's for the purpose of this task

As the context, the thematic area and the objectives of the DM-TRAINET and the eNOTICE network are similar, the same KPIs can be used as an analytical framework to look for good practices to learn from, as inspiration for building the eNOTICE network.

Similarities or comparable characteristics	
DM-TRAINET	**eNOTICE**
Context	
EU initiative to establish a network for disaster management training	EU funded initiative to establish a network for CBRN exercises, demonstration, testing, simulation and serious gaming
Thematic area	
Public safety and security, esp. disaster management	Public safety and security, esp. CBRN
Objectives	
Enhanced preparedness	Building the bridge between practitioners and R&D in order to enhance preparedness
Targetgroup	
Disaster Management Training Centres as key players, all other public safety and security stakeholders as network members	CBRN Training Centres with the capacity and facilities to organise demonstrations, testing, simulations and serious gaming as key players, all other public safety and security stakeholders as network members

Table 2 Similarities and comparable characteristics between DM-TRAINET and eNOTICE

Differences	
DM-TRAINET	**eNOTICE**
Context	
Initiative based on EU Council Conclusions 16754/08	Initiative based on the H2020 Work Program, Chapter 11, Secure Societies, SEC21c-GM
Definition of objectives	
Overall and specific objectives are mandatory, based on the Council Conclusions	Overall and three specific objectives (lines of actions) are imposed by the H2020 Work Program
EU competent body	
DG ECHO	DG HOME
Organisation responsible for the establishment of the network	
The member states, supported by DG ECHO (Secretariat)	eNOTICE project, a 5 years funded project with 13 consortium partners, contractually bound (GA) to the EU Commission

Table 3 Differences between DM-TRAINET and eNOTICE

The similarities and comparable characteristics show that the DM-TRAINET success criteria – KPIs, as an analytical framework to identify good practices, are applicable to eNOTICE. Some of differences required different accents or a different interpretation of some KPIs, which is reflected in the updated analytical framework in Chapter 2.3.

Annex 2 – Comprehensive description of the eNOTICE KPI-based analytical framework for a successful network

WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

Context and background clarify why the network was established: as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap. This background can be important to understand choices related to scope, membership, type of activities, financial capacity etc.

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members – What need does the network fulfill? What is the added value for the members?

Role of the network – What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?

The network's mission describes its *raison d'être*, its justification, which represents at the same time the reason, the motivation why countries, organizations or individuals are interested in joining the network and motivated to participate in the network's activities. The role of the network and the motivation of the members are counterparts.

Motivation of the members – Member commitment is a key factor in any organization, just as well for a network. 'An organisation is as strong as the commitment of its members' applies just as well for a network. Members are committed and inclined to active involvement when the network responds to a concrete need of the members or when the network creates a capacity to achieve goals which the members cannot achieve individually or not achieve cost-effectively individually. The response to the need and the added value of the network results in member satisfaction, which is a condition to ensure continuous active involvement.

It is good practice to identify the need(s) from the start and to monitor the permanent response to (possibly evolving) needs, in order to ensure the sustainable appropriateness of the network and ultimately guarantee long term member involvement and satisfaction.

Role of the network – The identification of the need(s) or the opportunity to create added value, allows the network to define concrete and adequate of corresponding of appropriate purposes and goals. These are to be reflected in a clear mission and vision statement and determine how the network differs from the activities of its members as well as from other networks. The mission statement will also show what the members can concretely expect from the collaboration with and within the network.

Two types of network roles can be distinguished:

1) exchange of information and experiences, and the development of new products between more or less equivalent members, or

2) a transfer of knowledge and the development of new products for the benefit of creating a level playing field between heterogeneous members.

The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities - What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?

The area of activities can be broad and general or specific and limited, such as resp. public safety & security, humanitarian aid, disaster, incident or emergency management, one or more specific phases such as prevention, preparedness, emergency planning, emergency response, recovery, mitigation, mono- or multidisciplinary emergency planning or management, natural or manmade risk or disasters, accidental or intentional risks, CBRN or CBRNe related risks, etc. The clearer the scope of the network, the easier for possible members to assess the relevance of the network for them.

The more areas, the more diversified the members will need to be. Every choice is legitimate, as long as the choice is clear: 1) for the motivation of the members (as they need to have a clear view from the start on what they can expect), 2) because it is a determining factor for other choices, such as size, form, etc.

Type of activities - What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, elaboration of standards, of SOP's, of guidelines, templates etc.

The type of activities refers to the concrete activities the network will undertake, such as: providing an information and communication platform, identification of needs, building a network, sharing and dissemination of best practices, providing a forum for peers to meet, providing a forum for different professional profiles to meet, promoting training, creating visibility for certain activities, elaboration of standards, of SOP's, of guidelines, templates etc. All activities should be aligned with the network's mission, in order to achieve the goals. Inappropriate activities blur the network's focus, subsequently undermine the network's legitimacy and can ultimately discourage the members.

WHO & WHERE - Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

A network is ultimately the product of (the profile of) its members. It is therefore important to define who the network is aimed for and who should be targeted as members.

Firstly, the question of openness needs consideration. Will the network be open to all kinds of organisations and individuals in one specific area? This decision is strongly connected with the mission and the scope of the network, but also with the type of activities.

Next, membership balance should be considered. Is equivalence required (because of the focus on development of new products or a level playing field) or not? Different types of membership can be built in to ensure both inclusivity (sufficient members) and their responsibility within the network according to their profile.

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The rights and obligations of each category of members should be clearly defined. Different types of membership can be considered, for different profiles or for different roles. Different types of access rights can be attached to these categories.

In large groups there might be a need for initiatives to ensure a certain degree of cohesion (e.g. through thematic workgroups).

Another question to consider is whether membership will be open for organisations from areas beyond the scope of the network: including them can bring diversity and complementarities; however too many members from different domains can cause inertia due to information overload or the loss of a common denominator.

Finally, a network needs a critical mass, a sufficient amount of members and the adequate profile or professional leaders to ensure achievement of the goals. The leadership will ensure promotion of the network to possible new members.

Membership can be free or subject to a financial contribution.

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

Networks can have a national, regional, EU, or international coverage. Membership can be limited to the countries or organization belonging to predefined regions or countries.

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

In order to ensure credibility, the network should be perceived as a leading organisation. Leadership relates to image and the perception of expertise. The network should demonstrate intrinsic quality. As people tend to respond to principles and charisma, rather than to rules and structures, a balance needs be found between top-down leadership and bottom-up initiatives. The intrinsic quality of the network can be increased by attracting and engaging high profile professionals, while paying attention to avoid capture by a dominant elite.

HOW the network is organized – Institutional aspects

What is the style of the network?

The aforementioned paragraphs explained the importance of a clear mission, scope and target group. To achieve the network's goals, members need to cooperate in a more or less structured way. The following paragraphs elaborate on the style of the network. Choices will have to be made, measures will have to be considered in order to enable, support and optimize the cooperation according to the networks mission. Two distinct aspects relate to the 'style' of the network: institutional aspects and sustainability.

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

A network consists of members who usually work on their own. To increase the effectiveness of the cooperation, formalization of mutual relations, activities, working procedures, member rights and obligations, etc. can be considered. The extent to which these arrangements are explicitly regulated (whether or not in a statute), will indicate the formality of the network.

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A formal network is not a necessity though. (Small) networks can function with an informal structure, which facilitates communication between the members. Larger groups however can benefit from a more formal network structure, where member rights and obligations can avoid inactive membership.

Besides the size of the network, the (in)formal character is also function of the chosen types of activities: e.g. exchange of information and access to best practices can be successfully achieved in an informal network, whereas the development of new products (training, Master, SOPs), which requires intense collaboration or considerable resources and a stronger commitment might necessitate more or less rules and procedures. In all cases, there should be awareness of the risk of over-formality or bureaucracy, which might result in inertia. The challenge is to find a 'right' balance and to limit rules and formal arrangements to what is strictly necessary, according to the scope and size of the network.

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

Every network is build over time and evolves in phases. Literature distinguishes two types of networks, both characterized by a specific focus and an increasing level of complexity.
The first level is the information and communication network, mainly characterised by the exchange of information and regular and personal contacts between the members as the core business.

The second level is a transactional network, in which common projects are undertaken. This level requires a certain degree of trust between the members and maturity of the network.
There should be awareness that the type of members and activities matches the type of the network: e.g. the development of new products can best be achieved by members who trust each other and have gained a certain confidence in working together based on previous experiences in exchanging information and communication.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

A network needs appropriate decision making or governing bodies, such as a (Governing) Board, with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support. The roles, powers and obligations of each body need to be clearly defined, and adequate representation of the members (according to their commitment and qualifications) should be aspired to ensure a feeling of involvement.

Working Groups can be created for specific tasks as a helpful means to encourage closer and more focused cooperation between (certain categories of) the members.

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Only after the content and the style of the network have been determined, the actual cooperation can take on 'its form', structure or architecture. It follows in part from previous decisions, but can in turn strengthen the network through well considered measures, specifically related to the architectural characteristics of the network.

In this sense, 'form' refers to the kind of relations within the network, that can be either horizontally, between the members mutually and or vertically, between the network and its

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members ((de)centralised). 'Form' also refers to the density of these relations. If the form does not serve the network's mission or is not compatible within the chosen area or for the chosen activities, this will cause frictions that will slow down the network. Specific measures can be necessary to ensure that form supports both content and style.

The two components of 'form', density and centrality can be clarified as follows:

Density of the members relations - *Do all members interact with all others or does the network have levels, filters or selections?*

Density – In order to achieve the networks goals, cooperation between the members is necessary. This cooperation is facilitated if the members are mutually connected within the network, accordingly to their role in the network (active, participating in all, a part of the activities, advisory role, beneficiary, etc.). The extent to which the members are connected, is referred to as density: the number of possible relations between the members. A strongly connected group of members can work together more closely for new developments, whereas for exchange of information one central body can be the only link between all the other members. There are no generic imperatives as to the degree of density that is required to be successful, the density of the relations should be subject to the mission and the type of the network. Therefore, the stimulation of mutual bonds (in function of the mission) is a good practice, e.g. by setting up a virtual platform, by creating work groups, by creating ambassadors for the strengthening of subgroups etc.

	A simplified graphic example of low and high density: there are four partners, which gives a total of six possible relations. In the low density example, only three of those relations have been realized, in the high density example, all possible relations have been realized, five strong relations and a sixth, weaker bond.

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

Centrality – As scope and size influence the form, networks can be characterized as horizontal or multi-level. In a horizontal network, the members are more or less equivalent and all work together to achieve the goals. In a multi-level structure, more diverse members work together in smaller subgroups, usually with a group leader. Adjusting the organizational structure to the number and the types of members and activities, is a good practice.

	A simplified graphic example of a horizontal and a multi-level structure.

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

The sustainability or long term viability of networks depends on their capacity to permanently respond to the needs and expectations of the members. To ensure that capacity, it is important to have a long term vision, based on a result oriented approach and to monitor continuously that all previous choices ensure the network to be fit for its ambitions.

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach – *Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement – *Does the network monitor the quality of activities and results?*

Result oriented approach – The effectiveness of a network depends on the realization of successes, which should correspond to the needs and expectations of the members. This is crucial to ensure member involvement and commitment. A good practice for a network is to find a balance between short term, quick wins and long term successes. In this, decisions must also be made on the rhythm of the activities: is there a work plan and are the projects and activities subject to deadlines, or will the work rhythm of the group decide the progress? Finally, member commitment benefits greatly from a transparent policy on and visibility of the results. Regular progress reports can increase the members' trust and ensure their prolonged involvement .

Continuous improvement – Networks operate in evolving environments and will also themselves evolve over time (new members, new challenges, etc.). A sustainable approach within the network requires constant monitoring of the intrinsic quality of the network itself and of its products. This includes every aspect described so far: are the activities able to meet the objectives? Does the membership profile correspond to the required expertise? Is the financial plan realistic? etc. A good practice is the development of performance monitoring instruments from the start, evaluating at regular times the efficiency and effectiveness of the network and its product(s). Regular feedback on these results to the members can benefit the network, as a means to increase trust.

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

Supporting instruments are mentioned as a distinct indicator because it differs from the 'type of activities'. These instruments cover all choices related to how the chosen activities will be supported such as communication, exchange of best practices, forum to meet peers or other stakeholders, visibility for the activities of the members, etc.

Here again, the chosen instruments should fit the ambitions: a web based platform, functionalities such as a search function, event calendars, forum, FAQs, a registration form for candidate members, links to other relevant websites, etc. publications in journals, public documents on the website, the use of social media, etc. A mix of different instruments will increase the possible out reach of the network's activities.

The development and maintenance of supporting instruments could easily be the result of shared efforts.

Supporting instruments are mentioned as an aspect of sustainability, because they can 'survive' the network, such as a web based platform and documents.

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

A network should be financially sound. A lack of funding is an important obstacle to the achievement of the networks goals and can result in reduced member satisfaction and overall legitimacy. A financial plan should be based on with well-considered decisions on membership fees, sponsorship, revenues generated by the networks own activities, etc.

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

In order to put the maturity of the network into perspective, it is relevant to know when the project started. It is also interesting to know whether this is a project-base networking initiative or not, and if the network has a sustainability strategy coherent with the duration. E.g. in the case of project-based networking, the survival of the network should be addressed from the start, from the early decisions on objectives, scope, activities, membership, etc.

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Annex 3 - KPI based information on other Security networks

Community of Users, 2014 -

A Community of Users for Secure, Safe and Resilient Societes – CoU

WHY the network was established: Context & background
Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

The background of the CoU is explained on their official website as follows[10]:

"In a world facing the growing risk of man-made and natural disasters resulting from increasingly frequent and severe natural, industrial and man-made hazards, the security of citizens, infrastructure and assets has become a high priority in the European Union. Strengthening capacities in disaster risk and crisis management and improving resilience in CBRN-E (Chemical, Biological, Radiological, Nuclear and Explosive) and natural and man-made disaster management represent key EU policy and research challenges.

The overall EU security policy framework covers many different sectors, which implies needs for coordination among various communities. The complexity of policies, the high number of research projects, the disconnect between research and implementation, the challenges involved in bringing innovative tools and solutions to the market, and the lack of "interfacing" mechanisms make it difficult to communicate and share knowledge effectively and efficiently.

To improve this situation, the European Commission is supporting the development of a "Community of Users" in the EU to reduce the current fragmentation in security research and facilitate information exchanges among and between policy-makers, research, industry (including SMEs), practitioners (first responders, civil protection units etc.), and the general public."

The rationale for the CoU (Why) is explained as follows[11]:

Why build a Community of Users? The Community of Users provides a platform to share information across member states and brings together the latest policy and research developments in a way that is easy to access. It encourages the exchange of information and practices to support those responsible for countering the various threats we face.

The initiative to build this Community of Users was taken by DG Home.

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[10] https://www.securityresearch-cou.eu/node/4
[11] https://www.securityresearch-cou.eu/node/5

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members – *What need does the network fulfill? What is the added value for the members?*

Role of the network – *What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?*

The Community of Users has five key objectives[10]:
1. Ensuring that research programming (particularly H2020) takes account of practitioners' needs, thereby promoting research results that are relevant to them ;
2. Identifying the most promising tools and methods (including those developed in FP7 and H2020 projects) that have the potential to be taken up by practitioners ;
3. Support the competitiveness of EU industry by enhancing the market for research results ;
4. Ensuring that practitioners' expertise is available to policy makers, thereby facilitating the policy-making process ;
5. Facilitating the implementation of policy.

The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities - *What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?*

Type of activities - *What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, , elaboration of standards, of SOP's, of guidelines, templates etc.*

The **thematic areas[12],** covered by the CoU are: Disaster Resilience and crisis management, Border security and customs, Crime and terrorism, Food safety and security, Societal resilience, CBRNE threats, Health threats, Critical infrastructure protection.

The CoU addresses also **horizontal issues**[12], which are cross-cutting themes relevant to multiple security research areas, such as: Foresight studies on security threats and roadmaps; Standardisation, testing and certification; Communication and ICT systems and Resilience. Horizontal issues are important drivers for the further consolidation of the Community of Users and are a general fixture of the CoU meetings and workshops.

The CoU distinghuises two types of activities, which are developed in stages[11]:
1. *A forum of information exchanges represents the first level of interactions at EU level among research, policy, industry, and practitioners active in EU-funded security research.*
2. *The improvement of synergies among future research, capacity-building, demonstration and training projects as well as industrial developments represents the second level.*

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[12] https://www.securityresearch-cou.eu/thethemes/Horizontal-issues

The current activities include:
- The organisation of CoU meetings in Brussels: information and presentations are available at: https://www.securityresearch-cou.eu/events
- News published on the CoU website, at: https://www.securityresearch-cou.eu/news
- Thematic information, including an overview of ongoing H2020 projects, at: https://www.securityresearch-cou.eu/thethemes/Disaster-Resilience-and-crisis-management

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

The issues of security, safety, and resilience concern and affect many people in different disciplines and sectors. Five main categories of users have been identified as CoU target group: 1) policy makers, 2) scientists, 3) industry (including SMEs), 4) training and operational units, 5) civil society (NGOs and the general public).

Membership is open to all security stakeholders and low threshold: to become a member, a subscription form needs to be filled in and submitted through the website[13]. There are no conditions, formalities or fees.

SUBSCRIBE

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Sign up to the Community of Users mailing list to receive news, updates, and information on events.

Name *

Email *

Organisation

Please select the category that best describes you
- Policy maker
- Research scientist / university
- Business and industry organisation (incl. SMEs)
- Practitioner (i.e. first responders etc.)
- Civil society (e.g. NGO)
- Other, please specify

Which of the following categories are of interest to you in the context of your involvement with CoU? (please tick all that apply)
- Horizontal issues
- Disaster Resilience and crisis management
- Border security and customs
- Crime and terrorism
- Food safety and security
- Societal resilience
- CBRNE threats
- Health threats
- Critical infrastructure protection

Submit

Figure 5 The CoU subscription form

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[13] https://www.securityresearch-cou.eu/node/17

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

CoU membership is not limited to the EU member states and associated countries. Membership is open to all interested security professionals and stakeholders worldwide.

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

Leadership is ensured through the invitation of speakers at CoU meetings. Coordinators of projects that are considered key projects are invited in order to facilitate and support the discussion on policy orientations: 1) science to science, 2) science to policy, 3) research to innovation, 4) research to practitioners. Key project are those that focus on priorities as reflected in the H2020 work program.

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

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The network is purely informal and low threshold (no conditions, no formalities, no fees). DG Home is the initiator of the Community and still the main driver, facilitator of the activities, but the initiative has since the start evolved towards an inter-DG collaboration (see also below).

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

The network is currently an information and communication platform, aiming at building a bridge between different security research and other 'families'. The network wants to enhance new developments by providing a platform for interesting parties to find each other. The network does not aim at own developments.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

The CoU is an informal network, with initiatives taken, mainly organized and lead by DG Home officials, without a distinct and dedicated governance structure. However, in recent years it has evolved towards an inter-DG collaboration with other relevant DG's, such as DG DEVCO, DG ECHO, DG RTD, DG ENV, DG TAXIT, etc.

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?
Density of the members relations - *Do all members interact with all others or are does the network have levels, filters or selections?*

The CoU creates opportunities for the members to meet and find each other as partner in EU research and other initiatives through the organization of meetings in Brussels and through the publication of news items on the website.
The Agenda of CoU meetings is determined based on inputs, requests and proposed initiatives from the (active) members.
The CoU does not steer mutual member relations and interactions but act as a facilitator for the members.

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

The CoU is currently rather centrally coordinated by DG Home. Bottom up initiatives are welcomed by the organizers.

4 national CoU's have been established spontaneously in the United Kingdom, Denmark, France, Italy and Roumania[14].

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach – *Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement – *Does the network monitor the quality of activities and results?*

No information available

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

The CoU is supported by a web based platform with the following functionalities[15]:
- **About** and **The challenge**: information on the CoU
- (Policy) **Themes** : thematic information, incl. Short presentation on H2020 project and the link to more information
- **Network** : visual presentation on the map of Europe of national CoU's
- **Subscribe** : the online subscription form
- **Events** : information and presentations of the CoU meetings in Brussels
- **News**

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[14] https://www.securityresearch-cou.eu/network-map
[15] https://www.securityresearch-cou.eu/
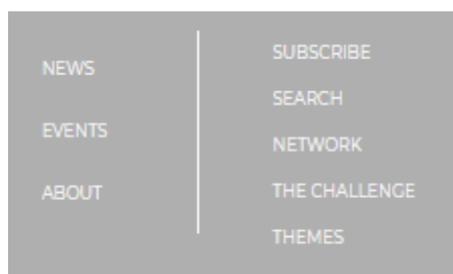
Figure 6 The CoU web based information categories

Financial viability

What is the financial strategy for the network? How are financial resources ensured? membership fees, sponsorship, revenues generated by the networks own activities, etc.

No information available

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

The CoU started in January 2014 and is a fast growing organization with continuous new subscriptions. Between 2014 and 2018, 1800 persons had expressed their interest in becoming a member of the CoU. This list of registered members is currently subject to a confirmation and validation process, in compliance with the GDPR (General Data Protection Regulation, Regulation (EU) 2016/679).

Recently, discussed have started to consider a more formal approach to ensure the long term sustainability of the CoU initiatives.

DM Training Network, 2017-

The European Disaster Management Training Network

WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

The Training Network was set up by the European Commission, DG ECHO, under the EU Civil Protection Mechanism legislation (Decision No 1313/2013/EU).

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members – *What need does the network fulfill? What is the added value for the members?*

Role of the network – *What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks.*

The European Disaster Management Training Network - DM Training Network is a dedicated network open to public organisations and centres that are active in the field of training, education, and research for disaster management in Europe[16].

Its mission16 is to improve the quality of disaster management training and education in Europe, by a set of specific objectives[17].

The expected benefits for the members and the motivation to join the network[16] are:

- **New partnerships**: Expand your current network of collaborators and partners by letting the other members of the network know about your projects and ideas and by inviting them to get involved.
- **Improved internal competencies**: Strengthen your organisation's internal skills and competencies by being exposed to new perspectives, methodologies, and sector-specific expertise of your peers across Europe.
- **Innovative trends**: The DM Training Network conferences and workshops will be the hub for new ideas and development in the field of disaster management training and education. By participating in these events you can contribute to this process of innovation.
- **Increased visibility of your work**: Raise your organisation's profile and increase the visibility of its work by sharing research findings, training material, and innovative techniques.

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[16] Source: DM Training Network leaflet, at: https://webgate.ec.europa.eu/dm-training-network/sites/dm-training-network/files/dm_training_network_leaflet_0.pdf

[17] https://webgate.ec.europa.eu/dm-training-network/content/about_en

The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities - *What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?*

Type of activities - *What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, , elaboration of standards, of SOP's, of guidelines, templates etc.*

The network's scope[16] is disaster management training and education in Europe.

The mission of improving the quality of disaster management training and education in Europe will be done through the promotion of partnerships, innovation and exchange of expertise16.

This will be done through[16]:

1. Workshops and conferences that will gather experts from the disaster management training and education community across Europe;
2. An online platform, which will allow members to:

- Share information on upcoming training courses, best practices, new projects;
- Engage in discussion fora on issues of interest such as training methodology, simulation techniques, e-learning, curricula development, and exchange of trainees/students.

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

The actual members of the network are mainly national authorities, competent for civil protection in general; training organization and national schools dealing with civil protection education training.

DM Training Network members are also authenticated site users.

An **authenticated site user** is able to upload, visualise and download documents, information and material available on the website, and to participate in communities and discussion forums.

In order to log in, the organisation has to be registered as a member to the Training Network. To become a member, registration is required through the GREEN button in the right-hand side of the homepage[18]. In the subscription form, the name and email address of the person who will act as the Member Administrator is requested. In addition to personal details, information on the organisation needs to be provided. The candidate member becomes an active authenticated user after the request has been checked and validated by the Secretariat.

The Member Administrator will be responsible for the administration of the organisation's profile on the website. Once the membership of the organisation has been granted, the Member Administrator will receive a user name and password to log into the web platform.

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[18] https://webgate.ec.europa.eu/dm-training-network/content/about_en

Membership conditions related to profile or area of activities are not mentioned on the website, nor whether membership is free or not.

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

The DM Training Network target group of members are EU national competent authorities

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

Leadership in the field of civil protection education and training is ensured through the membership of competent authorities.

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

The network has currently a semi-informal character. The network is not a distinct organization with legal personality. It's working relies on the goodwill and dynamics of the members.

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

The current network's activities include a repository of documents and exchange of documents on EU training in the framework of the EU Civil Protection Mechanism.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

Orientations on the network's activities are proposed by the Training Policy Group, which is a working group with representatives of the EU member states. DG ECHO supports the working of the network as its Secretariat.

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Density of the members relations - *Do all members interact with all others or are does the network have levels, filters or selections?*

There is currently little interaction between the members and between the members and the network coordination.

The members of the Training Network should in the future be able to interact with their peers across Europe and exchange expertise and knowledge through the website's features. These will include discussion forums, working groups for users who want to share content and opinions on specific topics, calendar for upcoming events and training courses, and databases of best practices, projects, standards, and training programmes.

See the full list of current members (as mentioned on the website) below.

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

The network has a centralized structured, with one coordinating body, the Training Policy Group, supported by a Secretariat, which is ensured by DG ECHO.

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach *– Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement *– Does the network monitor the quality of activities and results?*

No information available

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

The network has its own website at https://webgate.ec.europa.eu/dm-training-network/content/about_en, which is part of the website of the European Commission.

The website lists information on the DM Training Network (About), on how to become a member and authenticated user, lists the member organizations, has an event section, and a contact page.
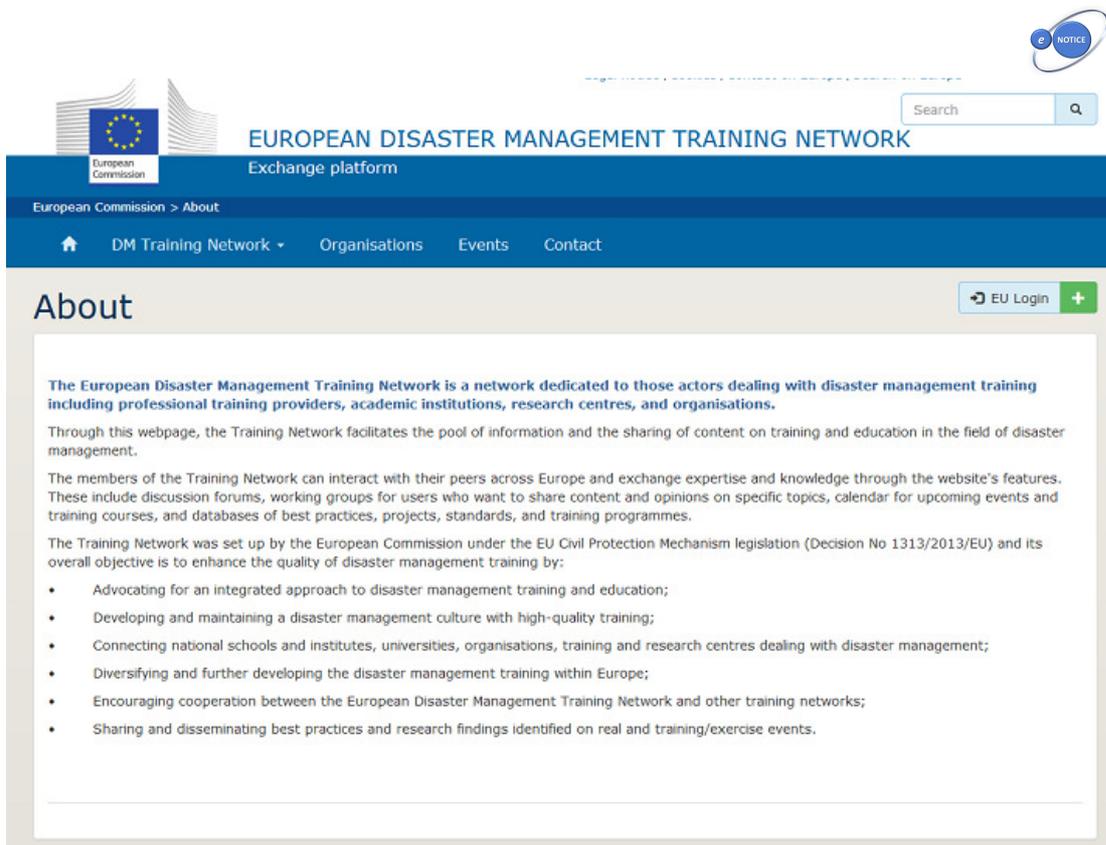
Figure 7 The European Disaster Management Training Network homepage

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

Membership is free. There is currently no assigned budget. The activities are financed by the members' own budget.

The Commission finances the administrative/secretariat part of the network.

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

The developments of the Network are currently on hold because a new collaborative portal will be created and because of the upcoming legislative review, which will probably include new orientations and priorities for the network.

Actual DM Training Network members (June 2018)

1. Administration of the Republic of Slovenia for Civil Protection and Disaster Relief
2. Autoridade Nacional de Protecção Civil - Portugal
3. Civil Contingencies Secretariat - UK
4. Civil Protection Department - Italy
5. Crisis Management and Disaster Response Centre of Excellence - Bulgaria
6. Crisis Management Centre (CMC) - Finland
7. Danish Emergency Management Agency
8. Direction générale de la Sécurité civile et de la gestion des crises - France
9. Estonian Rescue Board

10. Federal Agency for Technical Relief of the Federal Ministry of the Interior - Germany
11. Federal Ministry of the Interior of Austria - Crisis and Disaster Management
12. Federal Office of Civil Protection and Disaster Assistance - Germany
13. General Directorate of Fire Rescue Service - Czech Republic
14. Luxembourg Rescue Services Agency - Administration des services de secours
15. Ministry of Security and Justice - Netherlands
16. Ministry of the Interior - Lithuania
17. Ministry of the Interior of Slovakia - Crisis Management and Civil Protection
18. National Centre for Rescue Coordination and Civil Protection - Poland
19. National Directorate for Fire & Emergency Management - Ireland
20. Norwegian Directorate for Civil Protection (DSB)
21. Protection and Rescue Directorate - FYROM
22. Sector for Emergency Management of the Ministry of Interior - Serbia
23. State Fire School Geretsried (Bavaria)
24. Swedish Civil Contingencies Agency

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EU CBRN CoE, 2010-2020

EU Chemical, Biological, Radiological & Nuclear Risk Mitigation Centres of Excellence Initiative – EU CBRN CoE, DG DEVCO
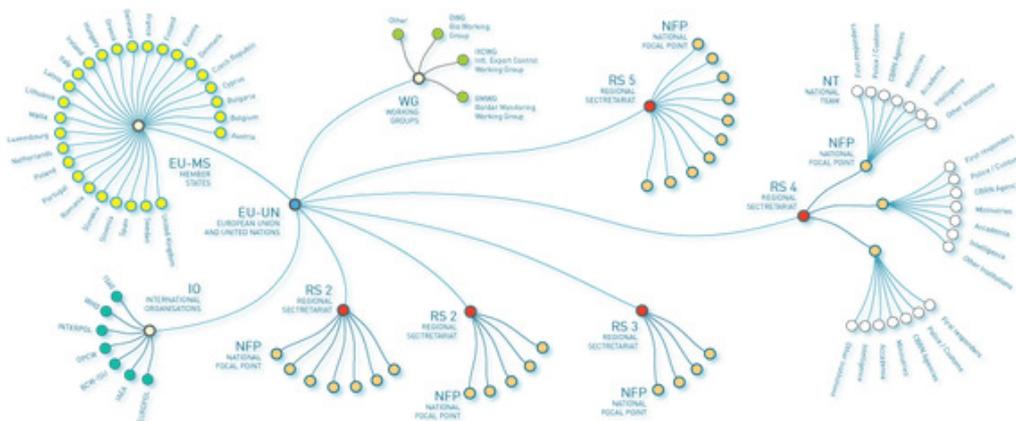
WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

The European Union Chemical Biological Radiological and Nuclear Risk Mitigation Centres of Excellence Initiative (or EU CBRN CoE) is a worldwide programme of 59 partner countries, established under the EU's Instrument contributing to Stability & Peace (IcSP)[19].

The EU CBRN CoE was launched in response to the need to strengthen the institutional capacity of countries outside the European Union to mitigate CBRN risks. These risks may be created intentionally (e.g. the Sarin attack on the Japanese subway), accidentally (e.g. Bhopal) or naturally (e.g. swine flu)[20].

The rationale behind the network is explained as follows[21]:

"While knowledge and expertise needed to mitigate CBRN risks of criminal, accidental or natural origin are available at national, regional and international levels, these resources are often not effectively used. Lack of coordination and preparedness at national levels and fragmentation of responsibilities within a region can have dramatic consequences: non-state actors trying to acquire CBRN materials or expertise will exploit this situation, and an incoherent response will broaden the impact of a CBRN incident. This is __why__ the European Union (EU) has been putting in place a framework providing for cooperation and coordination between all levels of government and international partners."

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[19]   https://ec.europa.eu/europeaid/projects/eu-chemical-biological-radiological-nuclear-risk-mitigation-centres-excellence-initiative_en
[20] http://www.cbrn-coe.eu/
[21] http://www.unicri.it/topics/cbrn/coe/

It is led, financed and implemented by the European Commission, in close coordination with the European External Action Service (EEAS)[22] and with the support of the UN (UNICRI)[23] and other International Organisations and local experts[20].

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members – *What need does the network fulfill? What is the added value for the members?*

Role of the network – *What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?*

The EU CBRN CoE aims at[19]:
1) mitigating risks related to CBRN materials ; and
2) promoting the establishment of a culture of security.

The EU CBRN CoE aims to strengthen regional security by increasing local ownership, local expertise by ensuring long-term sustainability through this dynamic network that continues to evolve[20].

EU support in strengthening their institutional capacity for security is a motivation of countries to join the network.

The EU CBRN Risk Mitigation CoE Initiative as an innovative approach is based on the following principles[21]:

1. Networking, regional and international partnerships, consolidating, coordinating and optimising existing capabilities in terms of expertise, training, technical assistance or equipment.
2. Addressing regional CBRN needs through specific tailored projects in fields of concern such as: protection of CBRN material/facilities, public and infrastructure protection, denying support for CBRN misuse and terrorism, border control/border monitoring, export control, transit and trans-shipment control, safeguarding CBRN information diffusion, bio-safety/bio-security, illicit trafficking, CBRN waste management, first response, public health impact mitigation, post incident recovery, investigation and prosecution, crisis response.
3. Strengthening a regional culture of safety and security by increasing local ownership, local expertise and long-term sustainability.
4. Institutional capacity building at regional and national levels; reinforcing of national CBRN policy, improving of institutional capacities in legal, regulatory, control, scientific/technical support and law enforcement domains.
5. Promoting a coherent interagency approach to enhance coordination and effective response.
6. Enhancing cooperation with international organisations and EU member states to ensure synergy and avoid duplication of efforts.
7. Enhancing coherence and visibility of the EU action.

[22] The EEAS is the European Union's diplomatic service. It helps the EU's foreign affairs chief – the High Representative for Foreign Affairs and Security Policy – carry out the Union's Common Foreign and Security Policy. See more at: https://eeas.europa.eu/headquarters/headquarters-homepage_en

[23] United Nations Interregional Crime and Justice Research Institute - UNICRI is a United Nations entity which supports countries worldwide in preventing crime and facilitating criminal justice. See more at: http://www.unicri.it/institute/about_unicri/

Area of activities:

Activities focus on risks related to CBRN materials. The causes of CBRN incidents are either natural (e.g. pandemics), accidental (e.g. industrial accidents) or intentional. It is especially the intentional or malevolent use of CBRN materials for terrorism attacks that is of increasing concern to the international community[19].

Type of activities:

Based on the EU CBRN CoE prescribed methodology, CBRN CoE National Focal Points (see below) and their CBRN National Teams are responsible for assessing their respective national needs[20]. Following the assessment, National Teams develop their own National Action Plans with the ultimate goal of developing an integrated and effective CBRN policy that is in line with internationally agreed standards[20]. Where gaps are identified, the CoE aims to work with the countries to address any possible shortcomings by means of tailored regional projects[20].
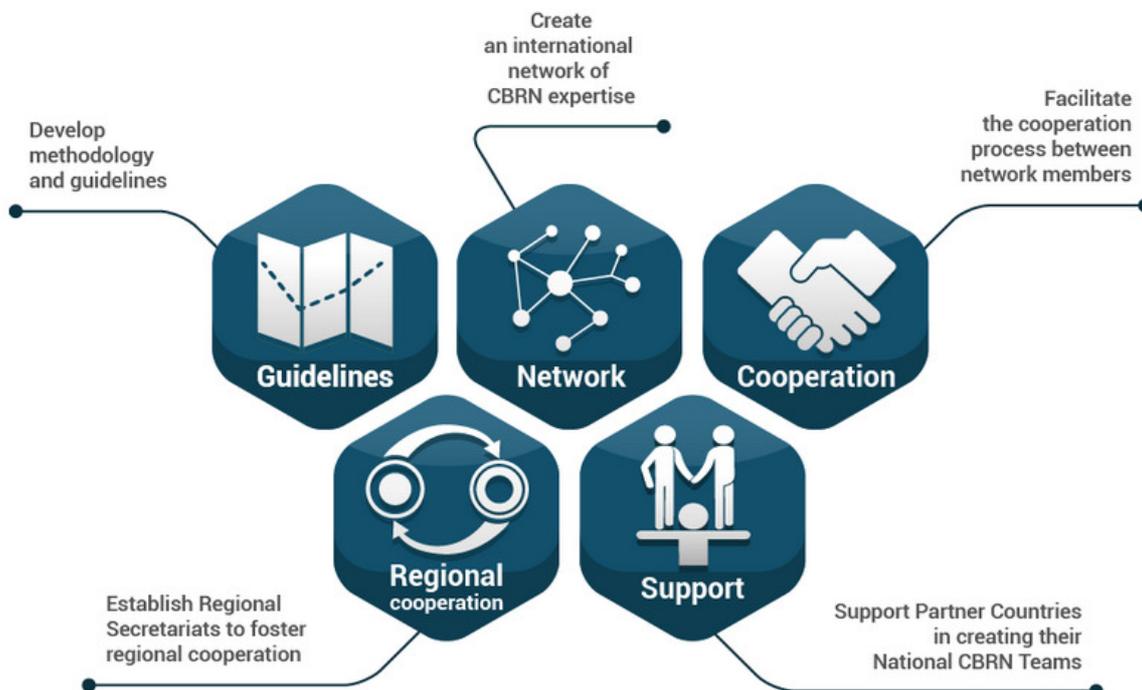
Figure 8 The EU CBRN CoE's activities

Information on the 65 projects is published on the CBRN CoE website: http://www.cbrn-coe.eu/Projects/TabId/130/PageID/1/PgrID/543/Default.aspx

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

The CoE is centred around a worldwide network of local experts and collaborating partners[20]. The countries that join the initiative work together in eight regions, headed up by a secretariat at regional level[20]:
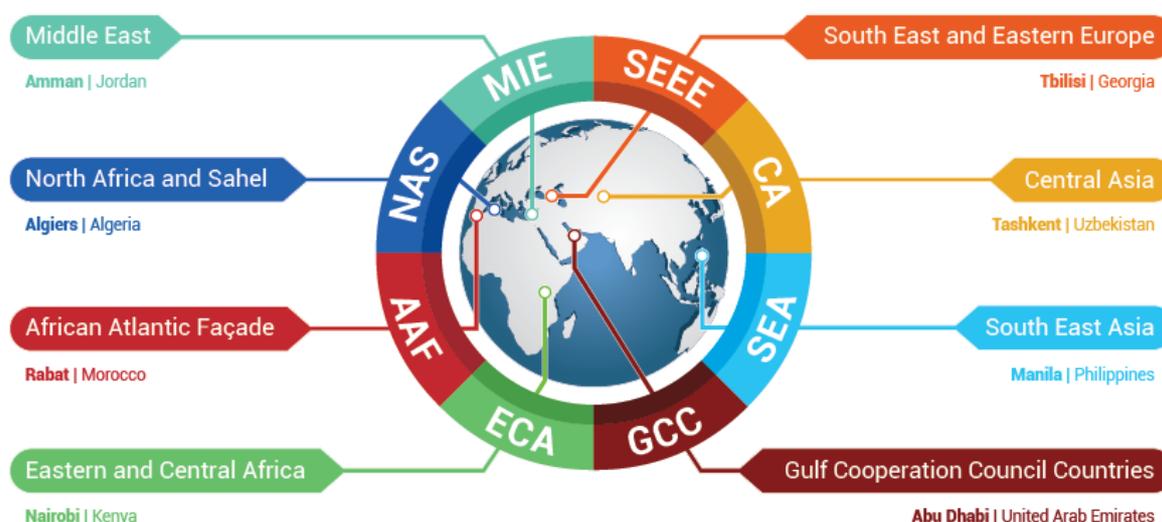
Figure 9 The EU CBRN CoE's 8 regions

Membership of the CoE is voluntary. Currently the CoE is working with 59 countries[20] and a series of Regional Secretariats (See more under Centrality).

Membership of the CoE is somewhat different from other networks, which target mainly organizations and individual professionals. The CoE, however distinguishes as member profile: Countries, National Focal Point, National Teams with national experts.

The structure within partner countries:

All countries in the region nominate a CBRN CoE National Focal Point who has the responsibility to set up a National CBRN CoE Team, composed of national experts from various bodies and ministries operating in the field of CBRN risk mitigation. The National Teams, being the key player of the Initiative, are responsible for assessing the countries' needs and promoting the coordination of CBRN policy among the relevant institutions at national level.

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

EU third countries

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

Leadership is ensured through the involvement of the different EU bodies dealing with CBRN risks, in combination with the national and regional working of national authorities, national contact points and national and local experts.

Leadership in the network is also the responsibility of the National Focal Points, who set up National Teams with CBRN experts.

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

The CoE Initiative can be considered as a semi-formal network because of the combination of voluntary regional initiatives in combination with an EU framework, which ensures financial resources and a set of legal, regulatory and enforcement rules. Membership is thus not noncommittal.

The implementing organization is composed of: the European Commission's Joint Research Centre (JRC), UNICRI, International Science & Technology Centre (ISTC) and others[19](as the implementing structure is not an independent legal entity, it is not a fully formal network). The establishment of regional Centres of Excellence is a cornerstone of these activities, offering a coherent and comprehensive approach covering legal, regulatory, enforcement and technical issues[21].

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

The CoE Initiative is an information and communication and a transactional network because of the project working.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

The EU CBRN Risk Mitigation CoE Initiative is implemented jointly by UNICRI and the European Commission's Joint Research Centre (JRC)[21]. Overall coordination of the Initiative is carried out by UNICRI and JRC in close cooperation with the European Commission's DG for Development and Cooperation - EuropeAid (DG DEVCO) acting as the Initiative's Decision Making Body and the European External Action Service (EEAS)[21].

HOW the network is organized- Network architecture and relations

Density of the members relations - *Do all members interact with all others or does the network have levels, filters or selections?*

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

In avoiding a traditional top-down approach, the CoE Initiative works in partnership with countries to encourage local ownership of CBRN action plans, policies and project proposals[20].

Each partner country has a nominated National Focal Point to represent it and act as spokesperson[20]. The NFP also creates and leads a National Team of experts dealing with CBRN matters[20].

The Regional Secretariats play a major role in the regions in ensuring that there is a good level of cooperation and coordination with partner countries through their CBRN CoE National Focal Points and in facilitating the implementation of projects in the region[21]. In particular, the Secretariats are responsible for supporting countries in the development of CBRN National Teams, identification of needs, development and improvement of CBRN National Action Plans and monitoring of the approved projects[21]. Every six months each Regional Secretariat organises a Round Table meeting for all National Focal Points in the region to coordinate activities, exchange views and opinions and to ensure the sustainability of the CBRN CoE network[21].

Based on the CBRN methodology, CBRN CoE National Focal Points and their CBRN CoE National Teams are responsible for assessing their respective national needs. Following the assessment, National Teams develop their own National Action Plans with the ultimate goal of developing or improving an integrated CBRN Policy.

Partner countries represented by the CBRN CoE National Focal Points provide feedback to the Regional Secretariats. The Regional Secretariats analyse the information provided by National Teams, review partner countries' needs and coordinate preparation of project proposals of regional concern to address potential gaps identified. The European Commission's Directorate General for Development and Cooperation EuropeAid (DG DEVCO) acting as the Initiative's Decision Making Body evaluates and selects project proposals for funding in evaluation rounds which take place twice a year.

Under the supervision of the Regional Secretariats and the European Commission, contracted resources together with the National Teams implement the projects. The Regional Secretariats also provide logistical support when necessary.

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

A cycle of activities has been defined in order to achieve the objectives of the EU CBRN CoE Initiative, starting from the partner countries' needs assessment at the local level to the quality control of the activities[21].


EC – European Commission
NT – National Teams
RS – Regional Secretariat
UNICRI – United Nations Interregional Crime and Justice Research Institute
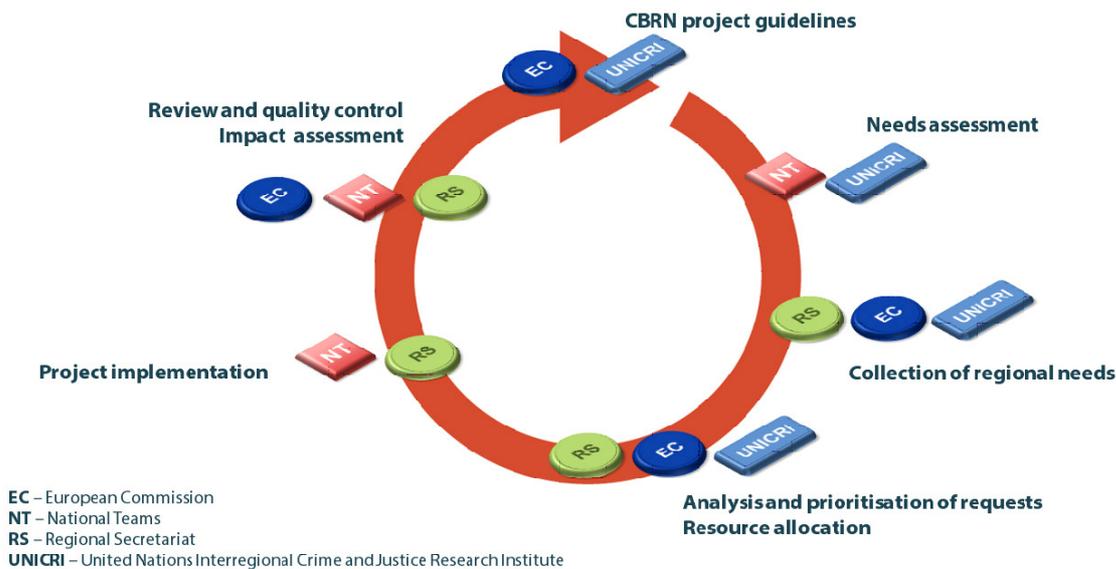
Figure 10 The EU CBRN CoE cycle of activities

The CBRN CoE Initiative relies on the dissemination of a methodology, based on CBRN Needs Assessment Tool (NAT), Guidelines for the CBRN National Action Plan, Guidelines for setting up a CBRN National Team including the concept of the good governance, Guidelines for Regional Secretariats, and Guidelines for submitting Project Proposals. The JRC and UNICRI develop and maintain CBRN guidelines, together with participating regional/international organisations (e.g. IAEA, WHO, OPCW) and other stakeholders. The CBRN methodology provides criteria for assessing partner countries' needs and mapping relevant capabilities to address the needs[21].

The European Commission, together with the Regional Secretariats and the National Teams, evaluate implementation of activities, and carry out quality control, review and impact assessment. The analysis of the review and feedback will provide the basis for improving the CBRN guidelines, the technical support and the management of the network[21].

The CBRN CoE Initiative develops his own methodology and guidelines.

The CBRN CoE Initiative has a dedicated website: http://www.cbrn-coe.eu/Welcome.aspx , with information on: context, purpose, goals and activities (Home); members (Countries) ; Projects ; News ; Communications : regional initiatives, newsletters.

Figure 11 The EU CBRN CoE web based information categories

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indetermined)? Does the network have a sustainability strategy coherent with the duration?

The duration of the CBRN CoE Initiative is fixed at 10 years, and started officially in 2010. The real start of the network was in 2011-2012. No information could be found on the vision of the CBRN CoE Initiative after 2020.

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

The EU Instrument for Stability funds the EU CBRN Risk Mitigation CoE Initiative. The estimated amount of 95 million EUR for the 2007-2013 period has been mobilising national, regional and international resources to develop a coherent CBRN policy at all levels, thereby aiming to ensure an effective response[21].

The budget for the whole duration of the Initiative 2010- 2020 is 250 000 000€[19].

Actual Network members:

The list and the location (regional country map) of the actual members can be found on the website at http://www.cbrn-coe.eu/Countries.aspx

European Network of CBRN Training Centres, testing and demonstration sites, H2020, SEC21c project

European Network of CBRN Training Centers

WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

The establishment of a European network of CBRN Training Centres is one of the objectives of the eNOTICE project, a Horizon2020, GM-SEC21c project.

The General Matters – GM projects are introduced in the H2020 Work program since 2016, in order to dedicate funding to the creation of practitioners' networks.
The underlying objective of the European Commission for the GM calls is to strengthen the capacity of practitioners to be more structurally involved in H2020 research projects, in order to increase the needs-driven development of innovative tools and technologies and to increase the uptake of research results by first responders.

The key idea behind the eNOTICE project is the specific role CBRN, and by extension all multidisciplinary, training centres can play because of their intermediary position between practitioners and other security stakeholders.

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WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members – What need does the network fulfill? What is the added value for the members?
Role of the network – What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?

The network's goal is to build a bridge between practitioners and researchers, developers and industry in order to enhance CBRN preparedness through a better uptake of innovative solutions for first responders, because of needs-driven developments[24].
This will be done by 1) creating more visibility for the CBRN Training Centres – TCs and 2) by promoting their activities and unique characteristics, which are: the thematic expertise for CBRN risks and their infrastructure for field and table top exercises, simulation and serious gaming, which can be used for the identification of end user requirements, for technical testing, validation and demonstration of final research results[24].

Creating a network of CBRN TCs is one of the three main objectives of the project, as presented at the eNOTICE website[25]:

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[24] eNOTICE Description of Action
[25] https://www.h2020-enotice.eu/static/project.html#part_framework

Establish a Framework: Elaborate a framework for European network of CBRN training centers, testing and demonstration sites

Connect Training Centers: Establish a web-based information and communication platform to provide, share and disseminate information during and after the project: to make the eNOTICE network visible and attractive to CBRN-TC and external stakeholders, to provide access to CBRN-TC capacities according to a 'capacity label', and to encourage and facilitate communication and interactions between all parties

Optimize Resources: Set up an operational transactional network for optimising investments by pooling and sharing resources, expertise, and effective practices, by organising joint activities between the eNOTICE network members and external partners, and by liaising with other networks of CBRN stakeholders

The motivation for CBRN TCs to join the network is the visibility of their organization and promotion of their activities, provided by the network, as well as access to relevant best practices.
The motivation for other security stakeholders to join the network is the access to practitioners, relevant exercises for testing through the CBRN TCs and relevant best practices. This will be further developed in the coming months as part of Task 2.4.

The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities - *What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?*

Type of activities - *What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, , elaboration of standards, of SOP's, of guidelines, templates etc.*

The primary area of activities is the area of CBRN risks, and by extension all natural, accidental and intentional risks, that require mono- or multidisciplinary interventions of first responders. These are: fire fighters, police, medical services, military and other specialized forces[24].

The main activities of the network are[24]:
- Creating **visibility** for the Centres by making information on their capabilities (thematic expertise and infrastructure or facilities) available on the eNOTICE website ;
- Easy **access** for security stakeholders to find a CBRN TC, through a search function on the website, supported by a Capacity label ;
- Promotion of the activities of the CBRN Training Centres by displaying their **calender of activities** on the eNOTICE website ;
- Promotion of so-called **Joint Activities**, these are table tops, field exercises, simulations and serious gaming, organised by the CBRN Training Centre as part of their annual program of practical training from practitioners, opened up for participation of national, EU or industrial research projects for the identification of end user needs, technical testing, validation and demonstration.
- Exchange, sharing and development of best practices, such as Guidelines, Templates and Checklists for the organiation of table tops, field exercises, simulations and serious gaming, either as a stand alone activity or as a joint

activity ; recommendations to optimise investments by pooling and sharing resources ; etc.

This is to be further developed in the coming months as part of Task 2.4.

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

The **core members** of the network are the **CBRN TCs**[24] – both eNOTICE consortium members and TCs external to the consortium. The 'supporting' network members are all other security stakeholders. They can be subdivided in the following categories[26]:

- **Policy makers and regulators** – regional, national, EU authorities, agencies - members of European, intergovernmental and/or governmental regulatory agencies that ensure compliance with laws, regulations, established rules, and also individuals who set the plan pursued by a European, intergovernmental and/or governmental institution level, having the authority to set the policy framework of an organization
- **Practitioners and technology operators** – these are practitioners of all disciplines – fire brigades, rescue teams, police forces, medical services, civil protection, security and defence experts, logistic services deployed for incident management, competent authorities, information and communication experts, specialized services (water management, hazmat, etc.) – they all benefit from trainings organized at TCs, thus they are an integral part of the eNOTICE network
- **Technology suppliers**, **research and innovation providers** - These are representatives of research and development organisations, large industry, small and medium enterprises (SMEs), academia, research institutes, research units linked to ministries or agencies, etc. – all those who design and develop technologies used by practitioners and operators in their everyday work

CBRN TC become a member of the network if they fill in an extensive questionnaire with information on their capabilities (thematic expertise) and facilities (infrastructure). They need to express their consent to be visible on the eNOTICE website explicitly.

For all other members (all other security stakeholders) the procedure and formalities or requirements to become a member will be determined shortly in Task 2.4.

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[26] eNOTICE Deliverable 2.3 - Mapping and needs and gaps analysis of the CBRN stakeholders, April 2018

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

The initial geographical scope of the network was EU member states and associated countries[24].

Thanks to a partnership with DG DEVCO, the scope will be extended to CBRN TCs and security stakeholders in third countries[27].

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

During the project (2017-2022), the leadership of the network is ensured through the composition of the eNOTICE consortium partners, who represent all future member profiles, except for policy makers and industry: civil and military first responders and civil and military TCs and universities.

Leadership of the network beyond the duration of the project is to be determined in the coming mo
nths as part of Task 2.4.

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

The network starts as a semi-formal network because it can benefit from the governance structures, rules and procedures and financial resources of the eNOTICE project during the first 5 years.

The long term character of the network beyond the duration of the project will have to be decided in Task 2.4.

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

The network is mainly an information and communication network with a few transactional activities, such as the elaboration of a Capacity label (see below) and the elaboration of best practices. This will be done for the organization of table tops, field exercises, simulations and serious gaming, as well as for optimization of investments, through pooling and sharing of resources. For this transactional activity, the required expertise, rules and procedures

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[27] eNOTICE Deliverable 2.1 - Catalogue of CBRN TC, testing and demonstration sites, May 2018

(assigned partners, clear objective, financial resources) are guaranteed during the duration of the project[28].

The long term type of the network beyond the duration of the project will have to be decided in Task 2.4.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

The network benefits from the governance structure of the eNOTICE project during the first five years, with a cascading responsibility of the project coordinator, technical coordinator, work package leaders, task leaders and contributing partners.

The long term governance structure of the network is to be determined in the coming months as part of Task 2.4.

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Density of the members relations - *Do all members interact with all others or are does the network have levels, filters or selections?*

To be determined in the coming months as part of Task 2.4.

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

To be determined in the coming months as part of Task 2.4.

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach – *Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement – *Does the network monitor the quality of activities and results?*

The network benefits from the methodological approach of the eNOTICE project during the first five years, with a clear work plan with assigned responsibilities for the partners in work packages and tasks, clear deadlines and milestones, interim reports and review meetings with the Project Officer and external experts, and an eNOTICE quality monitoring methodology, developed within and for the project. Moreover, the eNOTICE project has a WP5, mainly dedicated to tasks for continuous improvement.
Legal, security and ethical aspects are taken care of in a specific Task (4.4).

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[28] https://www.h2020-enotice.eu/static/project.html#part_framework

The long term quality management methodology is to be determined in the coming months as part of Task 2.4.

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, a web based platform and appropriate functionalities, annual meetings, etc.?

During the project, three supporting instruments are developed in order to facilitate the achievement of the objectives: 1) a web based platform, 2) a Capacity label, 3) Guidelines for the organization of Joint Activities.

Web based platform at www.h2020-enotice.eu

The main supporting instrument for the Network of CBRN TCs is a web based platform, called eNOTICE Community Center. Once complete in M24, the platform will support the visibility of the CBRN TCs, the promotion of their activities, and will facilitate the search for stakeholders to find a suitable CBRN TC, as a partner in future research projects or for the ad hoc participation in table tops, field exercises, simulations and serious gaming. In addition, the web based platform will support practitioners with tools for communication and information exchange. The exact architecture of the web based platform will be described in D3.8 (August 2019) with preliminary results being available in D3.6 (June 2018).

Figure 12 eNOTICE homepage

Capacity label

The Capacity label will provide an attestation of the thematic expertise, facilities and other requirements of the CBRN TC that are visible as network core members on the website. The label will be linked to the search function on the website.

Best practices

A Best practice with guidelines for the organization of table tops, field exercises, simulations and serious gaming, either as stand alone exercise, but especially as a Joint Activity, will ensure a qualitative approach for the preparation, organization, evaluation and follow up of these activities.

Other best practices will relate to the optimization of investments, through pooling and sharing of resources.

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

The start of the project is ensured through the financial resources of the eNOTICE project, which has a budget of 3 500 000€ for the period September 2017 – August 2022.

The long term financial strategy for the network beyond the 5 years duration of the project is to be determined in the coming months as part of Task 2.4.

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

The network is gradually built since 1 September 2017, the start of the eNOTICE project. Human and financial resources are ensured during the whole duration of the project, which ends 31 August 2022.

The functioning of the network beyond the duration of the project and the sustainability strategy to ensure this is be determined in the coming months as part of Task 2.4.

Actual Network members:

Currently 33 CBRN Training Centres have expressed their wish to become a member of the network and provided information on their organization. They will be published on the eNOTICE website before the end of 2018.

All other security stakeholders are being identified and listed as part of the eNOTICE dissemination list[29]. Registration conditions to become an eNOTICE network member and corresponding access rights will be discussed and decided in Task 2.4.

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[29] See eNOTICE Deliverable 3.1 - Dissemination plan, December 2017

FIRE-IN - May 2017-2022

Fire and Rescue Innovation Network

WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

The establishment of a European Fire and Rescue Innovation Network is one of the objectives of the FIRE-IN project, a Horizon2020, GM-SEC21a project. FIRE-IN is a SEC21a project and thus aims at the establishment of a monodisciplinary network (see more information on GM-SEC21 before, at eNOTICE, p. 72).

The rationale behind the FIRE-IN project and goal is explained as follows in the FIRE-IN leaflet[30]:
The frequency and scope of natural disasters are increasing worldwide. Together with the high societal expectations for security and the increased concerns for health and safety of the responders, it presents new challenges for the Fire & Rescue, research, innovation and standardisation communities.

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members *– What need does the network fulfill? What is the added value for the members?*
Role of the network *– What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?*

The ultimate objective of the FIRE-IN project is to raise the security level of the EU citizens by improving the Fire & Rescue services capabilities to address various forms of hazards, natural or manmade[30].

The benefit for candidate members is described as follows[30]:
If your work is related to Fire & Rescue, FIRE-IN is your chance to be informed of the latest developments in research, innovation and standardisation. Engaging with the project will help you save costs for R&D, get tailored solutions based on your needs, showcase your achievements, and reduce time for testing, procurement and implementation of the new technologies. You will be able to contribute to the improvement of the Fire & Rescue capabilities of the whole Europe. And most importantly - FIRE-IN welcomes you to join a wide international community of experts, which covers every aspect of Fire & Rescue activities.

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[30] FIRE-IN Leaflet at: http://fire-in.eu/

The FIRE-IN objective is to create, improve, animate and develop the first European Fire & Rescue Network, delivering solutions for safer European societies: to improve the Fire & Rescue services capabilities is one of the subobjectives of the project, aiming to[31]:

- Develop process by fostering innovation
- Promote cutting edge solutions to recognise operational needs

> **The network's scope: areas and type of activities**
>
> *The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.*
>
> *Area of activities* - *What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?*
>
> *Type of activities* - *What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, elaboration of standards, of SOP's, of guidelines, templates etc.*

In contrast to the eNOTICE project, where the building of a network is the primary goal and all activities within the project support the building of the network, the FIRE-IN project has three specific project activities, and the fire fighters networks is one of the approaches (instrument) to ensure the project's success, as is explained in the leaflet:

The project's success relies on the active participation of experts. FIRE-IN Associated Experts community is a dynamic and constantly growing network, which includes professionals from the whole Europe and beyond, representing practitioners, research and innovation, private sector, NGOs, and standardisation bodies.

The project activities are organized in 3 phases**Fout! Bladwijzer niet gedefinieerd.**:

1. First - the **identification of the capability gaps**, experienced and expressed by the Fire & Rescue practitioners. The gaps are formulated as challenges to be solved by the research and industry.

2. In the second phase the project partners **review ongoing and planned R&D** projects and suggest promising solutions, addressing the gaps.

3. During the third phase the project will **establish an interactive cooperation with the research and industry** and request proposals for the new R&D. The responses will be evaluated by the Associated Experts.

Finally the project will provide recommendations for the European Strategic Research and Standardisation Agenda on Security.

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[31] http://fire-in.eu/#network

Figure 13 The 3 FIRE-IN cycles of activities[32]

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

The target group of the FIRE-IN network, called **Associated Expert Community**, is described as follows***Fout! Bladwijzer niet gedefinieerd.***:
Fire & Rescue experts and professional networks from the whole Europe will collaborate, share expertise and knowledge through an innovative e-FIRE-IN platform, a forum for practitioners, research, standardisation bodies and industry and a tool for research and innovation monitoring, results publication and organisation of events.

The target group of members is thus not the fire fighters community but the community of professionals dealing with all aspects of fire and rescue. Besides the previously mentioned categories members, the website also mentions policy makers.

Despite this description, the application form available on the website when clicking the registration button, exclusively seems to target practitioners, who are described as "*somebody that is involved in preparatory, supporting or operational tasks in the FIRE and RESCUE discipline*".
On the other hand, the application form itself seems to allow expert from different categories of legal entities.

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[32] http://fire-in.eu/#project

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Welcome to the Fire-In project, which covers the discipline of fire and rescue.

Our consortium propose a methodology that aims to support the identification of practitioners expectations and the uptake of research and innovation accordingly. For the project, the definition of a practitioner is "somebody that is involved in preparatory, supporting or operational tasks in the FIRE and RESCUE discipline".

During the 5 years of the project (May 2017 to May 2022), several collaborative works involving a large panel of fire and rescue experts from all the Europe will gather the practitioner's capability gaps.

Therefore, the FIRE-IN partners invite any interested practitioner's organization or individual to take part in the initiative as Associated Experts, in order to participate to the different workshops and discussions that will occur during the project.

**APPLICATION FORM TO JOIN THE FIRE-IN PROJECT
AS AN ASSOCIATED EXPERT**

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 740575

✓ = mandatory

✓ **Expert First Name**

✓ **Expert Last Name**

✓ **Legal entity (organization) Name**

Legal entity short name

✓ **Legal entity name in English**

✓ **Category of the legal entity**
○ European commission or agency   ○ Private Company, Fire and Rescue services provider
○ Public body at national level   ○ NGO, association, federation of Fire and Rescue practitioners
○ Public body at regional or local level

Adresse

Postcode   **City**   ✓ **Country**   Afghanistan ▼

Phone   **Direct Phone**   *Please add your country code phone number (ex: +33 xxx…)*

✓ **E-mail**   **Web/URL**

Figure 14 FIRE-IN Application form[33]

The project is lead by SAFE Cluster (SAFE, FR), the FIRE-IN consortium partners are:

Ecole Nationale Supérieure des Officiers de Sapeurs-Pompiers (ENSOSP, FR)

Italian Ministry of Interior, Department of Fire Corps, Public Rescue and Civil Defence (CNVVF, IT)

Bundesanstalt Technisches Hilfswerk (THW, DE)

Global Fire Monitoring Centre (GFMC, DE)

Ineris Development (INEDEV, FR)

Fraunhofer INT (FhG-INT, DE)

Fire Ecology and Management Foundation Pau Costa Alcubierre (PCF, ES)

Catalonia Fire Service Rescue Agency (CFS, ES)

Scientific and Research Centre for Fire Protection (CNBOP, PL)

The Main School of Fire Services (SGSP, PL)

Council of Baltic Sea States (CBSS)

Civil Contingency Agency (MSB, SE)

Center for Security Studies (KEMEA, GR)

Czech Association of Fire Officer (CAFO, CZ)

InnoTSD (Inno, FR)

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[33] http://enquetes.ensosp.fr/Fire-In-Project/Ethnos.dll

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

The geographical scope is the whole Europe and beyond.

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

No information available

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

The network starts as a semi-formal network because it can benefit from the governance structures, rules and procedures and financial resources of the FIRE-IN project during the first 5 years.

The networking itself is rather informal, as collaboration, sharing and expertise and knowledge will be done through an innovative e-FIRE-IN platform, an online forum for practitioners, research, standardisation bodies and industry and a tool for research and innovation monitoring, results publication and organisation of events.

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

From the activities, it appears clearly that the 3 cycles or stages of the project prepare the building up from a information and communication network towards a transactional project/network with its own developments.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

The network benefits from the governance structure of the FIRE-IN project during the first five years, with a cascading responsibility of the project coordinator, technical coordinator, work package leaders, task leaders and contributing partners.

HOW the network is organized- Network architecture and relations

Density of the members relations - *Do all members interact with all others or are does the network have levels, filters or selections?*

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

Two complementary approaches allow members, the Associated experts to meet and interact:
1) Through thematic workgroups
2) Through the e-platform.

5 thematic workgroups have been established:
3) Search and rescue and Emergency Response
4) Structure Fires
5) Vegetation Fires
6) Natural disaster
7) CBRNE

The ePlatform will be online soon:

Figure 15 Announcement of the eFIRE-IN Collaborative Platform

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach – *Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement – *Does the network monitor the quality of activities and results?*

The network benefits from the methodological approach of the FIRE-IN project during the first five years, with a clear work plan with assigned responsibilities for the partners in work packages and tasks, clear deadlines and milestones, interim reports and review meetings with the Project Officer and external experts.
This approach is explicitly mentioned on the website:

http://fire-in.eu/index.php/panorama/cycle-1/

No information could be found on the quality management approach for the network (as distinct from the project).

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

FIRE-IN activities are supported through a website, at http://fire-in.eu/ with the following functionalities:

HOME: Information on the project and access to a leaflet; Registration button to become an asociated expert

FIRE AND RESCUE THEMATIC: Information on the thematic workshops

NETWORK: Information on the countries (8), partners (16) involved and the number of experts (+ 1000)

PROJECT: information on the 3 cycles and use cases

EPLATFORM: to be online soon

EVENTS: calender of fire and rescue related events, organised by FIRE-IN and other organisations

CONTACT

Other supporting instruments are:

News on the project is made public through Twitter, Flickr and Facebook.

the FIRE-IN Newslettre, for which an emailadress is sufficient to suscribe

Figure 16 FIRE-IN web based information categories

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

The start of the network is ensured through the financial resources of the FIRE-IN project, which has a budget of 3 500 000€ for the period 1 May 2017 – 31 May 2022.

No information could be found on a long term financial strategy for the network beyond the 5 years duration of the project.

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

The network is gradually built since 1 May 2017, the start of the FIRE-IN project. Human and financial resources are ensured during the whole duration of the project, which ends 31 May 2022.

No information is available (yet?) on the functioning of the network beyond the duration of the project and the sustainability strategy to ensure this.

Actual Network members:

The website mentions +1000 associate experts (June 2018).

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ILEAnet – June 2017-May 2022

Innovation by Law Enforcement Agencies Networking

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

The establishment of a Law Enforcement Agency (LEA) practitioners network is one of the objectives of the ILEAnet project, a Horizon2020, GM-SEC21a project.

ILEAnet is a SEC21a project and thus aims at the establishment of a monodisciplinary network (see more information on GM-SEC21 before, at eNOTICE, p. 72).

Why ILEAnet is explained in their leaflet as follows[34]:

Figure 17 Rationale for ILEAnet (Leaflet)

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[34]

https://www.ileanet.eu/fileadmin/websites/ileanet/documents/Dissemination_materials/171107_Leaflet_final_5 mm_forprint.pdf

The network's mission: motivation and role

Motivation of the members – *What need does the network fulfill? What is the added value for the members?*
Role of the network – *What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?*

The mission of ILEAnet is to build and develop a sustainable organisational Law Enforcement Agency (LEA) practitioners network focused on research, development and innovation addressing LEA challenges, together with a community of individuals, including practitioners and experts from academia and industry, interested to exchange and collaborate in this area[35]. In particular, ILEAnet aims to bridge the gap between RDI and practice, and to reduce the delay in analyzing the needs and the subsequent research efforts to respond to these needs between practitioners, scientists and industry.

Added value for possible members is not explicitly mentioned but can be distracted from the explanations on the website:
- For LEA: they will benefit from the shared information and knowledge resources and easier expression of their needs.
- For academia and industry : easier access to practitioners and to information on concrete needs

The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities - *What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?*
Type of activities - *What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, elaboration of standards, of SOP's, of guidelines, templates etc.*

ILEAnet aims to stimulate and facilitate the discussion of law enforcement practitioners allowing for easier expression of their needs. This happens both top-down, via ideas coming from European and national policies down to the police workforce, and bottom-up, via identification of real life challenges and needs by the policemen together with exchange on best practices, going up to the institutional hierarchies and to policy makers.

The effective iterative interaction between these two processes will help to identify and prioritise suggestions with respect to future EU and national programmes, policies and standardization efforts for LEA-relevant RDI.

Three activities are proposed[36]:
The ILEAnet Knowledge Factory: a database on the Online Community Platform supporting the ILEAnet Community. This information resource, consultable by the ILEAnet Community members, will be the reference tool for RDI programme development. The ILEAnet Knowledge Factory will map the challenges, needs and questions that are brought up in the ILEAnet Community, with the existing knowledge, approaches and developments that

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[35] https://www.ileanet.eu/about-ileanet/mission-objectives/
[36] https://www.ileanet.eu/about-ileanet/concept/

can address these. It will hence allow to identify research and innovation gaps, requirements and opportunities.

The ILEAnet RDI Roadmap for future RDI activities to seize the identified opportunities and ultimately fill the gaps

The ILEAnet Project Portfolio containing information about existing RDI projects, and ideas and concepts for new collaborative undertakings.

Whilst the preparation of the funding application will be outside of the scope of ILEAnet, the activities of the running projects will be monitored and results be fed back into the ILEAnet Knowledge Factory. ILEAnet processes will then support and accelerate the dissemination and uptake of such project results.

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

To become a member of the Network + Community**Fout! Bladwijzer niet gedefinieerd.**, the person must send a request to access the ILEAnet Online Platform by contacting the INC of his or her country:

https://www.ileanet.eu/ileanetconsortium/ileanet-national-contacts/

(or apply for becoming a new INC if there is none in the member's country). If this person is a practitioner, only a short motivation is required; If this person is an academic, his or her profile would have to be discussed within the Consortium and validated. Only relevant selected academic profiles can join ILEAnet for the moment. In the future, industrial profiles will have the possibility to join under certain conditions.

On the platform, there are separate discussions groups for practitioners only and for practitioners and academics (and in the future for industries).

There currently are more than 100 ILEAnet members, who have joined the ILEAnet Online Platform, most of them practitioners. They can participate as they wish, ask questions, dialogue, vote on preferred topics…

The ILEAnet National Contacts (INCs) have the major role for now. They are the platform administrators, decide on new members to be invited to the network as well as on the topics that will be treated and discussed and validate all public documentation.

The membership commitment is guaranteed by the fact that all members will be exchanging on topics of strong interest to them. The Community Manager is ensuring that information is shared among members on the latest opportunities for cooperation and that the community pages are fed with news, discussions on the forum, answers to questions etc. There is no financial contribution in ILEAnet.

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

Europe[37]

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

There is the project Coordinator, who collaborates closely with the Coordination team (including the Secretariat, the Community Manager and the Scientific Coordinator) and with the Steering Committee composed of WP leaders and of one INC representative. The INCs are then involved on regular basis and informed of all strategic decisions.

A Scientific Coordinator makes the quality assurance and follows on the current state of the art.

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

The network starts as a semi-formal network because it can benefit from the governance structures, rules and procedures and financial resources of the project during the first 5 years. Moreover, a charter that defines the rules for the ILEAnet Network+Community has been set-up and permits to have a well-defined framework.

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

ILEAnet is mainly an information and communication network.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

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[37] ILEAnet Leaflet at:
https://www.ileanet.eu/fileadmin/websites/ileanet/documents/Dissemination_materials/171107_Leaflet_final_5 mm_forprint.pdf

The governance structure of the network is identical to that of the project. The ILEAnet organisational structure is composed of a General Assembly which is the ultimate decision-making body for the consortium and the Steering Committee, composed of the WP leaders, which is the supervisory body. Activities related to strategic and high-level decision making in both structures are moderated by the Coordinator.

There is a Steering Committee (SC) members, which are currently the most active partners discussing the strategic directions of the project.

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Density of the members relations - *Do all members interact with all others or are does the network have levels, filters or selections?*

The cooperation is very close, in the Coordination/Steering Committee almost on daily level, with the INCs regularly via the platform, or during regular teleconferences and finally, once per year with the General Assembly.

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

The ILEAnet Network+Community is first composed of the INCs who manage their networks on national level. They are then responsible for the invitation of practitioners, policy makers, academics, industrial players and other RDI stakeholders in their respective countries to join the ILEAnet Online Platform. Different discussion groups are thus created on the ILEAnet Online Platform to allow the members to discuss topics in line with their roles in the project:
- ILEAnet Practitioners Community
- ILEAnet Network + Community
- ILEAnet National Contacts (INCs)
- ILEAnet Consortium
- Etc.

Whenever necessary, in each one of the groups listed above, sub-groups were created to allow confidentiality.

The ILEAnet Network+Community and the content of the Online Platform is managed by a dedicated Community Manager.

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach – *Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement – *Does the network monitor the quality of activities and results?*

ILEAnet is implemented in annual cycles: the first Annual Cycle, that will close by the end of May is a test cycle. Each cycle will end up with conclusions and recommendations for the

challenges tackled throughout the year and an annual public workshop will be organised at the end of each cycle to disseminate the findings.

For the first year, all findings will be presented at the ILEAnet Public Workshop on 11-13 June in Dublin: https://cmt.eurtd.com/events/event/view/86072/ileanet-public-workshop-1

During this first year, ILEAnet is focused on building the network and all methodologies to make it work. The Scientific Coordinator also ensures the quality of the produced material as well as of the online discussions. **The success is now measured by the amount of registered platform users and their activity of the platform.**

There are 5 Annual Cycles in ILEAnet. The first one will finish by the end of May and will be followed up by the ILEAnet Public Workshop. The next Annual Cycle will start with recommendations from the Steering Committee and lessons learned from the first Annual Cycle.

A Scientific Coordinator makes the quality assurance and follows on the current state of the art.

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

Supporting instruments are:
- A newslettre
- An ILEAnet leaflet
- A project website at www.ileanet.eu, with information about the project, about the ILEAnet consortium, an online contact button with the national contactpoint to request membership, news and events (limited to ILEAnet news and events) and project documents
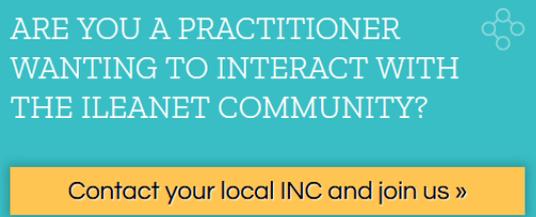
92
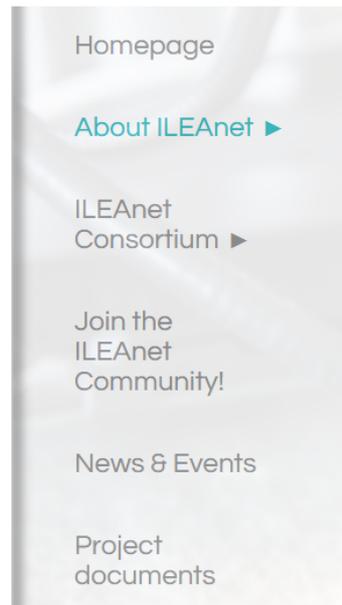
Figure 18 ILEAnet web based information categories

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

The start of the network is ensured through the financial resources of the project, which has a budget of 3.482.146,25€ for the period June 2017 – May 2022.

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

The 5-year project started in June 2017.

The ILEAnet Network+Community is expected to last beyond the project scope and duration. A sustainability plan will be developed, including for the ILEAnet Online Platform, to ensure that the network will continue to live and grow after the project funding period.

By creating added value for the members at both organisational and individual level, the ILEAnet Community will increasingly become the "place to be and to connect with" for innovators in the LEA world, for the LEA practitioners, industrial players or academia.

Actual Network members

May 2018, ILEAnet has more than 100 members, most of them practitioners.

DAREnet, Sept. 2017-2022

DAnube river region Resilience Exchange network

WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

DARENET is one of the GM-SEC21 projects, launched in the H2020 Work progam (see more information on GM-SEC21 before, at eNOTICE, p. 72).

DAREnet is a SEC21b project, which means it is a regional thematic project:
- Regional : Danube region
- Thematic : Flood resilience

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members – *What need does the network fulfill? What is the added value for the members?*
Role of the network – *What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?*

DAREnet is a network of practitioners dealing with flood resilience in the Danube River Region, and is supported by a continuously developing multi-disciplinary community of users including policy makers, academics, and industry[38]. It is launched by public bodies.

The DAREnet project will enable Flood Management Practitioners in the Danube River Region (motivation for members to join the network):
• to identify and analyze by and for themselves relevant innovation gaps;
• to translate the gaps into a joint innovation strategy to improve flood resilience in the future[39]

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[38] https://cordis.europa.eu/project/rcn/210227_en.html
[39] http://darenetproject.eu/wordpress/wp-content/uploads/2018/02/DN_flyer_171107.pdf

Figure 19 DAREnet goals as presented on the website

DAREnet will focus on flood resilience practitioners and their tasks and strengthen the flood resilience.

The motivation to join the network is described at the website as follows:

Figure 20 DAREnet motivation for members to join

The network's scope: areas and type of activities
The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.
Area of activities *- What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?*   ***Type of activities*** *- What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet,elaboration of standards, of SOP's, of guidelines, templates etc.*

The area activity of the network is flood resilience.

The main activities of the network are information and communication, annual roadmap definition, initiative formation and promotion of applying those initiatives.

The activities are centred around the three aforementioned objectives.

One of the key-results of DAREnet will be a regularly updated RDI Roadmap highlighting promising innovation opportunities to cope with the main environmental and societal challenges of the region. It will provide concrete perspectives for the further development, industrialisation and uptake of innovations of highest relevance for practitioners. The Roadmap will be the result of a systematic assessment and prioritisation of promising

innovations deriving from the DAREnet Community, including standardisation to foster the development of common capabilities[40].

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

DAREnet is a network by and for practitioners. DAREnet is setting up a multi-disciplinary community of flood practitioners, complemented by policy makers, researchers and industry[41].

The online DAREnet Community is a closed platform open only to members.

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

The geographical scope of the network includes the EU Danube river region countries including Germany, Austria, Slovakia, Croatia, Hungary, Romania, Serbia, and Bulgaria.

The network will promote the Research, Development and Innovation Roadmap and Portfolio to political key-stakeholders on national, regional and European level[32].

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

No information available

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

The network starts as a semi-formal network because it can benefit from the governance structures, rules and procedures and financial resources of the project during the first 5 years.

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[40] https://cmt.eurtd.com/groups/profile/76168/darenet-community
[41] http://darenetproject.eu/

DARENet will be organised as a network of national Practitioner networks, led by DARENet National Contacts (DNC), in charge of mobilising and involving their national communities into the region-wide DARENet Community[42].

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

The network mainly aims at exchanging information and communication between the members.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

The network benefits from the governance structure of the project during the first five years.

No specific information on this aspect is available.

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Density of the members relations - *Do all members interact with all others or are does the network have levels, filters or selections?*

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

DARENet will be organised as a network of national Practitioner networks, led by DARENet National Contacts (DNC), in charge of mobilising and involving their national communities into the region-wide DARENet Community[42].

Research, Development and Innovation (RDI) Topic Working Groups will be installed and evaluate RDI topics to specify further needs and identify gaps and RDI topic working groups will be assessed, prioritised and ranked, indicating innovation opportunities. Practitioner-driven initiatives where practitioners will be supported and advised in realising own initiatives based on their experience and needs, addressing innovation opportunities identified in the DARENet RDI roadmap, will be formed[41].

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[42] DARENet leaflet at: http://darenetproject.eu/wordpress/wp-content/uploads/2018/02/DN_flyer_171107.pdf

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach – *Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement – *Does the network monitor the quality of activities and results?*

DAREnet will deliver an annual roadmap which underlines promising innovation opportunities to overcome main environmental and common challenges of the Danube River Region. The DAREnet Roadmap will include the basis for tangible, practitioner-driven and bottom-up initiatives which will form a unique portfolio of joint innovation concepts for the region. Both the roadmap and proposed initiatives will be the guidelines which will proactively be promoted and followed towards national and European Policy Makers to support future improvements strategies in the region[42].

The network benefits from the methodological approach of the project during the first five years, with a clear work plan with assigned responsibilities for the partners in work packages and tasks, clear deadlines and milestones, interim reports and review meetings with the Project Officer and external experts.
No information on a long term quality management methodology is available.

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

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The network has an official website and a community web group for communication.

Website: http://darenetproject.eu/

Group: https://cmt.eurtd.com/groups/profile/76168/darenet-community

Remarkable is that part of the website is available in 8 different languages.
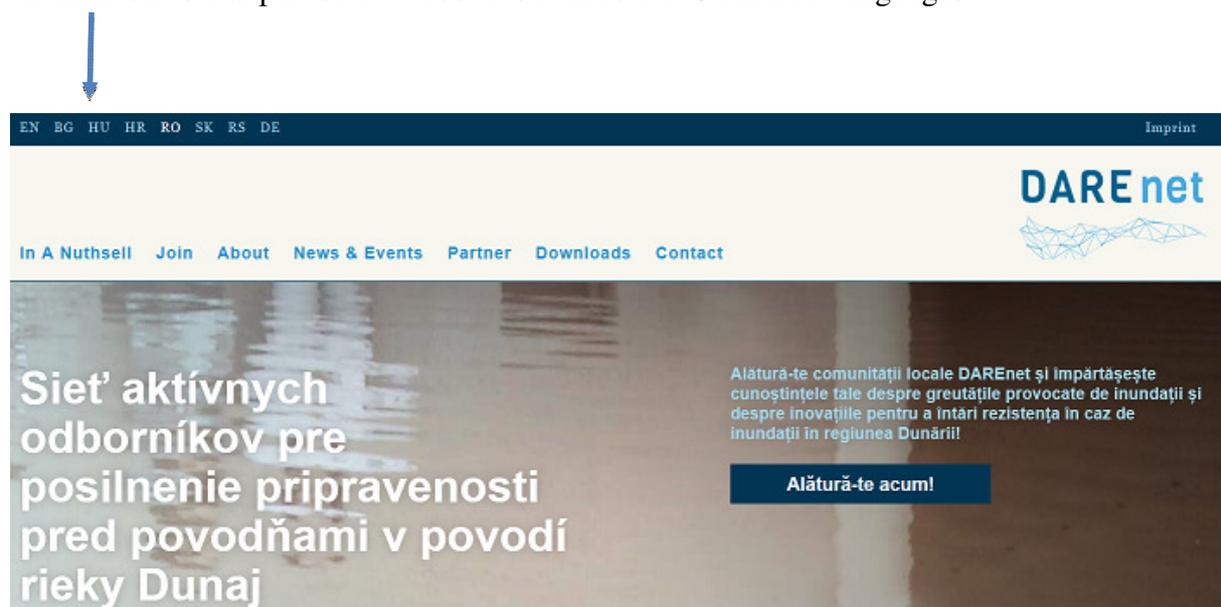

Figure 21 DAREnet homepage

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

The project budget for 5 years is 3.500.000€[42]. This budget covers all DAREnet objectives and activities, of which the network is just one.

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

DARENet project is a 5-year project which is composed of 14 partners from 11 countries. The project started as of 1 September 2017[42].

To reach sustainable impact, DAREnet will draw upon build synergies using the modules and facilities of the EU Civil Protection Mechanism (EUCPM) and the regional strategies for flood prevention and risk management of the International Commission for the Protection of the Danube Rivcer (ICPDR) and EU Strategy for the Danube Region (EUSDR). DAREnet will promote the Research, Development and Innovation Roadmap and Portfolio to political key-stakeholders on national, regional and European level, and will also prospect institutional options to ensure the continuity of the DAREnet innovation process after project ends.

Actual Network members

DARENet Community group has 34 actual members (June 2018).

I-LEAD, 2017-2022

Innovation - Law Enforcement Agency's dialogue

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

i-LEAD is one of the GM-SEC21 projects, launched in the H2020 Work progam (see more information on GM-SEC21 before, at eNOTICE, p. 72).

I-lead is a SEC21a project, which means it is a monodisciplinary network of Law Enforcement Agencies.

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members – What need does the network fulfill? What is the added value for the members?
Role of the network – what are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks.

To set up a Law Enforcement Network across Europe is one of the objectives of the i-LEAD project.
The other project goals are:
Objective 2: to express common requirements that can fill capability and operational gaps;
Objective 3: to monitor research and innovation;
Objective 4: to indicate priorities for standardization and policy recommendations;
Objective 5: to create conditions for better interaction with industry, research and academia;
Objective 6: capacity building and knowledge exchange;
Objective 7: to disseminate results and interact with other related networks.

These objectives will be achieved through i.a. the work of thematic work groups with practitioners (see below).
These 5 thematic workgroups represent the key areas of law enforcement: Front Line Policing, Cross Border Crime, Cybercrime, Crime & Intelligence and Forensics.

As described on the I-LEAD website[43], they will for first time, bring together on strategic level, law enforcement practitioners' representatives, from across all member states, to

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[43] http://i-lead.eu/practitioners-groups/

consider how technology and innovation can improve public safety across Europe. I-LEAD will develop vibrant networks of practitioner groups that will develop and maintain regular interaction to continually monitor technology and innovation to assist in the mitigation of emerging threats to citizens of Europe and keep them safe.

The project will provide the mechanism and structure required to enhance links to existing networks and organisations such as ENLETS, ENFSI, EDA and EUROPOL to connect them to the everyday challenges of practitioners in law enforcement across Member States.

The motivation for the candidate members to join is not explicitly addressed.

The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities - What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?

Type of activities - What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, , elaboration of standards, of SOP's, of guidelines, templates etc.

The scope of the network is law enforcement. There are 5 thematic workgroups representing the key areas of law enforcement: Front Line Policing, Cross Border Crime, Cybercrime, Crime & Intelligence and Forensics.

The website (under construction) describes extensively the activities of the project[44], the activities of the network as such are not mentioned.

From a visual representation of the network's work(packages), the network = Practitioners Groups seem to contribute mainly to LEA user needs, capabilities and requirements.
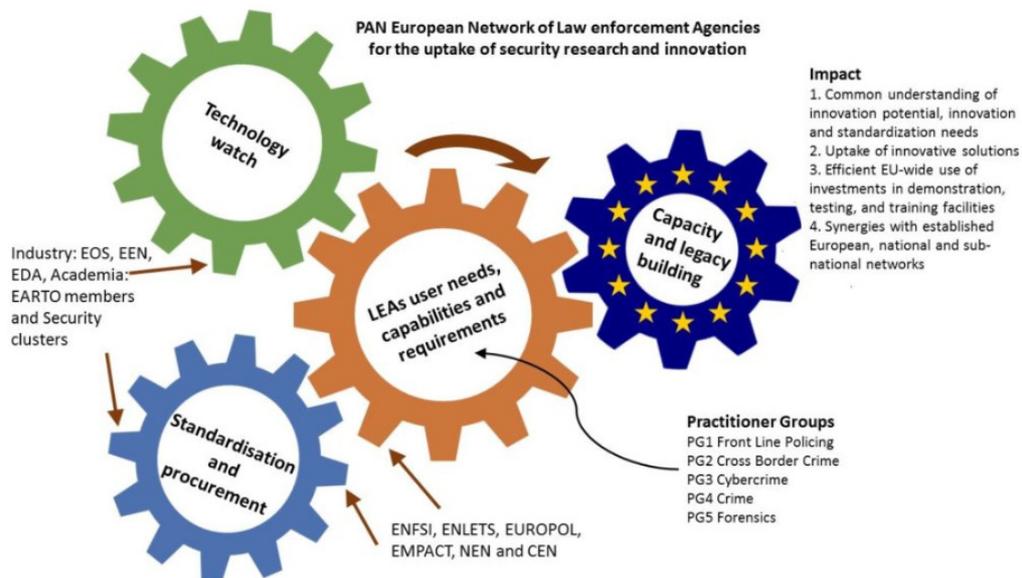

Figure 22 i-LEAD visual presentation of the work(packages)

WHO & WHERE – Membership

Member profile

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[44] http://i-lead.eu/objectives/

The website mentions: representatives will be invited to become part of a community network, which will be made up of a set of I-LEAD Practitioners' Groups (PG's) covering the five key areas of law enforcement[45].

Information on how to become a member (how to apply) is currently not (yet) available, neither if there are conditions to the membership.

Information on the website lists the project consortium members and a list of stakeholders (without defining who these stakeholders are, how they became stakeholder to the project and if this position is open to other organisations).

The project partners are:
Dutch National Police (coordinator)
Belgian Police
Wielkopolska Police
Spanish National Police Force
National Police Board of Finland
KEMEA
Italian Ministry of the Interior
Inspectoratul General al Politiei Romane
UK Home Office
Polícia Judiciária
Arma dei Carabinieri
Lithuanian Police
Polish Platform for Homeland Security
Lithuanian Cybercrime Centre of Excellence for Training, Research and Education
TNO
European Organisation for Security
Alternative Energies and Atomic Energy Commission
National Institute for Criminalistics and Criminology
Netherlands Standardisation Institute

The list of stakeholders can be found at: http://i-lead.eu/stakeholders-group/

Geographical scope

EU countries

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[45] http://i-lead.eu/practitioners-groups/

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

No information available on leading professionals in the network

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

The network starts as a semi-formal network because it can benefit from the governance structures, rules and procedures and financial resources of the project during the first 5 years.

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

The i-LEAD seems to aim at exchange of information & communication between members, via the different thematic practitioners groups (PG) working on 5 thematic areas.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

The network benefits from the governance structure of the project during the first five years.

No specific information on this aspect is available.

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Density of the members relations - *Do all members interact with all others or are does the network have levels, filters or selections?*

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

The practitioners are organized in working groups, called Practitioners Groups – PG.
No information is available on the relations and interactions between the PGs, between the PGs and the network and between the individual members or member organisations.

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach – *Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement – *Does the network monitor the quality of activities and results?*

The network benefits from the methodological approach of the project during the first five years, with a clear work plan with assigned responsibilities for the partners in work packages and tasks, clear deadlines and milestones, interim reports and review meetings with the Project Officer and external experts.

No information on a long term quality management methodology is available.

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

The main supporting instrument is the website[46], http://i-lead.eu/, with information on the project (overall concept, objectives, work plan, partners and stakeholder groups), resources (publications and deliverables), the practitioners groups (and explanation on the 5 thematic areas), media and news.

I-LEAD uses social media such as Twitter, Facebook and You tube for external communications[47].

They also have newsletters, provide dissemination material, photos of project activities and audiovisual material from project activities.

HOME   PROJECT   RESOURCES   PRACTITIONERS GROUPS   MEDIA   NEWS

Figure 23 I-LEAD web based information categories

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

The project budget for 5 years is 3.500.000€36. This budget covers the project objectives and activities, of which the network is just one.

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[46] http://i-lead.eu/
[47] http://i-lead.eu/media/

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

The project's ambition is to establish a sustainable pan-European network, no information on the sustainability strategy is (yet) available.

Actual Network members

No information available.

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European CBRN Innovation for the Market Cluster

European CBRN Innovation for the Market Cluster

WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

This network is an "umbrella" CBRN cluster of CBRN stakeholders and projects. It was initiated both on the initiative of the European Commission that launched the specific call SEC-05-DRS-2016-2017 Chemical, biological, radiological and nuclear (CBRN) cluster, so that the cluster would embrace all the previous large CBRN projects, such as results of the security flagman FP7 demonstration project EDEN, and many others; and on the initiative of the CBRN community stakeholders, leaders and members of CBRN R&D&I projects consortia, the industrial community and the practitioners and customers community to have one single network, a single resource where the needs, gaps, currently available technologies and desired to-be-developed technologies are revealed, and research and development priorities are established.

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members *– What need does the network fulfill? What is the added value for the members?*
Role of the network *– What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?*

To improve its resilience to new CBRN attacks and threats, the EU needs a specialized, efficient and sustainable industry, competitive on a less fragmented EU market and globally. Capitalizing on its experience in the EDEN Demonstration Project, in other CBRN relevant projects, and in the CBRN market and supply chain, the ENCIRCLE cluster proposes an innovative approach to reach this goal in a short to long term perspective so that SMEs and large industries can propose and invest in the best innovations on the market.

The goal is multi-fold, ENCIRCLE shall:
1. create an open and neutral EU CBRN cluster
   - This will include enlarging and strengthening the European CBRN technological, industrial and practitioner by building on those registered under EDEN and facilitating the cooperation to achieve better EU competitiveness, market development and response to user needs.

2. provide a sustainable and flexible short to long term vision and roadmap for the development of the European CBRN market and innovations
    - This will include a continuous state of the art, science, innovation, market study, budgets and needs, gaps assessment and threat analysis based initially on EDEN and other EU and national projects and issuing a list of CBRN relevant technologies that need to be developed with a view to integrating them into supplier platforms and end user systems.
3. To Provide integration with platforms (e.g. systems, tools, services, products) by proposing standardized interfaces and future EU standards to integrate CBRN technologies and innovations developed from SEC 05 Part b RIA
4. To support CBRN safety, security and defence commercial and market services
    - This will include identifying and developing interfaces with financial institutions and procurement agencies to facilitate market entry and facilitating other commercial and other services support enabling access to the global markets,
5. To improve and facilitate European CBRN dissemination and exploitation
    - This includes exploitation of the EDEN consortium and platform information that has been made available to ENCIRCLE, reporting on the cluster discussions, innovations and impact and to provide a sustainable platform for the future.

The main expected impact – the possible motivation for candidate members to join - is to enhance the EU CBRN industry competitiveness and enlarge its market while increasing the benefits of the EU research and innovation to improve CBRN preparedness, response, resilience and recovery efficiency.

The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities *- What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?*

Type of activities *- What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet,elaboration of standards, of SOP's, of guidelines, templates etc.*

ENCIRCLE scope, area of activities is all CBRN-related technologies, developments, innovations, standards, best practices, needed research priorities that should make the EU CBRN market competitive, and EU CBRN preparedness effective.

ENCIRCLE activities:
ENCIRCLE dynamic catalogue
ENCIRCLE provides a sustainable and secure portal and database to facilitate the catalogue, community networks and market place.
For the technological and industrial community, members (industries and SMEs, supported by RTOs and academia) are being offered the mechanism to describe and present their systems and products on an equal basis, whilst respecting Intellectual Property. The portal provides a forum to raise the issues and challenges they have in this sector. For the practitioner and customer community, members will be widely consulted and involved throughout the project. This will include providing their needs and their results, when non-restricted, to the whole technological and industrial community. By keeping the information as open and neutral as possible the industrial and technological community and in particular the SEC-05 Part b projects get a better understanding of practitioners needs, and the practitioner community has a better understanding of what new innovations and solutions are achievable. It should be noted that ENCIRCLE is

As one of the objective of ENCIRCLE is to see what has been done before, what new science and innovation are being developed and what are the lessons learnt, there is an **innovation watch activity** in the project and there is a module within the ENCIRCLE catalogue for projects to promote their activities and to facilitate increased **cooperation**.

ENCIRCLE is also actively involved in the Community of Users initiative to improve **knowledge sharing**.

ENCIRCLE signs **collaboration agreements** with the selected CBRN Cluster part b projects in order to monitor and advise their research and innovation results to support their future success on the market. It is expected to sign similar agreements with other projects, past or currently running.

ENCIRCLE provides **recommendations on research and innovation priorities** responding to the user and market needs, and achievable in a part b project timeframe (starting from TRL 4 or 5 maturity levels).

It monitors projects and results, primarily in H2020 and beyond but not exclusively.

ENCIRCLE and its practitioner community provides feedback on products and tools whatever their maturity levels whenever possible and required by the suppliers in the catalogue network and marketplace.

Whist ENCIRCLE is primarily concerned with products less than or equal to TRL7, the project has developed a business maturity model that allows potential advice for new innovation that cover the full maturity scale.

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

ENCIRCLE is conducted by a consortium of specialized industries, trade associations and research organisations with flexible and lean procedures under the advice of the EC Community of Users. It will rely on two large interactive communities: **practitioners and customers, and industrial and technological providers**, the latter including many SMEs.

All members of the communities have to be selected to have access to the catalogue. Members of the Technolical and Industrial community have to describe at least one tool (or technology) and sign the Letter of Intent, members of Practitioners and Customers community have to sign Letter of Intent, and projects that wish to be registered in the catalogue need to sign a Letter of Support. All members registered in the catalogue, have access to the resources and can interact with each other.

To optimize the needs and gaps assessment and the innovation development, acceptance and success, ENCIRCLE will **establish formal links** with other consortia such as the future CBRN Cluster part b projects (Research and Innovation Actions) and other CBRN-related projects, initiatives, platforms and networks.

The ENCIRCLE Technological and Industrial community and Practitioenrs and Customers community have not been started from scratch, but are based on the communities and numerous contacts built yet in FL7 project EDEN[48]. The EDEN industrial and technological organisations that already agreed to join the ENCIRCLE community now need to register via ENCIRCLE and will then be able to update their solutions.

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

Concerning qualification of who can be in the cluster, on the Industrial and technological side it should be remembered that the purpose of this network is to increase the competiveness of European industry, and hence that will be a restriction that ENCIRCLE has to keep in mind – Europe only. However, on the practitioner community side it is expected requests for help and support will be open to European and non-European communities.

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

The CBRN cluster (network) is currently led by ENCIRCLE project consortium consisting mostly of SMEs, research organisations, with technical coordination provided by a large industrial company and coordinated by an end-user organization. The ENCIRCLE consortium (and its management board consisting of WP leaders) collectively leads creation and sustainability of the cluster.

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HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

ENCIRCLE is a semi-formal network, framed and guided by the rules of European H2020 projects.

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[48] The information from the EDEN users and suppliers has been transferred and updated into the ENCIRCLE catalogue (unclassified needs and gaps, suppliers' tools and systems descriptions - industries, SMEs information in particular) to build a new sustainable knowledge base.

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

The priority is information and communication between the cluster[49] members. ENCIRCLE does not have its own R&D developments, except for the development and maintenance of the catalogue of technologies registering both communities.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

As all European projects, ENCIRCLE has the coordinator, technical coordinator and management board consisting of WP leaders. The majority of the decisions are taken by the management board.
The governance structure of the project is currently also that of the network.

There are the management board of ENCIRCLE, partners responsible for development of the catalogue and for dissemination at large – who make decisions on inviting and accepting members in the cluster. All other ENCIRCLE partners can invite or suggest members for invitation and acceptance for registration.

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Density of the members relations - *Do all members interact with all others or are does the network have levels, filters or selections?*

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

ENCIRCLE is a deliberately and carefully selected consortium of partners experienced in leading large security projects, thus the structure and architecture of the cluster is well-thought and thoroughly elaborated keeping in mind the network purposes and based on the extensive lessons learnt from previous initiatives.

At large, members of the cluster interact with each other through the ENCIRCLE catalogue, and at the workshops and conferences organized by ENCIRCLE.

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach – *Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement – *Does the network monitor the quality of activities and results?*

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[49] The qualification 'cluster' is considered as a synonym for network by the ENCIRCLE consortium partners.

ENCIRCLE cannot be simply compared with projects that have come before. This is a new initiative to specifically try to address some of the market issues and opportunities with the introduction of new innovations in the CBRN area, and particularly to support the challenges for the SME community. The project itself will be a learning exercise for both the consortium and its communities, including customers. The project will adapt as we progress.

There is no quality monitoring per se. The quality and the results are ensured by the project deliverables, timely meeting of milestones and confirmed by external reviews by the European Commission services. Of course all the impacts pursued by ENCIRCLE, and the results fixed by the Grant Agreement obligations are pursued and closely monitored in everyday work.
ENCIRCLE is a four year project and hence the intention is to slowly progressively build this community in a sustainable way learning from both communities as it progresses.

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

The dynamic catalogue serves as the main information platform, while of course the general ENCIRCLE website provides all the information on the project activities, events, results and publications: http://encircle-cbrn.eu/

Annual workshops are held by ENCIRCLE, varying the focus on technology suppliers or on practitioners.

Figure 24 ENCIRCLE web based information categories

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

Currently during the project running, ENCIRCLE is subject to standard financial rules of Horizon 2020 program. Membership in the cluster dynamic catalogue is currently free, and no fees are foreseen.

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

The ENCIRCLE project started on March 10, 2017 and will run for 4 years until March 9, 2021. However, the created cluster is going to be sustainable through multiple CBRN projects that are members of the cluster, in particular CBRN Cluster part b research and innovation actions.

Actual Network members

ENCIRCLE consortium:
UCL, Centre for Applied Molecular Technologies & BE-Defence, BE (Coordinator)
BAES, BAE SYSTEMS, UK (Technical Coordinator)
OUVRY, Ouvry SAS, FR
PIAP, Przemysłowy Instytut Automatyki i Pomiarów, PL
TCA, Tecnoalimenti, IT
WAT, Wojskowa Akademia Techniczna, PL
EU-VRI European Virtual Institute for Integrated Risk Management, DE
IAI, Istituto Affari Internazionali, IT
UNS, Université de Nice-Sophia Antipolis, FR
UCSC, Universita Cattolica del Sacro Cuore, IT
FALCON Communications Ltd, UK
SMITHS Detection Watford Limited, UK
MIKSEI, MIKKELI Development MIKSEI, FI
EOY, ENVIRONICS OY, FI
ADS GROUP LIMITED LBG/CBRN-UK

Members in the Dynamic Catalogue:
211 practitioners organizations,
113 registered technology supplier organisations with 242 tools

TEAMWORK – Feb. 2016-Jan. 2019

Krisensimulation für die Zusammenarbeit von Einsatzkräften und Bevölkerung (TEAMWORK)

WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

TEAMWORK is a research project funded by the German Federal Ministry for Education and Research and coordinated by UPB with the main goal of increasing the resilience of the general population[50].

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members – *What need does the network fulfill? What is the added value for the members?*

Role of the network – *What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?*

The mission of the TEAMWORK network (https://www.teamworkprojekt.de/) is to bring practitioners and the general population together into one network and enable them to prepare for crisis events together with the help of serious gaming.

Many members are volunteers in their local volunteer fire brigade who want to build a replica of their village in the TEAMWORK environment in order to realistically train disaster scenarios in their village.

The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities - *What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?*

Type of activities - *What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, elaboration of standards, of SOP's, of guidelines, templates etc.*

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[50] See Hintergrund at www.teamworkprojekt.de

The scope of the network is disaster management, with a focus on all aspect related to response.

Work within the network is mainly centered around scenarios which can cover anything from small-scale fire events to large scale forest fires or evacuations. The owner (initiator, can be any member of the community) of a scenario leads development within his or her scenario. Anyone can create a scenario and invite other members to participate in the development of the scenario. The research project provides the members with the tools necessary to create and play scenarios.

The members collaborate to formalize, play and analyze scenarios based on the serious gaming engine developed within TEAMWORK. An example scenario might be the evacuation of parts of a specific city due to the finding of an unexploded bomb. Anyone can use the scenario to train the evacuation without actually evacuating parts of the city while the general public can develop an understanding of practitioners' practices and make suggestions for improvements.

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

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TEAMWORK is a network of practitioners and general public members. Any practitioner or member of the general public can join the TEAMWORK community.
Membership is based on a short formal application as shown in the figure below.

Figure 25 The TEAMWORK membership application form

Geographical scope

The network is open to everyone but is German speaking only.

Leadership

Several institutions are associated partners of the project, including the Bundesanstalt Technisches Hilfswerk, Institut der Feuerwehr Nordrhein-Westfalen (IdF NRW), The Disaster Resilience Lab, Bundesamt für Bevölkerungsschutz und Katastrophenhilfe and the German Red Cross. They are all leading organizations in civil protection and disaster management.

There are also two "professional" scenarios developed by the district of Paderborn and the city of Dortmund who also provide expertise for elaborating the scenarios.

HOW the network is organized – Institutional aspects

Informal vs formal character

This can be considered as a semi formal network because the start up of the network is funded through a national research project and as such a decision making body and secretariat are ensured for the lifetime of the project. The work is also subject to rules as in any national research project.

The community is being managed by the district of Paderborn.

Although membership requires an application, the members communicate with each other on an informal basis.

Type of the network

The network members communicate with each other, but they also collaborate to create and refine scenarios. This is the transactional aspect of the network.

Decision making and accountability

Same as Leadership, decisions within a scenario can be made by the scenario owner.

Decisions about the network are made by the relevant entities within the research project.

Members are all known by their full name and can thus be held accountable for mischievous actions.

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Density of the members relations - *Do all members interact with all others or does the network have levels, filters or selections?*

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

The network is organized around a central platform, the TEAMWORK Community Center.

Density is strongly based on the physical location of the network's members. For example, one member of a volunteer firefighting brigade will often recruit other members of his/her brigade in order to create scenarios in the fire brigade's hometown.

Although the platform for the network is central, the community can organize itself decentrally.

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach *– Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement *– Does the network monitor the quality of activities and results?*

Conceptually, any work done within TEAMWORK is based on a rank system. Members can gain points for completing certain tasks and points allow them to level up and unlock more tasks.
One key result of the network are formalized scenarios, including a 3D map of the area, and lessons learned from "playing" these scenarios.
Any member of the network can take a look at existing scenarios and suggest improvements if necessary. This allows members to focus on their own area of interest – i.e. a local to improve a scenario relevant to his/her hometown.

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

The network is supported by a broad social media outreach on Twitter, Facebook, Youtube and Twitch, with web based support tools (e.g. a forum and chat function), newsletters and tutorials.
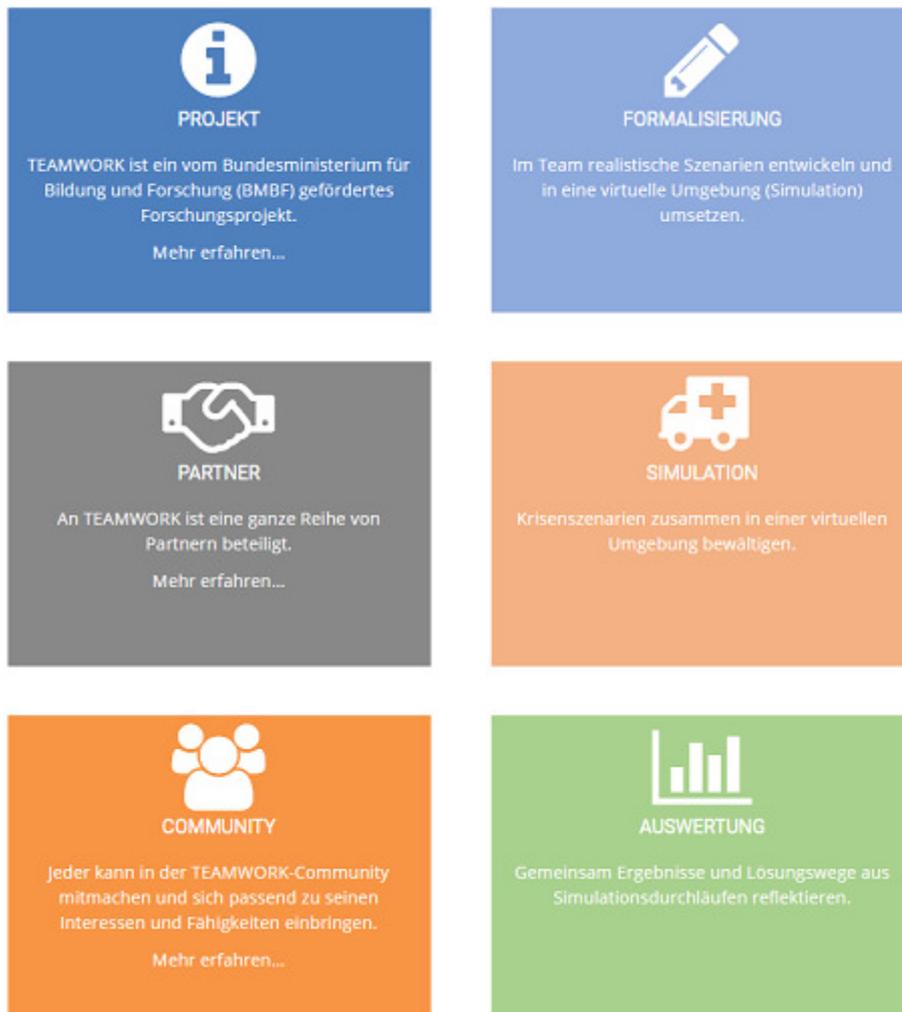
Figure 26 TEAMWORK web based information categories

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

TEAMWORK is funded by the German Federal Ministry for Education and Research with options for survivability beyond the project lifetime currently being explored.

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

TEAMWORK is a three-year (national) research project ending in January 2019 with sustainability strategies currently being explored.

JESIP- 2012-2014, extended until 2020

Joint Emergency Services Interoperability Principles – Working together saving lives

WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

"Why do we need JESIP" is explained on the website as follows[51]:

"The findings from a number of reviews of major national emergencies and disasters made clear that the emergency services carry out their individual roles efficiently and professionally.

However, there were some common themes relating to joint working where improvement was needed - JESIP was established to address these issues:

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- *Challenges with initial command, control and coordination activities on arrival at scene (sometimes called the "Golden Hour")*
- *A requirement for common joint operational and command procedures*
- *Role of others, especially specialist resources and the reasons for their deployment, not well understood between services*
- *Challenges in the identification of those in charge at the scene leading to delays in planning response activity*
- *Misunderstandings when sharing incident information and differing risk thresholds not understood"*

JESIP is a national project, initiated by UK government. JESIP is run for the emergency services by the emergency services. It has the support and Ministerial oversight by being chaired by the HMG Cabinet Office.

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members *– What need does the network fulfill? What is the added value for the members?*
Role of the network *– what are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks.*

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[51] https://www.jesip.org.uk/why-do-we-need-jesip

JESIP aims to ensure that the blue light services are trained and exercised to work together as effectively as possible at all levels of command in response to incidents so that as many lives as possible can be saved. The need to ensure that our initial multi-agency response to all incidents is more organised, structured and practiced. The emergency services need to ensure they constantly update their working practices and learn from events of the past… together… and not just in isolation. JESIP aims to help them do this.

Joining the Joint Organisational Learning (JOL) allows for members to read and benefit from lesson learnt from multi agency incidents, events and exercises. This is an invaluable repository, which brings capability and capacity gaps, and best practice to the fore. The community encourages development and problem solving.

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The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities *- What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?*

Type of activities *- What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, , elaboration of standards, of SOP's, of guidelines, templates etc.*

</div>

The JESIP area of activity is: interoperability of first responders. Main focus is as an emergency services network, where joint organizational learning can be shared, and where the principles and doctrine can be accessed.

There is a public facing App, and reports and doctrine are available from the publically available website : http://www.jesip.org.uk/joint-organisational-learning

The JESIP Framework has a whole range of activities, such as:
- Elaboration of a joint doctrine
- Elaboration of principles
- Organisation of Training
- Elaboration of Joint Organisational learning, which is where the majority of lessons to be learned are identified during de-brief procedures.
- Development and launch of a national exercising calendar to improve awareness of exercises taking place and encourage collaboration and joint working
- Development and publication of a template for exercise planners to ensure any multi-agency exercise incorporates the JESIP principles.
- Support services in ensuring robust local procedures are in place for carrying out multi-agency de-briefs following both incidents and exercising to capture any learning of national significance (links to Joint Organisational Learning - JOL)
- Etc.

Publically, the joint operating principles, glossary of terms and means of reporting a major incident are available. This is valuable for extended stakeholders such as planners, event organisers, and transport network.
Informally the public facing website and App are informative and have current published campaigns of critical advice and guidance. For example the Remove campaign for hazardous substances, and 'Run, hide, tell'

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

The JESIP members are emergency service personnel. There is no fee, this a government funded initiative.

There is no formal log in to JESIP. The membership is a mandated given for emergency services. There is a national network of leads for emergency services, who engage regionally, and maintain the network.

There is a login requirement from an acceptable email address to register (UK government/police/fire etc). The network allows for contact and conversation on a web platform.

Whilst JESIP in focused on provision for emergency services, the ability to be open to all is important for comms/media understanding in large scale incidents.

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

National, UK

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

JESIP is accountable, and has the full support of the professional associations that represent each of the emergency services:
Association of Ambulance Chief Executives (AACE)
National Police Chiefs Council (NPCC) (including the College of Policing); and
National Fire Chiefs Council (NFCC)

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

This is a formal network. A considerable amount of information is available publically on the website and App. The Joint Organisational Learning is a closed entity, which allows emergency services within the UK to share and consider learning.

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Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

Information, communication and transactional network

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

Full governance structure, accountable to UK PLC, Government department of the Home office and emergency services leads.
Mr Carl Daniels, Deputy senior responsible officer, and a team of under 10 staff. National scope and reach.

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Density of the members relations - *Do all members interact with all others or are does the network have levels, filters or selections?*

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or a combination of both? Or are their intermediate levels, e.g. with working groups, ambassadors or contact points?*

No information available.

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach *– Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement *– Does the network monitor the quality of activities and results?*

JESIP developed a Maturity Matrix

	Level One (Chaotic/Intuitive) A fundamentally ingrained culture of single service working	Level Two (Informal/Ad-Hoc) Some positive examples of an 'interoperable culture', but a highly inconsistent national picture	Level Three (Managed/Effective) A nationally consistent commitment to interoperable working, but not yet fully ingrained as part of the culture	Level Four (Optimal/Best Practice) A fundamentally ingrained culture of interoperable working
Doctrine	Single service doctrine	Joint doctrine exists, but not widely accepted or understood	Universally accepted and understood joint doctrine on interoperable working	Joint doctrine on interoperable working fully embedded and aligned with all current & future single service and specialist doctrine
Training	Single service training	Some isolated examples of joint training, but a highly inconsistent national picture	A nationally consistent approach to joint training, though not formally integrated into existing training programmes	Joint training fully embedded as the default position for the Emergency Services and integrated into existing training programmes
Testing & Exercising	Single service testing & exercising	Some isolated examples of joint testing & exercising, but a highly inconsistent national picture	A joint testing and exercising strategy developed and accepted by all services	A joint testing and exercising strategy fully embedded within all services
Joint Organisational Learning	Consistent failures to respond to lessons that have been identified	Some positive examples of responding to lessons identified, but a highly inconsistent national picture	A joint organisational learning strategy developed and accepted by all services	A joint organisational learning strategy fully embedded, nationally

Figure 27 JESIP Maturity Matrix

Challenges have been to drive the doctrine, training and learning. To have the principles adopted by services, and to encourage the interoperability of the principles into mandated doctrine and policy.

Without a common understanding of what specific terms and phrases mean, multi-agency working will always carry the risk of potentially serious misunderstandings, the consequences of which could be extremely severe. The challenge to produce a glossary/lexicon is ongoing.

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, annual meetings, a web based platform and appropriate functionalities, etc.?

Supporting instruments are*:*

- an emergency responder and publicly available App and website, JESIP website and social media.
- Direct correspondence with the network goes via email, engagement events and face to face meetings.
- JESIP staff participates in conferences, seminars and exhibitions.
- Publication of a regular newsletter.
- Editorial pieces in trade publications with regular features in the Emergency Services Times.
- The public facing part to JESIP is the App, there is access to information for voluntary services, the public facing website is openly accessible, and there is a social media handle through Twitter @jesip999

Figure 28 JESIP web based information categories

Financial viability

What is the financial strategy for the network? How are financial resources ensured? Funding, membership fees, sponsorship, revenues generated by the networks own activities, etc.

This is a not for profit, government funded initiative and network.

No information is available on the financial resources, nor on the financial strategy.

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indefinite)? Does the network have a sustainability strategy coherent with the duration?

JESIP started as an initiative of limited duration 2012-2014. The continued government support has come from the recognition of the value in the multi-agency organization, structure and exercising. The sustainability comes from the recognition not just from the emergency services, but also from their professional associations.

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Security Research in Italy

WHY the network was established: Context & background

Is the network established as a policy or regulation based initiative, launched by public bodies, or as a spontaneous initiative from private actors to fill a gap?

The SERIT [52] platform was built to create a network between Italian actors (industries, research, entitie, practitioners, institutions' representatives) in order to boost the competitiveness of the Country, through an effective programming and management of research activities in the framework of safety and security. SERIT

The initiative has been launched jointly by the Italian National Research Council (CNR - Consiglio Nazionale delle Ricerche) and the Ltd Company, (previously knowns as Finmeccanica), which is now named Leonardo S.p.A.. Leonardo is organized in seven divisions which include Defence Systems, Security and Information Systems, Airborne and Space Systems, Land and Naval Defence Electronics.

WHAT is the network doing - Content

The network's mission: motivation and role

Motivation of the members – *What need does the network fulfill? What is the added value for the members?*
Role of the network – *What are the purposes and goals of the network, reflected in a clear mission and vision statement and how does the network differ from the activities of its members as well as from other networks?*

The mission of SERIT (Security Research in Italy) is to build and develop an Italian technological platform acting in security, bringing together academic and industrial researchers.
SERIT aims to reinforce the networking among national researchers, industries, end-users and institution's representatives, allowing them to cooperate on common interest projects, to activate public-private partnerships and to strengthen national and international participation to research programs (including National research/national cluster activities and Horizon 2020).

The motivation for the members to join relates to the possibility to take an active role to the definition of an Agenda and a Roadmap for Security Research in Italy, avoiding the depletion of forces and resources in the framework of the request for international founding for security research.

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[52] Sources; information have been gathered from the SERIT platform website (available at: http://www.piattaformaserit.it/), and from direct participation to the platform meetings.

The network's scope: areas and type of activities

The scope defines and delimitates the field(s) or discipline(s) covered by the network and the appropriate types of activities.

Area of activities - What is the area activities of the network (broad and general or specific and limited)? E.g. civil protection, emergency planning or response? Natural, manmade or intentional incidents?

Type of activities - What are the activities of the network? E.g. information and communication, sharing and dissemination of best practices, providing a forum for peers to meet, elaboration of standards, of SOP's, of guidelines, templates etc.

SERIT, a joint initiative launched by CNR and Finmeccanica, brings together Italian industries (both large industries and SMEs), academia, research centers and end-users, in order to promote and develop a National Research Agenda to drive the future technological developments, while answering to the identified National Security needs. To this aim, SERIT has been originally structured in Leading-Sectors (representing the different area where Security needs to be investigated in Italy) and Technological Areas (identifying the technological priorities).

The Leading Sectors identified are:
1: Transportation Security
2: Energy Infrastructure Security
3: Border Security
4: Cyber Security
5: Security in the Agrifood
6: Health Security
7: Integrated Safety and Security of Cultural Heritage and Built Environment
8: Smart Cities Security

The members of the Leading Sectors Missions identified the priority issues to be solved (sub-themes of research) with a top-down approach.

The members of the Technological Areas generated bottom-up technological answers (Capability) to the needs identified by the Leading sectors:
- Missions (Leading Sectors): priority missions for Italy
- Technological Areas: key technology domains

To pursuit the objectives of the platform, the following initiatives have been taken:
- Yearly Policy meetings (from 2011 to 2016) for the definition of strategic roadmaps ;
- Preparation of a «Position paper on H2020 » to provide to the users of the network, recommendation for the definition of research programmes, based on conclusions and experiences gathered through the SERIT platform;

WHO & WHERE – Membership

Member profile

Who are the members of the network? Monodisciplinary professionals (e.g. only fire fighters or police)? Regional and thematic professionals (e.g. natural risk in South Europe)? Closed to core members or open to other professionals? Different categories with different user and access rights? Free membership or not? Open for countries, organizations, individual experts? Etc.

SERIT, a joint initiative launched by CNR and Finmeccanica, brings together Italian industries (both large industries and SMEs), academia, research centers and end-users. Participants apply through an on-line form. The last record is 250 Italian partners and more than 1000 members.

Partners to the platform are public and private entities, large, medium and small enterprises, university and research centres.
Members of the platform are mainly people belonging to a partner institution. However, any interested person can join the platform by filling an on-line form where they can chose to make their belonging institution visible on the platform as partner of SERIT.

There is no restricted access to the documents or to the events and the participation to the platform is free.

Geographical scope

What is the geographical scope of the network, who is accepted as member? National? EU? Regional? International?

The geographical scope of SERIT is national, Italy.

Leadership

How is leadership ensured? Has avoidance of elite-thinking been considered?

CNR and Leonardo took the leadership of the platform.

HOW the network is organized – Institutional aspects

What is the style of the network?

Informal vs formal character

Is this an informal network, with little or no rules or rules determined at ad hoc basis?
Is this a semi formal network with a coordinating body and a secretariat, financially guaranteed and a minimum of rules and procedures on membership, participation in activities?
Is this a formal network, coordinated by an autonomous legal entity with a governance structure, work plan with deadlines and accountability, etc.?

So far, SERIT is a semi formal network, lead by two entities, one public (CNR) and one representing private entities (Leonardo S.p.A). A directive board has been established, and written forms collecting information to the request the participation to the platform. No other rules have been established.

Type of the network

Does the network mainly aim at exchange of information and communication between the members or is it a transactional network with project working and own developments?

Information and communication network, no own developments.

Decision making and accountability

What is the governance structure of the network? Is there a governing or management board with decision making powers and accountability for the produced results, an Advisory Group, composed of stakeholders or experts and a Secretariat, which provides assistance and support?

SERIT has a "Coordination group" which is in charge of organizing the platform and collecting and sharing information and chairperson representing the two leading institutions (CNR and Leonardo S.p.A.).

HOW the network is organized- Network architecture and relations

Has the network a spontaneous or deliberately chosen structure of architecture?

Density of the members relations - *Do all members interact with all others or are their levels and filters and selections?*

Centrality of the members relations - *Is the network organized in a centralized way, top down or bottom up or both? Or are their intermediate level, e.g. with working groups, ambassadors or contact points?*

SERIT is structured according to a matrix organization, with a combination of a bottom up and top down approach. The members of the Leading Sectors Missions identified the priority issues to be solved (sub-themes of research) with a top-down approach.
The members of the Technological Areas generated bottom-up technological answers (Capability) to the needs identified by the Leading sectors.

On average, the members of the network are highly interconnected.

HOW and WHEN the network is organized - Sustainability

How is the structural capacity ensured to permanently respond to the needs and expectations of the members?

Quality management, incl. Continuous improvement & Result oriented approach

Result oriented approach *– Does the network have a work plan with short term, middle and long term goals and expected results and a policy to make quick wins and long term successes visible?*
Continuous improvement *– Does the network monitor the quality of activities and results?*

No information is available on a quality management approach or methodology.

Financial viability

What is the financial strategy for the network? How are financial resources ensured? membership fees, sponsorship, revenues generated by the networks own activities, etc.

So far, the promoter of the initiative (CNR and Leonardo S.p.A.) provided financial means to sustain the platform.

Supporting instruments

Does the network have supporting instruments for information and communication such as publications, a web based platform and appropriate functionalities, annual meetings, etc.?

The supporting instruments of the platform are:
- Platform website with information on upcoming and past events, documents;
- Platform newsletter (every three months from 2011 to 2014).

All the documents produced by the platform are available on the website:
http://www.piattaformaserit.it/

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Figure 29 SERIT web based information categories

Duration of the network and sustainability strategy

When did the network start? What is the intended duration (fixed, indetermined)? Does the network have a sustainability strategy coherent with the duration?

The platform was launched on the 24th of March, 2011 and it is still on-line. At the moment, through the SERIT distribution list, it is still possible to receive updates and invitation to upcoming events, organized by other institutions, which may be of interest.

A sustainability strategy is not publicly available and it is not possible to extrapolate it from the available information.

Actual Network members

The list of the partners is available at:
http://www.piattaformaserit.it/argomenti/partner/

No information on the members is published on the website.

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