

FINAL TECHNICAL IMPLEMENTATION REPORT

1 January 2015 - 30 June 2016



PROJECT TITLE: COOPERATION PROJECT ON STRENGTHENING EU'S NORDIC USAR MODULES

Project acronym: EU-NU

Grant Agreement n°: ECHO/SUB/2014/694378



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Civil Protection Financial Instrument*

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1. GENERAL REMINDER OF PROJECT OBJECTIVES, PARTNERHIP AND EXPECTED DELIVERABLES

The EU-NU project supports and complements efforts made by Finland and Sweden in the field of Urban Search and Rescue (USAR) in Cold Conditions and thus facilitates reinforced cooperation between the two countries in the field of preparedness in civil protection. The intended step further develop USAR activities in the region is to develop a joint Nordic USAR team, a team capable of operating in cold conditions and to share this knowledge wider within the Union Mechanism. The EU-NU project enhances the awareness of professionals of other civil protection modules in Participating States by the Nordic arctic expertise through publications and training.

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The logo for CMCFinland, featuring the text "CMCFinland" in a bold, blue, sans-serif font.

CMC Finland is a governmental institution and a centre of expertise in civilian crisis management. The main tasks of CMC Finland are to train and recruit experts for international civilian crisis management and peace building missions as well as to conduct research focusing on civilian crisis management. CMC Finland acts as a national head office for all seconded Finnish civilian crisis management professionals. The responsibility of civilian crisis management is shared between two ministries in Finland, the Ministry for Foreign Affairs and the Ministry of the Interior. The Ministry for Foreign Affairs is responsible for the political coordination of civilian crisis management and thus decides which missions Finnish experts may take part in while the Ministry of the Interior is responsible for issues concerning national capacity building on a strategic level. CMC Finland operates under the Ministry of the Interior and carries out the operational tasks of training and recruitment, as well as research and development. CMC Finland will herein also be referred to as the "CO".

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The MSB is responsible for issues concerning civil protection, public safety, emergency management and civil defence as long as no other authority has responsibility. Responsibility refers to measures taken before, during and after an emergency or crisis. The MSB works via knowledge enhancement, support, training, exercises, regulation, supervision and our own operations; in close cooperation with the municipalities, county councils, other authorities, the private sector and various organisations; to achieve greater security and safety at all levels of society, from local to global. The Swedish Government steers the MSB via a body of instructions and an annual appropriation. The instructions specify the MSB's responsibilities and tasks. The appropriation specifies the objectives and reporting requirements, as well as the resources allocated for MSB administration and MSB activities. MSB will herein also be referred to as the "AB".

Project duration: 18 months (1 January 2015 – 30 June 2016)

Project funding: 75 % European Commission - 25 % CMC Finland and MSB

2. GENERAL SUMMARY OF PROJECT IMPLEMENTATION PROCESS

The implementation process during the whole period (January 2015 – June 2016) proceeded well and mainly as planned. General overview of the implementation process from the first six (6) months of the project was presented in the first technical implementation report and the implementation of the second half of the project was presented in the second technical implementation project. General overview of the implementation process from the whole eighteen (18) months period of the project is presented below. More comprehensive information of the implementation and actions will be presented in chapter 4.1. *"Comparison between initially planned and actually implemented activities, including monitoring, evaluation and dissemination"*. Summary of project implementation process (initially planned and the actual results; deliverables and activities; time schedules with descriptions of deviations) is presented in table format in chapter 6.3. *"Evaluation of the deliverables"*.

2.1. General overview of the process

During the first and second reporting period, the project has been led by a project management and planning team consisting of the following persons and functions:

Name of person	Function / Type of employment contract	Organisation
Mr Ahlberg Esa	Project Director	CMC Finland
Ms Haapalainen Kirsi	Financial Assistant	CMC Finland
Ms Hakkarainen Elina	Project Manager	CMC Finland
Mr Maaninen Mikko	Logistics Officer	CMC Finland
Ms Nykyri Marla	Training Officer II	CMC Finland
Mr Siirtola Roope	Training Assistant II	CMC Finland
Ms Rampke Babett	Training Assistant I	CMC Finland
Ms Carlsson Ing-Marie	Financial Officer	MSB
Mr Norlin David	Project Manager II	MSB
Ms Lokander Birgitta	Financial Officer	MSB

Chart 1: EU-NU project personnel (July-December 2015)

Mr Esa Ahlberg is the leader of the project process and effort. Ms Elina Hakkarainen has been acting as the Project Manager and as the key contact point person, managing resources and overseeing the process to ensure that the project progresses on time and on budget. Ms Marla Nykyri is the Training Coordinator and she has been coordinating the CO's part of EU-NU exercise planning and contracted national experts. Training Assistant, Mr Roope Siirtola has been taking care of the practical arrangements for the project events. Training Assistant, Ms Babett Rampke took care of the practical arrangements of the exercise in Kuopio. Elina Ollila worked in cooperation with the Project Manager in producing video from the Cold Conditions - exercise in Sodankylä and in producing Technical Publication and Layman's Report.

Any of these personnel updates have not affected to the project's implementation and all the activities listed in the grant agreement were carried out within the original budget and timeframe.

National experts were recruited at the beginning of the project. Group of contracted experts is presented below:

Name of person	Nationality	Organisation
Mr Wadenström Björn	FI	CMC Finland
Mr Patoluoto Jukkapekka	FI	CMC Finland
Mr Widlund Sam	FI	CMC Finland
Johnsson Friberg, Ida	SE	MSB
Näslund, Curt	SE	MSB
Degeryd, Thomas	SE	MSB
Svensson, Fredrik	SE	MSB
Bloom, Peter	SE	MSB
Bobby, Rose	SE	MSB
Frick, Mattias	SE	MSB
Öberg, Anders	SE	MSB
Hultman, Per	SE	MSB

Chart 2: National experts (July-December 2015)

The project participants have met regularly in meetings and events¹, each with a different focus. The project team also arranged monthly phone and e-mail communication with a purpose to coordinate the work, discuss challenges and planning, resolve issues and rearrange the work of the project.

2.2. Comparative analysis of expected and actual results and initial and actual time schedule

All activities listed in the grant agreement were carried out during the reporting period.

Initial and actual time schedule: project has mainly followed and completed the initial time schedule with regular meetings, events and reports.

Planned and used resources: Project has followed the budget. Some expenses remained unused due to agreed changes in the project (such as cargo expenses to Lapland were not used because the exercise was organized in Kuopio). Detailed description of used financial resources days can be found in the financial statement.

Expected and actual results: The project has four tasks: A/Management and reporting to the Commission, B/Publicity, C/ Project board meetings and conferences and D/Workshops and trainings. Each of the key expected results were achieved during the reporting period, all in schedule during the last six months of project implementation. All the outcomes and results are clearly described in chapter 5 "*Activities*"

Full details of expenditure (personnel, travel and subsistence, sub-contracting and other direct costs) are detailed in the financial statement.

3. EVALUATION OF THE PROJECT MANAGEMENT AND IMPLEMENTATION PROCESS

The project's implementation has been aided by the work plan, which was drafted during the project's planning and proposal writing period and updated at the beginning of the project by the project team. The latest update to the work plan was done during the 1st Consortium Meeting, please find the work plan attached to this report. Regular meetings have been organised and attended by the team, and implementation of activities checked against the work plan. This has created a basis for timely implementation process and allowed immediate adjustments to the plan.

Project's reporting follows a schedule agreed in the Grant Agreement, during the kick-off meeting and between the project partners.

- 1st progress report covering the period from the entry into force of the agreement to 30/06/2015 (deadline 30/08/2015). B shall provide the CO with appropriate documents and information for the 1st progress report at the latest on 31/07/2015;
- 2nd progress report covering the period from the entry into force of the agreement to 31/12/2015 (deadline 29/02/2016). B shall provide the CO with appropriate documents and information for the 2nd progress report at the latest on 31/01/2016 and
- *Final report and the final financial statement on the implementation of the project covering the period from the entry into force of the agreement to 30/06/2016 (deadline 31/09/2016).*

3.1. Positive aspects/opportunities

During the reporting period all experts, partners' and staff have worked with great enthusiasm and willingness to develop and implement on the highest quality the project outcomes and deliverables.

3.2. Internal and/or external difficulties encountered

There were no major difficulties during the first reporting period of the project. The cooperation in partnership was appropriate, tasks and obligations were clear and smoothly implemented. Limited human resources caused some delays which are indicated in chapter 6.3. "*Evaluation of the deliverables (analysis of expected and actual results, implementation status, initial and actual time schedule)*".

3.3. Cooperation with the Commission

The cooperation with the Commission has been good. Mr Per-Øyvind Semb has been instrumental in ensuring a very positive and constructive collaboration with the Commission's services. Our experience is that we have been able to reach an understanding and to jointly find the best solutions for the project and its management. After Mr. Semb (from the beginning of July) Ms Biljana Zuber has continued the good collaboration with the project.

3.4. Comments on European value added

The EU Civil Protection legislation was revised at the end of 2013 to better respond to the natural and man-made disasters in a swift, pre-planned and effective manner and thus to increase the security of EU citizens and disaster victims worldwide. The revised legislation on the Union Civil Protection Mechanism contains new actions to be undertaken in relation to disaster risk reduction and the scope of building a culture of prevention, promoting better preparedness and planning, closer cooperation on disaster prevention and more coordinated and faster response. This collaboration project is supporting this current development and policy in the Mechanism, as well as today's policy in the Nordic countries. In May 2014, the Nordic ministers responsible for civil protection decided that the intervention modules could be included in the EU's pool of civil emergency response capacities. Thus, the project is closely linked to the current development work carried out by Nordic countries to establish joint Nordic intervention modules.

3.5. Lessons learnt and possible improvements

There were a lot of opportunities for knowledge sharing and level of cooperation has been good. During the Kuopio field exercise there was good cooperation between the teams and enhancement of the work, for example comparing the best equipment. Improved level of preparedness has been the common goal of cooperation. This can be achieved with more joint trainings together. Especially the hands on -work is important part of the international cooperation. EU-NOM project continues for the practical cooperation, provided the project will be granted the funding.

4. ACTIVITIES

Planned project activities were generally carried out following the initially foreseen time schedule. Implementation process from the whole reporting period (January 2015-June 2016) can be summarised as follows:

4.1. Comparison between initially planned and actually implemented activities, including monitoring, evaluation and dissemination

TASK A - Project planning and management: Carried out mainly according to the initial time schedule throughout the duration of the project. Task A includes actions project planning, management and documentation. National project teams both in Finland and Sweden were established in January 2014 the team composition strengthened with national experts. Project's task-specific timeline / work plan was designed at the beginning of the project and updated when needed. According to the Grant Agreement, minutes from the first SOP working group and report from the second train the trainers (ToT) events were produced and can be found as annexes (5 and 7) to this report. Second progress report was delivered to EC on time.

TASK B - Publicity: Carried out mainly according to the initial time schedule throughout the duration of the project. Task B includes all visibility/publicity actions of the project. A communication plan has been written and updated and is attached to this report as annex (annex 8). The aim was to reach a good media attention within Finland, Sweden, other Nordic countries and to share both the general information about the project and cold conditions within all the Participating States. The articles written on the project can be found as annexes (annexes 9, 14 a and b). During the first six months of the project, a web page for the project was published and was improved during the project. Publicity materials, such as videos, photos, were taken from the project exercise and other events during July 2015 and June 2016; such as video from the Sodankylä Cold conditions -exercise.

<https://www.youtube.com/watch?v=o0-ThIm3RLc>

Also the drafting of Technical publication and Layman's report began during this period. The Technical Publication was finalized in January (annex 12) and Layman's report (annex 13) in June 2016. The project is following DG ECHO's general guidance on the implementation of contractual visibility and communication. All produced materials will include a clear reference to the EU's financial support and environmentally-friendly products and/or technologies will be favored. To guarantee and raise the EU and project visibility, information and materials were produced and presented on CMC Finland webpages.

Website: <http://www.cmcfinland.fi/en/projects/eunu>

Facebook: <https://www.facebook.com/cmc.finland>

Twitter: <https://twitter.com/CMCFinland>

TASK C - Project board meetings and conferences: Carried out mainly according to the initial time schedule throughout the duration of the project. Task C includes the project board (and other administrative) meetings. The second consortium meeting was organized in Kuopio, back-to-back with the second trainers' workshop in September 2015, minutes of the meeting are attached (annex 6). The planning for the Best practices and way forward -meeting began already during reporting period. The final meeting of the project; "Best practices and way forward" -meeting was held on time (1.-3.6.2016), meeting minutes are attached (annex 17).

TASK D - Workshops and trainings: Carried out mainly according to the initial time schedule throughout the duration of the project. The first Train the Trainers -workshop was organized in February 2015 in Stockholm and second Train the trainers (ToT) workshop was organized in Kuopio in September 2015 and it gathered together projects management, administrative staff and USAR experts contracted to the project. Report of the workshop is attached (annex 7).

The USAR -training was held 7-11 December 2015 in Kuopio. It gathered almost one hundred USAR experts together as participants, trainers and staff from Sweden and Finland. The exercise was well received by the participants and trainers. The evaluation report and results from the questionnaire to the participants are attached (annexes 4 and 10).

First and second SOP drafting -workshops were organized in Stockholm in November 2015 and in February 2016 minutes of the meeting are attached (annexes 5 and 16). The final draft of SOP was completed on time in May 2016 (annex 11).

4.2 Qualitative evaluation of the activities

The project has followed the initial activity plan, despite extra work meetings (national) and teleconferences with international partners. Therefore there are not many differences between the initially planned and actually implemented activities. The project successfully concluded all meetings and events planned for the reporting period and the exercise planning is proceeding well. More national (FI) experts for short-term/DISTAFF positions will be recruited in August-October 2015 time period.

Event and training locations were slightly modified due to logistical reasons. Exercise in December 2015 was organized in Kuopio - not in Kittilä - because the Emergency Services College Finland's 38-hectar-wide training ground can be used for the exercise purposes. There were different kinds of training fields, special-purpose buildings and class rooms available, to carry out rescue assignments. Changed locations did not affect to the project's implementation and all the training activities listed in the grant agreement were carried out as planned and within the original budget and timeframe. The exercise, was held 7-11 December in Kuopio. Despite the fact that MSB Base of operations was left in Nepal the cooperation within the preparation phase and in the actual exercise was good. Learning objectives were fulfilled. Excellent observations were made to further develop the practical level cooperation. The initial idea on cooperation was strengthened. Instead of blending or combining the teams/modules more effective outcome can be achieved by increasing cooperation.

Cold conditions training (in Sodankylä, Lapland) was organized 16-18 February 2016 in Sodankylä. Initially the training was planned to be held in March-April, but the time change was requested by the Jaeger Brigade due their internal time allocations. The time change was approved by the Commission desk officer accordingly.

SOP-workshops and SOP drafting began during the second reporting period. First SOP drafting work group was organized 3-4 November in Stockholm. During the working group the first draft of the joint Nordic SOP was drafted. This version was tested during the exercise in Kuopio (7-11 December 2015). The feedback from the training was taken into account during the second SOP drafting working group (23-24 February 2016). The final draft of SOP was sent to EC 20th May 2016.

Trainers workshop on USAR training II in September in Kuopio offered a chance for the trainers to discuss the upcoming exercise as well as plan the exercise practicalities.

The project and its progress have been nationally followed by the civil protection coordination group lead by the CMC Finland. During the Best practices and way forward -meeting all the project members (project management and exercise planning team, partnering organisations and cooperators) had an opportunity to discuss and comment on the project management, the meetings, the results, what was good and what needs to be improved, etc. This evaluation discussion is in the minutes of the meeting of the seminar (annex 17).

5. PRESENTATION OF THE TECHNICAL RESULTS AND DELIVERABLES

Reminder of the technical results and deliverables is presented below (one section per deliverable):

5.1. - 5.2. Description and purpose of individual deliverables

Task ID	Deliverables
A: Management and reporting to the Commission	<ul style="list-style-type: none"> • National project team structure • Exercise Core Planning Group (ECPG) structure • Project's task-specific timeline and work plan • Meeting reports • First progress report (to the EC) • Second progress report (to the EC) • Final report (to the EC) • Financial reports (to the EC)
B: Publicity	<ul style="list-style-type: none"> • Publicity and media plan is created and implemented • Publicity material (=project website, brochures, leaflets and articles) are produced and disseminated • Publication on cold conditions
C: Project board meetings and conferences	<ul style="list-style-type: none"> • Invitation to the partners to the project • Project administrative initialisation (kick-off) in Brussels • Project consortium meetings (2) in Finland and Sweden • Intermediary checkpoint progress reports from ABs to CO • Best practises meeting • Minutes of the meetings (kick-off, 2 consortium meetings and best practices meeting) • After the best practices meeting a preliminary plan for USAR collaboration in Nordic countries is created
D: Workshops and trainings	<ul style="list-style-type: none"> • Train the Trainers workshop I • Trainers workshop on USAR training • Trainers workshop on USAR training • Nordic USAR pre-deployment training • Cold Conditions training in Lapland for Module's key personnel offered to all PS's • 1st SOP drafting workshop • 2nd SOP drafting workshop

5.3 Evaluation of the deliverables (analysis of expected and actual results, implementation status, initial and actual time schedule)

Description of deliverable	Expected result	Status	Actual results (completed)	Deliverable date (initially planned)	Deliverable date (actually implemented)
TASK A: MANAGEMENT AND REPORTING TO THE COMMISSION					
A.1: Project team establishment	Project team and plan of action are established	Completed	Results achieved as originally planned	January 2015	January 2015
A.2: Task-specific timeline and work plan of the project	Project's task-specific timeline and work plan for the project are created	Completed	Results achieved as originally planned - work plan is to be updated occasionally	January 2015	January 2015
A.3: Maintain contact with the Commission and partners	A structured and well-functioning project management for the duration of the project.	Ongoing process	Results achieved as originally planned -, communication between the project partners working well	January 2015 – June 2016	January 2015 – June 2016
A.4: Documentation and reporting to the Commission	Producing and providing regular reports as specified in the grant agreement. Reporting guidelines includes 3 official progress reports (2 mid-term reports and the final technical implementation report). Meeting minutes (=reports from all the project meetings, workshops, trainings and other events) were enclosed to these progress reports.	Completed	Results achieved as originally planned - all meeting reports and progress reports submitted to the Commission	January 2015 – June 2016	January 2015 – June 2016
TASK B: PUBLICITY					
B.1: Publicity and media plan	The media and interest groups will be informed in a professional and timely manner with good quality products.	Completed	Results achieved as originally planned – the first drafts as of January 2015	January 2015 – June 2016	January 2015 – June 2016
B.2: Publicity and visibility materials	The project and the partners will be highly visible during the project and the related actions where there is a public appearance possibility.	Completed	Publicity materials were finalised during the last reporting period.	January 2015-June 2016	May 2016
B.3: Project website	Updated project information available on the Internet.	Completed	First version of the project website was available during first reporting period and was updated later.	March 2015	June 2015

B.4: Technical publication	Knowledge sharing within the PS's. To improve the projects visibility, as well as to enhance the dissemination both the project's results and to share knowledge about emergency work in cold conditions.	Completed	Action proceeded as planned	January 2016	January 2016
B.5: Layman's report	The report provides a permanent record of the project than can be filed for future reference.	Completed	Result finalised in May 2016	June 2016	May 2016
TASK C: PROJECT BOARD MEETINGS AND CONFERENCES					
C.1: Kick-off meeting	Presentation of the project and contact establishment in the European Commission. The project management team has a clear understanding on the critical administrative issues.	Completed	Results achieved as planned	January 2015	January 2015
C.2: 1st Project consortium meeting	Increased efficiency and productivity. Good involvement and coordination within the project group.	Completed	Action slightly delayed – schedule and location were slightly modified but results achieved as planned	April 2015	June 2015
C.3: 2nd Project consortium meeting	Increased efficiency and productivity. Good involvement and coordination within the project group.	Completed	Results achieved-meeting planned took place in September 2015	September 2015	September 2015
C.4: Best practices and way forward meeting	Best practises from the project that have been observed and agreed among partnering organisations and other participating organisations are disseminated within the Mechanism to be utilised in further trainings and exercises and most importantly in operations.	Completed	Results achieved – meeting took place in May 2015	June 2016	June 2016

TASK D: WORKSHOPS AND TRAININGS					
D.1: Nordic Train the Trainers workshop	Workshop held in Stockholm gathered together projects management, administrative staff and USAR experts contracted to the project. Program entailed project introduction, including establishment of common understanding of project aims and objectives. Financial arrangements were clarified as well as the budget of the project. The meeting entailed national USAR modules' introductions with an aim to seek common and module-specific-qualifications to investigate feasible tactical level areas in USAR cooperation. Development steps for a common pre-deployment training (small scale exercise) were discussed. In the end - objectives, methods, organisation, venue, and timing of the first joint pre-deployment training were set.	Completed	Results achieved as planned	January 2015	February 2015
D.2: Trainers workshop on USAR training I	First plan for a joint common pre-deployment training was drafted	Completed	Results achieved as planned	March 2015 – April 2015	March 2015
D.3: Trainers workshop on USAR training II	Final arrangements and procedures for joint USAR training were agreed and set	Completed	Results achieved – WS took place in September 2015	September 2015	September 2015
D.4: Nordic USAR pre-deployment training	A joint exercise to altogether 120 USAR experts was conducted in Lapland. Theoretical planning and assumptions for a functional team composition between FI/SE (done in Actions D.1, D.2 and D.3) were tested in a pragmatic training. SOP was tested for SOP -drafting purposes (Actions D5, D6).	Completed	Results achieved. Training took place in December 2015	September 2015 – October 2015	December 2015
D.5: Cold conditions training in Lapland	The main purpose of the training was to prepare international civil protection experts (ideal team leaders) for maintaining their teams' operability in cold conditions. It is hoped that the selected experts apply and share the information forward and place the lessons forward for their own national teams.	Completed	Results achieved – training took place in February 2016	March 2016 – April 2016	February 2016
D.6: 1st SOP drafting workshop	The content of the first Nordic USAR SOP was discussed, distribution of tasks regarding SOP drafting were done. Procedures of commenting the SOP	Completed	Results achieved yet – workshop took place in November 2015	November 2015 – December 2015	November 2015

D.7: 2nd SOP drafting workshop	The contents of the first Nordic USAR SOP was introduced to the participants, the last comments were gathered and reported. The further actions were agrees	Completed	Results achieved – workshop took place in February 2016	February 2016 – March 2016	February 2016
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6. EVALUATION OF THE TECHNICAL RESULTS AND DELIVERABLES

6.1. General lessons learnt

There were a lot of opportunities for knowledge sharing and level of cooperation has been good. During the Kuopio field exercise there was good cooperation between the teams and enhancement of the work, for example comparing the best equipment.

Improved level of preparedness has been the common goal of cooperation. This can be achieved with more joint trainings together. Especially the hands on -work is important part of the international cooperation. EU-NOM project continues for the practical cooperation, provided the project will be granted the funding.

6.2. Strengths

The long and extensive experience on training has been the strength of the CMC Finland and the MSB, as well as good working relations between the project partners. The project supported and complemented efforts made by Finland and Sweden in the field of Urban Search and Rescue (USAR) in Cold Condition´s and thus facilitated reinforced cooperation between these two countries in the field of preparedness in civil protection.

6.3. Possible challenges and/or improvements to be tackled through further action

Joint SOP work will need further dissemination actions.

6.4. Recommendations to stakeholders, partners, authorities in charge, National and EU institutions

In USAR, the cooperation at all levels, from political to the worksite level, is essential. Especially the knowledge sharing that was enabled by working closely together during the exercise was seen as a good initiative. Exploring methods that could strengthen bilateral and European Union -wide cooperation is needed.

Common standard operation procedures are pivotal part of cooperation. In future, the SOP development should be highlighted in order to create useful and flexible documents guiding the work.

Also, shared knowledge of equipment and capabilities of the modules enables improved utilization of resources. The knowledge should be shared horizontally as well as vertically in the organizations and countries involved, especially not neglecting the module level experts.

7. FOLLOW-UP

Collaboration between Nordic civil protection actors is an essential aspect of success and development of assets now and in the future. During the project, CMC Finland and MSB were improving the level of preparedness of Northern USAR teams' in particular through joint trainings and a joint small-scale exercise to be partaken by combined FI-SE USAR team. Thus, in principle the project offered a great venue for the tactical level of USAR experts of Nordic countries to start and further develop their cooperation. The project was closely linked to the current development work carried out by Nordic countries to establish joint Nordic intervention modules. EU-financed projects are a very well-functioning platform from which to run cross-border development projects on common issues and challenges. CMC Finland is willing to continue this work; further work will be initiated based on the findings and recommendations during the project's implementation.

