



ELITE

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EXECUTIVE SUMMARY

This report aims to summarize the progress of the project during the first twelve months. Activities carried out, objectives achieved and deliverables and milestones already submitted in each work-package are explained.

Most of the objectives and activities were performed as planned. The deliverables and milestones have been submitted as planned. For the future, the aim is to continue with the same progress until the end of the project.

1. INTRODUCTION

ELITE – Elicit to Learn Crucial Post-Crisis Lessons – targets to create a Community of Practice (ELITE CoP) to gather knowledge from crisis, to share it with other stakeholders and to use it in practice to better handle future crisis. In order to achieve that, ELITE works with experienced crisis managers and responders. The ELITE CoP is assembled around a web solution comprising a repository of best practices and guidelines as well as social media features (ELITE's living document).

The followings are the five objectives of the ELITE project:

Objective 1: To Establish a Community of Practise (CoP) in Crisis Management. The current limited availability of lessons learned is caused by the way crisis management is organised in Europe. Much information exists as fragmented tacit knowledge in the heads of various responders and crisis managers, and in the civil protection agencies, NGOs, critical infrastructures, private firms and industries etc. throughout Europe. These organisations, located in different European countries, normally produce independent reports on emergency preparedness and evaluations of rescue and recovery operations. Hence, the establishment of a CoP in crisis management will facilitate the sharing of lessons learned and disaster knowledge.

Objective 2: Create a tested and validated ELITE living document of crisis management. The ELITE living document is a publicly available web solution comprised of the following:

- A “living” repository of best practices
- A “living” repository of guidelines
- Social media features where authorised agents can freely operate and interact

Objective 3: Implement the ELITE living document. The ELITE living document is a mechanism to interact and learn from each other, and to improve from insights on best practice. During the whole process the ELITE project will include and integrate the ELITE CoP (end-users) and other major stakeholders. By gathering and developing an integrated perspective, the project will organise three scenario based workshops within the realms of earthquakes, floods and forest fires with a focus on interoperability challenges and a fourth one which integrates the previous ones. The participants in the workshops consist of end-users and other main stakeholders in crisis management. Additionally, a table-top exercise will be conducted within the fourth integrated workshop.

Objective 4: Analyse the learning process from lessons learned to lessons implemented. The ELITE living document documents and encodes lessons learned from various crises across Europe. Some of these lessons learned will already have led to improved practice with various degree of success. Improved practice refers both to improved ability to tackle specific crisis in practice (actual improved routines and guidelines) and improved learning processes and training to prepare personnel for crisis.

Objective 5: Deliver recommendations for future research. The project will deliver recommendations for future research in these topics:

- Knowledge gathering, categorisation and analysis processes
 - Best practices and guidelines for each individual analysed disaster type: floods, earthquakes and fires.
 - Integration of common aspects of different disaster types.
 - Use of social media for learning and cooperation purposes.
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Following, the work-packages are presented explaining the progress towards achieving their objectives and the significant achievements obtained in each of them. In the next section the deliverables already submitted and the milestones achieved are listed in two tables.

2. WORK PROGRESS AND ACHIEVEMENTS DURING THE PERIOD

This section will explain the progress of the project and the achievements and deliverables obtained during this period.

2.1.1. WP 1: Project Management

Work package number	WP1		Start date or starting event:		Month 1					
Work package title	ELITE community of practice-workshops									
Activity type	MGT									
Participant number	1	2	3	4	5	6	7	8	9	
Participant short name	TECNUN	FFI	GUC	FRK	ISAR	TRT	SGSP	IMAA-CNR	ANCI Umbria	
Person-months per participant	6									

Objectives

- To manage and quality assure the progress of the project towards its objectives.
- To coordinate the internal validation of each work package results.
- To organise the Steering and Scientific Committee meetings to report the progress of the project.
- To identify shortcomings and recommend remedial action when needed.
- To monitor and manage financial issues.

T1.1 Project coordination, risk management and financial management

T1.2 Management of the project

T1.3 Management of knowledge

Progress towards objectives

Tecnun has been leading ELITE Project management since its start on 2013 January 1st to 2013 Decembre 31st. During these 12 months there have not been significant deviations from planned activities.

Steering committee and scientific committee meetings took place on the kickoff meeting, which took place in San Sebastian (Spain) on January 2013. Steering committee and scientific committee meetings also took place during the workshops that were held in Weeze (Germany) on April and June 2013 and in Vienna (Austria) on Octobre 2013.

Event	Dates	Venue
Kickoff Meeting	16-17 January 2013	San Sebastian (Spain)
First Workshop: Forest Fires	15-18 April 2013	Weeze (Germany)
Second Workshop: Earthquakes	24-27 June 2013	Weeze (Germany)
Third Workshop: Floods	7-10 Octobre 2013	Vienna (Austria)

In addition to these formal meetings, work package leaders have had regular teleconferences to coordinate and share project development tasks. These teleconferences have taken place weekly (except during July and August that took place every two weeks). Local organizers of the Vienna workshop have also taken part in these teleconferences after the second workshop.

Two webpages have been developed. The first one consists of a Sharepoint system where all the documents related to the project are uploaded and only can be accessed by project partners and by EU project officer. A second public open webpage is also available for any interested agent. This webpage contains public info about the project and will include public deliverables, once accepted by EU project officer. The project has also launched a LinkedIn group, a Facebook page and a Twitter account.

None major problems or deviations, neither any change in the consortium have been suffered since the project started. Project activities have been developed as planned during these twelve first months.

Significant achievements

Steering committee and scientific committee minutes.
Interim report D1.1
Progress report D1.2

2.1.2. WP 2: ELITE community of practice-workshops

Work package number	WP2		Start date or starting event:		Month 3					
Work package title	ELITE community of practice-workshops									
Activity type	SUPP									
Participant number	1	2	3	4	5	6	7	8	9	
Participant short name	TECNUN	FFI	GUC	FRK	ISAR	TRT	SGSP	IMAA-CNR	ANCI Umbria	
Person-months per participant	2	2	2	2	6	2	2	2	2	

Objectives

- Establish the ELITE CoP
- Organise and execute workshops
- Organise and execute a table-top exercise in the prolongation of one of the workshops
- Secure participation of the domain expert groups by workshop invitations to end-users and other relevant European institutions
- Develop agenda and workshop materials
- Develop workshop content
- Produce workshop reports
- Link knowledge gathered in the workshops to WP3, WP4 and WP5

T2.1 Arrange workshops**T2.2 Produce workshop execution reports****T2.3 Community of Practise participation**

Progress towards objectives

Three workshops have been already arranged in April, June and Octobre 2013 at the Weeze Training Base (Germany) and Vienna, Austria. The table-top exercise will be hosted and organized in Weeze Training Base by ISAR Germany.

The first workshop focused on forest fires, the second one on earthquakes and the third one on floods. Deliverables D2.1, D2.2, and D2.3 have been developed regarding the three workshops. The experts that took part in the workshops were from the following institutions:

1st Workshop Participants

Catalonian Fire Service (Spain)
 Dutch Ministry of Security and Justice (Netherlands)
 Norwegian Fire Service (Norway)
 French Fire Officer (France)
 Dutch Ministry of Security and Justice
 DG ECHO (International)
 @fire International Disaster Response (Germany)
 Fly-n-Sense (France)
 SARUV (Austria)
 NOC (Netherlands)
 Finnish Fire Service (Finland)



2nd Workshop Participants

Catalonian Fire Service

Directorate of Emergency and Meteorology services
Basque Government (Spain)

Veiligheidsregio Groningen (Netherlands)

Polish State Fire Service (Poland)

Austrian Federal Ministry of Defense and Sports
(Austria)

UK ISAR(UK)

MSB - Swedish Civil Contingencies Agency (Sweden)

Province of Perugia (Italy)

University of Basilicata - Seismological research Centre
(Italy)

SARUV (Austria)

Risk prevention service of the Basque Government
Education department (Spain)

Consultant with UN and NATO (International)

National Institute of Oceanography and Geophysics
(Italy)

I.S.A.R. Germany (Germany)

Spanish General Directorate of Civil Protection (Spain)

Province of Terni (Italy)

Police Academy of the Netherlands (Netherlands)

**3rd Workshop Participants**

Spanish Civil Protection Directorate (Spain)

State Fire Service in Gdansk (Poland)

National Operations Centre (Netherlands)

State Fire Service in Siedlce (Poland)

Österreichischer Bundesfeuerwehrverband (Austria)

Austrian Red Cross, Headquarter (Austria)

Basilicata Region - Civil Protection (Italy)

Österreichisches Bundesheer (Austria)

Safety Region Groningen (Netherlands)

Directorate of Emergency and Meteorology (Basque
Country)

Province of Perugia (Italy)

SARUV Austria (Austria)

UN Consultant (UK)

UN Office for the Coordination of Humanitarian Affairs
(Switzerland)

Province of Terni (Italy)

Italian Government - civil Protection Department (Italy)

Police Academy of the Netherlands (Netherlands)

South-Savo Regional Fire Service and Emergency

Service College Finland (Finland)

Stord/Haugesund University College (Norway)



Basque Water Agency (Spain)
Norfolk Fire and Rescue Service & RAPID UK (UK)

During these workshops, different exercises were carried out in order to gather useful information from experts about the user requirements for the living document prototype development. Regarding the functional requirements, the following ones have already been identified. The living document will provide an user friendly environment that will allow upload and download information, search for specific information based on some specific criteria, contribute to discussions with other members of the CoP and rank information based on its usefulness.

Twitter and a LinkedIn group have been selected as social media channels to be in contact with the CoP members. ISAR-Germany and Austrian Red Cross participated in all management meetings to represent the end-user.

Significant achievements

Workshop report on Forest fires
Workshop report on Earthquakes
Workshop report on Floods
Growing community of practice

2.1.3. WP3: ELITE living document of crisis management

Work package number	WP3		Start date or starting event:			Month 3				
Work package title	ELITE living document of crisis management									
Activity type	SUPP									
Participant number	1	2	3	4	5	6	7	8	9	
Participant short name	TECNUN	FFI	GUC	FRK	ISAR	TRT	SGSP	IMAA-CNR	ANCI Umbria	
Person-months per participant	8		2	2	2		2		2	

Objectives

- Make the contents developed in this project easily accessible by end-users. Using Web 2.0 tools, the purpose of this work package is to develop a living document prototype which includes guidelines, a lessons learned database, and social media functionalities.
- Enable users to conduct both a retrospective and a prospective analysis. Retrospective analysis is essential for the user to learn about previous expertise. This will be done through

the lessons learned database. Prospective analysis that will be done through the development of a set of guidelines.

- Enable users to cooperate and interact through social media.

Task 3.1: Requirements for the development of the living document

Task 3.2: Living document's security requirements definition

Progress towards objectives

Three workshops have been already arranged in April, June and October 2013 at the Weeze Training Base (Germany) and Vienna, Austria. The first workshop focused on forest fires, the second one on earthquakes and the third one on floods. During these workshops, different exercises were carried out in order to gather useful information from experts about the user requirements for the living document prototype development. Issues such as functional requirements, type of information to be uploaded in the living document, social media channels and security requirements have been discussed with experts and the obtained information has been included in the Deliverable 3.1 document.

Regarding the functional requirements, the following ones have already been identified. The living document will provide an user friendly environment that will allow upload and download information, search for specific information based on some specific criteria, contribute to discussions with other members of the Community of Practice (CoP) and rank information based on its usefulness.

Including social media in the living document prototype has been a priority from the beginning to assure the building of a CoP and the interaction and engagement of experts in the project. Thus, a LinkedIn group has been created called "[FP7 EU ELITE Elicit to Learn crucial post-crisis lessons](#)". A Facebook page has been also launched and can be accessed through this link (<https://www.facebook.com/pages/FP7-EU-ELITE-Elicit-to-Learn-crucial-post-crisis-lessons/162610960596884>) or by searching for "FP7 EU ELITE Elicit to Learn crucial post-crisis lessons" on Facebook. Both, LinkedIn group and Facebook page, post updates which include relevant news related to crisis management, important events and new ELITE reports. During the second workshop, a Twitter account was also used to post comments on the development of the process. During the third workshop, the project consortium will use actively Twitter to inform about the event.

The ELITE living document supports any type of file, such as videos, documents, presentations, audios and pictures. During the workshops, experts commented the difficulties they usually have to find information about crises from a strategic approach, so they considered that including this type of information in the living document would be extremely useful for them.

Related to security issues, experts recommended limiting initially the access to the living document to the members of the ELITE CoP. When the final prototype is validated, its access will be extended to other organizations.

Significant achievements

A preliminary prototype of the living document was presented during the 2nd workshop with two main objectives. The first one consisted of showing experts the environment chosen to develop the living document, and the second one was focused on validating if the prototype fulfilled their requirements in addition to identify new improvements.

A more advanced prototype of the living document was presented during the 3rd workshop. This prototype counted with the main functionalities that the final living document will provide. On

the one hand, the files classification criteria functionality was presented. On the other hand, a search by category function was explained. After presenting the living document prototype suggestions made by the experts were taken into account for further improvements. These improvements consisted of a star like rating system to vote the documents, a more accurate search engine to find documentation in the wiki and a comments system that allows users to comment documents uploaded by other users.

The development of the living document is being performed based on an iterative and incremental process, where experts who belong to the ELITE CoP are supervising the evolution of the development of the living document prototype, suggesting improvements and changes continuously. This way of working allows engaging experts/end-users in the development of the final prototype from the very beginning building confidence in the final outcome. Additionally, it also enables identifying changing requirements during the development process.

2.1.4. WP4: Knowledge gathering, categorisation and analysis

Work package number	WP4		Start date or starting event:				Month 3			
Work package title	Knowledge gathering, categorisation and analysis									
Activity type	SUPP									
Participant number	1	2	3	4	5	6	7	8	9	
Participant short name	TECNUN	FFI	GUC	FRK	ISAR	TRT	SGSP	IMAA-CNR	ANCI Umbria	
Person-months per participant	3	10	2	2		4	2	2		

Objectives

- Gather both first-hand and second-hand data through interviews, questionnaires, workshops and a table-top exercise
- Develop a meaningful classification and categorisation system building on the MYRIAD tool
- Design questionnaires for the categorisation process
- Design interview guides for semi-structured interviews
- Analyse and systematise interoperability challenges regarding responders and their equipment
- Systematise lessons learned into the ELITE living document
- Make lessons learned available through the ELITE living document
- Integrate social networking tools with the ELITE living document
- Involve end-users in the holistic analysis to validate the results in all stages

T4.1: Knowledge gathering

T4.2: Categorisation process

T4.3: Systematise lessons learned into the ELITE living document

T4.4: Make lessons learned available through the ELITE living document

Progress towards objectives

Three workshops have been conducted in Weeze and Vienna. The workshops have been used to obtain primary information from experts in the ELITE CoP on the specific disaster types studied, i.e. forest fires, earthquakes, and floods.

Thorough literature reviews have been conducted. The focus has been on the newest articles, the latest evaluation reports and on previous reports on the various topics (eg. from other EU projects).

After the first workshop on forest fires a questionnaire was developed and sent out to the experts present during the first workshop. After the second an interview guide was developed based on the findings from the workshop and literature review. Semi-structured interviews were conducted in Norway. After the third workshop case studies of different major floods was carried out.

The knowledge we have gathered from these workshops, literature reviews, questionnaire and interviews has been systematised in the lessons learned reports (D4.2, D4.3, and D4.4). In parallel, the process of identifying the relevant variables for the categorisation process has carried out. Deliverable D4.1 summarizes the categorization process. In addition, we have started preparations for making the lessons learned available for the ELITE CoP through the ELITE living document.

Significant achievements

The workshops have been designed to capture relevant information, especially the second and the third workshops on earthquakes and floods respectively, where we used a new methodology (post-it exercise) that proved to provide valuable insight and made it possible to identify relevant variables of the problem we studied.

We have written and delivered four reports; D4.1, D4.2, D4.3, and D.4.4.

2.1.5. WP5: Learning Process Analysis

Work package number	WP5		Start date or starting event:				Month 7			
Work package title	Learning Process Analysis									
Activity type	SUPP									
Participant number	1	2	3	4	5	6	7	8	9	
Participant short name	TECNUN	FFI	GUC	FRK	ISAR	TRT	SGSP	IMAA-CNR	ANCI Umbria	

Person-months per participant	2	2	5		2		2	2	2	
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<p>Objectives</p> <ul style="list-style-type: none"> Analyze the learning process from lessons learned to lessons implemented. Learn from past experience and transfer this into reusable knowledge, but also improved skills and ability to tackle various crises. Reusable knowledge and experience is essential in order to facilitate learning. Identify, analyzes and evaluate learning processes in crisis management Develop a framework for learning facilitation based on experience gained in the ELITE project, past and present experience in the relevant domains, but also by examining how learning processes are implemented in related areas Develop a framework for learning enabling knowledge and experience transfer and learning process improvement across crises management domains and countries within the EU.
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<p>T5.1: Identify Relevant learning process</p> <p>T5.2:Ext, act and analysis learning process</p> <p>T5.3: Evaluate Learning Process</p> <p>T5.4. Development of learning process framework for crisis management</p>
<p>Progress towards objectives</p>
<p>Even though this work package was not planned to commence until after the second workshop in month 6 activities were undertaken in the second workshop and the third workshop to identify relevant leaning process. Group discussions were organized to discuss the learning process among the different agencies and a survey was constructed and distributed among the participants to identify learning styles and mental model of learning</p> <p>Literature reviews of the area have been performed.</p>
<p>Significant achievements</p>
<p>The survey of the participants appears to indicate a dominated visual learning style among the participants. However, follow up survey in the next table-top exercise needs to be performed to see if these finds can be proposed as significant.</p>

2.1.6. WP6: Dissemination of lessons learned

Work package number	WP6	Start date or starting event:	Month 6
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Work package title	Dissemination of lessons learned									
Activity type	OTHER									
Participant number	1	2	3	4	5	6	7	8	9	
Participant short name	TECNUN	FFI	GUC	FRK	ISAR	TRT	SGSP	IMAA-CNR	ANCI Umbria	
Person-months per participant	2	2			2		4			

Objectives

- To disseminate results, technological concepts and developments of the project
- To monitor, analyze and report internal and external dissemination constantly during the project
- To centralize the external communication of the project, to made the end – users aware about established easy – to – use communication channels
- To focus on different audiences to ensure the CoP extension, and therefore guarantee the final product to live
- To develop and follow different dissemination strategies
- To contribute to lively interaction in the scientific community
- To inform relevant stakeholder such as crisis managers, emergency and humanitarian relief organisations (GOs and NGOs) and emergency training centres
- To organise a final international conference in Poland with end users and international experts
- To support European Common Higher Education Area development in the field of security, civil protection, crises management and fire & rescue engineering
- To disseminate information about available EU tools, being already in force or in process of construction/evolution such like programs, instruments, funds, mechanisms built up to improve world widely security level of the EU citizens (e.g. Instrument for Stability, financial Instrument for Civil Protection, European Mechanism for Civil Protection, European Solidarity Fund, European Security and Defence Policy, Common Foreign and Security Policy, etc.)
- To assure included user – interface to be accurate, readable and intuitive by delivering recommendations after testing the prototype.

Task 6.1: Communication strategy development

Task 6.2: Dissemination opportunities and placement specification

Task 6.3: Development of Handbook

Progress towards objectives

Dissemination is a constant process that is carried out since the first month of ELITE project realization. It might be divided into two main categories: internal dissemination and external dissemination. Communication Strategy was developed, in which concept of conveyed messages, regarding different audiences (crisis management community and scientific community) are described, and tools and activities (i.e. public webpage, newsletters, sharepoint, social media) connected with particular communication channels are presented.

Dissemination plan was developed, in which clear channels of communication between the partners themselves, as well as with wider audience were described. ELITE public website

(www.elite-eu.org), when finished, will provide wide information about project activities, offer all the partners access to deliverables and provide information concerning each consortium member and their contact details.

Internal dissemination is mainly based on a sharepoint site created in purpose to remain up-to-date with all crucial data and deliverables.

An important role for dissemination of project results is played by articles published in various specialist journals. To achieve greater visibility of 7th Framework Programme (and other EU tools) and Elite project itself, logotypes should be published on consortium members websites, with direct links to project website, so all the visitors could ask to join the CoP – scientists, managers, decision-makers, but also students, that could hold these positions in future. That will guarantee the final product to live.

It should be mentioned, that semi-official channels of communication play an important role in the dissemination process. Every consortium member undertakes various different activities apart from ELITE project realization. During these activities various audiences are reached, in which potential end-users might be found.

Initial preparations and the preliminary steps for the two other deliverables have already begun: final conference in Poland and a handbook including key results of the project. A call for papers has been distributed among the ELITE community of practice to gather research articles for the final conference. These activities will play crucial role in dissemination process.

Significant achievements

Most significant achievement is the development of Communication Strategy (Deliverable 6.1) and Dissemination Plan (Deliverable 6.2). Clear communication channels were established both among partners and between consortium and wider audience.

Internal communication is being supported by the SharePoint, where most important documents are stored, all activities are planned and important announcements are issued. Despite constant communication efforts, during each workshop all consortium members had a chance to discuss most important and strategic decisions in addition to report progress in project realization.

A Call for papers for the final conference has been distributed among the ELITE community of practice to gather research articles related to crisis management, floods, earthquakes and forest fires. The handbook will consist of the collection of papers presented in the final conference in Warsaw, Poland.

Establishment of Community of Practice has already begun. Twitter account, LinkedIn account and Facebook page were created.

3. DELIVERABLES AND MILESTONES

3.1 Deliverables

Table 1 presents the deliverables submitted from the beginning of the project.

TABLE 1. DELIVERABLES										
Del. no.	Deliverable name	Version	WP no.	Lead beneficiary	<i>Nature</i>	Dissemination level	Delivery date from Annex I (proj month)	Actual / Forecast delivery date Dd/mm/yyyy	Status No submitted/ Submitted	Comments
D1.1	Interim report	1	1	TECNUN	R	RESTRICTED	9	31/09/2013	Submitted	
D1.2	Progress report	1	1	TECNUN	R	PUBLIC	12	14/01/2014	Submitted	
D2.1	Fires lessons learned workshop report	1	2	ISAR	R	PUBLIC	3	30/05/2013	Submitted	We asked the officer for permission to delay this deliverable
D2.2	Earthquakes lessons learned workshop report	1	2	ISAR	R	PUBLIC	7	05/08/2013	Submitted	We asked the officer for permission to delay this deliverable
D2.3	Floods lessons learned workshop report	1	2	Red Cross Austria	R	PUBLIC	11	28/11/2013	Submitted	
D3.1	Requirements for the development of the living document	1	3	TECNUN	R	RESTRICTED	5	30/05/2013	Submitted	
D4.1	Methodological report on	1	4	TRT	R	PUBLIC	12	31/12/2013	Submitted	

	categorisation									
D4.2	Fires lessons learned report	1	4	FFI	R	PUBLIC	4	30/06/2013	Submitted	We asked the officer for permission to delay this deliverable
D4.3	Earthquakes lessons learned report	1	4	FFI	R	PUBLIC	8	30/09/2013	Submitted	We asked the officer for permission to delay this deliverable
D4.4	Floods lessons learned	1	4	FFI	R	PUBLIC	12	31/12/2013	Submitted	
D5.1	Learning processes in crisis management	1	5	FFI	R	PUBLIC	7	31/10/2013	Submitted	We asked the officer for permission to delay this deliverable
D6.1	Communication strategy description	1	6	FFI	R	PUBLIC	7	30/09/2013	Submitted	We asked the officer for permission to delay this deliverable
D6.2	Dissemination plan	1	6	SGSP	R	PUBLIC	8	31/08/2013	Submitted	

Table 1: Deliverables submitted

3.2 Milestones

Table 2 presents the milestones achieved from the beginning of the project.

TABLE 2. MILESTONES							
Milestone no.	Milestone name	Work package no	Lead beneficiary	Delivery date from Annex I dd/mm/yyyy	Achieved Yes/No	Actual / Forecast achievement date dd/mm/yyyy	Comments
M1	Fires lessons learned report	2&4	ISAR & FFI	Month 4	YES	30/06/2013	We asked the officer for permission to delay the deliverable
M2	Earthquakes lessons learned report	2&4	ISAR & FFI	Month 8	YES	30/08/2013	
M3	Floods lessons learned report	2&4	Red Cross Austria & FFI	Month 12	YES	31/12/2013	
M7	Dissemination plan	6	SGSP	Month 8	YES	30/08/2013	

Table 2: Milestones achieved

4. CONCLUSIONS

The progress of the project towards the achievement of the objectives is adequate. The work-packages are developing as planned and significant achievements and results have been obtained in each of them. Furthermore, all the deliverables and milestones have been submitted as planned.

Now the aim is to continue working to obtain the adequate progress until the end of the project.