

PROJECT NUMBER: 101074516

LEARNING RADON: PROFESSIONAL QUALIFICATION AND
SOCIAL AWARENESS AS A STRATEGY FOR REDUCING RADON
EXPOSURE

LeaRn4LIFE



Co-financed by
European Union

LeaRn4LIFE MANAGEMENT GUIDELINES

Contains:

MONITORING PROTOCOL – DELIVERABLE 1.1

CONTINGENCY PLAN – DELIVERABLE 1.2

GREEN PROCUREMENT GUIDELINES – DELIVERABLE 1.3

LeaRn4LIFE MANAGEMENT GUIDELINES

Version	Description of alterations		Revision and Publication data
1.0	Publication of the document		APA 08.11.2022

The LeaRn4LIFE Management Guidelines document is produced in the context of work package 1 – Project management and coordination include the monitoring protocol, the contingency plan, and the green procurement guidelines, which are project deliverables 1.1, 1.2 and 1.3, respectively.

The main goal of work package 1 is to provide the overall internal coordination and management of the project and to ensure its effective implementation. To this end, constant monitoring of the project's progress towards the defined objectives will be key to ensuring the quality of the project and compliance with the LIFE programme.

The defined management guidelines are a set of measures that the LeaRn4LIFE consortium will adopt and use internally as a reference guide on promoting the internal efficiency and quality of the results to maximise the potential for the project to succeed while maintaining engagement and satisfaction within the team members. These guidelines will help the consortium to address each project element at the right time and to the right level of detail, acknowledging the size and complexity of the project by communicating the relevant project operation principles to all LeaRn4LIFE partners.

The document covers the project organisation and management responsibilities, details on meetings and events, project reporting, communication and dissemination structure, documentation organisation and archiving conflict resolution, and other statements and policies adopted. In addition, the monitoring protocol encompasses the workflow, milestones to be achieved, the timeline of deliverable production, the activities and project lifecycle checkpoints, and the considered performance indicators. The identified risks are described in the contingency plan, and mitigation measures are proposed. Finally, the green procurement guidelines indicate a series of general and more specific principles that the consortium should address to follow green procurement principles.

The Management Guidelines and all related documents, including templates, will be available to the project consortium on a storage platform and will be maintained and updated whenever needed throughout the entire duration of LeaRn4LIFE by the Project Manager. All changes and consequent progress of the project will be documented by producing a sequence of versions of this document of LeaRn4LIFE Management Guidelines.

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PROJECT MANAGEMENT

Introduction

The LeaRn4LIFE Management Guidelines is the document that provides the overall guidelines to manage the project, ensuring that the stated project objectives are achieved. It is designed to address all relevant operational principles of the project to all partners.

The document encompasses the management responsibilities, roles and project technical organisation. It also includes meetings, communication and reporting, document structure and archive details.

This document also contains the deliverables already foreseen as part of management and project coordination: 1.1 – Monitoring Protocol, 1.2 – Contingency Plan and 1.3 – Green Procurement Guidelines.

The LeaRn4LIFE Management Guidelines will be maintained and updated whenever needed within the project lifecycle.

Language of the project

The official language of the project is English.

The communication with the stakeholders and public will be in the national languages: Portuguese and Spanish.

The external documents will be delivered in English and in both *consortium* languages, Portuguese and Spanish.

Project organisation and management

The project coordinator is the Agência Portuguesa do Ambiente, I.P. (APA). The Project Manager is responsible for ensuring *consortium* compliance by following the LeaRn4LIFE management guidelines, in terms of management procedures, quality assurance and progress monitoring. However, the hierarchical structure of the project should be committed to the guidelines set out in this document and shall contribute to a good project outcome. All partners of the LeaRn4LIFE *consortium* are listed in Table 1.

Table 1 – LeaRn4LIFE list of partners.

Number	Partners name	Short name	Country
1	Agência Portuguesa do Ambiente, I.P.	APA	Portugal
2	Laboratório Nacional de Engenharia Civil	LNEC	Portugal
3	Universidad de Cantabria	Unican	Spain
4	Universidade de Coimbra	UCoimbra	Portugal

a. Management structure

The coordinator beneficiary is responsible for managing the project, with the participation of members from all beneficiaries. In order to support the efforts of the consortium most efficiently and flexibly, a dedicated project management structure needs to include a Project Manager responsible, the Work Package Leaders and the Task leaders, a General Assembly, a Scientific Board, an Advisory Board, Administrative Support and Financial Support. The action of this management team will be developed at two levels: a strategic level and an operational level. The interactions between the interveners are shown in Figure 1. Each level of the organisational structure has its responsibilities described in Table 2.

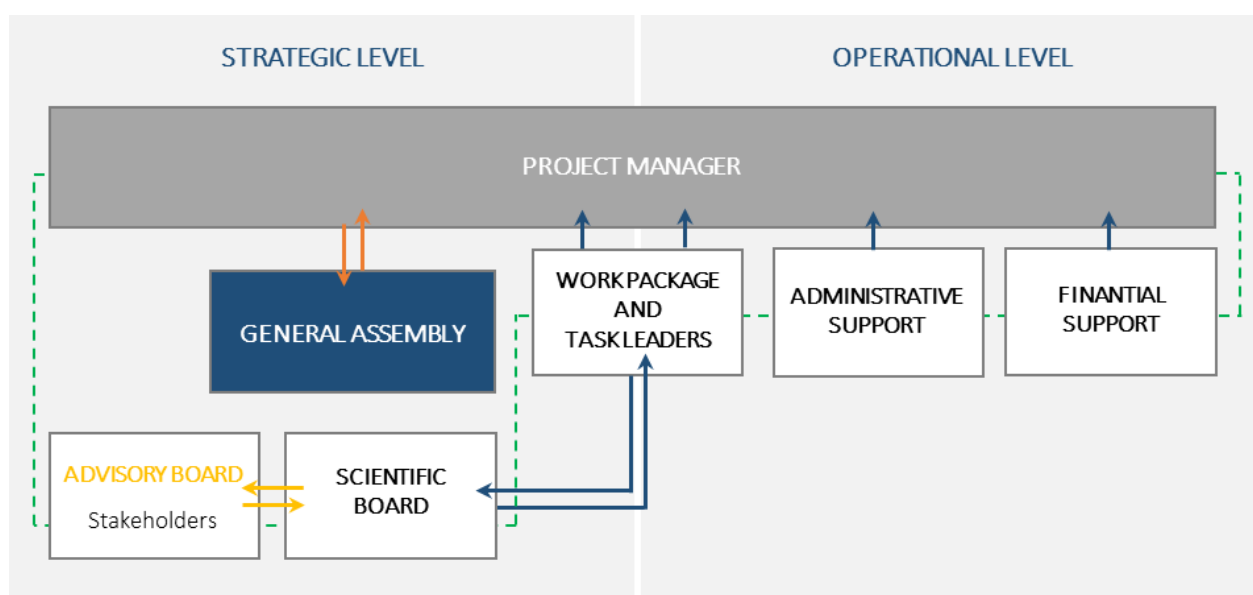


Figure 1 – LeaN4LIFE organisational structure.

Table 2 – Responsibilities at each level of the organisational structure in LeaN4LIFE.

Level		Responsibilities
Strategic and Operational Level	Project Management Project Manager Catarina Antunes (APA)	<ul style="list-style-type: none"> – Ensuring the completion of the scientific milestones and deliverables of the project; – Ensuring compliance with the obligations and agreements between the LIFE Programme and the consortium, as well as within the consortium; – Development and implementation of the monitoring protocol; – Development of a contingency plan; – Ensuring compliance with the green procurement guidelines from all participants; – Management of dissemination activities of the project, including a compilation of periodical reports and ensuring on-time delivery;

		<ul style="list-style-type: none"> – To maintain constant communication within the project management team; – To plan and organise the meetings of the partners; – To be the contact point of the project with the project officer and external organisations.
	Project Management General Assembly Margarida Malta (APA) Luis Pimentel (LNEC) Luis Quindos (UNICAN) Luis Neves (UCOIMBRA)	<ul style="list-style-type: none"> – Decision-making body of the consortium with one representative from each beneficiary, nominated during the kick-off meeting; – Approval of project reports, outputs and activities; – Monitoring the progress of the project; – Approval of unexpected expenditures if needed; – Risk prevention and mitigation measures; – Conflict resolution; – Dismissal of any partners in breach of their contractual obligations.
Strategic Level	Scientific Board All participants, from all beneficiaries (excluding Project Manager and Administrative and Financial Support participants)	<ul style="list-style-type: none"> – Scientific advisory and planning concerning the implementation of the project; – Contribution to the completion of the scientific milestones and deliverables of the project; – Checking the consistency of the project with its objectives and timeline.
Strategic Level	Advisory Board Stakeholders	<ul style="list-style-type: none"> – Complement scientific and technical expertise; – Support the Scientific Board in its technical decisions; – Follow the project's evolution, provide end-user feedback on its work-in-progress; – Validate findings and developments; – Active participation in the dissemination and implementation of the project outcomes, to guarantee that they will be used after the end of the project.
Strategic and Operational Level	Work Package and Task Leaders	<ul style="list-style-type: none"> – Ensure that all tasks are carried out in order to meet the specific objectives of that particular work package; – Ensure the preparation of deliverables for approval in due time; – Ensure the completion of milestones in due time; – Contribute to strategic decisions with an expert view on the matters in which they are more technically involved and have greater knowledge.
Operational Level	Administrative support: Maria José Trindade (APA)	<ul style="list-style-type: none"> – Assistance in administrative and management activities, namely writing project reports, organising meetings, workshops and other dissemination actions, and assisting in preparing all forms of communication with the European Commission.
Operational Level	Financial support: Cristina Lopes (APA)	<ul style="list-style-type: none"> – Establish and maintain financial records; – Prepare and submit cost claims;

		<ul style="list-style-type: none"> - Ensure that incurred expenses are in line with internal financial procedures and the programme's requirements; - Follow-up the payments. <p><i>All partners will keep updated records of their financial statements and will report to APA whenever necessary.</i></p>
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In the event that a representative of the General Assembly is unavailable to perform the designated duties, the representative may delegate to another participant (from the same institution) and must inform the remaining General Assembly of the change as soon as possible.

At any moment, if considered needed at Strategic Level, representatives from each beneficiary can be nominated to optimise decision-making processes within the Scientific Board.

Stakeholders that will be invited to be part of the Advisory Board are:

- Empresa de Desenvolvimento Mineiro, S.A. (EDM), Portugal
- ENUSA Industrias Avanzadas, S.A., S.M.E (ENUSA), Spain
- Instituto de las Ciencias de la Construcción Eduardo Torroja (IETcc-CSIC), Spain
- Escuela Técnica Superior de Arquitectura - Universidad de Sevilla, Spain
- Direção Regional do Ambiente e Alterações Climáticas - Madeira, Portugal
- Direção Regional do Ambiente e Alterações Climáticas - Açores, Portugal

From the participants of each stakeholder institution that integrates the Advisory Board, a representative should be nominated. During the project, other stakeholders will be consulted and could be invited to participate as members of the Advisory Board.

b. Work Package structure

The work's overall structure is shown in the diagram below (Figure 2). The diagram includes all the work packages and tasks carried out during the project and shows their interactions. All activities from work packages 2, 3 and 4 will be constantly monitored by APA, as responsible for work package 1, where coordination and project monitoring are the core activities. The activities are divided into three work packages with tasks that interact directly between work packages, allowing work packages to be performed simultaneously, optimising the project's schedule.

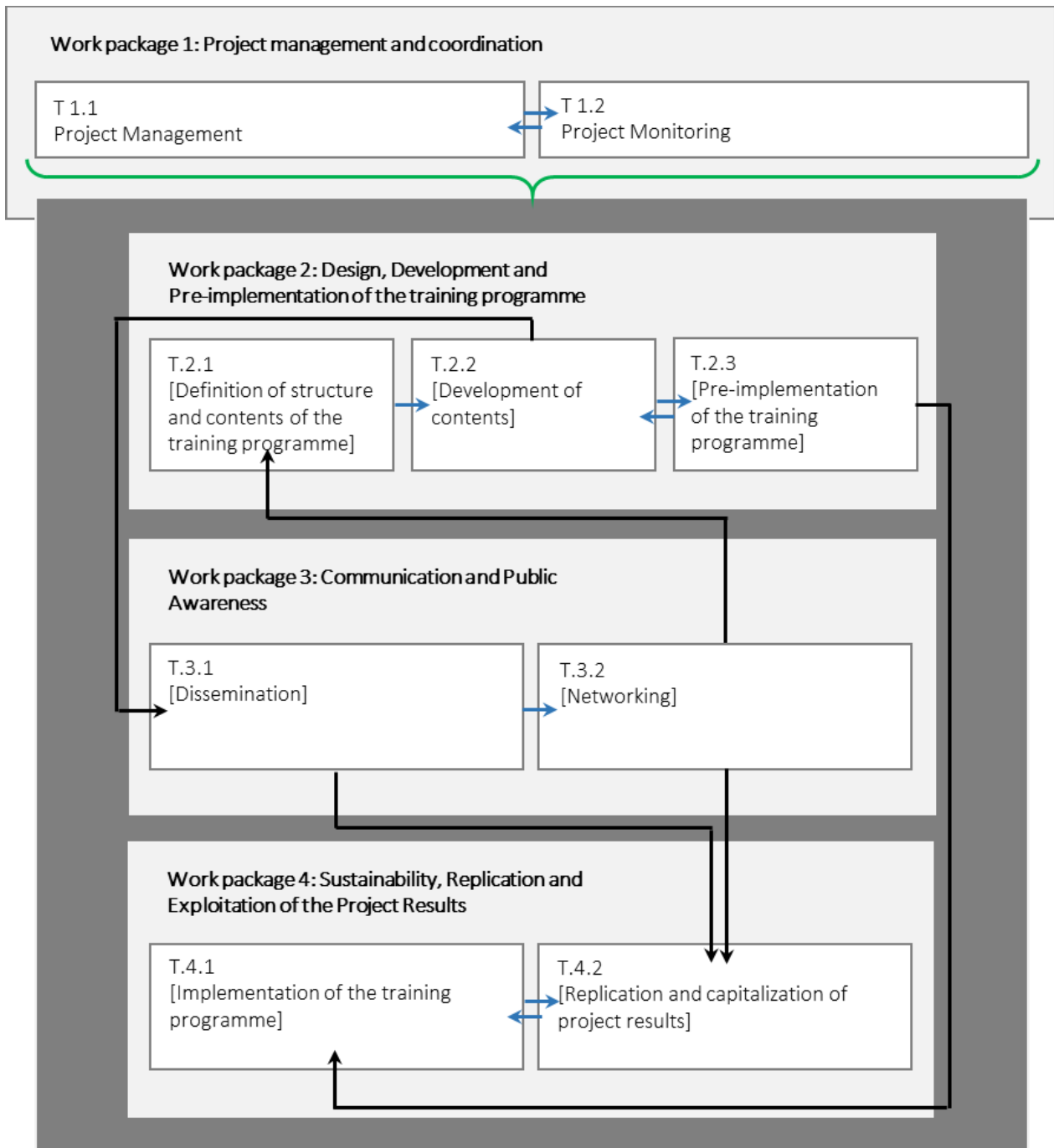


Figure 2 – Structure of the LeaN4LIFE.

Table 3 presents the work packages and the corresponding responsible partners. It should be noted that all partners participate in all work packages.

Table 3 – List of work packages and responsible partners in LeaRn4LIFE.

Work package number	Work package name	Lead Beneficiary
1	Project management and coordination	APA
2	Design, development and pre-implementation of the training programme	UCoimbra
3	Communication and public awareness	APA
4	Sustainability, replication and exploitation of the results	APA

Table 4 presents the tasks and the corresponding responsible partners. It should be noticed that all partners participate in all tasks.

Table 4 – List of tasks and responsible partners.

Task number	Related Work Package	Task name	Lead Beneficiary
1.1	1	Project management	APA
1.2	1	Project monitoring	APA
2.1	2	Definition of structure and contents of the training programme	UCoimbra
2.2	2	Development of contents	UCoimbra
2.3	2	Pre-implementation of the training programme	UCoimbra
3.1	3	Dissemination	APA
3.2	3	Networking	APA
4.1	4	Implementation of the training programme	UCOIMBRA
4.2	4	Replication and capitalisation of project results	APA

Conflict resolution

Conflicts should be resolved at the lowest possible level. Those which cannot be solved will be taken through a conflict resolution process, as shown in Figure 3.

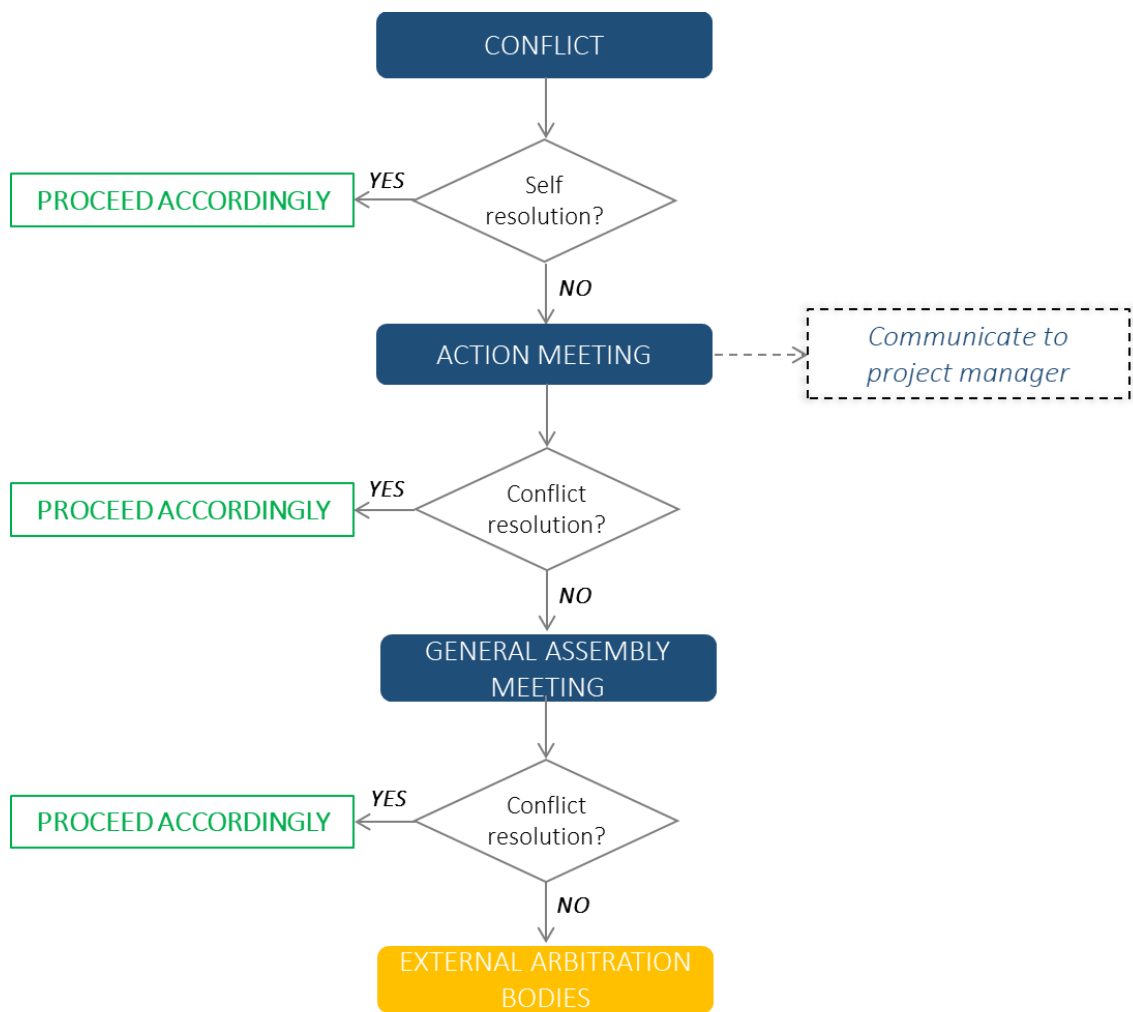


Figure 3 – Diagram for conflict resolution in LeaRn4LIFE.

Project meetings

Bi-annual in-person meetings will be scheduled between partners to monitor the development of the project and the effectiveness of the implementation of the activities and to assess the indicators defined in the monitoring plan. In terms of attendance, the presence of the project manager and the designated representatives from each beneficiary are required. Scientific Board, Strategic Level and Operational Level meetings will be included in the agenda, as well Advisory Board meetings, if necessary. Face-to-face meetings will be organised by project partners in rotation as foreseen in Table 5. If needed, an additional meeting at the end of the project will be held at APA premises. Further project meetings may be scheduled if urgent issues need to be resolved, being the project manager in charge of setting up and updating the calendar of meetings.

Table 5 – Calendar of LeaRn4LIFE project meetings.

Meeting	Date	Place	Organiser
MT1 (Kick-off meeting)	Oct/2022	Urgeiriça	APA
MT2	Apr/2023	Saelices el Chico	UNICAN
MT3	Oct/2023	Coimbra	UCoimbra
MT4	Apr/2024	Lisbon	LNEC
MT5	Oct/2024	Amadora	APA
MT6	Apr/2025	Santander	UNICAN

The organiser/host of the meeting will provide the necessary logistics and accommodation information to the participants. If people or entities outside the participant organisations are needed to participate, invitations should be also sent by the organiser/host.

Table 6 summarises the scheduling for the preparation and organisation of meetings.

Table 6 – Timeline for LeaRn4LIFE meetings preparation and organisation.

	Ordinary meeting	Extraordinary meeting
Notice	30 calendar days	10 calendar days
Agenda definition	14 calendar days <i>Alterations to the agenda until 7 calendar days before the meeting</i>	5 calendar days <i>Alterations to the agenda until 2 calendar days before the meeting</i>

The corresponding chair convenes meetings as such:

- *Project meetings* – the chair should be the project manager;
- *General Assembly, Scientific Board and Advisory Board meetings* – the chair should be the representative of the beneficiary hosting the meeting;
- *Strategic Level meetings* – the chair should be the representative of the work package leader, selected as more convenient for the subject in discussion
- *Operational Level meetings* – the chair should be the project manager or other representative of the coordinator beneficiary.

Collaboration and exchange of information between beneficiaries and/or work package leaders will be made by email, phone and online conferences, at least monthly.

Clarification on how meeting decisions are to be taken and on how meetings are to be recorded are presented in the following subsections. Extraordinary meetings may be held online when specific decisions need to be taken in the short term. This may include management aspects that have as possible consequence the request of an amendment to the Grant or Partnership Agreement, being any required voting resolved via email.

a. Meeting resolutions

The *consortium* will follow a consensus-based decision-making process.

If voting is required, each beneficiary is granted one vote. Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast, which states that at least three entities need to vote in the same direction.

Whenever possible, the meeting agenda will indicate what decisions will be discussed. Non-attending parties must identify a partner representing their interest during the decision process. This has to be previously communicated to the project manager via email.

b. Meeting minutes

Minutes must be recorded for every official project meeting by a rapporteur. The rapporteur is a member of the organising team, appointed at the start of the meeting and will record the interventions, achievements and resolutions of the meeting. The rapporteur has also to prepare the minutes of the meeting, following the template “LeaRn4LIFE_project-meeting-minutes”.

The meeting minutes must, at least, contain:

- The attendance list;
- The approved meeting agenda (with date and venue);
- Decisions taken, including motivations, as far as possible;
- An action list containing for each action, a responsible and a time schedule (if an action has been attributed to a person not attending the meeting, it is necessary to indicate one of the attendees to provide follow-up to that person);
- A list of the agreed upcoming events;
- If appropriate, a list of the meeting-related documents (annexes).

The chairperson of the meeting will send the draft meeting minutes to all members within the following 10 calendar days. The minutes will be considered as accepted if, within the ten calendar days, no member has objected through email writing to the chairperson.

Finally, the chairperson will send the final version of the meeting minutes by email to all the partners involved, including the project manager.

Events

Hereby some additional guidelines are defined, to be taken into account for events organised within LeaRn4LIFE, for an external audience (i.e., not from the project *consortium*).

Several events are foreseen during the project's lifetime and beyond that, including:

- Public awareness campaigns;
- Seminars (for companies and stakeholders);
- Work meetings (with stakeholders);
- Work meetings with projects funded under the same call and objectives than the LeaRn4LIFE project (eventually).

Additionally to the meeting guidelines stated in the "Meetings" sections, the preparation of these events will have to comply with:

- Objectives stated ahead of the event;
- Role of each beneficiary must be well identified; for that it is necessary to ensure information exchange, presentation and discussion of work, coordination of activities within the *consortium*, etc;
- The target audience must be well-defined and it should be guaranteed that invitation is prepared in due time.

Finally, depending on the type of event, event reporting must be reading-friendly and understandable for non-attending readers.

Communication channels

In this section, the communication channels are identified to be used for communication and information spread during the project.

a. Project website

The LeaRn4LIFE website (to be created – Deliverable D3.3.) will consist of the sections: Home, Project Objectives, Activities & Results, News & Events, Partners, Library, Contact, Search, LeaRn4LIFE storage platform.

b. Social media

Social media (LinkedIn | Twitter | Instagram | Facebook) will be used to disseminate the project results and to announce public events.

Documents and data storage platform

An online platform will be used to store the documentation produced during the project (drafts and final). All consortium members will be registered on the platform and have access to all documents. A separate folder accessible to the LIFE team and to the External Experts will be created to serve as a repository of the final deliverables, which are thus made accessible to them.

When uploading a document on the LeaRn4LIFE storage platform, the issuing member will inform all members by e-mail.

Electronic communication

E-mail, phone and online conferences will be extensively used between partners to communicate and exchange documents.

Considering the project structure, the following mailing lists will be elaborated:

- LeaRn4LIFE partners mailing list, with all official members and all their teamwork;
- LeaRn4LIFE advisory board mailing list, with stakeholders involved in the project;
- LeaRn4LIFE scientific board mailing list;
- LeaRn4LIFE general assembly mailing list;
- LeaRn4LIFE companies mailing list, with companies working in the field of radon remediation;
- LeaRn4LIFE general mailing list, to be used to promote the project awareness campaigns.

Institutional contacts from partners, advisory and scientific board mailing list will be made public and available at the project's website. The other mailing lists will be restricted to the project consortium and be available on the LeaRn4LIFE storage platform.

a. Guidelines for effective electronic communication

Collaboration and project information exchange will be done, whenever possible, through electronic communication. It is essential to ensure that all partners get the information they need in a timely manner, to avoid e-mail information overload and minimise travelling costs. To make efficient use of e-mail communication, some guidelines are defined:

- Only relevant information (strictly related to the LeaRn4LIFE project) is sent to the appropriate project participants by using the proper mailing list;
- Each e-mail will have a specific subject;
- Each e-mail must contain one topic only. The topic must be clearly expressed in the subject field;
- E-mail subject will be initiated by the expression "LeaRn4LIFE";
- Whenever an action is needed from the recipient(s), the deadline for that required action needs to be clear. In the case of no response to the message within 10 calendar days, a positive response will be considered (Two reminder e-mails will be addressed until the deadline for an answer);

- If communication is of relevance to a particular group (such as comments and votes) replies must be given as group allowing all group members the opportunity to receive a clear view of every partner's opinion.

Finally, documents of project-wide relevance are stored on the storage platform and project participants are notified by e-mail and invited to consult the documents on the platform. Documents will not be distributed by e-mail regularly.

Software tools and project documentation

Microsoft Office® package will be used to produce LeaRn4LIFE documentation. Project document templates will be available for Word for documents, PowerPoint for presentations and Excel for tables and data worksheets. PDF format will be used whenever there is no need or requirement to change and publish documents online (only for public documents).

Templates for deliverables, presentations and project reports are available in Annex 1 and on the LeaRn4LIFE storage platform. Templates are to be used for all project documents.

In the case of deliverables and reports, the first two pages should contain information necessary to identify the document, including status, author(s) and contributors, including the institutions they belong to, version history and date. For official deliverables and reports, the title page must contain the name of the deliverable. Additionally, files will be named according to the following rule:

DocRef#_LeaRn4LIFE_DocName_V.x.x.filetype

Where:

- “DocRef#” is the Deliverable/Report number
- “DocName” is the title of the document
- “V.x.x.” is the version of the document. First version submitted to the LIFE team will be version 1.0. Each time a version is submitted to the LIFE team the version number will be changed: V2.0, V3.0...

For example:

D1.3_LeaRn4LIFE_GreenProcurementGuidelines_v1.0.pdf

For presentations, both public and internal, it should be used the official PowerPoint template available.

Communication, dissemination and visibility

To guarantee dissemination of the activities and outcomes of the project, all consortium partners will be involved in continuous communication and dissemination processes. To guarantee that information is accessible to the target audiences, it will be of utmost importance to use a language suitable for the different audiences. For that, dissemination materials will use both consortium languages, Portuguese and Spanish, but also English to help disseminate across the EU Member States.

Furthermore, all communication and dissemination activities of the beneficiaries related to the project must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate). Also, all dissemination materials will include the LeaRn4LIFE and LIFE logos as well as http link to the project website. Moreover, any activity must indicate the following disclaimer (translated into consortium languages where appropriate):

Funded by the European Union. Views and opinions expressed are, however, those of the author(s) only and do not necessarily reflect those of the European Union or LIFE programme. Neither the European Union nor the granting authority can be held responsible for them.

Intellectual property rights

All products (material and intellectual) achieved in the project framework belong to the project beneficiaries. Despite that, granting authority reserve the right to use them for policy, information, communication, dissemination and publicity purposes.

The beneficiaries must ensure these rights of use for the whole duration industrial or intellectual property rights protect them.

Confidentiality

The partners must keep confidential any data, documents or other material that is identified as sensitive and should undertake the necessary measures to ensure that. Confidential information must not be disclosed without the prior consent of the lead beneficiary and of the author of the information.

Equal opportunities and non-discrimination policy

The consortium partners are in line with the equal opportunity and non-discrimination policies. Discrimination based on age, ethnicity, ancestry, gender, national origin, disability, race, size, religion, sexual orientation, socioeconomic background, or any other status is prohibited by applicable law.

Also, individuals acting on behalf of the project partners have been appointed based on strictly professional merits and adequateness for the role and actions to be implemented. There have not been biased appointments to deliberately favour gender equality. Moreover, additional staff recruitment and/or any external service will be based only on the ability to do the job and/or service and not on personal characteristics.

Finally, all communication actions will adopt a clear and neutral language format, suitable to all the target audiences. Events will be organised in places that allow access to people with reduced mobility.

DELIVERABLE 1.1

MONITORING PROTOCOL

Introduction

Monitoring Protocol will be the primary tool for project management. The monitoring protocol is developed under the advisory of the scientific board and contains:

- List and prioritisation of the action steps needed to achieve the project's goals and objectives. It includes all the activities and tasks required in the appropriate order and workflow, as well as the precise roles of the persons involved in the process;
- List of all review and acceptance points in the life cycle of the project, and the types of documents that must be prepared in the project course, in order to closely track its progress;
- List of milestones and deliverables for the project and their timeline;
- List of indicators to measure the progress of the project.

The leader of each action is responsible for sending periodic reports, i.e., every 3 months, to the project manager to monitor the progress of each activity. Those periodic reports will serve as a basis for the review of the project progress by the project manager and to implement corrective measures if needed. Corrective actions will be communicated to the respective leaders of the actions, who will have to report to the project manager on how and when the recommendations will be implemented.

The General Assembly will approve the Monitoring Protocol and at every project meeting will revise the project achievements through the milestones and deliverables assessment.

Any deviations from the initial plan will be carefully considered, and corrective measures will be established and implemented during the project progress. Actions to be taken will be set out in the contingency plan. The necessary adjustments to the initial work plan will be made to maximise the impact of the project outcomes during its life time and beyond, guaranteeing maintenance of all schedule activities on track and the costs balanced.

Timeline, Deliverables and Milestones

The schedule of LeaRn4LIFE is represented in a Gantt chart (Figure 4) and the list of Milestones and Deliverables, including deadlines and the lead beneficiary are identified in Table 7 and Table 8. All these figures and tables will also be available in an Excel file at LeaRn4LIFE storage platform.

Workpackage	Tasks	Beneficiaries				2022					2023												2024												2025						
		1	2	3	4	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
		APA	LINEC	UNICAN	UCOIMBRA	AUG	SEP	OCT	NOV	DEC	JAN	FEV	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEV	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEV	MAR	APR	MAY	JUN	JUL
WP1 - Project management and coordination	Task 1.1 - Project management	L	•	•	•			M1					D1.4																												D1.5 D1.6
	Task 1.2 - Project monitoring	L	•	•	•			D1.1 D1.2 D1.3																																	
WP2 - Design, Development and Pre-implementation of the training programme	Task 2.1 - Definition of structure and contents of the training programme	•	•	•	L							D2.1																													
	Task 2.2 - Development of contents	•	•	•	L																D2.2 D2.3 M2																				
	Task 2.3 - Pre-implementation of the training programme	•	•	•	L																						M3		D2.4												
WP3 - Communication and Public Awareness	Task 3.1 - Dissemination	L	•	•	•			D3.1 D3.2 D3.3																																D3.4 D3.5	
	Task 3.2 - Networking	L	•	•	•							M4													M5								M6		M7					D3.6 M8	
WP4 - Sustainability, Replication and Exploitation of the Project Results	Task 4.1 - Implementation of the training programme	L	•	•	•																																		M9		
	Task 4.2 - Replication and capitalization of project results	L	•	•	•																																		D4.2		

L - task leader | D - deliverable | M - milestone

Figure 4 – LeaRn4LIFE Gantt chart.

Table 7 – List of LeaRn4LIFE milestones.

Milestone	Related Work Package	Lead Beneficiary	Deadline
M1. Establishment of networking with Spanish authorities	1	APA	31.10.2022
M2. Completion of the training programme contents	2	UCoimbra	31.01.2024
M3. Completion of 1 st edition of training programme	2	UCoimbra	31.07.2024
M4. Organisation of 4 work meetings	3	APA	30.04.2023
M5. Organisation of 12 seminars	3	APA	30.04.2024
M6. Organisation of 15 awareness campaigns	3	APA	31.01.2025
M7. Final project meeting	3	APA	31.03.2025
M8. Participation in 6 conferences	3	APA	31.07.2025
M9. Course recognition process	4	APA	31.07.2025

Table 8 – List of LeaRn4LIFE deliverables.

Deliverable	Related Work Package	Lead Beneficiary	Deadline
D1.1. Monitoring protocol	1	APA	31.10.2022
D1.2. Contingency Plan	1	APA	31.10.2022
D1.3. Green procurement guidelines	1	APA	31.10.2022
D1.4 Extract of the project data from the LIFE KPI webtool I	1	APA	30.04.2023
D1.5. Extract of the project data from the LIFE KPI webtool II	1	APA	31.07.2025
D1.6. Report of networking activities with other LIFE projects and of networking activities with the Spanish authorities	1	APA	31.07.2025
D2.1. Report of the meetings with stakeholders (also includes questionnaire analysis)	2	UCoimbra	31.03.2025
D2.2. Contents of theoretical component of the training programme	2	UCoimbra	31.01.2024
D2.3. Technical report with the specifications of the DEMO installation including the manual for its use	2	UCoimbra	31.01.2024

D2.4. Report with the outcomes of the questionnaires performed to the participants in the pre-test of training programme	2	UCoimbra	31.10.2024
D3.1. Dedicated project page on the beneficiaries' websites	3	APA	31.10.2022
D3.2. Promotional material	3	APA	30.11.2022
D3.3. Project website	3	APA	30.11.2022
D3.4. 9 newsletters and articles in local and national press	3	APA	31.07.2025
D3.5. 3 articles in peer-reviewed journals	3	APA	31.07.2025
D3.6. Proceedings of the kick-off meeting	3	APA	31.07.2025
D4.1. General guidelines and learning outcomes	4	APA	31.08.2024
D4.2 Exploitation plan including replication component	4	APA	31.07.2025

Activities and project life-cycle checkpoints

This section presents a list of the priority activities defined to reach the project's goals and objectives. The list of activities is divided by work package and task, presented by order of starting at the timeline. Per each activity, it is identified the beneficiaries involved and due dates. Also the objectives and the beneficiary responsible for each work package are identified.

Finally, the activities listed here represent acceptance points in the project's life cycle, that additionally to all milestones and deliverables (Table 7 and Table 8), will allow to close track the project progress.

WORK PACKAGE 1 – Project Management and Coordination

Objectives:

- Project management and coordination activities to ensure the effective implementation of the project.
- Project monitoring to evaluate the progress of the project.

Work package leader: APA

TASK 1.1 – Project Management

TASK 1.2 – Project Monitoring

Definition of monitoring protocol | APA | 31.10.2022

Definition of a contingency plan | APA | 31.10.2022

Definition of performance indicators	APA	31.10.2022
Definition of green procurement guidelines	APA	31.10.2022
Engagement with Spanish authorities and stakeholders	APA, UNICAN, UCOIMBRA, LNEC	31.10.2022
Engagement with other LIFE projects	APA, UNICAN, UCOIMBRA, LNEC	31.07.2025

WORK PACKAGE 2 – Design, Development and Pre-implementation of the Training Programme

Objectives:

- Definition of the structure and contents of the training programme.
- Development of contents for the theoretical and practical component of the training programme.
- Pre-implementation and test of the training programme.

Work package leader: UCOIMBRA

TASK 2.1 – Definition of structure and contents of the training programme

Meetings with interested parties	UCOIMBRA, UNICAN, APA, LNEC	30.04.2023
Consultation of stakeholders	UCOIMBRA, UNICAN, APA, LNEC	30.04.2023

TASK 2.2 – Development of contents

Preparation of presentations, videos and manuals:	UCOIMBRA	31.01.2024
- Radon concepts, health effects and protective/remediation measures	UCOIMBRA, APA	30.11.2023
- Constructive solutions	LNEC, UNICAN	30.11.2023
- Content translation in PT, ES and EN	UCOIMBRA, UNICAN, APA, LNEC	30.11.2023
Preparation of DEMO installation:	UCOIMBRA, UNICAN	31.01.2024
- Constructive solutions	LNEC, UNICAN	30.11.2023
- Radon monitoring strategy	UCOIMBRA	30.11.2023
Acquisition of equipment and materials for DEMO installation	UCOIMBRA	31.01.2024

TASK 2.3 – Pre-implementation of the training programme

1st edition (test) of the training programme in Portugal and Spain | UCOIMBRA, UNICAN | 30.06.2024

Evaluation through a questionnaire to participants and improvement of the training programme (if needed) |

UCOIMBRA | 31.10.2024

WORK PACKAGE 3 – Communication and Public Awareness

Objectives:

- Definition of a strategy for dissemination of activities and outcomes of the project.
- Networking with stakeholders and society promoting continuous dialogue, feedback and engagement.
- Raise awareness among stakeholders and citizens.

Work package leader: APA

TASK 3.1 – Dissemination

Logo, flyers and roll-ups | APA | 31.10.2022

Dedicated project page on the beneficiaries' websites | APA, LNEC, UCOIMBRA, UNICAN | 31.10.2022

Website of the project | APA | 30.11.2022

Social media pages (Facebook, Twitter, LinkedIn, Instagram) | APA | 30.11.2022

9 Newsletter and articles in local and national press | APA, UCOIMBRA, UNICAN, LNEC | 31.07.2025

3 articles in peer-reviewed journals | APA, UCOIMBRA, UNICAN, LNEC | 31.07.2025

Proceedings of the final project conference | UCOIMBRA | 31.07.2025

Informative and scientific content | APA, UCOIMBRA, UNICAN, LNEC | 31.07.2025

TASK 3.2 – Networking

1 in PT and 1 in ES seminars for stakeholders | APA, UCOIMBRA, UNICAN, LNEC | 30.04.2023

2 in PT and 2 in ES work meetings with stakeholders | APA, UCOIMBRA, UNICAN, LNEC | 30.04.2023

25 questionnaires answered by stakeholders at the work meetings | UCOIMBRA | 30.04.2023

4 in PT and 6 in ES seminars for companies | APA, UCOIMBRA, UNICAN, LNEC | 30.04.2024

7 in PT and 8 in ES awareness campaigns for public | APA, UCOIMBRA, UNICAN, LNEC | 31.01.2025

6 international conferences | APA, UCOIMBRA, UNICAN, LNEC | 31.07.2025

Final project conference | APA, UCOIMBRA, UNICAN, LNEC | 31.03.2025

WORK PACKAGE 4 – Sustainability, Replication and Exploitation of the Project Results

Objectives:

- Definition of learning outcomes, recognition and accreditation of the learning contents.
- Effective implementation of the training programme in PT and ES.
- Establishment of an e-learning platform.
- Selected contents of training programme available for public.
- Continuous distribution of information about radon, exposure and health effects, and protective measures for public but also for specialised audiences (after project ends).

Work package leader: APA

TASK 4.1 – Implementation of the training programme

Document with specifications of the training programme | UCOIMBRA, UNICAN, LNEC, APA | 31.08.2024

Preparation of contents suitable for public | APA, UCOIMBRA, UNICAN, LNEC | 30.04.2025

Contents available online | APA, UCOIMBRA, UNICAN, LNEC | 31.07.2025

Accreditation for quality assurance of the training programme | UCOIMBRA, UNICAN, LNEC | 31.07.2025

TASK 4.2 – Replication and capitalisation of project results

Distribution of flyers for specialised audiences | APA, LNEC, UCOIMBRA, UNICAN | in the 5 years after LeaRn4LIFE

Distribution of flyers for public | APA, LNEC, UCOIMBRA, UNICAN | in the 5 years after LeaRn4LIFE

Awareness campaigns for public | APA, LNEC, UCOIMBRA, UNICAN | in the 5 years after LeaRn4LIFE

Participation in international meetings and engagement with European platforms | APA, LNEC, UCOIMBRA, UNICAN | in the 5 years after LeaRn4LIFE

Performance indicators

The first metric for monitoring the project progress is meeting the deliverables and milestones deadlines. Besides that, key performance indicators for project implementation monitoring are identified and presented in Table 9. Additionally to these indicators, a set of performance indicators related with governance, capacity building, website, social network and media and press releases were defined and presented in Table 10. Both Tables can be consulted in the LeaRn4LIFE storage platform.

Table 9 – List of LeaRn4LIFE indicators.

Indicator	Description	Impact unit	Project-start value (01.08.2022)	Project-end value (31.07.2025)	5 years beyond Project-end value
Air Quality	Improvement of indoor air quality by reducing the level of radon in dwellings	Number of people	0	80	175
Employment	Job opportunities created and/or improved by professional qualification	FTE*	0	16	400
Awareness Rising	Campaigns to raise awareness and produce behavioural change	Number of people	0	9800	6500
Qualification of professionals	Implementation of the training programme	Number of people	0	80	2000
Replication of the training programme	Implementation of the training programme in other institutions and in other EU countries	Number of institutions with the training programme implemented	0	2	5

*FTE – full time equivalent

Table 10 – Additional list of indicators for monitoring LeaRn4LIFE.

Topic	Indicator	Impact unit	Project-start value (01.08.2022)	Project-end value (31.07.2025)	5 years beyond Project-end value
Governance	Commitment to green procurement guidelines	Number of LeaRn4LIFE staff	0	20	=
Governance	Engagement with Spanish authorities	Number of entities	0	3	=
Governance	Engagement with national and international platforms	Number of entities	0	5	=
Capacity building	Meetings with interested parties and stakeholders	Number of participants	0	150	300

Capacity building	Contents of the training programme	Number of manuals	0	6	=
Capacity building	Contents of the training programme	Number of videos	0	3	=
Capacity building	Contents suitable for public	Number of videos	0	1	=
Capacity building	Contents suitable for public	Number of flyers	0	4	=
Capacity building	Guidance on how to prepare a DEMO installation	Number of manuals	0	1	=
Capacity building	Guides for implementation of the training programme	Number of manuals	0	2	=
Capacity building	Articles in peer-reviewed journals	Number of scientific papers	0	3	1
Capacity building	Final project meeting	Number of participants	0	200	0
Capacity building	Awareness	Number of flyers distributed	0	5000	1500
Capacity building	Awareness campaigns for public	As in Table 9			
Capacity building	Training programme	As in Table 9			
Website	Visitors over time	Number of people	0	6000	4000
Website	Downloads over time	Number of downloads	0	700	400
Social Network	Social media pages	Number of social networks	0	4	=
Social Network	Interventions	Number of comments and/or likes	0	750	300
Social Network	Interventions	Number of shares	0	500	250
Media and press releases	Publications	Number of publications	0	9	5

DELIVERABLE 1.2

CONTINGENCY PLAN

The contingency plan is developed to mitigate the identified risks and defines the alternatives for action if an identified risk event occurs. This plan is elaborated under the advisory of the General Assembly.

The list of risks already identified and the corresponding contingency plan are listed in Table 11. This list will be reviewed and updated in every project meeting. Risks can be discharged and new risks can arise. Thus being necessary to evaluate their impact and adapt the contingency plan.

Table 11 – Project risks and mitigation measures in LeaRn4LIFE.

Risk	Description of risk	Mitigation measures
1	Activities/milestones delay.	Constant on time control by the coordinator of the goals to be achieved; Leaders will monitor partners' progress to detect any delay at early stages; Re-plan the activities and the resources to finalise the activities/milestones as soon as possible.
2	Poor communication between partners.	Guarantee periodic online and/or phone meetings with task leaders.
3	Confusion in the decision making process.	Assertive approach taken by the project manager during the meetings and decision making moments; Clear definition of responsibilities for each task or subtask;
4	Confusion of roles in the distribution of tasks.	Assertive approach taken by the project manager during the distribution of the tasks; Clear distribution of responsibilities among the tasks' participants during the meetings.
5	Partner(s) withdraw or/and lack of commitment.	If necessary, a replacement can be assured or, alternatively, the partners will ensure the smooth continuation of the project by integrating other members amongst their institutions.
6	Dissemination strategy not appropriate. Lack of visibility of project results.	Discussion and re-definition among partners of the dissemination strategy to increase the visibility and capitalisation of project results.
7	Lack of engagement of stakeholders	Increase of networking activities in task 3.2.
8	Lack of receptivity for the training programme (during and after the project finished)	Discussion and re-definition among partners of the dissemination strategy for demonstrating the advantages of having qualified professionals at construction sector companies; Increase of networking activities in task 3.2.

9	Maintain training programme available after the project finishes	Beneficiaries' institutions will ensure financial support to maintain the staff to continue the training programme.
10	Maintenance of project website after project is ended	Beneficiaries' websites will be able to assure the maintenance of contents resulted from the project.

DELIVERABLE 1.3

GREEN PROCUREMENT GUIDELINES

Introduction

Global environmental issues are the greatest challenge to address as a global community. Backed by the United Nations Framework Convention on Climate Change (UNFCCC), with the Paris Agreement of 2016 several countries, including the project consortium countries, global communities pledge to achieve carbon neutrality by 2050 for the realisation of a sustainable society.

LeaRn4LIFE consortium is deeply committed to playing its role in contributing to a Low Carbon Economy and believes that one step to achieve this is to guarantee a Green Procurement. The leaders of each Work Package of the project will be responsible to guarantee a selection of products and services that minimise environmental impacts. The following Green Procurement Guidelines were established as part of the consortium's strategy procurement process.

The implementation of these guidelines aims to promote all possible efforts and contributions to global environmental conservation, such as reducing greenhouse gas emissions, water consumption, waste production, chemical management, consumption of material resources, packaging and materials. To achieve this objective the consortium will follow a clear policy of reduction, reuse and recycling of materials and products in its entire life cycle. However, despite the adopted policy of favouring purchase of goods and services that are environmentally friendly, other factors such as quality, price, delivery time, among others, are still paramount in the consortium's purchasing decisions.

The consortium countries already have a national strategy or action plan to Green Public Procurement (GPP) based on the EU guidelines on GPP and adapted to the national realities, foreseeing the definition of environmental criteria for several priority categories of goods and services. Therefore, all purchases under the LeaRn4LIFE project always have to be in line with these GPP national guidelines.

Guidelines

a. General

As general principles of green purchasing the top-down scale should be followed:

- Avoid:
- Avoid purchasing, or at least purchase only as much as needed;
 - Avoid printing, e.g., the use of paper copies in dissemination activities;
 - Avoid regular replacement of products;
 - Avoid unnecessary packaging.
- Reduce:
- Do more with less, for example by printing double-sided or reducing the amount of paper needed;
 - Reduce waste by using resources effectively;
 - Reduce waste by purchasing in bulk to reduce packaging.
- Reuse:
- Promote reuse and refill of goods;
 - If possible, lease or borrow equipment that is not used often, instead of buying;

- Choose purchase things with high durability/lifespan and that can be reused, repaired, and upgraded;
 - Donate obsolete items still in good working order such as computers.
- Recycle:
- Choose products that can be recycled at the end of their useful life and have schemes in place to collect goods for recycling;
 - Purchase products with recycled content when possible.
- Dispose:
- Ensure all recyclable materials are recycled by adequate recycling services;
 - Don't send toxic substances to landfill. Dispose products such as batteries through appropriate schemes.

b. Suppliers' management

The main criteria applied to select suppliers and the types of evidence which may be requested from them are the following:

- Ensure they are legally compliant with the consortium countries and EU environmental laws and regulations;
- Suppliers must be able to provide the necessary information regarding the environment such as CO₂ emissions, when requested by the consortium;
- Certification under the environmental management systems and schemes, such as the eco-management and audit scheme (EMAS) or ISO 14001 regimes;
- In cases where certification is not possible, try to ensure that companies carry out, as far as possible, an assessment of the environmental impact of a product at all stages of its life cycle. This means considering the costs and environmental impacts of raw materials extraction, manufacturing, transport, storage, use, and disposal of products;
- Choose suppliers that have product take-back schemes to recycle their products at the end of their lives;
- Check that suppliers take measures to reduce the environmental load in logistics, and reduce packaging materials.

c. Office supplies and other products

- Preference for 100% post-consumer recycled paper to use in the written material produced during the project dissemination activities;
- When not available for a given product, give preference to a mixture of recycled paper and paper made from fibres from responsibly managed forests, demonstrated based on of the Forest Stewardship Certification (FSC) or equivalent labels;
- Avoid hazardous or toxic substances wherever possible. Purchase products free of substances prohibited or banned by law in the manufacturing process, for example, materials that could damage the ozone layer;

- Always reuse before purchasing new items such as folders and files;
- Choose products that have minimal or recyclable packaging;
- Buy frequently used products in bulk to reduce packaging but also avoid stockpiling items that are not used often;
- Choose office furniture from sustainable timber;
- Choose less harmful chemicals. Request source material safety data (MSDS) for high-risk chemical products used in the laboratory.

d. Equipment

- Purchase office IT equipment at least with the minimum energy efficiency requirements of the EU Energy Star Regulation (regulation 106/2008 on a community energy-efficiency labelling programme for office equipment).
- Check if efficiency features are the best available for the cost over the lifetime of the product;
- Choose environmentally-friendly equipment, for instance computers with a higher percentage of recyclable materials.
- Restrict the levels of hazardous substances contained in electronic and electrical items;
- Purchase products which are designed to facilitate reuse and recycling (e.g. design for disassembly);
- When purchase active radon test devices (energy-using products) for hands-on learning activities, ensure that they come with green electronics in order to meet environmental performance criteria;
- In general, consider the following characteristics when looking for electronic devices: green materials, energy efficiency, design for recyclability, long life and repair (e.g. battery replacement) and with reduced and/or recyclable packaging.

e. Travelling

- Reduce the number of travels and CO₂ emissions related to transport, especially flights, by prioritising online meetings over face-to-face meetings;
- In case of unavoidable face-to-face meetings or other trips for event preparation, public means of transport should be used, whenever possible;
- When public transport is not possible or adequate, use car sharing. Avoid using a private car for individual transport, at all costs.
- Whenever possible, the use of alternative-fuelled vehicles and electric or hybrid options should be encouraged;
- Promote the use of public transport within the project's team and the community that will participate in LeaRn4LIFE events.
- For on-site training courses or other events to be held with a focus on certain regions of the country, promote the trainer's displacement to a place of convenience for the most significant number of participants, and not the other way around;

- Confirm with suppliers the implementation of energy and water efficiency and saving measures, prioritising them over suppliers with no efficiency or saving measures defined and implemented.

f. Communication and dissemination events

- The main communication channels and collaboration tools used amongst the team members are email, phone, electronic calendars, internet forums, and instant messaging.
- Reduce the production of advertising material to the exclusively necessary to disseminate project information, always avoiding advertising with non-biodegradable material, such as plastic pens.
- Provide dissemination material in a digital version, such as presentations, videos, and images, decreasing the number of prints.
- For catering conferences or workshops, choose locally supplied food from sustainable agriculture sources and fair trade.
- Request fruit/vegetables that are in season. Also, ask for the use of glass jars and glasses, avoiding as much as possible plastic utensils.
- Hire catering services that guarantee a commitment to minimising food waste and waste from food packaging.

Project documents templates *(to be added)*