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LIFE21-CET-BUILDSKILLS-BUS-REGRoUP**

***BUILD UP Skills – REbooting the GRreek national
platform and UPdating the national roadmap***

BUS-REGRoUP

**Deliverable Title: *Operational plan*
(WP 1 – D1.1)**

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BUILD UP Skills – REbooting the GRreek national platform and UPdating the national roadmap – BUS-REGRoUP

BUS-REGRoUP aims to support the revitalisation of the Greek **National Qualification Platform (NQP)** created in the first phase of the **BUILD UP Skills** initiative (project **BUS-GR**), further expanding its scope by involving new stakeholders.

Then the **Status Quo Analysis** and the **National Roadmap** will be updated to reflect the new realities of the building sector in Greece, addressing the skills development activities related to digital technologies, smart buildings, resource efficiency, circularity, integration of renewable energy technologies, industrialised deep renovation, LCCAs, etc. As the focus is on all relevant skills needed to enable the EU Renovation Wave, the mainstreaming of NZEBs, and the inclusion of resource efficiency considerations, the Status Quo Analysis and the National Roadmap will be updated for ‘blue-collar’ professionals and upgraded with new content in order to map the skills needs of ‘white-collar’ professions (i.e., architects, designers, engineers, building managers, etc.), thus reflecting the needs of the entire building value chain.

The **Status Quo Analysis** will compile all the necessary information on the current situation of the national building sector regarding continuing VET, energy performance and contribution to the 2030 targets, as well as existing barriers and gaps, as a basis for an informed discussion among the stakeholders. The **National Roadmap** will provide a set of priority measures for the various professions to meet the defined targets, an action plan for these measures until 2030, an identification of actors and resources needed to drive the implementation, and measures to monitor the progress of the proposed activities.

BUS-REGRoUP Consortium

Centre for Renewable Energy Sources and Saving (CRES)
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Technical Chamber of Greece (TCG)



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Further information

More details on BUILD UP Skills can be found at www.build-up.ec.europa.eu

More details on the LIFE CET programme can be found at https://cinea.ec.europa.eu/programmes/life_en

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1. Introduction

This document comprises an effort to develop detailed specifications and planning procedures for the various parts of the work foreseen to be implemented in the frame of the Project entitled: “*BUILD UP Skills – REbooting the GReek national platform and UPdating the national roadmap*” – BUS-REGRoUP, as derived from ANNEX 1: *Description of the action (DoA) - Part A*. It further includes the establishment of a detailed risk management plan and the quality control procedures. The BUS-REGRoUP operational procedures were thoroughly discussed with the partners in the project’s Kick-off meeting, in order to take their present final form.

Apart from the Introduction, this document is structured along three sections:

- *Section 2*: Monitoring Plan and Monitoring System for the efficient monitoring of the project activities, so that the project remains in line with the time schedule and the designated performance indicators;
- *Section 3*: Effective risk management strategy aimed at identifying and timely resolving potential risks;
- *Section 4*: Quality control procedures in an effort to ensure the quality of all project outputs and deliverables.

2. Monitoring system

2.1 Developing a Monitoring Plan

Monitoring, which can be defined as the “*systematic and continuous collecting, analysing and using of information for the purpose of management and decision-making*”, is an essential part of the Project Cycle Management process and a vital management tool. As the purpose of monitoring is “*to achieve efficient and effective performance of an operation*”¹, the below described Monitoring Plan enables a sound, reliable and efficient management of the project’s inputs and resources and it will constitute a follow-up of the project results’ achievement and overall impact.

The key project variables based on which the BUS-REGRoUP project’s progress will be monitored are the following:

- Problems, deviations & corrective actions per Work Package;
- *Deliverables, their status and critical assessment of delay (if any);*
- Schedule attainment;
- Estimation of man-hours spending (per work-package);
- Project achievements during the reported period;
- *Dissemination activities performed in the period;*
- *Impact KPIs (i.e. the 11 KPIs specific to the Clean Energy Transition sub-programme) progress;*
- *Risks as recorded by the Risk Management Plan.*

A number of these key project variables is being fully monitored through the Progress periodic reports (Interim, Final), which will be submitted to CINEA. The rest of them, demonstrated in “*italics*” in the above list, will be thoroughly analyzed in the individual Reports foreseen to be produced in the frame of the various WPs of BUS-REGRoUP, since they will be briefly - or even not at all - analyzed in the Periodic Reports. It should be noted that monitoring of certain of these parameters is being conducted also through certain deliverables, and more specifically through the D1.2 “*Extract of the project data from the LIFE KPI webtool*” – to be submitted to CINEA in Month 9 (July 2023) of the Project - and D1.3 “*Updated extract of the project data from the LIFE KPI webtool*” (to be submitted in Month 18, i.e., in the last month of BUS-REGRoUP’s life).

BUS-REGRoUP provides a set of quantified targets and indicators to measure the impact and performance of the project, as derived from the “Annex 1: Description of the action (DoA)”. To this end, the elaborated Monitoring Plan has the following features:

- Utilization of a complete set of interrelated and compatible operational and management systems; the Project Coordinator has the overall responsibility for the management of their use and for ensuring security and confidentiality.

¹ Alexandra Chambel, “Brief Information on Results-Oriented Monitoring (ROM) system”, Aidoc/E5 - Rom Coordination, November 2007

- Continuous internal management of the project and the decision making on any corrective actions, if any, towards the project's success, regarding the implementation methodology and progress.
- Self-monitoring of the project against the specified performance indicators.
- Implementation of a Quality Management System for all project activities, procedures, outputs and deliverables.

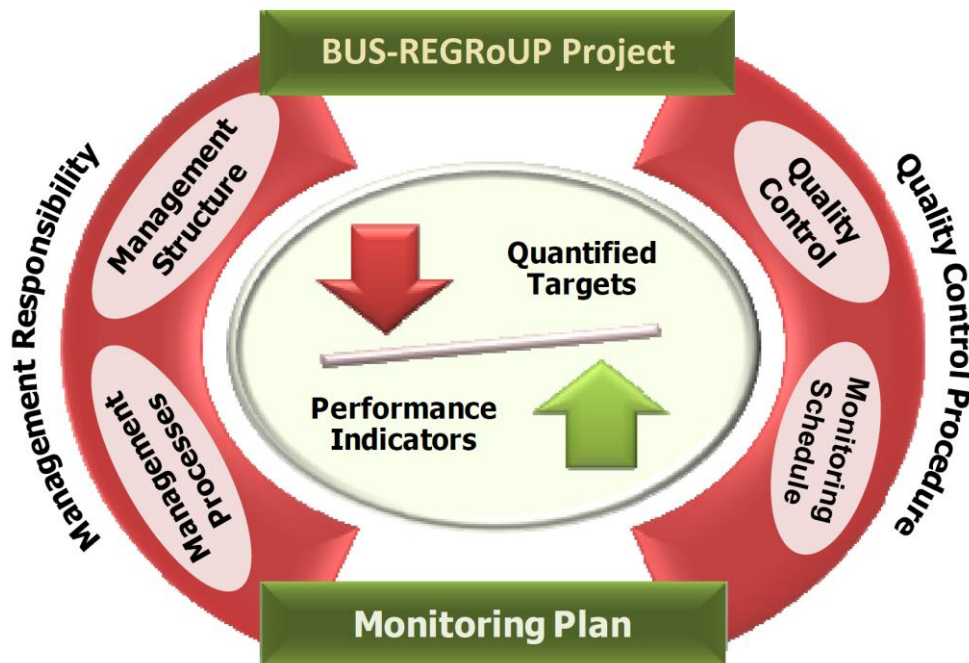


Figure 1: Schematic of the Monitoring Plan

2.2 Description of the Monitoring System

For the efficient monitoring of the project activities, in order the project to remain in line with the time schedule and the designated project performance indicators, a Monitoring System has been established by the Lead Partner (Coordinator), with the cooperation of all project partners, as presented in Figure 2 and also described in the Consortium Agreement. The Monitoring System is used for:

- The continuous internal management of the project and the decision making on any corrective actions taken regarding the implementation methodology, progress etc., which seems necessary for the project's success.
- The self-monitoring of the project against the specified performance indicators.
- The quality management of all outputs and deliverables.

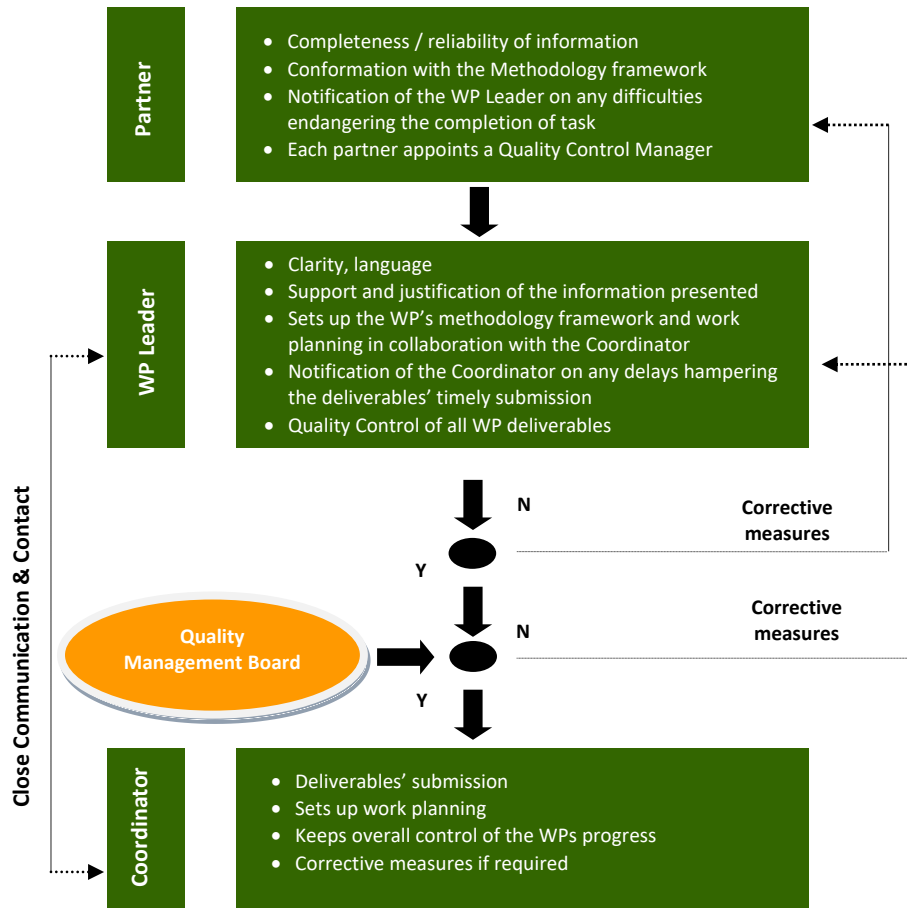


Figure 2: Project Management Structure and Quality Control Procedure

For the attainment of the project's objectives, including submission of reports in time, a 4-stages approach has been adopted, the 4th – and last – stage/level being the one of the actual submissions of deliverable(s). This approach is schematically presented in the Figure 3 below.

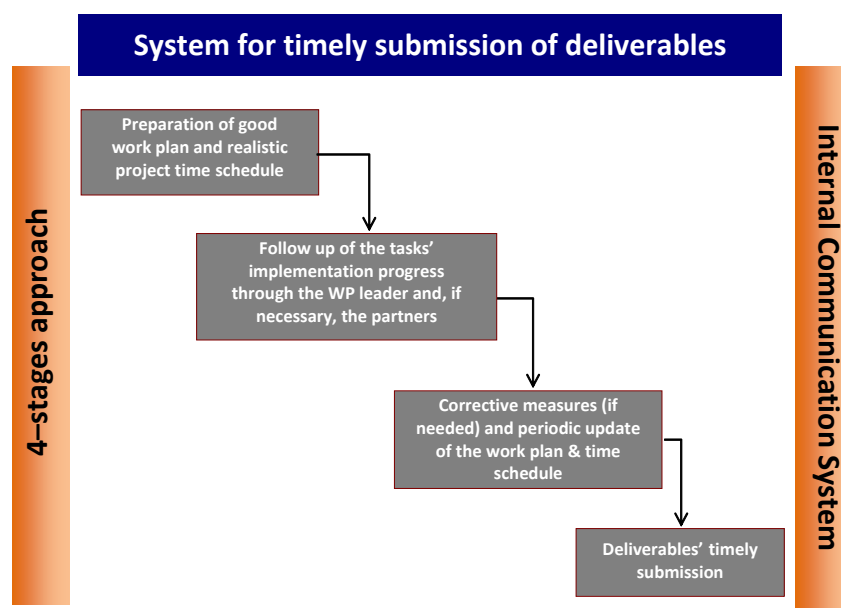


Figure 3: The 4-stages approach for the timely submission of the deliverables

At the first level, the project activities and outputs (quantities, time, quality) are monitored using the ‘typical’ project management techniques (time-scheduling, management of resources), embedded in the project monitoring system. At this level, the monitoring activity is implemented “continuously” (i.e., monthly follow-up of the implementation of the time-schedule, annual update of the work-plan and of the time-schedule). Critical issues related to this activity are:

- the preparation of a good work-plan and realistic time-schedule of the project tasks;
- the collection of meaningful information materials from reliable sources and extraction of the information necessary for the follow-up of the project progress (quantities, quality);
- the follow-up of the implementation of these tasks and of the production of the planned outputs in time (through the comparison of the realized activities/ outputs with the planned ones);
- quality management (assurance & control) of all project activities and outputs;
- the periodic updating of the above work-plan and time-schedule.

The second stage/level of this activity aims at the monitoring of the project results. This sub-activity will be implemented through the self-monitoring of the project’s activities by the WPs’ Leaders and the Coordinator. The Project Coordinator periodically assesses the progress of the project towards achieving its expected results through the performance indicators’ progress.

At the third level, the project objectives are monitored. In order to achieve this goal, this sub-activity includes the following elements:

- the self-monitoring of the project (as mentioned above) with focus on the impact of the project towards the attainment of the project (immediate and wider) objectives;
- the follow-up of specific developments in each one of the learning communities, with regards to the targets set by the project.

2.1.1 Management structure

The consortium’s objective is to set an effective and flexible organizational structure which is management oriented towards the project needs. With such a structure, all partners are able to ensure an effective and efficient operation of the project, effective liaison and cooperation with all the project target groups, high quality and timely produced outputs, reliability and cost-effectiveness of the services provided, but also flexibility to adapt to the evolving circumstances and respond speedily to the needs and demands that will arise.

A clear and simple organizational structure, as illustrated in Figure 4, has been implemented in BUS-REGRoUP to support the overall project management, to ensure effective decision-making, clear external communication, operational internal communication, and effective administrative and technical control. Indeed, clearly defined roles and responsibilities for the members of the BUS-REGRoUP consortium are necessary due to the need of experts with different roles to cooperate within the sub-teams to carry out several tasks and project activities.

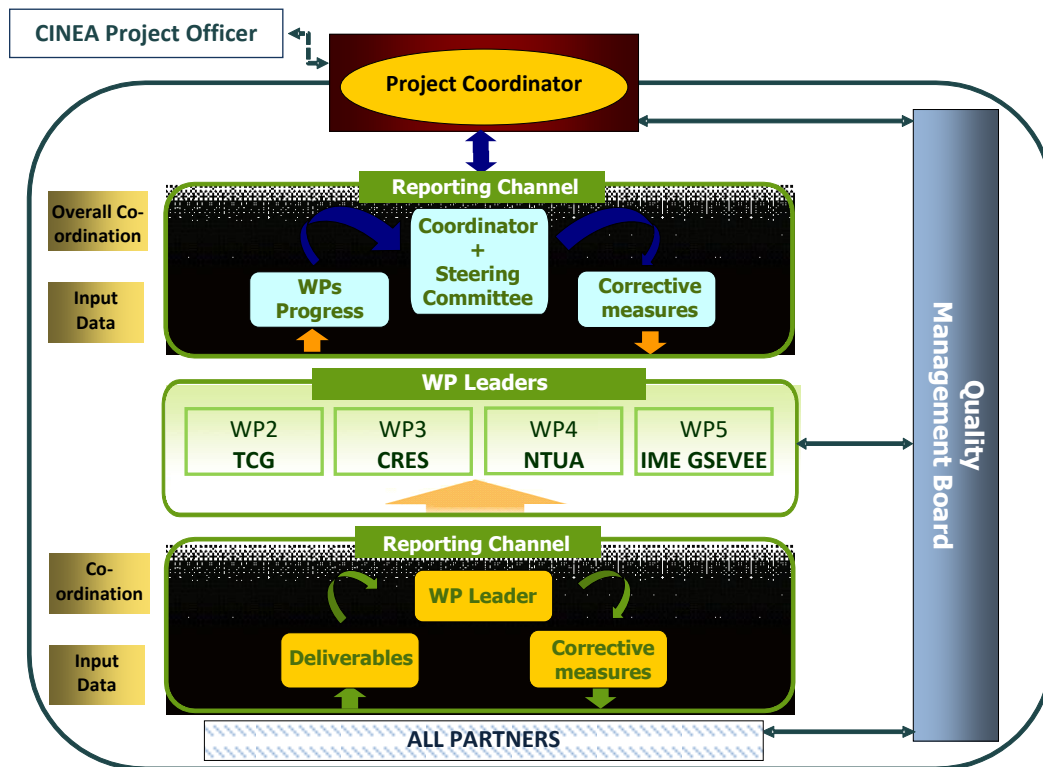


Figure 4: Organizational structure of the BUS-REGROUP action

A detailed description of each partner responsibilities, in addition to those mentioned in the Grant Agreement, has been included in the “Consortium Agreement”, signed by the legal representatives of all BUS-REGRoUP partners. A brief presentation of these responsibilities is included herein, as follows:

- Project Coordinator comes from the Leading Partner (CRES). In particular, Georgia Vezyrgianni is the technical responsible person of the BUS-REGRoUP and the contact person for the project with the CINEA (assisted by Dr. Ch. Malamatenios). The Project Coordinator is responsible for the overall project management (including the administrative and financial management), as well as for the organization, planning and control of the project from the technical point of view, and the supervision of progress relative to the time table of the Grant Agreement, while he has to deal with a variety of aspects related to the day-to-day management of the project.
- WP Leaders (i.e., CRES, NTUA, TCG and IME GSEVEE) are the main focal points in the project’s organisation. The WP Leaders are responsible to survey the logical advancement of the technical work in their WPs and to keep in line with the established targets. In this context, detailed specifications and planning procedures for the various parts of the work, according to Annex I, have been developed. The particular responsibilities of WP Leaders include:
 - support the Project Coordinator in the day-to-day implementation of the Project concerning their WP;
 - organize, supervise and coordinate the project activities and operations (i.e. the whole work) within each WP;

- organize and supervise the production and on-schedule delivery of all corresponding project outputs, and provision of responds to the EASME (through the Project Coordinator);
- manage of all ad hoc issues and provide solutions to problems that may arise, through proactive communication with partners, where required.

It must be further mentioned that the role of Task leaders is also of outmost importance, due to the fact that, according to the way that the work-programme has been developed, the various Tasks in which each WP was divided (in order to fulfil the WP's final objective) constitute semi-autonomous activities with their own beginning, middle, and end phases. For each Task, a "Task Leader" has been appointed (according to the capacities of the partners), with authorities similar to those of the "WP Leaders", but in their (each time) Task level.

Another "management structure" introduced in the frame of BUS-REGRoUP (also in the "*Consortium Agreement*") is the Steering Committee (SC), composed of one representative of each of the Parties and chaired by the Project Coordinator's representative. The SC is the body responsible for ultimate decisions to be taken concerning technical, financial and administrative matters. As the SC is planned to meet 4 times during the project period (in parallel to or after the corresponding project meetings) and, if necessary, on demand, so it will not be so actively involved in the 'day-to-day' management process of the project (although, of course, its role is critical for the project's progress, as for example it is the body responsible for deciding any major amendments to the work-programme, or 'penalties' for the parties not complying with their obligations and responsibilities), no further reference will be made herein to it.

Apart from all the above, and although not explicitly mentioned in the "*Consortium Agreement*", another 'body' was decided to be formed by the project partners, namely the 'Quality Management Board'. This board has been formed to assist the overall technical and dissemination planning and control. It is constituted by the Coordinator, the WP leaders and each partner's appointed Quality Control Manager. The partners QC manager was decided preferably not to be a member from the team carrying out the tasks foreseen.

2.1.2 Management procedures

Internal management reporting

The Project Coordinator is responsible for organizing the preparation of the periodic Reports to be submitted to CINEA. Partners are responsible for contributing to the completion of these reports. For instance, WP leaders should timely communicate the status of progress in their WPs to the Project Coordinator using the reporting templates of the LIFE Programme. The reports will include all deliverables for the reporting period. They will be submitted to the Project Officer (PO) for reviewing and evaluating the progress of work in the project.

Review procedure

The project's technical work is first reviewed within the relevant WPs by the WP Leaders. The WP Leader is responsible for coordinating the various activities per WP (in close cooperation with the WP's individual Task Leaders). Finally, quality control of the project results, deliverables / outcomes will take place at the WP level in line with the processes decided by the consortium – after the proposal of Coordinator - and executed by the WP Leaders (see Section 4 of this Report).

Deliverables handling

Public deliverables will be approved by the 'Quality Management Board' and the Project Coordinator before submission to the CINEA. All public results of the project will be made available via the BUS-REGRoUP interactive website.

Corrective and preventive actions

If required, the Steering Committee (see also the "*Consortium Agreement*") may determine areas for corrective action related to the general performance of a partner. This is to be documented by the Project Coordinator, who is also responsible for implementing and recording changes in procedures, resulting from corrective actions related to:

- handling of all complaints;
- reporting of non-conformities;
- determining corrective / preventing actions;
- ensuring that corrective action is taken and is effective;
- initiating preventative actions;
- ensuring that relevant information on actions taken is submitted for review.

The Project Coordinator is responsible for resolving complaints under this procedure, within the partners' areas of responsibility. All complaints are to be investigated and corrective action agreed. Complaints and corrective actions are recorded and all involved partners are informed of the action taken by the Project Coordinator.

Internal communication flow

For the information exchange between the partners e-mails will be used. In case that particularly sensitive information will need to be exchanged, the coordinator will seek the prior direct personal communication with the concerned partner. Additionally, skype, e-meetings and bilateral face-to-face informal meetings will be employed for the effective communication among project partners.

Information flow

The project will establish a solid communication mechanism, as it is described in detail in Task 5.1 "*Communication activities*" of WP 5 "*Sustainability, replication and exploitation of project results*". It consists basically of the development of the project's website as well as of a 'special' webpage (to be embedded in one of the partners' webpages) that will act as an open public consultation tool, encouraging the wider participation and assisting the effective elaboration of the consultations input. The extensive use of social media (specific to the project LinkedIn, Facebook and Twitter accounts will be created for this purpose), the ad-hoc production of at least three project e-newsletters (to be mainly promoted via the social media accounts), the project leaflet (in electronic format), press releases / articles to be produced for the diffusion and communication of the project's key results to the target groups and the general public, are foreseen.

In addition, the project will be active in a number of EU Exchange Activities such as:

- Participation with relevant contribution to the targeted exchange activities with other projects of the Initiative, especially regarding the outcomes from other national projects on the National Status Quo Analyses and National Roadmaps, as well as coordinator meetings implemented. Four (4) sessions of EU exchange activities (organised by CINEA) are foreseen to take place during the duration of the action, including European exchange meetings.
- Contribution, upon invitation by CINEA, to common activities related to information (for example, reporting on impact indicators), dissemination and visibility, and synergies with other LIFE and EU supported actions.
- Exchange with Skills Blueprint for the Construction Industry project, implemented among other countries in Greece.

2.3 Parameters' monitoring

2.3.1 Performance indicators and quantified targets

An overview of the performance indicators' monitoring within the project duration is provided in the following paragraphs, according to the "expected impacts" of the project included in Annex 1 Part B "Technical Description" of the Grant Agreement, but also according to what was foreseen in the LIFE-2021-CET Call for proposals fiche. It was explicitly stated there that the impact expected as a result of the implementation of the activities of the LIFE-2021-CET-BUILDSKILLS topic projects (among which is BUS-REGroUP) is summarized to the following:

1. Upgraded National Qualification Platform (NQP) involving key national stakeholders
2. Quality of the updated National Status Quo Analysis, identifying current and future skills needs, gaps, barriers and opportunities
3. Quality of the measures presented in the updated National Qualification Roadmap reflecting the new needs and realities of the national building sector by 2030.
4. Number of people directly engaged through the project activities
5. Number of relevant national stakeholders endorsing the updated Roadmap
6. Primary energy savings/Renewable energy production triggered by the project (in GWh/year)
7. Investments in sustainable energy triggered by the project (cumulative, in million Euro).

As it is obvious, some of the above-mentioned impacts are quantifiable (as is the case with Nr 4, 5, 6 and 7), while others – and more specifically Nrs 1 to 3 – are not. For the "quantifiable impacts", the following targets were set in BUS-REGroUP (Annex 1 Part B):

- The number of people who will be directly engaged through the project activities are estimated to around 150. This estimation was based on the approximate number of the members of the NQP established for Greece in the frame of BUS-GR project, the representatives of public bodies (ministries, supervised organizations, etc.) with whom round-table discussions will be made, as well as the management committees of the 16 regional departments of TCG, representing all qualified licensed engineers in Greece, which will be directly involved in the consultation and communication activities foreseen in the project.
- The national key stakeholders who will be involved in the endorsement activities, i.e. they will be asked to endorse the updated Roadmap, are approximately counted to more than 50, taking into account the 24 organizations / authorities / bodies that supported the proposal through a LoS, the

5 bodies that sent a LoS that did not arrive in time to be included in the proposal, the five project partners, the 13 Regions of Greece (NUTS 2 level), as well as some more/other bodies (national or regional) that will either emerge in the consultation phase or were not approached appropriately during the proposal's phase to send a LoS.

- In addition, using a specific methodology (analytically presented in section 2.2 "*Credibility of the impacts*" of Annex 1 Part B):
 - ✓ the primary energy savings triggered by the project were estimated to ~346.4 GWh/year,
 - ✓ the RES production triggered by the project was accounted to approximately 203.1 GWh/year, while
 - ✓ the cumulative amount derived from the investments in sustainable energy triggered by the project was estimated to 760.8 million Euro.

As regards the above impacts monitoring, the relevant process was described in section 3.5 "*Impact monitoring and reporting*" of Annex 1 Part B, according to which the expected impacts quantified in Section 2 of Part B and, more precisely, those referring to primary energy savings and RES production triggered by the project, as well as the consequent theoretically achieved investments in sustainable energy as a result of the project implemented activities cannot be subjected to any process of monitoring and assessment. The meeting of the suggested targets relies on a large degree on the governmental willingness and possibility to remain consistent with the planned incentivizing of the investments in energy savings / RES in buildings, while it also depends on the response of the citizens/public to similar investment proposals.

On the other hand, the monitoring of the NQP's status will be assured through the development of a detailed and realistic sustainability plan aiming at ensuring the NQP's quality and longevity. The plan will provide a coherent strategy and a clear action pathway for exploitation of the project's main outcomes and for establishing communication channels between NQP members. Furthermore, the sustainability plan will determine how to keep the NQP's vision clear and compelling, key impacts to be sustained, actions and milestones, main responsibilities, driving forces, motivation of supporters, take-up by the community, etc. In order to develop it, the Steering Committee will engage members in consultation with the key stakeholder groups.

The updated Analysis of the Status Quo will be at a first stage reviewed and commented by the most relevant stakeholders, mainly national authorities and key associations, as well as representatives of the competent national authorities, social partners, technicians' associations, etc. This way, a regular monitoring of the quality of the Status Quo Analysis will be ensured since subjected to reviewing by the members of the Greek NQP (being the ones to provide the final feedback).

Monitoring of the quality of the measures included in the updated National Roadmap will be assured by the formulation of a Strategic Planning Committee (SPC), comprising of representatives from the project partners and related national bodies and supported by the NQP. Apart from receiving decisions of strategic importance for the roadmap's development and guiding the whole procedure at the policy level, the SPC will also closely monitor all the proposed activities. Thus, the SPC will consist the main monitoring tool to assure the National Roadmap measures quality.

Both the number of people directly engaged in the project activities will be monitored and evaluated through their active participation in the various foreseen regular consultation meetings of the NQP.

The formation of four main groups of participants constituting the consultation focus groups is foreseen, assuring the participation of all members, yet the focus on specific issues that need to be addressed and initiate consultations for specific thematic areas, for a more efficient representation and interacting. This suggested structure will contribute to an easier and bigger visibility of the number of the participants. Last, the number of key stakeholders will be monitored and evaluated through their participation to a series of endorsement activities necessary for the validation of the elaborated Roadmap and the assurance of the implementation of the proposed policy measures.

2.3.2 Clean Energy Transition – Specific KPIs

BUS-REGroUP has been asked to report the project’s impacts in a specific “LIFE KPI webtool”. The impact KPIs in that webtool are the 11 KPIs specific to the Clean Energy Transition sub-programme, which can also be found in part C of the Grant Agreement.

BUS-REGroUP will contribute to the EU 2030 targets on energy efficiency/savings (basically), renewable energy sources (not so much), reduction of greenhouse gas emissions, investments in sustainable energy, etc. as presented in Table 1. The reporting of the project’s impacts will be made through the following two deliverables:

- D1.2 ‘Extract of the project data from the LIFE KPI webtool’ by month 9
- D1.3 ‘Updated extract of the project data from the LIFE KPI webtool’ at the end of the project

Table 1: KPIs specific to the Clean Energy Transition sub-programme

	Unit	Project-End Value	5 years beyond Project-End Value
<i>Primary Energy Savings</i>	GWh/year	346.4	346.4
<i>Final Energy Savings</i>	GWh/year	237.3	237.3
<i>Renewable Energy generation</i>	GWh/year	203.1	203.1
<i>GHG emissions</i>	tCO ₂ eq/year	N/A	N/A
<i>Investments in sustainable energy</i>	mEUR	190.2	475.5
<i>Legislation and policy*</i>	Number of documents	N/A	N/A
<i>Innovation Uptake 1</i>	Number of products / processes / methods	N/A	N/A
<i>Innovation Uptake 2</i>	Number of real life implementation sites	N/A	N/A
<i>Skills</i>	Number of people trained	N/A	N/A
<i>Communication</i>	Number of people	200	200
<i>Employment</i>	FTE	N/A	N/A

** As regards the “Legislation and policy” KPI, it must be mentioned that, although in the proposal’s submission phase this was not filled in (considered as ‘not applicable’), with a more careful view and according to the explanation provided in the note (i.e., ‘enter the number of legislation, policies or strategies created/adapted at any governance levels due to the project’), the “Project-End Value” could have been indicated as 1, considering that the National Roadmap will consist – in the end – a rather important policy instrument, but also a ‘strategy document’, regarding the reskilling and/or upskilling needs of the construction sector workforce until 2030.*

2.3.3 Deliverables

The progress of the technical work in the deliverables not included in the two ‘key’ ones, i.e., the Status Quo Analysis and the National Roadmap, will be monitored by the Project Coordinator and the respective Task/WP leader, and will be reported to CINEA. Special attention will be given to the deviations from the project work plan, providing an overview of the nature and the reason for the deviations, as well as the impacts on the activities and deliverables planned.

As described in the work-programme, a number of short reports are expected by the BUS-REGroUP’s partners (e.g., the minutes of the NQP’s meetings, reports on the discussions made with the major stakeholders’ clusters, or on the consultations held with relevant authorities, etc.). These reports will be appropriately included, as much as possible, in the corresponding deliverables.

2.3.4 Communication activities

The first Task of WP 5 ‘Sustainability, replication and exploitation of project results’ of the Project, i.e. T5.1 *Communication activities*, defines concrete targets and activities concerning the promotion and communication of the project’s concept and results to all targeted stakeholders of the construction and training/certification sectors. Taking into consideration the nature of the BUS-REGroUP project, it is foreseen that the three main project communication activities will be:

- **Development of a project webpage within partners’ websites**, within the first 2 months of the projects’ lifetime, which will include all information regarding the initiative and the project and will provide effective presentation and access to the project outputs as they are produced. It will remain active for 2 years after the end of the project, thus assuring the sustainability of the project’s outputs and results even to a wider target group of potentially interested parties.
- **Development of a dedicated webpage for the public consultation**. This dedicated webpage, to be integrated in one of the partners’ websites, will aim to facilitate the exchange of opinions and constructive dialogue between all stakeholders and interested parties in a flexible and reliable environment, encouraging and accommodating as much as possible the wider participation, which will eventually create positive conditions for the Roadmap’s adoption.
- **Communication & promotional material**: The extensive use of social media (specific to project LinkedIn, Facebook and Twitter accounts will be created), the ad-hoc production of at least three e-newsletters, to be mainly promoted via the social media accounts, and the project’s leaflet that will be available in electronic format, are foreseen. Moreover, as soon as critical outputs will be derived during the project’s progress, press releases/articles will be produced for the diffusion and communication of the project’s key results to the target groups and the general public.

In addition, added value at the European level will be created through targeted exchange activities, which will be organised by CINEA. More specifically, in T.5.4 *EU Exchange Activities* it is foreseen that the project will contribute, upon invitation by CINEA, to common activities related to information (like reporting on impact indicators), dissemination and visibility, and synergies with other LIFE and EU supported actions. In the Deliverable D5.2 “*Report on conducted communication activities at the national and EU level*” (to be submitted with the FR in M18) the results of the communication and dissemination activities implemented at the national and EU level, according to T5.1 and T5.4, will be appropriately reported.

2.3.5 Collaboration activities

One of the main aims of BUS-REGRoUP is the creation of synergies with other EU project activities, i.e., the rest of the projects funded in the frame of the BUILD UP Skills Initiative and/or the relevant projects that came up from the LIFE21-CET-BUILDSKILLS priority of the LIFE Programme, as well as with the “Skills Blueprint for the Construction Industry” project, keeping regular communication and participating in relevant information and dissemination events. In this respect, a joint meeting of all BUILD UP Skills Initiative related project has already been arranged by CINEA, namely the 14th BUILD UP Skills EU exchange meeting, in order to share ideas and experiences and to encourage networking between the project teams. The online meeting was held on 28-29 November 2023, followed by another online meeting that will be held on 30 March 2023, this time involving the LIFE21-CET-BUILDSKILLS funded projects and focusing on the preparation of the Status Quo Analysis issues.

The organization of two meetings of this type (i.e., BUILD UP Skills EU exchange meeting) per year is expected, the two in online format and the other two with in person presence, with the participation of three persons representing two different members of the consortium each time. For these events no special reporting is foreseen in the frame of the project, as CINEA (with the contribution of all participants, but mainly of the various sessions’ moderators) will prepare very detailed reports for these events each time.

2.3.6 Risks

A detailed risk management plan has been developed and presented in Section 3 of this report. In this context, monitoring of these identified risks, as well as updated versions of the risk management plan, if considered necessary as new risks may be identified along BUS-REGRoUP’s implementation, will be incorporated in the monitoring reports (which will include a review of each risk status, as well as decisions about their further monitoring, e.g., preventive/ corrective actions for the elimination of the impacts).

3. Risk management plan

3.1 Introduction

Risk management needs to be an ongoing process through the whole project duration. It includes processes for risk management's planning, identification, analysis, monitoring and control. Many of these processes are updated throughout the project lifecycle, as new risks can be identified at any time. The objective of risk management is to decrease the probability and impact of events adverse to the project. On the other hand, any event that could have a positive impact should be exploited.

The BUS-REGRoUP project is a complex one, involving a multitude of stakeholders, professional associations (guilds) and national authorities/agencies. As the project has an 18-months duration, changes to a number of political, social, economic and technological parameters cannot be ruled out. As such changes impact on the assumptions on which the success of the project rests, early risk diagnosis and risk management is of essence.

The purpose of this risk plan is to clearly define the different risks underlying the success of this project and set a mechanism that will monitor these risks throughout the project implementation. Thus, this risk plan will guide the BUS-REGRoUP consortium's risk management effort, which is an integral and important part of the overall project management. The risk plan will be continuously monitored by the Project Coordinator and updated once new risks are identified along the project implementation.

This section includes the establishment of an effective risk management strategy aimed at identifying and timely resolving potential risks. Each risk is discussed and assessed, considering the following aspects:

- *Cause* What is or can be the cause of the risk?
- *Effect* Which of the project key outputs, objectives, performance indicators and quantified targets within the project duration are affected by the risk? If appropriate, a brief explanation on how the effects arise is provided.
- *Severity* What are the extent and the intensity of the impact (damage) threat from the particular risk? (low, medium, high severity)
- *Probability* How likely is the risk to come up? (low, medium, high probability)
- *Prevention Plan* What measures (if applicable) are proposed to avert the materialization of said risk?
- *Mitigation Plan* What measures are proposed to mitigate the impact of the risk, once it will come up?

3.2 Analysis of the Project's risks

The risk management plan includes the establishment of an effective risk management strategy aimed at identifying and timely resolving potential risks (Figure 5). The risk management plan will be continuously monitored by the Project Coordinator and updated once new risks are identified along

the BUS-REGroUP project's implementation. Project risks will be monitored according to the following methodology:

- Identification and description of the potential risks along the project duration;
- Determination of the risk impact on the project implementation/ outputs;
- Determination of the probability level of each risk;
- Determination of the preventive/ corrective actions for the elimination of the impacts once the fact is occurred (crisis management);
- Review of each risk status in the relevant meetings and decisions about their further monitoring (e.g., preventive actions, etc.).

To characterize the relevance of each potential risk, a standard classification is used that provides the following levels of potentially negative impact on the project:

- High: the occurrence is critical for the project's success, requiring close monitoring and proactive action.
- Medium: the occurrence will affect the outcome, but corrective measures are likely to succeed.
- Low: the occurrence is not critical for the outcome of the projects.



Figure 5: Overview of the Risk Management procedure followed in BUS-REGroUP

3.3 Identification of risks

The main risks previewed in the context of the project and some proposed solutions and mitigation strategy are outlined in the following Table.

Table 8: General Risk Management Plan

Risk Description	Proposed solutions - Strategy to mitigate effects
GR1 Resistances by additional associations / federations / guilds of targeted categories of the buildings sector craftsmen in engaging in the consultation process	Efforts to address the project to other associations/guilds, as well as to contact more intensively the higher-level officers of the relevant organisations, using more in depth and scientifically oriented arguments in order to persuade the potential associations representatives to join the BUS-REGroUP consultation phase, demonstrating also the benefits under the first phase.
GR2 Lack of sufficient number of officially engaged stakeholders accepting to participate in the consultation process	Provision of incentives to the relevant market actors (industrial associations related to the building sector, CVET providers, certification bodies), such as the dissemination of the project's activities out of the narrow frames of the direct target group, in order for the interest of market actors to be attracted.
GR3 Problems with the consultation meetings, due to interactions with the routine work of the participating associations / federations / guilds	A more flexible consultation meetings schedule shall be adopted in order for all, if not the majority, of the involved associations/guilds to be able to join.
GR4 Difficulties in communicating the usefulness of the Qualification Roadmap to the relevant actors	Provision of a well organised campaign through the use of dissemination materials for the promotion of the revised Roadmap's usefulness.
GR5 Insufficient number of endorsement activities made	A more intense and systematic approach of all the potential actors that shall be involved in the implementation of the revised Roadmap's endorsement will most possibly guarantee a larger number of activities realised

The following figure presents the risk/tolerability matrix for the General Risks identified, according to their assessment as a low, medium or high scale in the impact scale and probability level.

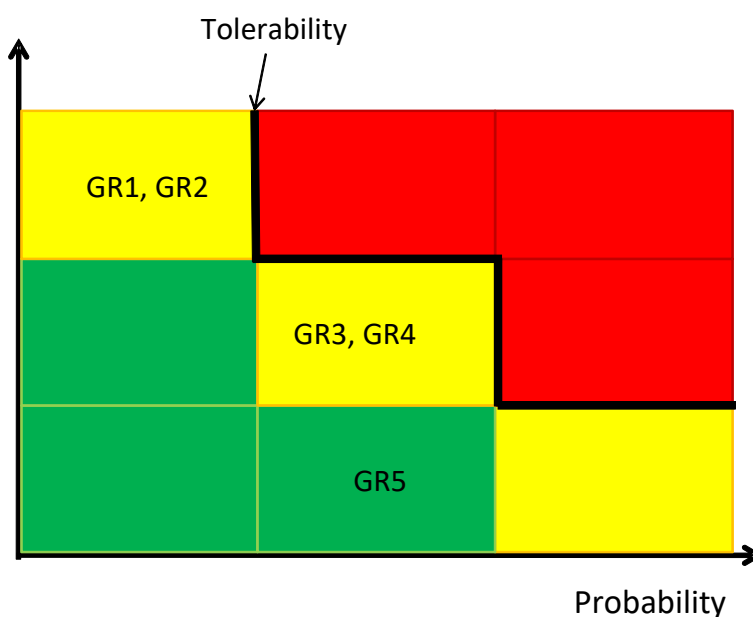


Figure 6: Risk/tolerability matrix for the General Risks identified

4. Quality control procedures

For the efficient monitoring of the project activities, so that the project remains in line with the time schedule and the designated project performance indicators, a Monitoring System has been established by the coordinator with the cooperation of all project partners, as described above in Section 2 “Monitoring Plan”.

Within the frame of the Monitoring Plan and the corresponding Monitoring System, it is envisaged the establishment of quality control procedures. More specifically, in an effort to ensure the quality of all project outputs and deliverables, a Quality Management Board has been established. This board is constituted by the coordinator, the WP leaders and each partner’s appointed Quality Control (QC) Manager. As it was asked by the Project Coordinator (CRES) and agreed by all partners, the quality control manager should preferably not be a member from the project team carrying out the tasks foreseen.

The Quality Control procedure for all project outputs is carried out in a four-step approach:

- *Step 1:* Review by the responsible Partners – consisted of control of the completeness / reliability of information and conformation with the Methodology framework, notification of the WP Leader on any difficulties endangering the timely completion of the task, etc.;
- *Step 2:* Review by the WP Leader – consisted of control of the clarity and the language used, support and justification of the information presented, quality control of all WP deliverables, work planning in collaboration with the Project Coordinator, notification of the Coordinator on any delays hampering the deliverables’ timely submission, etc.;
- *Step 3:* Quality Control by the Quality Management Board;
- *Step 4:* Final review by the Project Coordinator and submission of the deliverables to CINEA in time.

Essentially, the first two steps of the above procedure constitute a review and refinement process, while the last two steps are components of a classic Quality Control.

- The review and refinement process aims at intensively checking the content of project outputs to the best possible extent, in terms of accuracy of statements, coherence, justification of estimations and judgments, risk of raising criticism against the figures/data used, risks of conflict with energy players, etc. This process also examines expression as well (precision of expressions, use of English etc.), but this is less important at this stage.
- The Quality Control process, on the other hand, aims at ensuring best possible aspects in terms of quality, content, accordance with the timetable, attached documents, structure, format, expression and appearance. Small but meaningful interventions in the content and essence of the deliverable are also possible at this stage by the Quality Management Board.

Figure 7 presents a very indicative diagram of the Quality Control Procedures followed in the frame of the BUS-REGRoUP Project.

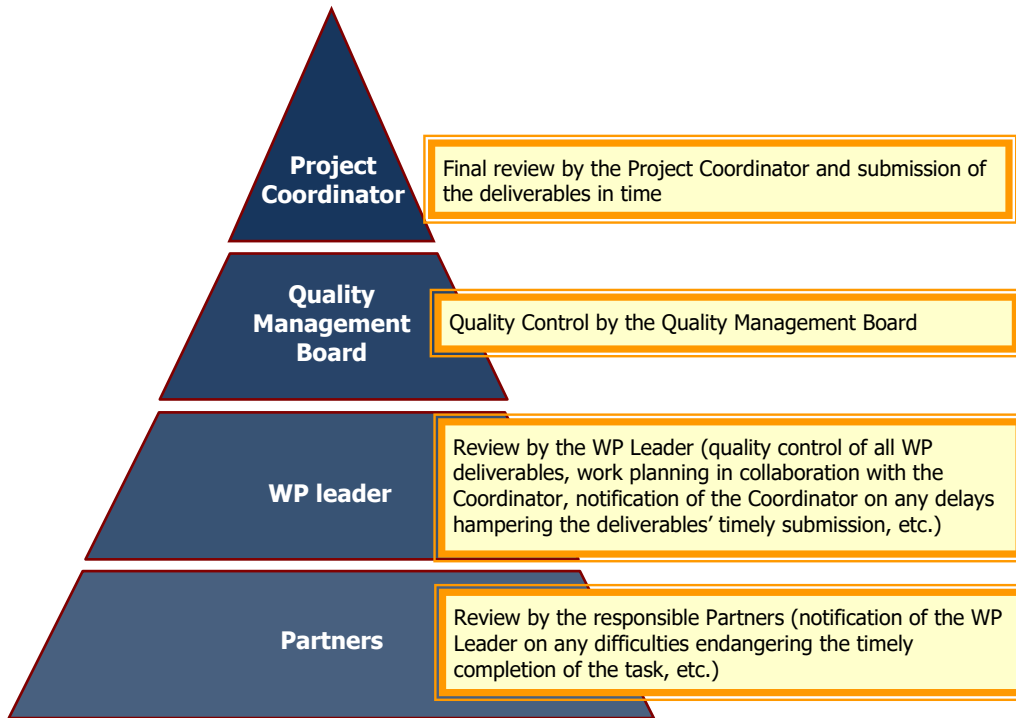


Figure 7: The quality control procedure followed in BUS-REGRoUP