WP6

D6.1: Quality Management Procedures (QMP)

SEB CoVE

SMART ELECTRICITY FOR BUILDINGS

D6.1: QUALITY MANAGEMENT PROCEDURES (QMP)

TABLE OF CONTENTS

Co-funded by the European Union

REVISION HISTORY

Rev.	Date	Author	Document Sponsor	Revision Summary
1	30/05/2024	VV	VV	First Edition
2	17/07/2024	CA		Corrected layout issues (alignment, fonts, etc). Inserted disclaimer

REVIEWERS

Rev.	Date	Author	Document Sponsor	Reviewed
0	18/07/2024	Alexandros Paspatis	IPP	YES
1	19/07/2024	Vaggelis Pombodakis, External Reviewer	IPP	YES

CONTENTS

The current deliverable **Quality Management Procedures (QMP) [Deliverable Number D6.1]** contains the following documents:

1. **Quality Management Plan (QMP)** which developed in line with the requirements of ISO 10005 and is providing information on how the consortium's partners will provide an intended project output and meet the needs and expectations of stakeholders.

2. **Quality Assurance Process** which describes all the quality tools used by consortium's partners based on quality principles of ISO 9001 and the requirements of PDCA cycle, EQAVET and ISO 21001 having as target to implement and maintain an effective SEBCoVE's Quality Management System (QMS).

3. **Quality Documentation (DCR)** which describes the quality guidelines that the partners must implement for an effective project's Quality Management System (QMS) and contains the following Quality Procedures (PRQs):

   a. Document Control Procedure (PRQ_Document Control)

   b. Decision Making (PRQ_Decision Making)

   c. Change Management Procedure (PRQ_Change Management)

4. **Partners Communication Plan (PCP)** which describes in detail the communication procedures and tools between project and partners.

Co-funded by
the European Union

LIST OF ABBREVIATIONS AND TERMS

EU	European Union
EACEA	European Education and Culture Executive Agency
VET	Vocational Education and Training
ECVET	European Credit system for Vocational Education and Training
EQAVET	European Quality Assurance in Vocational Education and Training
LLL	Lifelong Learning
QMP	Quality Management Plan
EP	Evaluation Plan
QAM	Quality Assurance Manager
SB	Steering Board
PC	Project Coordinator
PEB	Project Executive Board
WP	Work Package
WPL	Work Package Leader
WGs	Working Groups
TL	Task Leader
ER	External Reviewer
AB	Advisory Board
SEB	Smart Electricity for Buildings
LTAP	Long Term Action Plan
HMU	Hellenic Mediterranean University
ECTE	European Center in Training for Employment
TÜV	TÜV AUSTRIA HELLAS
IPP	Instituto Politecnico Do Porto
MLA	Mondragon Lingua-Alecop, S.Coop.
ENAIP	ENAIP Net Impresa Sociale Societa Consortile SRL
CONAIF	Confederacion Nacional De Asociaciones De Empresas Instaladoras Y Mantenedoras De Energia Y Fluidos
SEN	Sensitive
PU	Public

1. QUALITY MANAGEMENT PLAN

1.1 Introduction

The construction sector, mostly composed of small and microfirms that provide local employment (more than 90% are SMEs21), employs 12 million workers in the EU. Buildings are increasingly run by complex systems that use computer processors, sophisticated controls, fiber optics, and other networking gear. In this sense, an electrician has become a high-tech worker. The term "Smart Electricity for Buildings" (SEBs) is used to describe electrical trades engaged in the installation and maintenance of low voltage electrical applications in buildings.

Today, the increasing level of automation, Internet of things and smart home technologies, advanced renewable energy systems, fiber optics, and other networking gear pose new challenges for the professionals working in the SEBs sector, to align their skills and competences to the requirements imposed by market demand. As pointed out by the [Skills panorama 2019], the drivers of change that strongly affect the future demand for electricians working in SEBs and their set of skills are increased automation, technological advancements and the transition to a low carbon economy

As referred to in [SKILLS PANORAMA 2019], 70% of electro-engineering workers hold a medium-level qualification, the same proportion of which will be projected until 2030, making the need for upskilling and reskilling more acute. These trends and facts indicate a clear need for the vocational training and education system to meet the need for upskilling for higher qualifications and more specialized skills for electricians in the SEBs sector.

The objectives of the "Smart Electricity for Buildings" project are to develop Centers of Vocational Excellence, supporting the Smart Specialization of their region, and establish international knowledge hubs for VET excellence systems, with the ambition to be world-class reference points for continuing up- and reskilling of professionals engaged in the sector.

1.2   Project Description

The project has the following eight (8) specific objectives (SOs):

1. Developing four (4) Centers of Vocational Excellence (CoVEs), in the "Smart Electricity for Buildings" field in Crete region (Greece), Lombardy region (Italy), Basque region (Spain) and North Macedonia contributing to regional development.

2. Development of a European Framework of Competences in the form of Professional profiles for learners in the field of "Smart Electricity for Buildings".

3. Innovative Learner-centered educational methods incorporating innovative digital tools like augmented reality, serious games and animated video bring visual representation, engagement, simplification, multisensory learning, personalization, real-world application, and accessibility, all of which contribute to an enriched learning experience for the learner.

4. Tackle existing skills mismatches by designing and creating new curricula in the field of "Smart Electricity for Buildings" which will be based on the main EU VET standards according to VET policy recommendations (ESCO, ECVET, EQF, EQAVET, etc.).

5. Developing training content, training courses for Smart Electricity for Buildings leading to certification of professional qualifications and being delivered in an online platform.

6. Deploying VET excellency in line with ISO 21001 and EQAVET, and strong quality assurance mechanisms.

7. Establishing a European platform of collaboration as an international knowledge hub in "Smart Electricity for Buildings", transferring know-how to the local communities of the partnership.

8. Building regional skills ecosystems in the Smart Electricity for Buildings field, by initiating multi-stakeholder cooperation, while boosting innovation through cooperation and flow of knowledge among HE, VET, research centers and SMEs.

The project is divided in eight (8) following Work Packages (WP):

WP No.1: Project Management.

Management and coordination of the SEBCoVE project for its whole lifespan, through the continuous observation of key success factors such as achievement of objectives, budget, quality and timeline. In addition to the activities related to the project, administration and financial management, extra ones will be implemented for the identification, evaluation and treatment, if needed, of the SEBCoVE's risks throughout its lifespan. The risk management will be developed following the principles and the guidelines of International Standard ISO 31001. The monitoring of all these activities will be updated regularly during the project life cycle and their output will be forwarded to the interested partners / Steering Board / Project Executive Board / External Reviewer / Project Coordinator / Advisory Board for review. In case of deviations from the project's expected output, relevant corrective actions will be implemented, where necessary.

WP No.2: Strategic researches

Knowledge Triangle Entities (industry, academia and authorities) will be engaged and the skills needed in the "Smart Electricity for Buildings sector" will be identified. Simultaneously, a sectoral and multidimensional (economic, industry, technology, labor and educational perspective) analysis will be conducted in global level and the current and a general perspective view will be identified, in order to anticipate needs, trends, and probable evolutions in SEB sector. Furthermore, the skills gaps and the skills needed will be identified at regional and national level in SEB sector, using the regional Centers of Vocational Excellence as influential points which will provide their educational solutions to their own skills ecosystems, in collaboration with other agents who are necessary or strategic.

WP No.3: SEBCoVE Design

SEBCoVE Knowledge Triangles will be designed in each SEBCoVE region to establish business – education – research relationships. All SEBCoVEs will sign an MoU for participating in the SEBCoVE Platform of Collaboration. The VET partners will have the opportunity to adapt a Management System for Educational Organizations in line with the International Standard ISO 21001 and EQAVET requirements in their organizations and structures, according to their needs, and to

implement it in order to achieve Vocational Excellence. Furthermore, desk research will be conducted for the identification of good practices, especially for digital teaching methods that will be adopted by VET institutes targeted to electricians. The research will focus on existing practices for the learning procedures and methods in clean electricity production and energy-saving applications for the buildings sector.

WP No.4: SEBCoVE Development

One professional profile representing the "Advanced Electrician for the Smart Electricity Buildings sector" will be developed while at least six sub-professional profiles will be created representing a number of required valued qualifications for the SEB sector. The sub-professional profiles will address three levels of the European Qualifications Framework (EQF 4,5 and 6), starting with foundational concepts and skills at EQF level 4 and gradually progressing to more advanced topics and competencies at levels 5 and 6. Furthermore, a modular curricula and its contents will be developed. The training material will be reviewed, validated, transformed into digital form and will be delivered with innovative methods and tools. In addition, five entrepreneurships and innovation programs will be organized in SEBCoVE regions (one in each region) and three transnational mobility schemes, one for 50 electricians (learners) and 20 companies, one for 15 SEBCoVE trainers and one for 18 members of SEBCoVEs governance staff as well as 5 Open Days of green electricity (one in each SEBCoVE region). In addition, a Cost-Sharing Lab Network for electricians (CSLN) in the SEBCoVE regions will be created for sharing equipment and instruments between the VETs and Knowledge Triangles members. At least Five Cost Sharing Lab (CSL) Networks will be established at SEBCoVE regions. Besides that, two VET Institutes will be certified according to ISO 21001.

WP No.5: SEBCoVE Implementation

An implementation of training will start in the five SEBCoVE regions: Greece, Spain, Portugal, Italy and N. Macedonia. Five courses will be conducted for 50 trainers in the SEB sector. The trainers will be trained in digitalization of training and will attend the course "The digital trainer". Furthermore, 30 training courses will be conducted based on the micro-credential approach of the SEBCoVE curriculum and the training material developed with the participation of at least 150 learners. After the end of the training, at least 100 of the learners will have the choice to participate in the

examinations of the certification scheme "Advanced Electrician for the Smart Electricity Buildings sector" which will be based on the requirements of International Standard ISO/IEC 17024. The target is 75 electricians to be certified in any of the 6 micro-credentials setting and 20 ones as professionals in "Advanced Electrician for the Smart Electricity Buildings sector". Except of that, 10 Design workshops for 100 electricians, 5 Open Days, 5 Bootcamp Programs in collaboration with established Knowledge Triangles and the Cost-Sharing Labs (CSL) and two transnational mobility initiatives will be implemented among the five SEBCoVE regions. The mobility programs will concern 60 learners (duration 10 days) and 20 trainers (5 days duration).

WP No.6: Quality – Quality assurance - Certification

Quality documents, including Quality Management Plan (QMP) in line with International Standard ISO 10005 requirements, will be developed for the structured implementation of the project as well as the control of quality for the produced deliverables. Furthermore, a proposed Management System in line with International Standard ISO 21001 and EQAVET requirements will be developed for VET providers which will be strongly recommended to adapt it according to their needs and implement it to their organization and structure in order to succeed Vocational Excellence. Two of the VET providers (HMU and ECTE) having implemented the Management System will be certified according to ISO 21001 requirements. Furthermore, for the certification of learners' qualifications in SEB sector, relevant certification schemes will be developed, based on International Standard ISO/IEC 17024 requirements. It is expected that 75 electricians will be certified in any of the 6 micro-credentials setting and 20 ones as professionals in "Advanced Electrician for the Smart Electricity Buildings sector", according to the developed certification schemes.

WP No.7: Monitoring and Follow Up

An evaluation plan will be developed describing the methodology, guidelines, criteria, indicators, and tools that will be used for the evaluation and monitoring of project's processes and performance as well as overall curriculum and training evaluation. An External Reviewer (ER) will be subcontracted by Project Coordinator (HMU) and will

act as an independent auditor providing his/her annual reports about SEBCoVE performance. Furthermore, four annual internal audits will be conducted by the Quality Assurance Manager (TÜV), according to International Standard ISO 19011 requirements and any finding detected will be forwarded to Project Coordinator (HMU) and Project Executive Board for the decision of any corrective action, if needed. In addition, a Long-term Action Plan (LTAP) will be developed, with measures and recommendations for SEBCoVE exploitation and sustainability as well as Final Impact Report depicting the results of project impact on the participating partners, the trainees, the stakeholders involved, the regional skills ecosystem mobilization, the collaboration in terms of Knowledge Triangles and the transnational collaboration.

WP No.8: Dissemination, Exploitation, Communication (DEC)

Key stakeholders such as end users, academic/industrial entities and other interested parties in each SEBCoVE region will be involved and mobilized in order to promote, convey, and disseminate the project outcomes. A Dissemination Exploitation and Communication Plan (DEC) will be developed supporting the SEBCoVE partners in the exploitation, promotion, and dissemination of the project activities and main achievements which will be reviewed and updated periodically throughout the project lifetime. Furthermore, a launching event and a final event (conference) will be conducted as well as promotional launching events in each SEBCoVE region (one in Spain, one in Portugal, one in Italy and one in North Macedonia). Additionally, 20 events will be promoted - such as webinars, showcases, forums, workshops, and seminars organized by the Consortium members (1 per year, per SEBCoVE region) to disseminate the results of the project, and the consortium will participate in international workshops, conferences, and exhibitions related to the project scope.
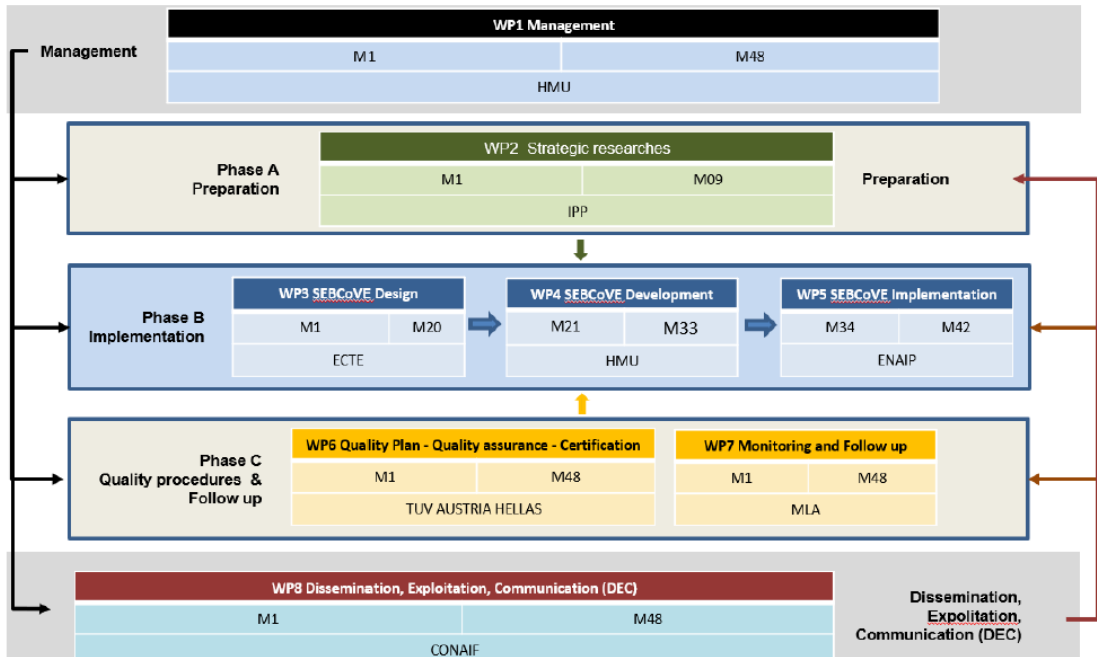
1.3 Scope

The current document provides guidelines for the development, review and application of principles regarding quality, environmental protection and sustainability in the life cycle of the project, "Smart Electricity for Buildings - Centers of Vocational Excellence (SEBCoVE)" (Project Number – 101144027 – ERASMUS -EDU-2023-PEX-COVE).

The Quality Management Plan is a document that sets out the quality practices of the project, provides assurance so as quality requirements are planned appropriately and is part of the project's documentation.

The Quality Management Plan should be adjusted, where applicable, to include coordinating instructions and will be used by:

- The Partners of the SEBCoVEs' Consortium, responsible for preparing and amending deliverables.
- Project Coordinator and Project Executive Board responsible for its review and approval.
- Any responsible from the Partners' Consortium for approving works to be

done by third parties, in order to complete deliverables.

Quality Management Plan is an integral part of Management Planning. It has been prepared in an early stage of the project, in order to demonstrate and provide the Consortium with the assurance that:

- The Agreement requirements and conditions have been reviewed,
- An effective quality planning has taken place,
- The quality principals are followed

To ensure the relevance of the Quality Management Plan, a set of quality reviews must be conducted, throughout the duration of the project. The Quality Management Plan is a controlled document and amendments to it shall be submitted to the Project Coordinator for approval.

The Quality Management Plan specifies the activities to be implemented, including their sequence, in order to ensure that the project and its deliverables conform to specific requirements. Those responsible for ensuring that the required activities are carried out and the resources which are crucial for their successful completion are identified within the subsequent chapters of this document. In that respect, the Quality Management Plan includes explanation, necessary to show how quality requirements for activities are met and is structured accordingly. A list of such activities is provided below:

- Management responsibilities
- Quality assurance processes
- Quality objectives
- Document control
- Data control
- Communication and Collaboration
- Risk management
- Corrective actions, if needed
- Internal audits

1.4   Quality Management Plan Inputs

The inputs for the development of Quality Management Plan include the following documents and data:

- EU – Erasmus + Program Guide

- A sustainable Europe by 2030

- Contract obligations as depicted on Grant Agreement (Project 101144027 — SEBCoVE)

- Project requirements per partner and per Work Package, as included in the application form and Grant Agreement

- Processes / Procedures / Gantt Charts / Plans / Methodologies / Minutes of Meetings / Reports / Questionnaires / Deliverables etc.

- Identified risks per Work Package

- Needs of partners and needs of interested parties in the field of Smart Electricity for Buildings.

1.5   Quality Assurance Processes

The SEBCoVE's Quality Management System is dynamic and evolves over time through periods of improvement. The International Standards ISO 9001, along with ISO 9000 and ISO 9004, have been used to assist the Project Coordinator (HMU), the Steering Board (SB) and the Quality Assurance Manager (TÜV) to develop a cohesive and effective project's Quality Management System.

In order to ensure the effectiveness of SEBCoVE's Quality Management System, the Project Coordinator and Steering Board (SB) are regularly monitoring and evaluating the project's Quality Management Plan and the performance of Quality Management System, through the project's KPIs (see paragraph 7).

Based on requirements of ISO 9001, the SEBCoVE's Quality Management System has incorporated the quality management principles, which are the following:

In more detail, the implementation of quality principles in SEBCoVE's Quality Management System (QMS) is given below:

1. Customer focus: The primary focus of project's QMS is to meet stakeholders needs and to strive to exceed their expectations.

2. Leadership: The SEBCoVE's Project Coordinator (HMU), its deputy (ECTE) and the Steering Board (SB) have been engaged and committed to achieve Project's quality objectives.

3. Engagement of people: Competent, empowered and engaged partners have been involved in the SEBCoVE project at all levels, trying to enhance the project's expected output and to create and deliver value.

4. Process approach: The SEBCoVE partners have understood the project's activities and tasks and have designed interrelated processes that function as coherent system in order to succeed the project's expected results more effectively and efficiently.

5. Improvement: The SEBCoVE Project Coordinator (HMU), its deputy (ECTE) and the Steering Board (SB) have an ongoing focus on improvement.

6. Evidence-based decision making: The project Consortium's decisions are

based on the analysis and evaluation of SEBCoVE's data and information.

7. Relationship Management: The project's Consortium manages using specific procedures and processes their relationship with the relevant interested parties.

The process approach is one of the quality principals which will be adopted when developing, implementing and improving the effectiveness of SEBCoVE Quality Management System, in order to enhance stakeholders' satisfaction by meeting their needs, requests and requirements. Managing the interrelated processes as a system contributes to the project's effectiveness and efficiency in achieving its intended results. This approach enables the Project Coordinator and the partners to control the interrelationships and interdependencies among the processes of the system, so that the overall performance of the project will be enhanced.

The process approach involves the systematic definition and management of processes, and their interactions, so as to achieve the intended results in accordance with the quality policy and the achievement of project's specific objectives.

Management of the processes and the system as a whole will be achieved using the PDCA cycle with an overall focus on risk-based thinking aimed at taking advantage of opportunities and preventing undesirable results.

The application of the process approach in a Quality Management System enables:

1. understanding and consistency in meeting requirements;
2. the consideration of processes in terms of added value;
3. the achievement of effective process performance;
4. improvement of processes based on evaluation of data and information.
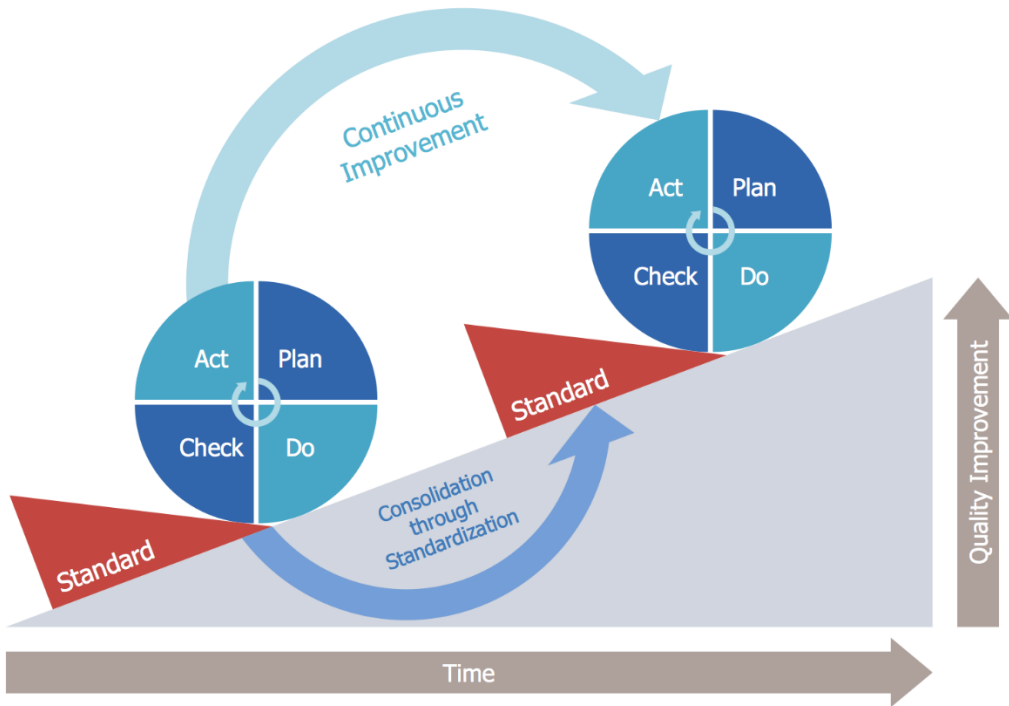
The PDCA cycle can be briefly described as follows:

- Plan: establish the objectives of the system and its processes, and the resources needed to deliver results in accordance with stakeholders' requirements and the project's policies, and identify and address risks and opportunities;
- Do: implement what was planned;
- Check: monitor and (where applicable) measure processes and the resulting reports/ deliverables against policies, objectives, requirements and planned activities, and report the results;
- Act: take actions to improve performance, as necessary.

1.6   Quality Objectives

The quality objectives of each Work Package (WP) cover all project's aspects and are expressed in measurable terms. The objectives per Work Package and tasks are given below:

WP No.1

- Effective project management and coordination of project
- Effective implementation of the quality documents throughout the entire project's lifecycle from all partners.
- On time production of the reports and deliverables
- Implementation of at least one (face to face) meeting per year
- Effective communication between partners during project's lifespan
- Maintenance of sustainability during and after meetings
- Clarity and accuracy on content's reports and deliverables
- Effective performance

WP No.2

- On time delivery of the deliverables
- Successful creation of deliverables
- Clarity and accuracy on content's reports and deliverables
- Successful linkage of the project's deliverables with the market needs
- Successful determination of Stakeholder Mapping and Skills Ecosystems Creation
- Successful creation of state for the art in the Smart Electricity for Buildings
- Successful creation of Competences and Skills Gap

WP No.3

- On time delivery of the deliverables
- Successful creation of deliverables
- Clarity and accuracy on content's reports and deliverables
- Successful design and roadmap of SEBCoVE Knowledge Triangles
- Successful selection of innovative teaching methodologies
- Successful creation of SEBCoVE's functional and operational specifications
- Successful creation of funding strategy for each SEBCoVE
- Successful creation of internationalization strategy

WP No.4

- On time delivery of the deliverables
- Successful creation of deliverables
- Clarity and accuracy on content's reports and deliverables
- Effective definition of Professionals Profiles
- Effective identification of SEBCoVE Curriculum
- Effective identification of Digital Trainer Curriculum
- Successful creation of LMS platform with digital training material
- Successful creation of augmented reality digital application
- Effective development of a cost – Sharing LAB Network (CSLN)
- Effective creation of sustainable funding model report
- Successful creation of roadmap for regional CoVEs development

WP No.5

- On time delivery of deliverables
- Successful creation of deliverables
- Clarity and accuracy on content's reports and deliverables
- Effective completion of the training for all the trainers and learners
- Successful completion of the certification process
- Successful completion of report on training implementation and certification
- Successful creation of a Certification Report (Management System) for SEBCoVE VET based on ISO 21001 requirements.
- Successful cooperation between "Smart Electricity for Buildings" clusters
- Successful actions for cooperation and partnership of SEBCoVEs
- Successful completion of report on international mobilities

WP No.6

- On time delivery of the deliverables
- Successful creation of deliverables

- Clarity and accuracy on content's reports and deliverables

- Successful completion of SEBCoVE's Quality Management Procedures

- Successful completion of VETs Management System's certification, according to ISO 21001 requirements

WP No.7

- On time delivery of the deliverables

- Successful creation of deliverables

- Clarity and accuracy on content's reports and deliverables

- Successful implementation of Overall project Evaluation Report

- Effective identification of the skills trends and future skills gap needed in the SEBCoVE curriculum and Smart Electricity for Buildings sector.

- Successful creation of Long-Term Action Plan

- Successful creation of Final Impact Report

WP No.8

- On time delivery of the deliverables

- Successful creation of deliverables

- Clarity and accuracy on content's reports and deliverables

- Successful completion of Dissemination, Exploitation and Communication Plan

- Successful completion of SEBCoVE Visual Identity

- Successful completion of SEBCoVE website

- Successful completion of Dissemination Events Report

- Successful completion of Technical, Exploitation, Communication report

1.7   Key performance Indicators (KPIs)

All Key performance Indicators (KPIs) per Work package (WP) are given below:

WP No.1

- First Year Number of (face to face) meetings (target≥1)
- Second Year Number of (face to face) meetings (target≥1)
- Third Year Number of (face to face) meetings (target≥1)
- Fourth Year Number of (face to face) meetings (target≥1)
- Final Conference (target=1)
- Percentage of satisfaction from Consortium members, regarding the face-to-face meetings' management, per year (target≥85%)
- Number of Project Coordinator's digital meetings with each WPL, per year (target≥2)
- Number of deliverables for Quality and Risk Report (target=1)
- Number of deliverables for EACEA's Progress Report (target=2)

WP No.2

- Number of deliverables for Stakeholders Mapping / Skills ecosysytems creation (target=1)
- Number of deliverables for State for the art in the Smart Electricity for Buildings (target=1)
- Number of deliverables for Competences and Skills Gap (target=1)
- Number SEBCoVE collaboration platform (target=1)

WP No.3

- Number of deliverables for SEBCoVE Knowledge Triangles design and roadmap (target=1)
- Number of deliverables for Innovative Teaching Methodologies (target=1)
- Number of deliverables for SEBCoVE's functional and operational specifications (target=1)
- Number of deliverables for Funding Strategy (target=1)
- Number of deliverables for Internationalization Strategy (target=1)

Co-funded by
the European Union

- Number of established "Knowledge Triangles" networks (target=5)

WP No.4

- Number of created sub-professional profiles for SEB sector (target≥6)
- Number of created professional profiles for "Advanced Electrician for the Smart Electricity Buildings sector" based on consolidation of at least six sub-professional profiles (target=1)
- Number of deliverables for Professional profiles definition (target=1)
- Number of sub-curriculum and qualifications with micro-credentials developed (target≥6)
- Number of main SEBCoVE Curriculum and qualifications (target=1)
- Number of deliverables for SEBCoVE Curriculum (target=1)
- Number of continuum training courses for electricians related to each one of the six sub-professional profiles for SEB sector (target≥6)
- Number of thematic fields for the developed training content (target≥3)
- Number of deliverables for "Digital Trainer Curriculum" (target=1)
- Number of workshops sessions which will be held by SEBCoVE Knowledge Triangles in each SEBCoVE region (target≥5)
- Number of the developed animated videos for microlearning (target= one per course)
- Number of the developed educational videos (serious game) (target=one per course)
- Number of deliverables for LMS Platform with digital training material (target=1)
- Number of deliverables for Augmented Reality Application (target=1)
- Number of deliverables for innovating Teaching Methods (target=1)
- Number of entrepreneurship and innovation program in SEBCoVE regions (target=5)
- Number of transnational mobility programs in abroad (target=3)
- Number of electricians (learners) participating in mobility abroad (target≥50)
- Number of SEBCoVE trainers participating in mobility abroad (target≥15)

- Number of SEBCoVE governance staff participating in mobility (target≥18)

- Number of Open Days of green electricity organized by SEBCoVE regions (target≥5)

- Number of Cost-Sharing Lab Networks (CSLNs) in SEBCoVE regions (target≥5)

- Number of deliverables for Development of a Cost-Sharing Labs networks (CSLN) (target=1)

- Number of certified VET providers according to ISO 21001 in SEBCoVE regions (target≥2)

- Number of deliverables for Sustainable Funding Model Report (target=1)

- Number of deliverables for Roadmap for Regional COVEs development (target=1)

WP No.5

- Number of deliverables for Certification Audit Report of SEBCoVE VET, for Complying by ISO 21001 (target=1)

- Number of trainers trained in the SEB field and SEBCoVE regions (target≥50)

- Number of training courses in the SEB field and SEBCoVE regions (target≥30)

- Number of learners trained in SEB field and SEBCoVE regions (target≥150)

- Number of certified electricians in any of the micro-credentials setting (target≥75)

- Number of certified professionals as "Advanced Electrician for the Smart Electricity Buildings Sector" (target≥20)

- Number of Design Workshops in SEB sector (target≥10)

- Number of participating electricians in Design Workshops (target≥100)

- Number of Open Days of green electricity organized by SEBCoVE regions (target≥5)

- Number of Bootcamp Programs for students from secondary and VET schools (target≥5)

- Number of deliverables for Smart Electricity for Buildings' cluster of cooperation (target=1)
- Number of deliverables for Cooperation and partnerships Actions (target=1)
- Number transnational mobility programs in abroad (target=3)
- Number of electricians (learners) participating in mobility abroad for ten days (target≥60)
- Number of SEBCoVE trainers participating in mobility abroad for five days (target≥20)

WP No.6

- Number of deliverables for Quality Management Procedures (QMP) (target=1)
- Number of deliverables for Certification of SEBCoVE VET by ISO 21001 (target=1)

WP No.7

- Number of QMS' deviations, per annual internal audit (target≤10)
- Number of deliverables for Overall (OPER) Project Evaluation Report (target=1)
- Number of deliverables for Skills Trends and Future Skills Gap (target=1)
- Number of deliverables for Long Term Action Plan (target=1)
- Number of deliverables for Final Impact Report (target=1)

WP No.8

- Number of scientific and technical articles in journals (target≥8)
- Number of presentations in international conferences and workshops (target≥12)
- Number of posts on social media (every 2 weeks) (target≥96)

- Number of followers on social media (target≥250)

- Number of newsletters (every quarter) (target≥16)

- Number of citizens reached through the dissemination and communication activities, including online dissemination and events (target≥5.000)

- Number of Press Releases (target≥5)

- Number of general press/magazine articles published, also at the Local /National (target≥15)

- Number of unique visitors to the Website (based on Google Analytics) (target≥3.000)

- Number of multimedia material downloads (website) (target≥50)

- Number of references of SEBCOVE in other websites (target≥40)

- Number of launching and final events to be organized in SEBCoVE regions (target≥5)

- Number of events to be organized regarding SEBCOVE presentation, at different stages (target≥16)

- Number of Workshops to discuss project outputs and their exploitation (target≥10)

- Number of SEBCOVE training programs active after the project's ending (target≥6)

- Number of attended workshops related to Smart Electricity for Buildings competences (micro credentials establishment) (target≥5)

- Number of participations In Initiatives related to internationalization (target≥82)

1.8 List of SEBCoVE's deliverables per Work Package and Dissemination Level

WP No.1

D1.1	Quality and Risk Report	(SEN)
D1.2	Progress report for the EACEA month 14	(SEN)
D1.3	Progress report for the EACEA month 38	(SEN)

WP No.2

D2.1	Stakeholders Mapping /Skills ecosystems creation	(PU)
D2.2	State for the art in the Smart electricity for Buildings	(PU)
D2.3	Competences and Skills Gap	(PU)
D2.4	SEBCoVE collaboration platform	(PU)

WP No.3

D3.1	SEBCoVE Knowledge Triangles design and road-mapping	(PU)
D3.2	Innovative teaching methodologies	(PU)
D3.4	Funding strategy	(PU)
D3.5	Internationalization strategy	(PU)

WP No.4

D4.1	Professional profiles definition	(PU)
D4.2	SEBCoVE Curriculum	(PU)
D4.3	Digital Trainer curriculum	(PU)
D4.4	LMS Platform with digital training material	(PU)
D4.5	Augmented reality application	(PU)
D4.6	Innovative teaching methods	(PU)
D4.7	Development of a cost- Sharing LAB Network (CSLN)	(PU)
D4.8	Sustainable funding model report	(PU)
D4.9	Roadmap for regional CoVEs development	(PU)

WP No.5

D5.1	Report on training implementation and certification	(PU)
D5.2	Certification audit report of SEBCoVE VET, for complying by ISO 21001	(PU)
D5.3	Smart Electricity for Buildings" cluster of cooperation	(SEN)
D5.4	Cooperation and partnership actions	(PU)

WP No.6

D6.1	Quality Management Procedures (QMP)	(PU)
D6.2	Certification of SEBCoVE VET by ISO 21001	(SEN)

Co-funded by
the European Union

WP No.7

D7.1   Overall (OPER)Project Evaluation Report   (SEN)

D7.2   Skills Trends and Future Skills Gap   (PU)

D7.3   Long term action plan   (SEN)

D7.4   Final Impact report   (SEN)

WP No.8

D8.1   Dissemination, Exploitation and Communication Plan   (SEN)

D8.2   SEBCoVE Visual Identity   (PU)

D8.3   SEBCoVE website   (PU)

D8.4   Dissemination events report   (SEN)

D8.5   Technical Dissemination Exploitation, Communication report (DEC)   (SEN)

1.9   Management Responsibilities

The current Quality Management Plan is applicable to all the activities, which are related to the project. Hence, compliance of its execution with the Quality Management Plan is mandatory for all involved SEBCoVE's partners.

The SEBCoVE Consortium quality policy is the following:

- To implement and maintain a Quality Management System
- To identify for partners involved the responsibilities regarding quality
- To communicate to all partners the importance of conforming to the Quality management System requirements
- To engage, direct and support all partners to contribute to the effectiveness of the Quality Management System
- To ensure the channels of effective communication between the partners
- To ensure that all deliverables comply with the Grant Agreement and Work Packages requirements
- To assure that all reporting and monitoring project activities as required by the Grant Agreement and EU are followed by all partners.

The Quality Assurance Manager (QAM, appointed person: Mrs. Vivi Vardalachou) is defined, who is responsible for the administration of the Quality Management Plan (QMP), and has the authority to identify problems during internal audits, and to initiate actions, resulting in effective problem solutions. As a pre-requisite to the preparation of the Quality Management Plan (QMP), the QAM has reviewed all requirements in order to determine the necessary activities that need to be planned. All problems should be raised within the project meetings, unless an urgent problem, which is realized as a significant constraint to project progress work, comes up and should be handled via email exchange. The minutes of a project meeting should describe the exact problem and record the agreed solution, as well as the time bound action to be taken to solve it. Once a problem has been identified, there is a requirement to provide sufficient evidence that the problem has been cured. All involved in providing the Consortium with services are to be qualified in the area they are to work within, develop, investigate or verify.

The QAM is the person who has the authority to manage, perform and verify all work affecting the project quality. This encompasses the following aspects:

1. Initiate action to prevent the occurrence of any non-conformity,
2. Identify and record any relevant problem,
3. Initiate, recommend and/or provide solutions through the reporting system,
4. Verify the implementation of solutions,
5. Monitor and control further processing, delivery or installation of any preferred solution to ensure that any reported non-conformance has been corrected.

The QAM should, also, ensure that the Quality Management Plan is available to all concerned and that its requirements are met.

Further to that, the organizational structure and roles of the project are as follows:

- At the top level, the project coordination is exercised by the Project Coordinator supervised by the EU Executive Agency (EACEA). The Project Coordinator (PC) is the legal entity (Hellenic Mediterranean University - HMU, appointed person: Prf. Emmanuel Karapidakis supported by Mr.

Konstantinos Androulakis of the European Centre in Training for Employment - ECTE) acting as intermediary between the project consortium and the European Commission (EC) in all contractual and administrative aspects related to the project and will be responsible of the following tasks:

- Participate in the Steering Group and chair the Project Executive Board

- Assure integration of Work Packages and supervise Work Package Leaders in the selection & stimulation of other collaborators.
- Stimulate and supervise the publication of various annual reports.
- Set up and maintenance of a consortium agreement.
- Monitor that the action is implemented in accordance with the Grant Agreement
- Be the intermediary for all communications between the beneficiaries and the coordinator.
- Budget management and follow-up of legal, contractual and financial issues
- Communication with European Commission

- The Steering Board (SB) which is consisted by all project partners, with the following responsibilities:
    - They meet every 4 to 6 months and take decisions
    - They review the progress of the project
    - They monitoring the results
    - They take decisions
    - They maintain meetings records

- The Project Executive Board (PEB) which is consisted by Project Coordinator (Hellenic Mediterranean University - HMU, appointed person: Prof. Emmanuel Karapidakis) as coordinator and European Center in Training for Employment (ECTE, appointed person: Mr. Konstantinos

Androulakis) as deputy Coordinator, four Regional Managers from each one of the four Centers of Vocational Excellence (CoVEs) represented by Mr. Apostolakis Spyros in Crete region (Greece), Mr. Jesus Rosel in Basque region (Spain), Mrs. Barbara Archesso in Lobardy region (Italy) and Mr. Ilija Vuchkov in North Macedonia and Instituto Politecnico Do Porto (IPP) represented by Mr. Bruno Canizes, with the following responsibilities:

- Overview Work Package Leaders (WPLs).
- Mobilize and engage local players in the Smart electricity for Buildings field to form knowledge triangles.
- Write and disseminate press releases.
- Provide support and solutions to technical problems encountered related to the deliverables and milestones.
- Liaise with the Steering Board (SB) and execute and implement its decisions and recommendations.
- At least three annual meetings either physically or electronically and monthly conference calls between the members. Meetings might be replaced by conference calls

- Work Package Leaders (WPL), for each WP, are the following:
    - WP No.1: HMU (appointed person: Prof. Emmanuel Karapidakis) as Project Coordinator and ECTE (appointed person: Mr. Konstantinos Androulakis) as deputy Coordinator
    - WP No.2: IPP (appointed person: Mr. Bruno Canizes)
    - WP No.3: ECTE (appointed person: Mr. Konstantinos Androulakis)
    - WP No.4: HMU (appointed person: prof. Emmanuel Karapidakis) as Project Coordinator and ECTE (appointed person: Mr. Konstantinos Androulakis) as deputy Coordinator
    - WP No.5: ENAIP (appointed person: Mrs. Barbara Archesso)
    - WP No.6: TÜV (appointed person: Mrs. Iakovina (Vivi) Vardalachou)
    - WP No.7: MLA (appointed person: Mr. Jesus Rossel)
    - WP No.8: CONAIF (appointed person: Mrs. Ana García Gascó)

- Their responsibilities are listed below:
- They develop an analytical work package implementation methodology addressed to the workgroup for the specific work package.
- They ensure day-to-day management of their respective Working Groups.
- They produce deliverables within the time and budget specified.
- They monitor the performance of each member within the respective Working Groups.
- They require changes to the work methodology and plan of activities, where necessary.
- They manage activities within Working Groups autonomously.
- They determine the frequency of Working Groups communication (either electronically or in Basecamp) and in collaboration with the Project Coordinator.

- Working Groups (WGs), where the members for each Working Group (GP) are defined and are followed by the corresponding Work Package Leader (WPL) of the relevant Work Package (WP) having the following responsibilities:
  - Carry out the work as described in the specific work package methodology developed by the Work Package Leader and defined in the work package descriptions.
  - Email contact with the Work Package Leader through Basecamp
  - Inform the Project Coordinator through the Work Package Leader.
  - Regular electronic meetings

- External Reviewer (ER), who will be expert in the field of "Smart Electricity for Buildings" and will be subcontracted by Project Coordinator (HMU) having the following responsibilities:
  - Providing feedback to all reports and the project results that will be publicly available, including the core project results as deliverables:

D2.3 Competences and Skills Gap, D3.2 Innovative teaching methodologies, D4.1 Professional Profiles definitions, D4.2 SEBCoVE Curriculum, D4.3 Digital Trainer Curriculum etc.

- Play an advisory role for Project Coordinator (PC) and Project Executive Board (PEB) in technical issues, if needed
- At least, annual review of project deliverables and written feedback to the Project Coordinator, Project Executive Board and Work Package Leaders using Basecamp.

- Advisory Board (AB), where the three members will be external experts in the field of "Smart Electricity for Buildings" from SEBCoVE countries having the following responsibilities:
  - Provide feedback for core outcomes of the project as deliverables: D2.3 Competences and Skills Gap, D3.2 Innovative teaching methodologies, D4.1 Professional Profiles definitions, D4.2 SEBCoVE Curriculum, D4.3 Digital Trainer Curriculum etc.
  - Participate in the related evaluation tasks.
  - At least two reviews of project core deliverables as the project evolves and feedback to the Project Coordinator and Project Executive Board.

The responsibilities of each partner are depicted in the following documents:

- SEBCoVE application
- Contract obligations as depicted on Grant Agreement
- Overall Project Methodology
- Decision Making process
- Plan of activities per partner
- Contact Details per partner
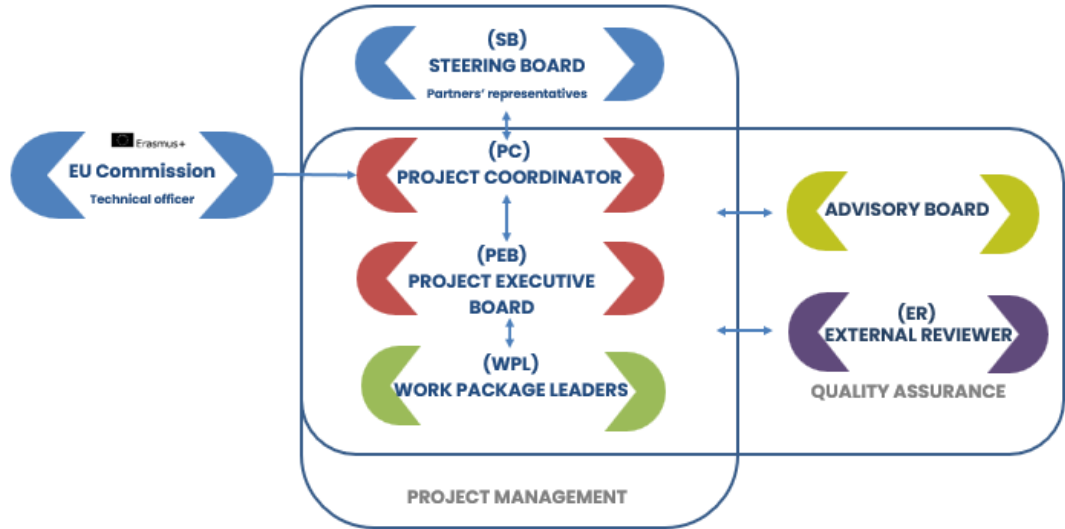
1.10   Control of Documents

The QAM is responsible for ensuring that all documents and data are controlled effectively for the whole lifespan of the project.

All official SEBCoVE's Consortium documents are standardized and are using the released SEBCoVE template which has as header with the name of the document, its ID, its revision number and the date of its release and as footer the project name and contract number ("Erasmus + EU Solidarity Corps, 101144027-SEBCoVE-ERASMUS-EDU-2023-PEX-COVE). All of them, in the front page have the logo of SEBCoVE and they include a table with the document's revision history.

Common names for the documents are: WPM – Work Package Methodology, IMT – Individual Month Timesheet, POA – Plan of Activities, ARR – Achieved Result Report, CRR – Communication Result Report, IMR – Internal Meeting Report, QPR – Quality Partner Report, PRQ – Quality Procedure, IRR – Implementation Result Report, PED – Project Expected Deliverables, VPR – Validation Performance Report, IAR – Internal Audit Report, EER – External Evaluation report etc.

The documents can be issued by any member of the SEBCoVE's Consortium, who has important role in the development and/or the implementation of a WP. Any partner of the SEBCoVE's Consortium has the right to ask support from QAM

Co-funded by the European Union

concerning the issuance of an important document for the WP completion. In that case, the partner is obliged to provide to QAM the necessary information for the document development as well as to review its content. The responsibilities for the documents development include:

- Document Sponsor
- Document Developer
- Content Reviewer
- Document Administrator
- Basecamp Administrator

All project's documents and data are controlled according to the "Document Control Procedure" and are reviewed according to "Change Management Procedure". When needed, these specific procedures are reviewed by QAM.

1.11 Control of Records

1.11.1 Deliverables, data and non financial records

All the deliverables and the project's records are also standardized and are using the released SEBCoVE's template which has as header with the name of the document, its ID, its revision number and the date of its release and as footer the project name and contract number ("Erasmus + EU Solidarity Corps, 101144027-SEBCoVE-ERASMUS-EDU-2023-PEX-COVE) as well as a logo of EU which denote that the project is funded by Erasmus+). All of them, in the front page have the logo of SEBCoVE and they include a table with the document's revision history. All of them are maintained in the tool "Basecamp" according to the rules of "Communication Procedure". When needed, this specific procedure is reviewed by QAM under the guidance of PC (HMU).

The records are maintained for the whole lifespan of the project as well as after its completion, according to the requirements of Grant Agreement and Consortium Agreements.

1.11.2 Financial records

The retention of financial records is governed by Grant Agreement.

1.11.3 Website

The SEBCoVE website is a key output of the project. Its contents will be maintained for five years after the closure of the project.

1.12 Communication and Collaboration

1.12.1 Steering Board

The Steering Board has as members the Project Coordinator (Hellenic Mediterranean University - HMU) represented by Prof. Emmanouel Karapidakis who chairs the board and decision - making persons from all project partners. Its meetings are organized at least every 4 to 6 months and are conducted physically (at least in annual meetings) or electronically. The Sterring Board (SB) members take decisions together for the running of the project having reviewed its progress and output.

The face to face meetings are scheduled every year and have duration of at least two days to allow the Work Package Leaders to discuss the WP coordination issues with the Project Coordinator and to assess risks in project implementation. Various sessions should be scheduled to inform the SEBCoVE Consortium on the progress of the project activities, as well as technical discussions moderated by WPL together with PC, if needed.

Meeting frequency, their duration and structure will be constantly evaluated and changed according to project requirements, should any issue or risk arise during the project lifetime. The PC decides the date and location of the following SB, during its meeting.

Records are kept from the Consortium Meeting by PC and these are maintained in the tool "Basecamp". The records include the following data: meeting details, the participants, the meeting agenda, details concerning the discussion of WPs development and action plan for the next activities.

1.12.2 Face to face or digital meetings

Regular WP and Task "face to face" or digital meetings which are also called internal meetings can be conducted in order to track the progress of the participants' activities and report on the work carried out towards achieving the WP/Task objectives. Their frequency can be, at least, one per month.

The WPL or TL decides the subject matter and the participants involved. Then, he or she organizes the face to face or digital meeting at time convenient to all participants. Specific meetings are expected to be organized mostly when preparing deliverables or other intermediate milestones. The goal of these meetings is the participants to be informed about the status of each WP / task or updated, if necessary. Furthermore, all WP / task partners gain clear insight to the actual status of the work as well as detect any possible problem and/ or risk in time, in order to implement effective corrective actions. The partners are focused on the progress of deliverables as well as on the solution of any detected problem.

Records are kept from Internal Meeting by a responsible participant and these are maintained in the tool "Basecamp". The records include the following data: meeting details, the participants, the meeting agenda and action plan for the next activities with specific to dos, responsible persons and time frames for their completion as well as additional notes.

1.12.3 Project Review Meeting

During the project lifespan, at least four annual "face to face" meetings will be conducted where the Project Coordinator (PC) and the Steering Board (SB) will evaluate the project execution and progress towards its expected output and the requirements of Grant Agreement.

The PC (with the support of the WPL and all SEBCoVE Consortium members) will organize and prepare the review meetings in advance, following the guidelines listed below:

- Using and providing templates for review presentations, available in "Basecamp"
- Preparing the agenda for review preparation and for review meeting
- Communicating with WPL or TL and making sure that the review is

complete

- Presiding over all review presentations

- Presenting an overview of the project/activity in the beginning of the review

- Ensuring the taking of minutes and providing the final version of minutes

- Sending all partners the review report from the EU

- Following up all comments and recommendations from EU Project Manager

1.12.4 Best practices

The following table compiles a series of guidelines and best practices for both organizers and participants in face to face or digital meetings.

Partner organizing the meeting	Partners participating in meeting
Inform participants well in advance about the date and time of the conference call and the relevant ID	Let the participants know when you cannot make it or appoint a replacer
Inform the participants about the agenda of the conference call	Brief someone else about any concerns you should be clearing for others
Ensure that all participants have received the necessary documents for the conference - such as agendas, reports and outline documents - in good time	Be punctual and try to keep to the allocated time
Introduce the participants to each other	Limit the discussion to the relevant issues for that conference
Use "Basecamp" for sharing documents, if needed	Provide comments and revision to the circulated minutes within the time frame and in the of form of Internal Meting Report (IMR)
Name a date for the next conference call, if applicable	
Ensure that all participants receive a copy of the Internal Meeting Report	

1.13 Risk Management

According to ISO 9000 series standards, the "risk" is defined as "effect of uncertainty" with an explanatory note which states that is "an effect is a deviation from expected – positive or negative".

For the purpose of this document, only uncertain events with a potential negative impact are considered. If the foreseen event or condition takes place, it becomes an actual issue to be dealt with by the SEBCoVE Consortium.

From this perspective, Risk Management is the identification, assessment, and prioritization of risks to minimize, monitor and control the probability and/or impact of unfortunate events also known as threats. Since not all risks can be eliminated, mitigation strategies and contingency plans can be developed to lessen their impact if they occur. Essentially, effective risk management requires an informed understanding of relevant risks, an assessment of their relative priority and a rigorous approach to monitoring and controlling them.

The responsibility of managing project risks relies on the Project Coordinator (PC). The identified risks are tackled and alerts are raised by Work Package Leaders (WPL), in case any of the identified risks increases its priority. All activities related with the risk management are monitored by the PC with collaboration of each WP Leader for specific issues relevant within every specific WP.

1.13.1 Risk Management Strategy

The Risk Management activities are applied to the SEBCoVE's project to attempt to decrease the probability and impact of negative events by identifying and planning for risks before significant negative consequences occur. This section describes the process used to identify, classify, document and track risks during the project. The risk management lifecycle is made up of the following steps, as shown in the below figure:

These steps are executed in sequence for each project risk introduced in the risk management process.

Each Work Package Leader develops a specific risk management plan for the WPs they are managing. These WP specific risk management plans will be concentrated into a single risk management plan for the whole project.

All the identified potential threats of the project are recorded in the Risk Register, which acts as a central repository. Prepared by the PC and supported by QAM (with inputs from all Consortium members), the Risk Register is used to identify, classify, organize, evaluate and track all levels of risks that may affect the project. Mitigation strategies are then identified and tracked for implementation at appropriate times during the timeline of the project.

The Risk Register is maintained by the Project Coordinator (PC) in cooperation with Quality Assurance Manager (QAM) and is constantly updated as the project evolves. The most critical risks in the Risk Register are reviewed as a standing agenda item of the WP or task monthly meetings. During these reviews each risk is considered to see how it has changed since the last meeting, to monitor the status of risk mitigation measures, and to determine if any actions need to be taken to further reduce the risk. In practice, the SEBCoVE's Risk Register consists of an EXCELL that is stored electronically in the "Basecamp".

Finally, new risks will be identified, assessed and strategies for mitigating them will be developed.

1.13.2 Risk Identification

Risk Identification is the proactive process of uncovering risks which might affect the project before they turn into problems. Risk identification is an iterative process. The risks are identified during at the early stage of the project and are updated on every stage of the project. This process of ongoing updating will continue throughout the lifecycle of the project.

Participants in risk identification include WPLs and PC. Identified risks are documented in the Risk Register and discussed/reviewed during the monthly project meetings.

Risks may span through various aspects including those that are development and implementation related, technical, organizational, external, and/or financial. For SEBCoVE's Consortium two categories have been initially used, i.e. project-level risks and WP-level risks.

Each time a new risk is detected it shall be managed. Nevertheless, the biggest effort has to be put at the beginning in order to anticipate, as far as possible, the monitoring of possible risk and plan, if the case, mitigation actions

1.13.3 Risk Analysis, qualification and prioritization

Risk Analysis is the most detailed phase of the entire risk management process. It involves evaluating and prioritizing the risks. Evaluating a risk involves establishing values for its potential effect on scope, cost and/or schedule of the project. A determination is made as to the:

- probability (likelihood) of the risk occurring

- ability to mitigate the risk
- potential effect of the risk

There are two primary methods for conducting risk analysis:

- qualitative: assessing the probability and impact of risks
- quantitative: using mathematical methods to objectively assess the probability and impact of risks.

The determination of risk probability (likelihood of occurrence) and impact (degree of its effect) is a subjective process which considers the criticality of internal and external project factors within the specific context of the GS Skills project. The probability and the impact for each identified risk are assessed using the following approach:

Probability

- Unlikely – (0-33%)
- Moderately Likely – (33% - 66%)
- Highly Likely – (66% - 100%)

Impact

- Major – Risk that has a major impact project cost, schedule or performance
- Moderate – Risk that has the potential to significantly impact project cost, schedule or performance
- Minor – Risk that has relatively minimal impact on cost, schedule or performance

The combination of probability and impact is used to evaluate the risk level (Low, Medium or High) and to get a list of the prioritized risks. The below figure visualizes the Impact and Probability matrix, with risk levels marked in different colors, where:

- green shows a low risk level;
- yellow shows a medium risk level;
- red and brown shows an extreme and a high risk level, accordingly, which requires constant monitoring.

Risk Assessment Matrix

Impact of Risk (Consequence)		Probability of Risk (Likelihood)		
	Major	Medium	High	Extreme
	Moderate	Medium	Medium	High
	Minor	Low	Medium	Medium
Seriousness of Risk = Probability x Impact		Unlikely (0-33%)	Moderately Likely (33%-66%)	Highly Likely (66%-100%)

Based on the risk analysis, each risk is prioritized and ranked.

Risks that have been prioritized through the qualitative risk analysis process are further analyzed to estimate their effect on project activities. Quantitative analysis provides data on:

- the impact on cost or schedule for each risk
- the probability of meeting project cost and/or scheduled targets
- realistic project targets on cost, schedule, and/or scope.

Not every risk needs to go through quantitative analysis. The results of the risk analysis step are documented in the Risk Register, adding the following information:

- risk impact (Major, Moderate, Minor)
- probability of occurrence (Highly Likely, Moderately Likely, Unlikely)
- risk map (Green – Low, Medium – Yellow, Brown and Red – High)
- Risk Description
- project impact (how the EU Payments are affected)

- risk area (how the Partner or PT or Project is affected)
- trigger (what triggers the execution of contingency plan)
- risk response strategy (an appropriate response to prevent risk from becoming an issue)
- contingency plan (what is the contingency plan) .

1.13.4 Risk response planning

Risk response is the process of deciding what should be done with a risk, if anything at all. Risk response answers two key questions: (1) who owns the risk (responsibility) and (2) what can / should be done (scope and actions). Strategies and plans are developed to minimize the effects of a risk to a point where the risk can be controlled and managed. For each major risk (i.e. those falling in the Red & Yellow zones in the Impact-Probability Matrix), a risk response plan is usually developed. The range of response actions for the project is as follows:

- Transfer: risk is external to the project. Resources and knowledge outside of the project are better able to manage the risk. Transfer implies the ultimate accountability, responsibility and authority to expend resources, it requires acceptance of the risk by the receiving party. Transferring liability for risk is most effective in dealing with financial risk exposure.
- Acceptance: do nothing, but handle the risk as an issue if it occurs. However, no further resources are expended in managing the risk. These are usually risks of lower significance.
- Avoidance: determine actions that if executed enough in advance will prevent the risk from occurring
- Mitigation: eliminate or reduce the risk by reducing the impact, reducing the probability, or shifting the timeframe when action must be taken.
- Contingency: determine actions that are executed once the risk has occurred to address the situation (actions taken especially to minimize adverse consequences).

For all identified risks, the various handling techniques should be evaluated in terms of feasibility, expected effectiveness, cost and schedule implications and the effect on the project's quality and performance.

The results of the evaluation and selection will be added and documented in the Risk Register which includes:

- risk ID which defines to a consortium member (risk owner) and WPL who is responsible to ensure that the risk will not "fall through the cracks", as example for WP1.1 through WP1.7 the responsible person is WPL of WP. No1 etc.
- an adequate response strategy chosen (specific actions to be taken to reduce the probability that a threat will become real);
- a contingency plan, i.e. the actions to be taken to reduce the impact of a threat that becomes an actual issue, is defined;
- the triggers (indicators of risk event occurrence) are described

The Project Coordinator (PC) supported by Quality Assurance Manager (QAM), together with the concerned WP and Task Leaders, are responsible for developing and evaluating different risk handling strategies that are best fitted to the project's circumstances. The PC is also responsible for monitoring and controlling the performance of risk-handling actions.

1.13.5 Risk monitoring and control

Risk Monitoring is the process of keeping track of the risks and evaluating the effectiveness of the response actions. Monitoring may also provide a basis for developing additional response actions and identifying new risks and is done in a continuous manner. The level of critical risks on the GS Skills project are tracked, monitored and reported regularly, with specific discussions during the monthly plenary conference calls. As more risks are identified, they are qualified and added to the Risk Register to ensure they are monitored at the appropriate times and adequate response strategies are developed.

During risk monitoring and control the following tasks are performed:

- identifying, analyzing, and planning for new risks;
- reviewing project performance information (such as progress/status reports, issues, and corrective actions);

- re-analyzing existing risks to see if the probability, impact, or proper response plan has changed;

- reviewing the execution of risk responses and analyzing their effectiveness;

- reviewing the effectiveness of the risk process to determine whether changes to the approach, tools or techniques are required.

Risk monitoring and control results in an updated Risk Register and in recommended corrective and preventive actions. Regular review of the Risk Register is performed every month and the Risk Register is updated every 6 months by the Project Coordinator (PC), supported by Quality Assurance Manager (QAM) Manager. Project team members will be provided with an extract from the current Risk Register after each review, listing those risks and actions for which the individual is responsible.

During the project lifespan, concerns may increase or decrease in their potential impact on the project. An issue is a situation that has occurred or will definitely occur, while a risk is a potential event. By moving a risk into an issue tracking, analysis and responses can be stepped up and status is reported more frequently. Alternatively an issue may cease to be a concern or have been resolved but the PT may wish to periodically monitor the conditions of the surrounding situation.

On completion of the project, the Risk Register will be included in the SEBCoVE Project Final Technical Report, detailing generic risks that might affect other similar projects, together with responses that have been found effective in this project. Based on this analysis, the Project Coordination (PC) will identify any improvements that can be made to the risk management process for future projects.

1.14 Customer Communication

The SEBCoVE Project's customers are EU, unemployed and employed electricians, unemployed youngsters, training centers, policy makers in the field of education and training as well as stakeholders, in generally. EU will be informed about the SEBCoVE project's deliverables and outcomes through the PC reports which are mandatory by Grant Agreement and the remaining customers through the outputs of WP No.8. During this WP, the project's objectives, activities and results will be

communicated to them. Dissemination materials will be designed and will be spread out in order to reach the relevant audience and offer new alternatives in VET and Lifelong Learning. The main dissemination activities at European and regional level will be realized through sites, social networks, campaigns, events and with the promotional material (roll-up, brochure and flyer), the professional project video, the newsletters, the Press Releases, the technical articles etc.

1.15   Design and Development

The design and the development of SEBCoVE Project's WPs has been done according to the requirements of Grant Agreement and the Consortium Agreements as well as the Quality Management Documentation as Gant Charts, Plan Activities, Overall Project Methodology for the Implementation of Work packages etc. The mentioned documents ensure the systematic design and development of WPs and their deliverables, according to the stated quality objectives. For any change in the development of the WPs and / or TLs, the procedure for Change Management is necessary to be followed.

1.16   Purchasing - Subcontracting

If needed, Consortium Partners will have common standard requirements for the recourses purchased or the experts subcontracted, during the project lifespan. The Project Coordinator (HMU) and the involved partners will decide mutually about the critical characteristics which are necessary for the provided products' or services' quality and these requirements will be communicated to each partner's supplier or subcontractor. Furthermore, similar verification methods will be communicated to all partners in order to verify the supplied products' or services' quality with a common methodology.

1.17   Monitoring of Deliverables

The monitoring process should envisage in advance possible problems connected to the development of tasks and the production of deliverables. To facilitate communicating progress on each deliverable, each WPL reports progress and issues on deliverable production and on the work package implementation during project conference calls on a month basis.

Co-funded by
the European Union

A formal quality control process has been developed by the SEBCoVE project to ensure that the quality of deliverables generated meets the requirements of the European Commission and that any potential risks affecting the project are properly managed. The deliverable quality assurance process is depicted on Quality Management Plan (QMP).

Deliverables are generated under the responsibility of the WP Leader, who will be charged with ensuring that all deliverables are prepared correctly and in time.

Each project deliverable will be the target of WPL review before being submitted to the Commission, to guarantee that it meets the objectives of the project as a whole. During the review, the PC checks if the deliverable meets the formal requirements regarding the file format, naming and versioning schemes. Further, he monitors and maintains the review process itself. The document leader is in charge of the update of a document after internal review. He receives the comments, has to give an answer to all the comments and take into account the accepted ones. The Task Leader should be in copy of documents, comments and answers. The quality control process for deliverables requires that the deliverable owners ensure that the deliverables adhere to the quality procedure regarding document control. The objectives of the deliverable are stated in the relevant paragraph of the Quality management Plan (QMP) and are adhered to the following aspects:

- the contribution of the deliverable to the WP and the overall goals of SEBCoVE's project are clearly stated
- the objectives of the deliverable are clearly expressed on the relevant paragraph
- the deliverable should be clearly related to previous and future deliverables in the WP and – if applicable – to deliverables from other WPs
- the relation / additions / differences to previous deliverables in the same Work Package (i.e. in the case the deliverable is an improved version of a previous one) should be clearly stated
- the deliverable should be a self-contained document
- the deliverable is cohesive and concise (typically not more than 50-60 pages)

- the deliverable should not contain any claims that are not proven or supported by references.

The monitoring of deliverables must comply with the requirements of Evaluation Plan (EP) and their final version must be submitted to the Project Coordinator for approval. If they finally approved, the deliverables will be published via "Basecamp".

1.18   Identification and Traceability

All SEBCoVE project's documents and records, including the deliverables, are identified and are traceable through the project lifespan. Their identification is determined on the Procedures of Document Control and Change Management.

1.19   Customer Property

The SECoVE project's outputs will be used according to EU rules and Grant Agreement, concerning the intellectual property.

1.20   Preservation of Documentation

Each Task Leader (TL) or Work Package Leader (WPL) preserves any delivered documentation in order maintain conformity to requirements. The preservation is including the identification, handling, storage, transmission or transportation and protection of project's records.

1.21   Internal Audits

According to the Grant Agreement, every year, an Internal Audit is scheduled which will be carried out by the Quality Assurance Manager (QAM) according to the requirements of International Standard ISO 19011. The audits will be planned by Project's Quality Assurance Manager and will be conducted on behalf of the Project Coordinator (PC), using a range of audit criteria such as Grant Agreement, Quality Documentation, Quality Management Plan, Risk Register, Plan of Activities, policies, requirements of interested parties, etc. The audit is an effective and reliable tool that will support the Project Coordinator in monitoring the project's development and implementation. Furthermore, it will control project progress and performance, by providing documented information.

The audit results will be used for several purposes by the Project Leader and partners, some of which are listed below:

- Overview of Project status
- Evaluation of the effective implementation and maintenance of the project's documentation and objectives as they are depicted on the Grant Agreement, Quality Procedures, Quality Management Plan, Risk Register etc.
- Evaluation of the Project 's Progress
- Assessment of dissemination activities etc.

During the lifespan of the project, four (4) internal audits will be scheduled, conducted in the last month of each year of the project's implementation. The auditor and the Project's Quality Assurance Manager will review the documented information which will have been produced at the time being and any deviation detected will be depicted in a relevant report.

All the findings of the Internal Quality Audits will be documented in the Internal Audit Report by the QAM and they will be forwarded to Project Coordinator (HMU) and Steering Board (SB) for reviewing. The responsible partner and the project Coordinator will decide and issue the suitable corrective actions which will be documented in the corresponding form. The Quality Assurance manager will ensure that all the discrepancies have been dealt with and are obsolete, within the appropriate time period. Ongoing actions will be arranged, so as to ensure the effectiveness of the corrective actions. The results of the Internal Quality Audits will be distributed to all Partners, related to the specific Work Package, through the "Basecamp". The Project's QAM will be responsible for the implementation of this procedure.

1.22 Conclusions

The project management quality and risk management plan presented in this deliverable is highly suited to ensure a successful initiation, operation and completion of the SEBCoVE project in terms of project management, high quality deliverables and dissemination material and risk management. The plan is also in compliance with the Grant Agreement and the Consortium Agreements as well as the decisions

made at the first Steering Board during the project kick-off. The plan will be communicated to all project partners and continuous compliance is monitored by the Project Coordinator (PC) supported by Quality Assurance Manager (QAM).

2. QUALITY ASSURANCE PROCESS

2.1 Introduction

The SEBCoVE Consortium was established to develop four (4) Centers of Vocational Excellence (CoVEs) in the field of "Smart Electricity for Buildings" in four regions accordingly, (Crete in Greece, Lombardy in Italy, Basque in Spain and North Macedonia), which will serve as world-class reference points in each region, for continuing up and reskilling of professionals people engaged in this sector. To that end, 19 partners from 7 countries will collaborate for 4 years in the implementation of the project's activities.

2.2 Overview

This document defines the methodologies, the International Standards and European tools used for the development and establishment of the project's Quality Management Systen ensuring its efficient implementation among the partners and its effectiveness.

2.3 Responsibilities

2.3.1 Steering Board (SB)

Members: Project Coordinator (Hellenic Mediterranean University - HMU) represented by Prof. Emmanouel Karapidakis who chairs the board and decision - making persons from all project partners

Responsibilities: They meet every 4 to 6 months either physically (at least in annual meetings) or electronically and take decisions together for the running of the project. The Sterring Board (SB) will review the progress of the project. In this regard, it will take decisions on the project by monitoring the results and taking decisions about tasks organization and planning. Records will be kept for each SB meeting.

2.3.2 Project Coordinator (PC)

Members: Hellenic Mediterranean University (HMU), represented by Prof. Emmanouel Karapidakis tandem by Mr. Konstantinos Androulakis of the European

Centre in Training for Employment (ECTE).

Responsibilities:

- Participate in the Steering Group and chair the Project Executive Board
- Assure integration of Work Packages and supervise Work Package Leaders in the selection & stimulation of other collaborators.
- Stimulate and supervise the publication of various annual reports.
- Set up and maintenance of a consortium agreement.
- Monitor that the action is implemented in accordance with the Grant Agreement
- Be the intermediary for all communications between the beneficiaries and the coordinator.
- Budget management and follow-up of legal, contractual and financial issues
- Communication with European Commission

2.3.3 Project Executive Board (PEB)

Members: Project Coordinator (Hellenic Mediterranean University - HMU) represented by Prof. Emmanouel Karapidakis, European Centre in Training for Employment (ECTE) represented by. Mr. Konstantinos Androulakis, four Regional Managers from each one of the four Centers of Vocational Excellence (CoVEs) represented by Mr. Apostolakis Spyros in Crete region (Greece), Mr. Jesus Rosel in Basque region (Spain), Mrs. Barbara Archesso in Lobardy region (Italy) and Mr. Ilija Vuchkov in North Macedonia and Instituto Politecnico Do Porto (IPP) represented by Mr. Bruno Canizes.

Responsibilities:

- Overview Work Package Leaders (WPLs).
- Mobilize and engage local players in the Smart electricity for Buildings field to form knowledge triangles.
- Write and disseminate press releases.
- Provide support and solutions to technical problems encountered related to

the deliverables and milestones.

- Liaise with the Steering Board (SB) and execute and implement its decisions and recommendations.

- At least three annual meetings either physically or electronically and monthly conference calls between the members. Meetings might be replaced by conference calls.

2.3.4 Work Package Leaders (WPLs)

Members: Leaders of all Work Packages (WPs)

Responsibilities:

- Develop an analytical work package implementation methodology addressed to the workgroup for the specific work package.
- Ensure day-to-day management of their respective Working Groups.
- Produce deliverables within the time and budget specified.
- Monitor the performance of each member within the respective Working Groups.
- Require changes to the work methodology and plan of activities, where necessary.
- Manage activities within Working Groups autonomously.
- The frequency of Working Groups communication (either electronically or in Basecamp) is determined by each Work Package Leader and in collaboration with the Project Coordinator.

2.3.5 Working Groups (WGs)

Members: The members for each Working Group (GP) are defined and are followed by the corresponding Work Package Leader (WPL) of the relevant Work Package (WP).

Responsibilities:

- Carry out the work as described in the specific work package methodology developed by the Work Package Leader and defined in the work package

descriptions.

- Email contact with the Work Package Leader through Basecamp
- Inform the Project Coordinator through the Work Package Leader.
- Regular electronic meetings.

2.4   Quality Assurance Process

The SEBCoVE's Quality Management System is dynamic and evolves over time through periods of improvement. The International Standards ISO 9001, along with ISO 9000 and ISO 9004, have been used to assist the Project Coordinator (HMU), the Steering Board (SB) and the Quality Assurance Manager (TÜV) to develop a cohesive and effective project's Quality Management System.

In order to ensure the effectiveness of SEBCoVE's Quality Management System, the Project Coordinator and Steering Board (SB) are regularly monitoring and evaluating the project's Quality Management Plan and the performance of Quality Management System, through the project's KPIs.

Based on requirements of ISO 9001, the SEBCoVE's Quality Management System has incorporated the quality management principles, which are the following

In more details, the implementation of quality principles in SEBCoVE's Quality Management System (QMS) is given below:

1. Customer focus: The primary focus of project's QMS is to meet stakeholders needs and to strive to exceed their expectations.

2. Leadership: The SEBCoVE's Project Coordinator (HMU), its deputy (ECTE) and the Steering Board (SB) have been engaged and committed to achieve Project's quality objectives.

3. Engagement of people: Competent, empowered and engaged partners have been involved in the SEBCoVE project at all levels, trying to enhance the project's expected output and to create and deliver value.

4. Process approach: The SEBCoVE partners have understood the project's activities and tasks and have designed interrelated processes that function as coherent system in order to succeed the project's expected results more effectively and efficiently.

5. Improvement: The SEBCoVE Project Coordinator (HMU), its deputy (ECTE) and the Steering Board (SB) have an ongoing focus on improvement.

6. Evidence-based decision making: The project Consortium's decisions are

based on the analysis and evaluation of SEBCoVE's data and information.

7. Relationship Management: The project's Consortium manages using specific procedures and processes their relationship with the relevant interested parties.

The process approach is one of the quality principal which will be adopted when developing, implementing and improving the effectiveness of SEBCoVE Quality Management System, in order to enhance stakeholders' satisfaction by meeting their needs, requests and requirements. Managing the interrelated processes as a system contributes to the project's effectiveness and efficiency in achieving its intended results. This approach enables the Project Coordinator and the partners to control the interrelationships and interdependencies among the processes of the system, so that the overall performance of the project will be enhanced.

The process approach involves the systematic definition and management of processes, and their interactions, so as to achieve the intended results in accordance with the quality policy and the achievement of project's specific objectives. Management of the processes and the system as a whole will be achieved using the PDCA cycle with an overall focus on risk-based thinking aimed at taking advantage of opportunities and preventing undesirable results.

The application of the process approach in a Quality Management System enables:

- understanding and consistency in meeting requirements;
- the consideration of processes in terms of added value;
- the achievement of effective process performance;
- improvement of processes based on evaluation of data and information.

The SEBCoVE's Quality Management System developed and implemented uses the following tools in the development and implementation of its processes and documentation in order to achieve its objectives and to succeed in the expected output.

2.4.1 The PDCA Cycle

The PDCA cycle can be briefly described as follows:

- Plan: establish the objectives of the system and its processes, and the resources needed to deliver results in accordance with stakeholders' requirements and the project's policies, and identify and address risks and opportunities;
- Do: implement what was planned;
- Check: monitor and (where applicable) measure processes and the resulting reports/ deliverables against policies, objectives, requirements and planned activities, and report the results;
- Act: take actions to improve performance, as necessary.
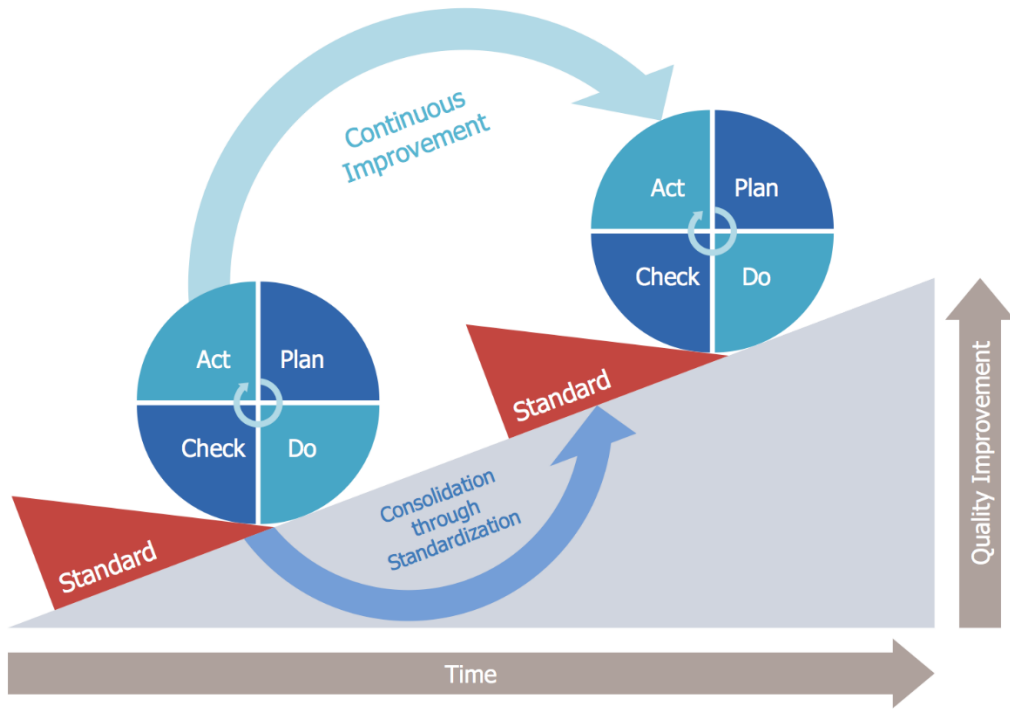
2.4.2 EQAVET

The European Quality Assurance Reference Framework for Vocational Education and Training (EQAVET) emerged from the 18th June 2009 recommendation of the European Parliament and Council (2009/C 155/01), as a European wide framework to support quality assurance in vocational education and training (VET) across Europe.

EQAVET is a quality assurance reference framework developed to help Member States of the European Union (EU) to promote and monitor continuous improvement of their VET systems based on common European references. The Framework comprise a quality assurance and improvement cycle of planning, implementation, evaluation/assessment and review/revision of VET supported by common quality criteria, indicative descriptors and indicators to be used by public authorities and other bodies as well as by VET providers involved in quality assurance. The EQAVET is based on the PDCA cycle (Deming Cycle) of planning, implementation, evaluation and review, supported by common quality criteria and indicative descriptors and a coherent set of quality indicators, which can be used both at VET provider and VET system levels.

The 2009 Recommendation sets out 10 indicators which can be used as a "tool box" to support the evaluation and quality assurance of VET systems:

1. Relevance of quality assurance systems for VET providers
2. Investment in training of teachers and trainers
3. Participation rate in VET programs
4. Completion rate in VET programs
5. Placement rate in VET programs
6. Utilization of acquired skills at the workplace
7. Unemployment rate
8. Prevalence of vulnerable group
9. Mechanisms to identify training needs in the labour market
10. Schemes used to promote better access to VET

https://www.eqavet.eu

SEBCoVE VET partners will apply the EQAVET principles and will define KPIs for both their Management System (see below EOMS, according to ISO 21001) and their training provision.

The Quality Assurance Cycle

Set up clear, appropriate and measurable goals and objectives in terms of policies, procedures, tasks and human resources

Establish procedures to ensure the achievement of goals and objectives (e.g. development of partnerships, involvement of stakeholders, allocation of resources, and organisational or operational procedures)

Develop procedures in order to achieve the targeted outcomes and/or new objectives; after processing feedback, key stakeholders conduct discussion and analysis in order to devise procedures for change

Design mechanisms for the evaluation of achievements and outcomes by collecting and processing data in order to make informed assessment

2.4.3 ISO 21001

During the project lifespan, a proposed Management System for Educational Organizations (EOMS) will be developed for VET partners and they will be encouraged to adopt and implement it according to their structure and needs.

The potential benefits for VET partners of implementing a management system for educational organizations (EOMS) based on the requirements of International Standard ISO 21001 will be the following:

- better alignment of objectives and activities with policy (including mission

and vision);

- enhanced social responsibility by providing inclusive and equitable quality education for all;

- more personalized learning and effective response to all learners and particularly to learners with special education needs, distance learners and lifelong learning opportunities;

- consistent processes and evaluation tools to demonstrate and increase effectiveness and efficiency;

- increased credibility of the VET partners;

- a means that enables educational organizations to demonstrate their commitment to effective educational management practices;

- a culture for organizational improvement;

- harmonization of regional, national, open, proprietary, and other standards within an international framework;

- widened participation of interested parties and stakeholders;

- stimulation of excellence and innovation.

The requirements of International Standard ISO 21001 are aligned with ISO 9001 and EQAVET requirements. The principles for an EOMS based on ISO 21001 are depicted below:

The Educational Organization Management System (EOMS) based on ISO 21001 establishes continual improvement and ensures conformity to the requirements of learners and other recipients providing a common management tool for organizations providing educational products and services proficient in meeting learner and other customer needs.

ISO 21001:2018 standard focuses on the unique relationship between educational institutions, learners and other clients. Current educational processes are increasingly concentrating on co-creation, where the conventional customer-supplier relationship is refined into a collaborative collaboration. This norm provides guidance on how to deliver quality in this demanding new environment.

The accomplishment of an EOMS certification from SEBCoVE VET providers will establish credibility, ensuring better alignment of objectives and activities with policy and enabling the organization to enhance its social responsibility by offering comprehensive and impartial quality education. Reliable procedures and assessment tools based on EOMS requirements will help the VET providers to establish and increase effectiveness and efficiency and meet their organizational objectives.

Furthermore, EOMS ISO 21001:2018 certification will lead to more bespoke learning and effective response to all learners, in precise those with special tutoring needs and distance ones. It will broaden the participation of interested parties and will improve team enthusiasm and optimism. Risk management at the core will also improve sustainable practices and cost saving as an effect of skilled and efficient use of resources.

Generally, the efforts and capacities of both the learner and the VET providers will be essential to the success of the educational process. Learning requires the internalization of ideas, processes and skills. The VET providers will stimulate this internalization and will offer a structure, inputs, processes and learning tools for it to take place. However it is the commitment and potential of the learner that ultimately determines the performance of the educational process.

3.   DOCUMENT CONTROL PROCEDURE

3.1   Introduction

The objectives of SEBCoVE Consortium are the development of four (4) Centers of Vocational Excellence (CoVEs) in the field of "Smart Electricity for Buildings" in four regions accordingly (Crete in Greece, Lombardy in Italy, Basque in Spain and North Macedonia) which will serve as world-class reference points in each region, for continuing up and reskilling of professionals engaged in this sector. To that end, documents and records will be created and maintained. These documents should be based on document templates that will be shared with all consortium partners. This will provide for uniformity, best practice sharing and control of all technical and management documents generated in this Project and will also ensure that each document has a unique reference and may be prepared, tracked and managed effectively.

3.2   Overview

This document defines the responsibilities and methods for preparation, revision, control, and release of all documents created for the project SEBCoVE.

This procedure covers all documents produced for the project SEBCoVE.

3.3   Responsibilities

3.3.1   Roles

Every member of the SEBCoVE Consortium, plays an important role in the development of quality documents. Those roles may include:

- Document Sponsor
- Document Developer
- Content Reviewer
- Document Administrator
- Basecamp Administrator

3.3.2 Document Sponsor

- A document sponsor must be a current Partner.

- The document sponsor is the one that has the original need for the document. The document sponsor will provide the final approval and release of the document to the document administrator.

- In the event a document sponsor loses active partnership status prior to the release of a document, a new document sponsor will be assigned from the project manager.

- The document sponsor is responsible for moving the document through the process from development through to release.

- The document sponsor is responsible for incorporating comments into the document throughout the review period until release.

- The document sponsor will update the revision number on the document throughout the review process.

- The document sponsor will forward all revisions of the document on to the document administrator for storage.

- The document sponsor will notify the document administrator when the draft document is ready for draft release on Basecamp.

3.3.3 Document Developer

- A document developer can be anyone with interest and content expertise in the subject of the document.

- The document developer will utilize the current, released SEBCoVE template as a basis for the new document.

3.3.4 Content Reviewer

- A document content reviewer must be a current Partner.

- Each document must be reviewed by a minimum of three content reviewers.

- The content reviewer shall have some knowledge of the subject matter.

- Content reviewers provide comments to the document sponsor, to make the requested changes to the document.

3.3.5 Document Administrator

- The document administrator must be a current Active Partner.

- The document administrator will maintain all revisions of documents.

- The document administrator will forward approved documents on to the Basecamp administrator upon notification from the document sponsor that the document is ready for release.

- The document administrator will notify all involved Partners upon the new release or re-release of documents.

- The document administrator will maintain the overall SEBCoVE document index / status register.

3.3.6 Basecamp Administrator

- Basecamp administrator must be a current Active Partner.

- Basecamp administrator will maintain all information presented on the SEBCoVE area.

- Basecamp administrator will post draft documents upon notification from the document administrator that the document is ready for draft release.

- Basecamp administrator will post released documents upon notification from the document administrator that the document is ready for official release.

- Basecamp administrator will provide adequate backup to prevent loss of documents.

3.4 Requirements

3.4.1 Documentation naming

Common elements used in the documentation naming convention

<NNN> is an acronym for the type of document

- WPM – Work Package Methodology
- IMT – Individual Month Timesheet
- POA – Plan of Activities

- ARR – Achieved Result Report

- IRR – Implementation Result Report

- IMR – Internal Meeting Report

- DTM – Developed Teaching Method

- QMP – Quality Management Plan

- QPR – Quarterly Partner Report

- PRQ – Quality Procedure

- PED – Project Expected Deliverables

- VPR – Validation Performance Report

- IAR – Internal Audit Report

- EER – External Evaluation Report

The letters used for the acronym in the document title are all capitalized.

<rev#> is the revision level of the document

- Formal Release is 1, 2…*n* (where *n* is the current released revision number)

    - The original formal release of the document for use on Basecamp is assigned the revision number 0.

    - Revision of the document resulting from user input is assigned the next sequential number.

    - Revisions to documents must follow the document change control procedure (Refer to the Document Change Control section).

- The letters used for the revision level in the document title are capitalized.

- When there is a draft version under development or review, this will be depicted by increments (e.g.1.1., 1.2. etc)

<YYYYMMDD> is the release date of the document

- The date is listed as current year (four digits), month (two digits) and day (two digits) (two digits).

- Example – May 6th, 2024 would be stated as 20240506.

3.4.2 Documentation naming convention

General Documents:

<NNN>_<WP, task or subtask n.>_<description>_<Partner name>_<YYYYMMDD>.doc

   ex. WPM_WP2_20240101.docx

   ex. POA_WP2_20240101.docx

   ex. QPR_TUV_1st_20240101.docx

   ex. IRR_2.2.1_20240101.docx

   ex. PED_WP2_common skills_20240101

Meeting minutes:

IMR_<task>_<description>_<invitees>_<YYYYMMDD>.docx

ex. IMR_2.1_StakeholderMapping_WP2 LEADER_20240123.docx

Presentations:

Presentation_<reason>_<Partnername>_<description>_<YYYYMMDD >.pptx

ex. Presentation_1st meeting Heraklion_ TUV_WP6_20240416.pptx

3.4.3 Microsoft Office Format

Documents should be created in Microsoft Office 2010 (Word, Power Point, etc.) and above format.

3.4.4 Document Formal Release

- A document is defined as being formally released when it has completed the following process:
  - Content review completed
 - Approved by Document Sponsor

- Document turned over to the document administrator for storage in the current release document folder

- Document made available on Basecamp.

- All changes to documents formally released must follow the Change Management procedure (Refer to the Change Management Procedure).

- If you made changes to a file and need to add a new version, go to the file in the project, and click to Replace with a new version.
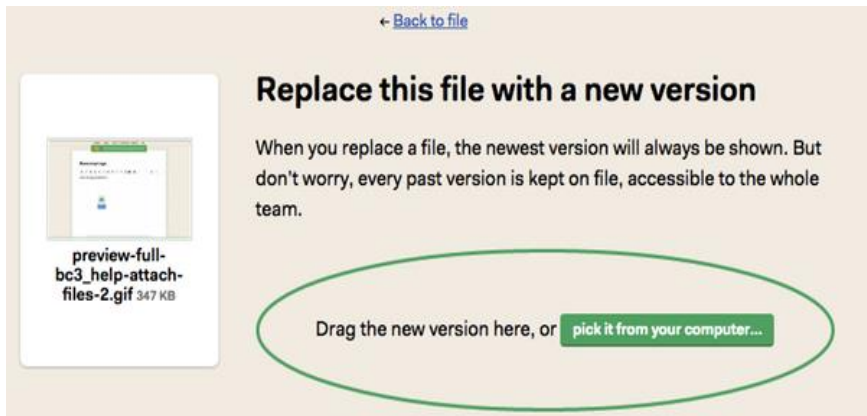
3.4.5 Storage and backup

All documents and records are retained in the Basecamp which assures the documentation storage and periodic back up.

3.4.6 Document Development Flow Diagram
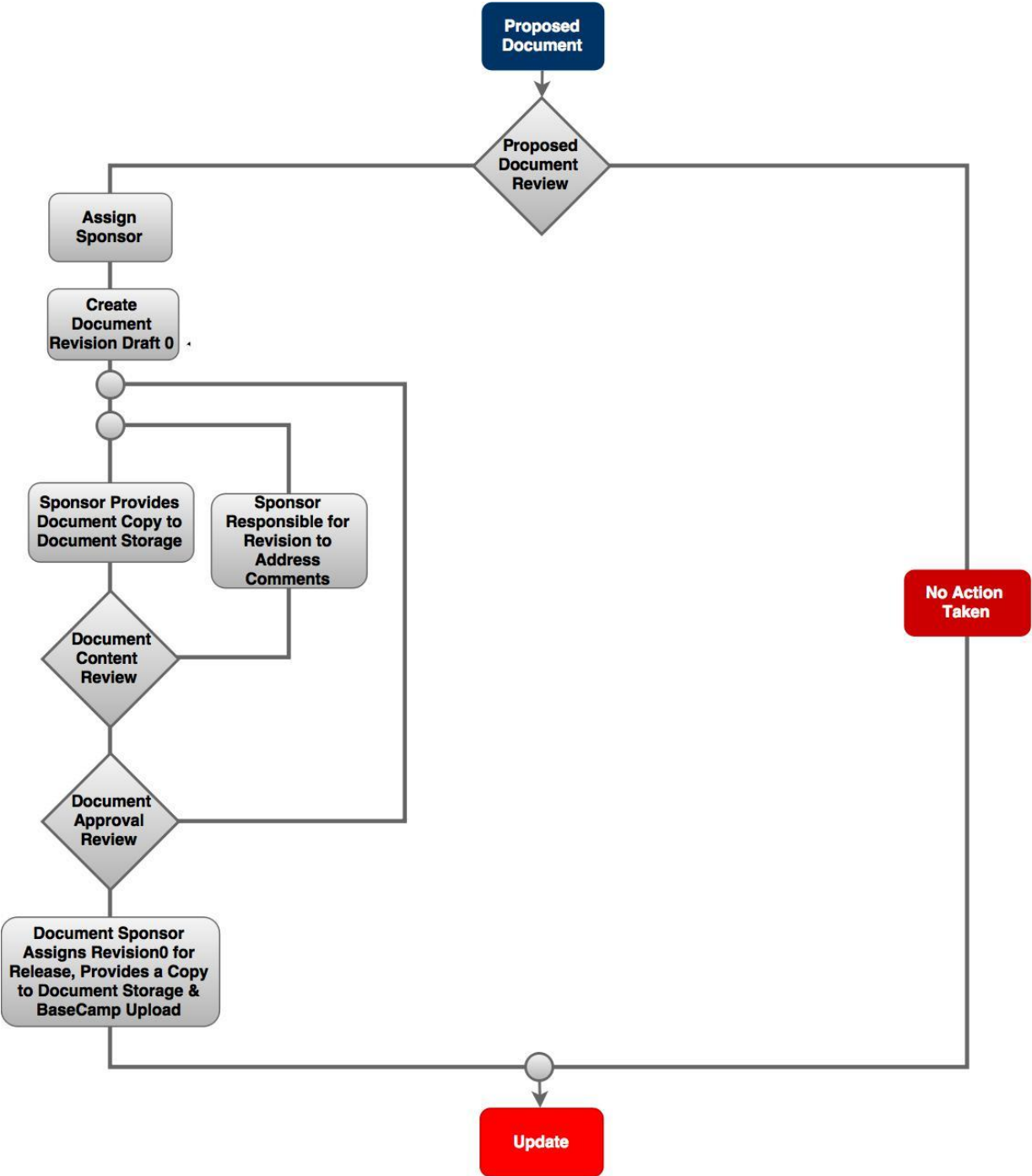
4. DECISION MAKING PROCEDURE

4.1 Introduction

The SEBCoVE Consortium was established to develop four (4) Centers of Vocational Excellence (CoVEs) in the field of "Smart Electricity for Buildings" in four regions accordingly, (Crete in Greece, Lombardy in Italy, Basque in Spain and North Macedonia), which will serve as world-class reference points in each region, for continuing up and reskilling of professionals people engaged in this sector. To that end, 19 partners from 7 countries will collaborate for 4 years in the implementation of the project's activities.

4.2 Overview

This document defines the decision-making process, ensuring a smooth implementation of the project's activities.

4.3   Responsibilities

4.3.1 Steering Board (SB)

Members: Project Coordinator (Hellenic Mediterranean University - HMU) represented by Prof. Emmanouel Karapidakis who chairs the board and decision - making persons from all project partners

Responsibilities: They meet every 4 to 6 months either physically (at least in annual meetings) or electronically and take decisions together for the running of the project. The Sterring Board (SB) will review the progress of the project. In this regard, it will take decisions on the project by monitoring the results and taking decisions about tasks organization and planning. Records will be kept for each SB meeting.

4.3.2 Project Coordinator (PC)

Members: Hellenic Mediterranean University (HMU), represented by Prof. Emmanouel Karapidakis tandem by Mr. Konstantinos Androulakis of the European Centre in Training for Employment (ECTE).

Responsibilities:

- Participate in the Steering Group and chair the Project Executive Board
- Assure integration of Work Packages and supervise Work Package Leaders in the selection & stimulation of other collaborators.
- Stimulate and supervise the publication of various annual reports.
- Set up and maintenance of a consortium agreement.
- Monitor that the action is implemented in accordance with the Grant Agreement
- Be the intermediary for all communications between the beneficiaries and the coordinator.
- Budget management and follow-up of legal, contractual and financial issues
- Communication with European Commission

4.3.3 Project Executive Board (PEB)

Members: Project Coordinator (Hellenic Mediterranean University - HMU) represented by Prof. Emmanouel Karapidakis, European Centre in Training for Employment (ECTE) represented by. Mr. Konstantinos Androulakis, four Regional Managers from each one of the four Centers of Vocational Excellence (CoVEs) represented by Mr. Apostolakis Spyros in Crete region (Greece), Mr. Jesus Rosel in Basque region (Spain), Mrs. Barbara Archesso in Lobardy region (Italy) and Mr. Ilija Vuchkov in North Macedonia and Instituto Politecnico Do Porto (IPP) represented by Mr. Bruno Canizes.

Responsibilities:

- Overview Work Package Leaders (WPLs).
- Mobilise and engage local players in the Smart electricity for Buildings field to form knowledge triangles.
- Write and disseminate press releases.
- Provide support and solutions to technical problems encountered related to the deliverables and milestones.
- Liaise with the Steering Board (SB) and execute and implement its decisions and recommendations.
- At least three annual meetings either physically or electronically and

Co-funded by
the European Union

monthly conference calls between the members. Meetings might be replaced by conference calls.

4.3.4 Work Package Leaders (WPLs)

Members: Leaders of all Work Packages (WPs)

Responsibilities:

- Develop an analytical work package implementation methodology addressed to the workgroup for the specific work package.
- Ensure day-to-day management of their respective Working Groups.
- Produce deliverables within the time and budget specified.
- Monitor the performance of each member within the respective Working Groups.
- Require changes to the work methodology and plan of activities, where necessary.
- Manage activities within Working Groups autonomously.
- The frequency of Working Groups communication (either electronically or in Basecamp) is determined by each Work Package Leader and in collaboration with the Project Coordinator.

4.3.5 Working Groups (WGs)

Members: The members for each Working Group (GP) are defined and are followed by the corresponding Work Package Leader (WPL) of the relevant Work Package (WP).

Responsibilities:

- Carry out the work as described in the specific work package methodology developed by the Work Package Leader and defined in the work package descriptions.
- Email contact with the Work Package Leader through Basecamp
- Inform the Project Coordinator through the Work Package Leader.
- Regular electronic meetings.

4.3.6 External Reviewer (ER)

Member: An external expert in the field of "Smart Electricity for Buildings" and experienced in project management or quality assurance of European projects.

Responsibilities:

- Providing feedback to all reports and the project results that will be publicly available, including the core project results as deliverables: D2.2 State of the art in the Smart Electricity Sector, D2.3 Competences and Skills Gap, D3.2 Innovative teaching methodologies, D4.1 Professional Profiles definitions, D4.2 SEBCoVE Curriculum, D4.3 Digital Trainer Curriculum, D6.1 Quality Management Procedures. The deliverable based on a pre-final version of the document, will be provided by the partner responsible 20 days before the deadline. The external reviewer will add comments directly in the document and will provide feedback with a short summary of the review results in the table "Revision History" 10 days before the deadline. In case of disagreement between the External Reviewer and the partner responsible for the deliverable, the Project Coordinator will take a final decision or will, if necessary, consult the Project Executive Board (PEB) to finalize his/ her decision.
- Play an advisory role for Project Coordinator (PC) and Project Executive Board (PEB) in technical issues, if needed
- One annual written report reviewing activities, send to the Project Coordinator, Project Executive Board and Work Package Leaders using Basecamp.

4.3.7 Advisory Board (AB)

Members: Four external experts in the field of "Smart Electricity for Buildings" from SEBCoVE countries.

Responsibilities:

- Provide feedback for core outcomes of the project as deliverables: D2.3 Competences and Skills Gap, D3.2 Innovative teaching methodologies,

D4.1 Professional Profiles definitions, D4.2 SEBCoVE Curriculum, D4.3 Digital Trainer Curriculum etc.

- Participate in the related evaluation tasks.
- At least two reviews of project core deliverables as the project evolves and feedback to the Project Coordinator and Project Executive Board.

4.4 Decision Making Process

The mechanism and procedures for the decision-making issues are listed in the below table.

Matter/ Item	Description
Management by Exception	The Project Executive Board (PEB) sets tolerances for time, cost and quality. Tolerances are permissible deviations from the plans, which are fixed at the beginning of the project as guidelines for the appropriate execution of activities. In cases of excessive deviations, the Project Coordinator (Hellenic Mediterranean University – HMU) is authorized to take corrective actions as necessary to ensure fitness for purpose.
Issue Management	Issues are adverse events that affect the project. Any project team member may report an issue to the Work Package Leaders (WPLs), Project Coordinator (PC) or Steering Board (SB). Hierarchically, Work Package Leader (WPL) should be the first stage in collecting issue reports and must try to resolve them within the tolerances set by the Project Executive Board (PEB). The second step is to escalate the issue to the Project Coordinator (PC) and finally, if necessary, to be presented to the Steering Board (SB) as the ultimate decision entity within the SEBCoVE project. Issues will be automatically escalated if, for example, they affect more than one work package or are more significant.
Change Management	Changes in the scope of the project can occur for many reasons: changes in requirements and specifications (due to internal or external reasons), deviations from plans, changes in partners' conditions, risks etc. Besides that, on the project scope, changes may have an impact on schedule, budget and quality or performance. Work Package Leaders (WPLs) are authorized to implement changes within the tolerances set by the Project Execution Board (PEB); otherwise a request for change is used to escalate changes to the Steering Board (PEB).
Conflict Resolution	Attempts will be made to resolve conflicts as close as possible to the source of conflict. Work Package Leader (WPL) and the Project

	Coordinator (PC) will employ a problem-solving approach in order to achieve consensus, ensuring a win-win outcome for conflicting parties. If conflicts cannot be resolved at that level, the Steering Board (SB) will be asked to intervene. If this cannot be achieved, then the rules of the Grant Agreement dealing with this topic will come into play.
Decision Making	The decision-making process is structured in multiple tiers based on the tolerances set by the Project Executive Board (PEB). Therefore, Work Package Leader (WPL) can take decisions on budget and effort changes, without consultation to the Project Coordinator (PC) or the Steering Board (SB), given that they are below the agreed tolerances.

5. CHANGE MANAGEMENT PROCEDURE

5.1 Introduction

5.1.1. Summary

The SEBCoVE Consortium was established to develop four (4) Centers of Vocational Excellence (CoVEs) in the field of "Smart Electricity for Buildings" in four regions accordingly, (Crete in Greece, Lombardy in Italy, Basque in Spain and North Macedonia), which will serve as world-class reference points in each region, for continuing up and reskilling of professionals people engaged in this sector. There will be multiple deliverables created by different parties at different points in time. These deliverables will be also used as inputs for various processed in the project.

In order to ensure that the working materials (deliverables) are of the current version and the content is the approved one, a Change Management Process needs to be established.

5.2 Overview

- This document defines the responsibilities and methods for the management of changes.
- This procedure covers all documents produced for the project SEBCoVE.

5.3 Responsibilities

Every member of the SEBCoVE Consortium, plays an important role in the development of quality documents. This role may include:

- Creator / owner
- User

5.4 Definitions

5.4.1 Deliverable

- A deliverable may be a document, a tool, a website, an on-line text, a platform etc.
- There can be intermediate (internal) deliverables and final ones (external) (e.g. a Working Package may have a single deliverable (outcome) – a database containing the contact details of the stakeholders as submitted by each Partner, but in order to produce it, each Partner would have to produce his own intermediate deliverable of the database.)

5.4.2 Creator

- A creator must be a current Partner.
- The creator is the party that has the responsibility to produce a deliverable.
- The creator will create the deliverable according to its own procedures.
- The creator will keep internal versions of the deliverable as needed during development.
- The creator will apply care in distinguishing between the versions of the deliverable and their corresponding content.
- When the deliverable is finalized, he will send it to the appropriate parties and also deposit it in the correct space in Basecamp.

5.5 Requirements

- When intermediate (from other parties) deliverables exist, the creator will maintain the originals (as sent by the involved parties) and create a separate final deliverable (where possible)

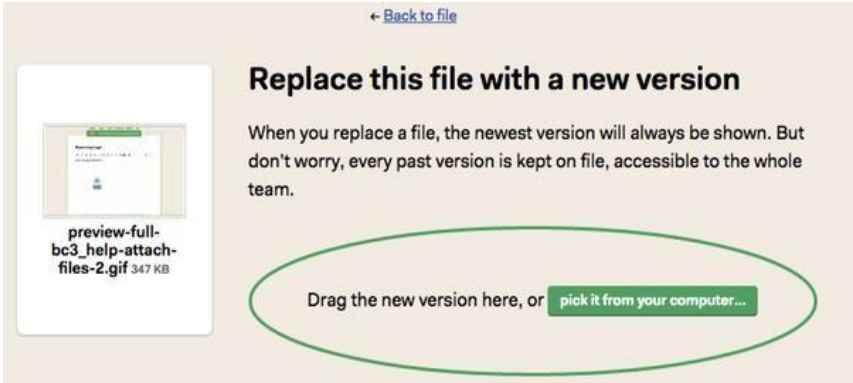- Each intermediate deliverable will be marked by the name of the involved

party and the date of submission. If there are multiple versions, he will maintain the final one. The final one will be the one that will be incorporated in the Final (external) deliverable.

- A deliverable may be required to be translated in multiple languages. All deliverables of the same subject will have the same main name and bare a supplement of the 2 official letters of the Country's Language. (.e.g. Documentation Procedure_GR_V1, Documentation Procedure_SP_V1 etc). All deliverables of the same subject will be stored in the same location.

- If a deliverable of multiple languages is changed, the changes will have to be transferred also to the deliverables of the other languages.

- If the change affects the global planning and the structure of the project please refer to the Decision Making Process.

- When a need arises for a change in another party's deliverable, that party must be contacted and authorization in writing should be received, prior to enforcing the changes.

- When a change is enforced in a deliverable, the version should be noted and documentation should be retained for the change.

- A log of all changes per deliverable must be included in the appropriate space in Base Camp.

- The log will contain the following information:
    - Date of Change | Previous Version | Version | Rationale of Change | Description of affected parts | Authorization by the owner on [Date] | Authorization by the owner via [Means].
    - This log is substituted by the Revision History table.

- For initial issue of Document, please refer to the Document Control Procedure (PRQ_Document Control).

- All new versions need to be added in replace of older ones. You can do that by going to the file in the project, clicking Replace with a new version. (see also PRQ_Document Control).

ANNEX – FLOWCHART – CHANGE MANAGEMENT PROCEDURE FOR DOCUMENTS
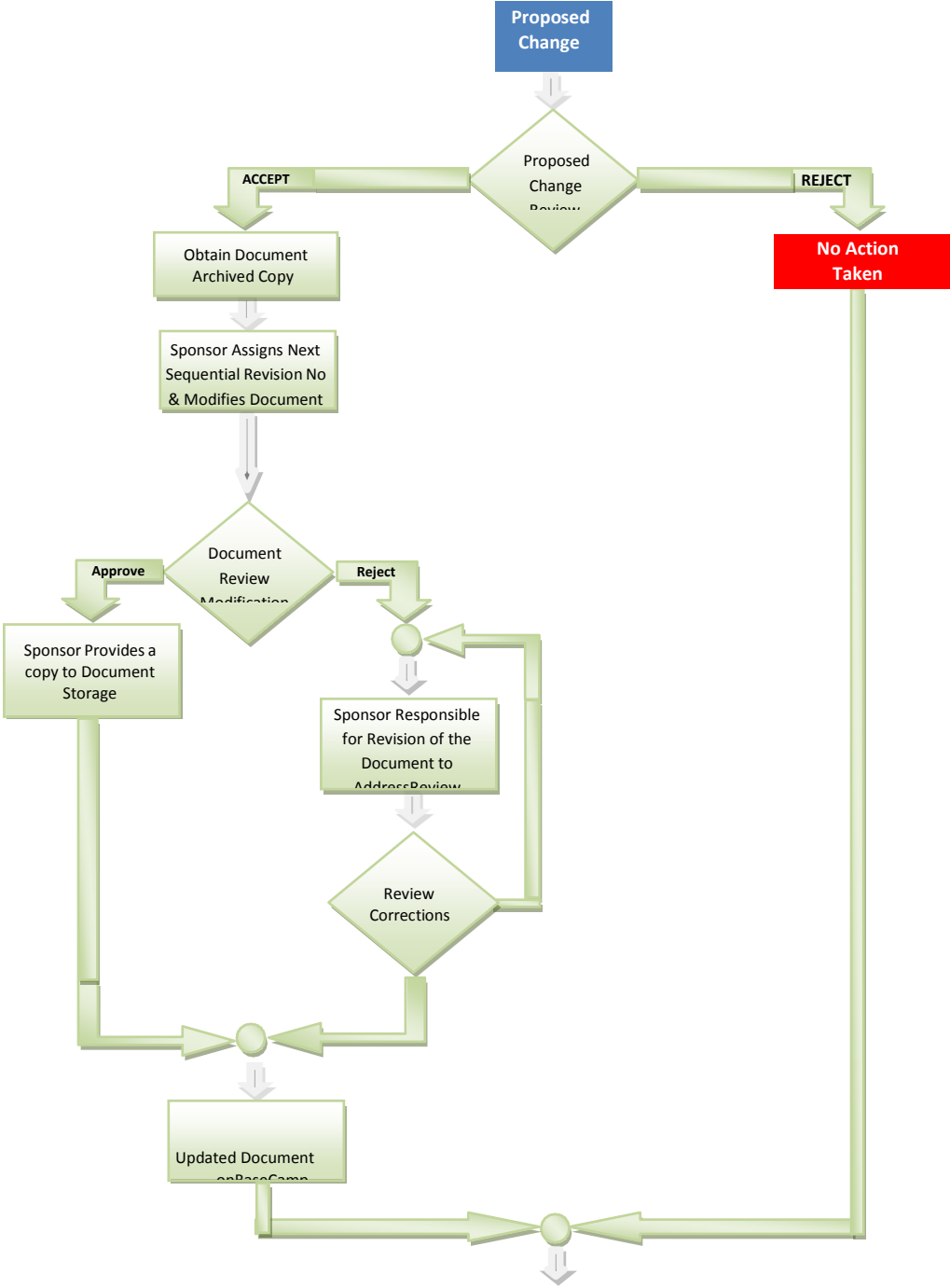
Proposed Change

Proposed Change Review

ACCEPT

REJECT

No Action Taken

Obtain Document Archived Copy

Sponsor Assigns Next Sequential Revision No & Modifies Document

Document Review Modification

Approve

Reject

Sponsor Provides a copy to Document Storage

Sponsor Responsible for Revision of the Document to Address Review

Review Corrections

Updated Document on BaseCamp

6.   PARTNERS' COMMUNICATION PLAN

6.1   Introduction

6.1.1   Project Overview

The SEBCoVE Consortium was established to develop four (4) Centers of Vocational Excellence (CoVEs) in the field of "Smart Electricity for Buildings" in four regions accordingly, (Crete in Greece, Lombardy in Italy, Basque in Spain and North Macedonia), which will serve as world-class reference points in each region, for continuing up and reskilling of professionals people engaged in this sector. To that end, 19 partners from 7 countries will collaborate for 4 years in the implementation of the81rojectt's activities.

6.1.2   Purpose of Communication Plan

This plan outlines the communication procedures and tools to ensure effective coordination and collaboration among partners

6.2   Communication Goals and Objectives

6.2.1   Goals

Ensure all partners are informed, engaged, and aligned with the project objectives.

6.2.2   Objectives

- To provide regular updates on project progress.
- To facilitate collaboration and information sharing among partners.
- To address and resolve any issues or concerns promptly.
- To celebrate milestones and successes.

6.3   Partners' List

ELLINIKO MESOGEIAKO PANEPISTIMIO	Greece
EVROPAIKO KENTRO KATARTISIS GIA TIN APASCHOLISI ANONYMI EKPAIDEFTIKI ETAIREIA	Greece
TUV- AUSTRIA ELLAS MONOPROSOPI ETAIREIA PERIORISMENIS EUTHYNIS	Greece

CHANIA CHAMBER OF INDUSTRY & COMMERCE	Greece
INSTITUTO POLITECNICO DO PORTO	Portugal
Digitalmente, Novas Tecnologias de Comunicação, Lda	Portugal
MONDRAGON LINGUA-ALECOP S. COOP.	Spain
ASOCIACION EMPRESARIAL DE INSTALADORES Y MANTENEDORES DE GIPUZKOA INSTAGI	Spain
ZUBIGUNE FUNDAZIOA	Spain
CONFEDERACION NACIONAL DE ASOCIACIONES DE INSTALADORES Y FLUIDOS (CONAIF)	Spain
INSTITUTO PARA EL FOMENTO DEL DESARROLLO Y LA FORMACION SL	Spain
ENAIP NET IMPRESA SOCIALE SOCIETA CONSORTILE SRL	Italy
SVILUPPO COMO - COMONEXT SPA	Italy
BuildTech srl	Italy
Drushtvo za trgovija, uslugi i konsalting EMKICE KIC Dooel Skopje	Macedonia, Republic of
SOJUZ NA STOPANSKI KOMORI NA MAKEDONIJA	Macedonia, Republic of
Centre for development of the South-East planning region	Macedonia, Republic of
ATERMON BV	Netherlands
LDI UG	Germany

6.4 Roles and Responsibilities

6.4.1 Steering Board (SB)

Members: Project Coordinator (Hellenic Mediterranean University - HMU) represented by Prof. Emmanouel Karapidakis who chairs the board and decision - making persons from all project partners

Responsibilities: They meet every 4 to 6 months either physically (at least in annual meetings) or electronically and take decisions together for the running of the project. The Sterring Board (SB) will review the progress of the project. In this regard, it will take decisions on the project by monitoring the results and taking decisions about tasks organization and planning. Records will be kept for each SB meeting.

6.4.2 Project Coordinator (PC)

Members: Hellenic Mediterranean University (HMU), represented by Prof. Emmanouel Karapidakis tandem by Mr. Konstantinos Androulakis of the European Centre in Training for Employment (ECTE).

Responsibilities:

- Participate in the Steering Group and chair the Project Executive Board

- Assure integration of Work Packages and supervise Work Package Leaders in the selection & stimulation of other collaborators.

- Stimulate and supervise the publication of various annual reports.

- Set up and maintenance of a consortium agreement.

- Monitor that the action is implemented in accordance with the Grant Agreement

- Be the intermediary for all communications between the beneficiaries and the coordinator.

- Budget management and follow-up of legal, contractual and financial issues

- Communication with European Commission

6.4.3 Project Executive Board (PEB)

Members: Project Coordinator (Hellenic Mediterranean University - HMU) represented by Prof. Emmanouel Karapidakis, European Centre in Training for Employment (ECTE) represented by. Mr. Konstantinos Androulakis, four Regional Managers from each one of the four Centers of Vocational Excellence (CoVEs) represented by Mr. Apostolakis Spyros in Crete region (Greece), Mr. Jesus Rosel in Basque region (Spain), Mrs. Barbara Archesso in Lobardy region (Italy) and Mr. Ilija Vuchkov in North Macedonia and Instituto Politecnico Do Porto (IPP) represented by Mr. Bruno Canizes.

Responsibilities:

- Overview Work Package Leaders (WPLs).
- Mobilise and engage local players in the Smart electricity for Buildings field to form knowledge triangles.

- Write and disseminate press releases.

- Provide support and solutions to technical problems encountered related to the deliverables and milestones.

- Liaise with the Steering Board (SB) and execute and implement its decisions and recommendations.

- At least three annual meetings either physically or electronically and monthly conference calls between the members. Meetings might be replaced by conference calls.

6.4.4 Work Package Leaders (WPLs)

Members: Leaders of all Work Packages (WPs)

Responsibilities:

- Develop an analytical work package implementation methodology addressed to the workgroup for the specific work package.
- Ensure day-to-day management of their respective Working Groups.
- Produce deliverables within the time and budget specified.
- Monitor the performance of each member within the respective Working Groups.
- Require changes to the work methodology and plan of activities, where necessary.
- Manage activities within Working Groups autonomously.
- The frequency of Working Groups communication (either electronically or in Basecamp) is determined by each Work Package Leader and in collaboration with the Project Coordinator.

6.4.5 Working Groups (WGs)

Members: The members for each Working Group (GP) are defined and are followed by the corresponding Work Package Leader (WPL) of the relevant Work Package (WP).

Responsibilities:

- Carry out the work as described in the specific work package methodology

developed by the Work Package Leader and defined in the work package descriptions.

- Email contact with the Work Package Leader through Basecamp
- Inform the Project Coordinator through the Work Package Leader.
- Regular electronic meetings.

6.4.6 External Reviewer (ER)

Member: An external expert in the field of "Smart Electricity for Buildings" and experienced in project management or quality assurance of European projects.

Responsibilities:

- Providing feedback to all reports and the project results that will be publicly available, including the core project results as deliverables: D2.2 State of the art in the Smart Electricity Sector, D2.3 Competences and Skills Gap, D3.2 Innovative teaching methodologies, D4.1 Professional Profiles definitions, D4.2 SEBCoVE Curriculum, D4.3 Digital Trainer Curriculum, and D6.1 Quality Management Procedures. The deliverable based on a pre-final version of the document, will be provided by the partner responsible 20 days before the deadline. The external reviewer will add comments directly in the document and will provide feedback with a short summary of the review results in the table "Revision History" 10 days before the deadline. "In case of disagreement between the External Reviewer and the partner responsible for the deliverable, the Project Coordinator will take a final decision or will, if necessary, consult the Project Executive Board (PEB) to finalize his/ her decision."
- Play an advisory role for Project Coordinator (PC) and Project Executive Board (PEB) in technical issues, if needed
- One annual written report reviewing activities, send to the Project Coordinator, Project Executive Board and Work Package Leaders using Basecamp.

6.4.7 Advisory Board (AB)

Members: Three external experts in the field of "Smart Electricity for Buildings" from SEBCoVE countries.

Responsibilities:

- Provide feedback for core outcomes of the project as deliverables: D2.3 Competences and Skills Gap, D3.2 Innovative teaching methodologies, D4.1 Professional Profiles definitions, D4.2 SEBCoVE Curriculum, D4.3 Digital Trainer Curriculum etc.
- Participate in the related evaluation tasks.
- At least two reviews of project core deliverables as the project evolves and feedback to the Project Coordinator and Project Executive Board.

6.5   Communication Methods and Channels

6.5.1   Basecamp Platform

- **Project Management and Coordination:** Basecamp (BC www.Basecamp.com) will serve as the primary platform for project management, coordination, and communication among partners. The European Centre in Training for Employment (ECTE) will be responsible for registration and management.
- **File Repository:** Basecamp will be used as a depository for all project files, ensuring easy access and organized storage.
- **Discussions and Updates:** Partners will use Basecamp for ongoing discussions, updates, and to monitor the progress of work packages (WPs) and task implementation.

6.5.2   SEBCoVE Work Package area

The administrator has created a "project area" in Basecamp tool for each Work Package and relevant access has been given to the involved members of the specific Working Group. The Work Package Leader, supported by the administrator can use it for the following activities:

- Schedule the plan of tasks and activities for the specific Work Package,

according to the requirements of the Grant Agreement. All SEBCoVE's tasks and activities which have been defined by Project Coordinator and its deputy are listed here: https://3.Basecamp.com/3567202/buckets/35469173/uploads/7293719772.

- Schedule the necessary project's to-dos per Work Package, according to the defined tasks and responsible members. The project's Role Matrix is listed here: https://3.Basecamp.com/3567202/buckets/35469173/uploads/7293719772.

- File any project's documentation created and its future version as depository (see the file "Docs& Files" in Basecamp).

- Communication tool for any discussion and chat between Working Groups (see files "Message Board" and "Chat" in Basecamp).

- Immediate interaction with any message written or data uploaded by any member (immediate response in member's email from Basecamp).

- Private communication between members for confidential reasons, if needed (see "Pings" in Basecamp).

- Upload and link project's files from users to keep information organized and enable teams to share information.

- Data backup for keeping all projects related information.

6.5.3   Meetings

Bimonthly Zoom Meetings: Regular virtual meetings will be held every two months to discuss progress, address issues, and plan upcoming activities. Detailed procedures and documentation for these meetings will be provided.

- The Project Coordinator (HMU), its deputy (ECTE) and the members of Project Executive Board can have at least bimonthly digital meetings through a stable and open zoom meeting which is included in Basecamp and at least annual transnational meetings with a physical presence. Furthermore, the members have the following advantages from the use of this communication platform:

- Day to day information about the project's activities

- Constant monitoring of SEBCoVE's progress.

- Immediate response to any query derived from partners at any time.

- Stable and open zoom connection for any immediate digital meeting with the Work Package Leaders and/or any member of the Working Groups
- Share project's details with members of Steering Board (SB).
- All SEBCoVE's data and information are retained in one area

Transnational Meetings: Physical meetings will be held once per year to facilitate in-depth discussions and collaboration. Procedures and documentation for these meetings will also be outlined.

Monthly meetings: Digital meetings called by Work Package Leaders with task Leaders and members of Project Executive Board (PEB), to facilitate in-depth discussions and collaboration for task implementation.

Special meetings: Digital meetings called by any organizational body with whom is need to discuss possible issues or crises that could arise.

6.5.4   Reports and Updates

Quarterly Progress Reports: Highlighting key achievements, challenges, and next steps.

Quarterly Newsletters: Summarizing progress, success stories, and upcoming events.

6.5.5   Workshops and Training

Periodic workshops or training sessions to address specific needs or challenges.

6.6   Timeline

Year 1: Establish communication channels, conduct kick-off meeting, and initiate regular updates.

Year 2: Continue regular updates, hold quarterly and annual meetings, and conduct mid-project review.

Year 3: Maintain regular communication, address any mid-term challenges, and plan for project completion.

Year 4: Finalize project, hold closing meetings, and document lessons learned and successes.

6.7   Feedback Mechanism

Surveys and Feedback Forms: Regular surveys to gather feedback from partners on communication effectiveness.

6.8   Evaluation and Adjustment

Regular Reviews: Periodic reviews of the communication plan to ensure it is meeting the needs of all partners.

Adjustments: Make necessary adjustments based on feedback and changing project needs.

GERMANY

GREECE

ITALY

NETHERLANDS

NORTH MACEDONIA

PORTUGAL

SPAIN

SEBCoVE.eu

LinkedIn

Facebook