



“W4RES regional hubs: Plans, activities and results – Initial Report”

Deliverable 2.1

WP2. Developing solutions for scaling-up the involvement of women in supporting RHC market uptake

Project title

W4RES - Scaling-up the involvement of women in supporting and accelerating market uptake of renewable energy sources for heating and cooling


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ABBREVIATIONS

AB = Advisory Board
 BE = Belgium
 BG = Bulgaria
 DE = Germany
 DK = Denmark
 EL = Greece
 IT = Italy
 NO = Norway
 RES = Renewable Energy Sources
 RHC = Renewable Heating and Cooling
 SK = Slovak Republic
 KAM = Key Account Management
 WP = Work Package

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EXECUTIVE SUMMARY

The W4RES project aims at scaling-up the involvement of women in the market deployment and uptake of Renewable Heating and Cooling (RHC) solutions via replicable support measures tested and validated across 8 European countries (Belgium, Bulgaria, Denmark, Germany, Greece, Italy, Norway and Slovakia). The great diversity which characterizes the frameworks and specificities of local Renewable Heating and Cooling (RHC) markets across Europe requires an adaptable application of tailor-made solutions beyond uniform approaches when it comes to supporting the deployment and uptake of RHC solutions through the increased involvement of women. Thus, to accommodate this challenge and to effectively respond to the differences stemming from the cultural diversities, market specificities etc., the W4RES approach has incorporated in its methodology the setting up and running of local structures designed to respond to region specific challenges through interaction and engagement with the quadruple helix stakeholders (Public Authorities, Business, Academia and Civil Society). The Regional hubs model encapsulates both the need to better inform the actions and measures to be employed but also the ability to act on them effectively.

According to the W4RES project concept the Regional hubs are the basic implementation tools for the delivery of the support measures for the uptake of RHC solutions as well as for the delivery of measures to support the increased involvement of women in the sector. The Hubs will be tasked with identifying, warming-up and engaging regional stakeholders in project activities, whilst facilitating the adjustment of the support in their regional context. A baseline strategy and an operational model for regional hubs is outlined in this report to ensure coordinated action, based on which regional partners will define the dedicated strategy and operational plan of their respective regional hub. A monitoring plan and framework is also defined to enable partners responsible for the hubs to keep track and organize their engagement activities.

This report (D2.1) produced under Task 2.1 outlines the operational plans, activities and results of each W4RES regional hub. The report also includes the monitoring plan and framework to be operationalised by the hubs to keep track, streamline and report on their activities during the project.

An updated interim version of the report (D2.5) and a final report (D2.8) will present the operational plans, activities and results achieved by each W4RES regional hub under Task 2.1 after the two rounds of the W4RES hubs operation. The reports will also update as appropriate the operational plans as well as the respective monitoring plan and framework included in D2.1. The interim version report is scheduled for April 2021 (M18) and the final report is scheduled for October 2023 (M36).

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1 Introduction

1.1 Aim and scope

The W4RES project aims at scaling-up the involvement of women in the market deployment and uptake of Renewable Heating and Cooling (RHC) solutions via replicable support measures tested and validated across 8 European countries, namely Belgium, Bulgaria, Denmark, Germany, Greece, Italy, Norway, and Slovakia. The basic project concept stems from the recognition that women hold great promise as agents of change, supporting a faster progress towards the climate and energy targets for 2030.

In the first semester of the project working towards this goal, the consortium completed both an assessment of the framework conditions impeding or favoring the uptake of renewable energy in heating and cooling along with their gender dimension the identification (T1.1¹) and an analysis of the needs, perceptions, and challenges of RHC of diverse market actors and stakeholders across the 8 target regions (T1.2²). The data collected provide the basis for the elaboration of demand-driven recommendations that will facilitate the customization and formation of support measures for the W4RES project’s scope – to scale-up the involvement of women in supporting and accelerating market uptake of renewable energy sources for heating and cooling.

The W4RES methodology strives to ensure that the solutions applied will be tailor-made to region specific conditions and needs, whilst capitalize on assets, resources and accomplishments developed locally to be shared and exploited globally.


The aim of Task 2.1 is twofold:

- the development and operation of the W4RES Observatory to serve as a global digital hub aggregating relevant news, tools and resources developed by the project (reports, inventory of case studies etc.) and other relevant initiatives and networks.
- the setting up of Regional hubs tasked with the mobilization of the regional multi-stakeholder communities of our RHC markets (Authorities: Regional authorities, policymakers, Business: Energy suppliers, technology installers, technical consultancies, women-led businesses in RHC, Academia: Women-led research projects and studies, Civil society: NGOs, consumer associations, action groups, networks supporting women in RHC) to ensure effective stakeholder engagement as well as efficient knowledge sharing.

Overall, our development process aims at including our stakeholders as co-creators, with a view to iteratively improving and fine-tuning our solutions according to their needs and feedback, ensuring their alignment to regional specificities. Therefore, we are developing and employing these structures, the W4RES Observatory established in February 2021 (M4) that blend online and offline means for enabling our stakeholders to be included in the development process as well as to connect, exchange knowledge, innovate and create new RHC opportunities within and across borders and the Regional hubs as a local mechanism for effective stakeholder engagement as well as efficient knowledge sharing. Furthermore, our hubs will be the

¹W4RES, D1.1 Mapping of framework conditions for market uptake of RHC

² W4RES, D1.2 Needs, perceptions and challenges in the RHC landscape: Evidence from 8 regions

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facilitators for the successful implementation of the W4RES support measures providing a hands-on approach reflective to the local needs and ensuring successful matchmaking of needs and solutions.

The operations of the Hubs are expected to include:


- a. identifying and liaising with market actors and stakeholders (such as RHC businesses, public authorities, civil society organizations, academic and research initiatives and entities, women-led projects etc.)
- b. engaging them into our activities and events (e.g. hackathons, feedback collection, surveys, webinars, conferences etc.)
- c. running local stakeholder engagement events
- d. facilitating the delivery of our market uptake support measures

A robust gender responsive monitoring and evaluation framework, which is essential to produce credible, comparable and quantifiable evidence will be also established. Based on proven evaluation methodologies tailored to the work we aim to evaluate the performance (input, process and outputs) and the impact of our measures, co-evaluating and validating their results alongside our users and stakeholders. With this aim W4RES regional hubs will work in close collaboration with our partners which will provide business advisors and technology service providers to collect meaningful feedback and data on the ground that can be used to this end.

1.2 Report Outline

This report is divided in 6 parts as follows:

- Part 2 describes the Regional hubs Baseline Strategy and their basic objectives and activities
- Part 3 contains the Operational Framework and Plan of their basic activities and competences within the project Work Packages and Tasks
- Part 4 outlines the monitoring, evaluation and reporting mechanisms in place to ensure the effective performance of the Hubs in relation to the project objectives and related KPI's
- Part 5 identifies possible risks and the mitigating actions to overcome them
- Part 6 describes the next steps in the development of the report

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2 Regional Hubs Baseline Strategy

The great diversity which characterizes the frameworks and specificities of local Renewable Heating and Cooling (RHC) markets across Europe³ rules out the application of one-size-fits-all solutions when it comes to supporting the deployment and uptake of RHC solutions. Thus, the W4RES methodology employs the setting up and running local structures for effective quadruple helix stakeholder engagement, informed by a well-targeted market study to drive the evidence-based and demand-driven co-development of measures and actions for market uptake support, while at the same time providing the baseline against which we can measure our results.

There is growing evidence and consensus supporting that multi-stakeholder approaches are vital for driving the clean energy transition. Along these lines, the Regional hubs will follow a multi-stakeholder approach for supporting the market uptake of RHC with a focus on delivering solutions that can effectively tackle local challenges, yet also have high re-application potential. In order to ensure a consistent approach for their operation, this baseline strategy and operating model together with the monitoring framework, define their key objectives and main activities along with the means to monitor their results.


Along these lines, each regional partner (WR - Belgium, EAP- Bulgaria, EGC Denmark, S2i – Germany, Q-PLAN - Greece, APRE – Italy, ECWT – Norway and PEDAL - Slovakia) will be responsible for the establishment and operation a regional hub in their respective region as shown by the following figure.

Figure 1: Map depicting W4RES regional Hubs



The key activities and objectives for W4RES' Regional hubs will include (these are further elaborated in Part 3 Operational Framework and Plan):

³ PROGRESSHEAT (2017). Boosting renewable energy in heating and cooling: Summary of best practices, success factors and recommendations based on literature, interviews and surveys in six case studies.

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- Scouting, identification and engagement of RHC projects and stakeholders to receive and benefit from market uptake support measures (more info on the measures is provided in the deployment and testing phase).
- Supporting RHC projects with tailored blends of technical and business support services, leveraging expertise available both locally as well as across borders with the help of stakeholders connected to W4RES regional hubs.
- Design, implementation and monitoring of awareness raising campaigns with a view to dispelling biases and changing broad perceptions in RHC as well as encouraging the involvement of women in market uptake.
- Set-up of local initiatives (e.g. hackathons) to mobilise RHC market actors and stakeholders towards tackling key barriers to RHC market uptake as well as for catalysing connections and opportunities for new RHC projects.
- Delivery of seminars aimed at building the capacity of decision-makers in local businesses and authorities to identify and account for gender-based differences in the work practices and projects of their organisation.
- Organisation of cross-regional/-border workshops and missions with a view to fostering knowledge exchange and mutual learning opportunities (on good practices, lessons learnt, etc.) for supporting the uptake of RHC.
- Keeping track and streamlining their activities based on feedback from stakeholders with a view to making a case for their added value and their vital role for driving the uptake of RHC in local markets


Aligned with this baseline, each regional partner will define and implement a tailored strategy, for their regional hub during W4RES, taking into account the local capabilities and circumstances of each target market, as revealed by the rest of the preparatory activities conducted during the first semester of the project.

3 Operational Framework and Plan

Each Regional Hub will be run by a hub manager responsible for the activities of the Hub. The team of hub managers should be selected from people that are already closely working with regional market actors and stakeholders and are experienced, networked, trusted and thus, well-positioned to play this role under this approach.

The operational framework generally will be based on a Key Account Management (KAM) approach to engage with market actors, stakeholders and communities more effectively. The importance of KAM in building long-term and trustful relationships is widely acknowledged in theory and practice, even more so in complex market environments thus making it a great fit for RHC markets. The figure below offers an overview of our approach.

A qualified KAM from our consortium will be assigned by each regional hub. KAMs will scout for, identify and engage with promising women led RHC projects to understand their needs, align on any relevant confidentiality issues and ultimately to develop a personalized Service Action Plan (SAP) with KPIs and targets. In collaboration with our business and technical support partners, they will align on the most appropriate service or services to be delivered as well as the appropriate partner to deliver them and follow-

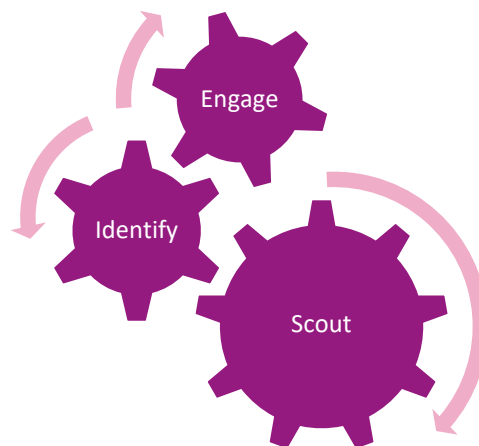
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up with the supported projects from the beginning to the completion of their journey, ultimately collecting feedback for co-evaluation. Service delivery will leverage a blend of personal contacts by regional KAM on the field along with digital collaboration means for bringing in cross-border expertise.

Scouting, identification and engagement of RHC projects and stakeholders

The Regional hubs with the support of all partners will identify, engage and select 50 promising RHC projects in two rounds (25 per each round) to receive and benefit from hands-on market uptake support services according to their needs and challenges. This process will be conducted through open calls of interest across all regional hubs to ensure an open and transparent participation process. Overall, 60 suggested projects are expected per round to ensure adequate participation, a total of 120 nominated projects in the two rounds.

Figure 2: Hub engagement process




Activities will begin as early as June 2021 (M8) and build upon leads generated by other project activities (interviews, surveys, case studies developed under Work Package 1) to ensure that an adequate number of suitable projects has been identified, assessed and selected by October 2021 (M12) to timely kick-start delivery of technical support and consultancy and the provision of business and innovation support services. Potential projects identified will be assessed against specific criteria before being selected and approached for participation. These criteria will be co-defined with the Advisory Board during a dedicated (digital) meeting and cover business, technology and contextual aspects (e.g. RHC techs employed, maturity level, market potential, geographic spread, barriers faced, etc.), to ensure representativeness to the degree possible.

The selection of the projects will be performed with a selection matrix, whereby each partner will score nominated projects, based on guidelines prepared by S2i.. Regional hubs will contact the projects and inform them about their expected involvement based on specific Terms of Reference elaborated by S2i. If any of the initially selected projects will not affirm their participation, the following projects in the ranking list will be considered.

Supporting RHC projects with technical and business support services

Support services will be comprised of both business, innovation and technical support services for enhancing the market uptake of RHC. These services build upon already established successful services and well-tested

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methodologies and tools ensuring that they can be delivered cost-effectively and efficiently, while also meeting the expectations of the market.

Moreover, through the KAM methodology our services will be adjusted to the needs of women driving RES solutions in heating and cooling building on preparation phase outcomes and target to infuse supported projects with a gender-responsive approach to the introduction and deployment of their RHC solutions through gender mainstreaming. The features, functions and resources required for the delivery of these services will be defined in detail by S2i, with the contribution of all partners, based on their existing service portfolio. The definition of each service shall include:

- A service summary
- Features and functions
- Resources required
- Service process
- Materials required for the delivery of the services, such as guidelines, questionnaires, presentations, templates, and resources.

Along these lines, our preliminary technical and business service portfolio (to be developed and informed during the project) is concisely outlined below.

The technical support services to be provided to each project will depend on the particularities of each one (e.g. stage of development, RES technologies deployed, target deployment site, etc.) drawing from a pool of services offered thanks to the competencies of our consortium partners:


- RHC project concept technical design and development
- feasibility studies including modelling energy demand and regional RES supply potential
- energy audits and performance certifications
- energy and environmental analyses including assessment of CO₂-emissions
- technical support and advice for pilot project implementation and monitoring.

The identification of the projects' technical needs and the definition of the respective support to be provided will be performed by HFT with the help of the Key Account Managers of each regional hub. If these needs cannot be effectively addressed with the expertise and service portfolio of HFT, CIVI, HFT, EAP and/or EGC, the projects will be connected with suitable technology suppliers, technical consultants or professionals outside of our consortium via our networking services.

The business and innovation support services comprises:

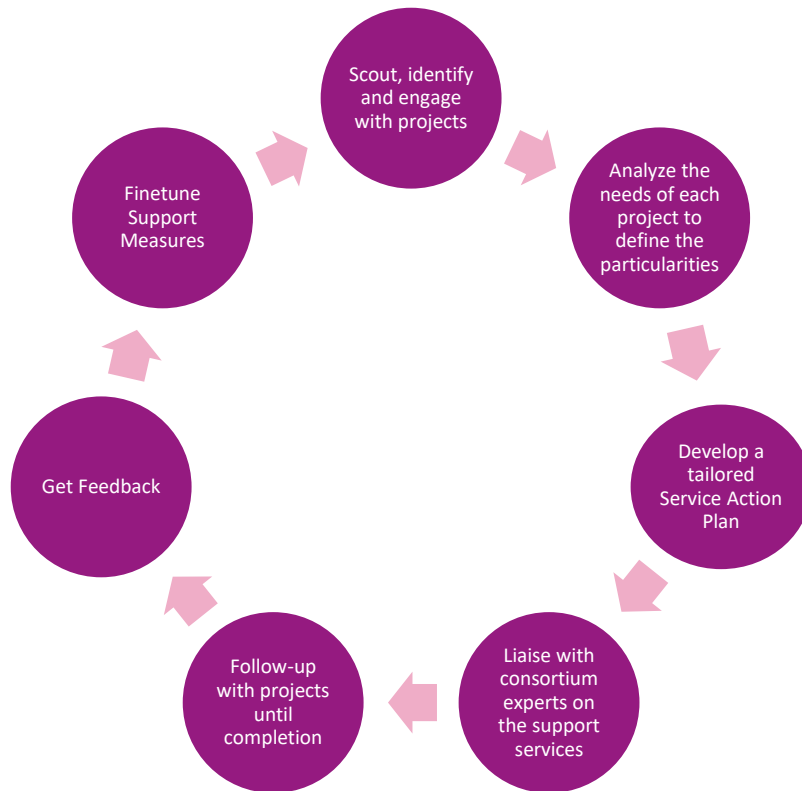
- market research
- business planning
- access to finance support
- networking
- mentoring.

Services will be provided with the help of KAM responsible for contacting and onboarding selected projects. The process will begin with a meeting (physical or digital) between the KAM and the project representative, to analyse their specific needs and define the blend of services that could best meet them. Based on the outcomes of the needs analysis, the KAM will match the project with the suitable consortium expert(s) who

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will be then in charge of providing the required service(s), based on a tailored Service Action Plan (including KPIs and a time plan) co-defined with the project representative. All services to be provided will be underpinned by gender mainstreaming principles and gender audits will be offered by WECF when deemed necessary.

Figure 3: Overview of KAM operation for market uptake support of RHC projects



For the needs of the mentoring service, a pool of mentors with sector-specific backgrounds in renewable energy, consisting of women energy experts and business leaders will be created and matched with aspiring women entrepreneurs and professionals. The mentoring service will be set on promoting knowledge and skills transfer and providing personalized support and guidance (e.g. on business models, design of economic and financial viable projects, funding and financing schemes, career advancement, etc.) either face-to-face (in seminars or other W4RES events) or via digital means (i.e. web-conferencing apps). The synthesis and composition of the pool of experts, the invitation process as well as the mentors’ role will be defined by S2i in collaboration with WECF and ECWT.

Within the framework of D1.2 Needs, perceptions and challenges in the RHC landscape: Evidence from 8 regions an initial selection of information has provided significant insights regarding the preferred services by the stakeholders (See Annex I). This process will be further enriched by the results of the Co-Creation Workshop in M6 April 2021.

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Awareness Raising


All regional hubs (with the support of regional partners) will undertake the deployment of at least 2 campaigns throughout the project (1 per round) to:

- inform women about the benefits of RHC solutions as well as available opportunities and means for capturing them
- promote an understanding of gender-related challenges in the RHC market and how to overcome them in order to raise the involvement of women in the market.

The campaign messages, channels, target audiences and timeframe of the online and offline campaigns per region will be defined by APRE, with the support of all partners, based on the specific barriers (limited consumer acceptance, information gaps, etc.) that each campaign is set on addressing in the regions. All partners will be responsible for defining the objectives of the campaigns in their region as well as support APRE with the definition of campaign strategy and plan for their region. The key messages conveyed at the regional awareness raising campaigns will be translated by the partners to their national language and will be tailored to the target groups and the socioeconomic context of each region, incorporating basic behavioural levers (e.g. incentives, etc.).

Table 1: W4RES's Targeted Stakeholder Groups

Industry	<ul style="list-style-type: none"> • Businesses involved in market uptake of RHC from the supply or demand side: <ul style="list-style-type: none"> - Final energy consumers, such as businesses in the service sector (e.g. commercial buildings), housing companies, industrial and manufacturing companies looking to adopt RHC solutions. - Energy suppliers (private and public utility companies) with RHC within their portfolio and their associations (e.g. ETCSEE, ESEPIE, etc.). - Technology providers seeking to introduce or already driving RHC solutions to market. - Local professionals (planners, designers, installers, craftsmen) implementing RHC projects.
Energy & business advisors	<ul style="list-style-type: none"> • Energy agencies (e.g. IEA, IRENA, etc.) aiming to foster the adoption of RES solutions. • Energy advisors consulting private and public sector organisations about energy investments and their national and international associations (e.g. AEEC, EFCA, IAEE, etc.). • Business support networks and advisors (e.g. EEN, Steinbeis, private consultancies, etc.) that support businesses to bring their RHC solutions to the market.
Government and policy	<ul style="list-style-type: none"> • Local authorities aiming to improve the environmental performance of the municipality (e.g. local agencies of urban planning, building authorities, environmental departments, etc.). • Regional, national and European authorities that design RHC and gender-related policies and financial frameworks at regional, national, European and level. • European Technology Platforms (ETPs) and Joint Undertakings (JUs) centred around renewable heating and cooling (such as RHC-ETIP, EUREC, EIT InnoEnergy, EHPA, etc.)
Civil society	<ul style="list-style-type: none"> • Action groups such as citizen's initiatives, environmentalists and NGOs. • Energy consumers (e.g. house owners, tenants, etc.) and their associations.

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Academia and research	<ul style="list-style-type: none"> • Research and development institutes researching, designing and testing RHC solutions. • Academics and experts within the RHC community (TCs, RTOs, etc.). • Staff of Technology Transfer Offices supporting the valorisation of RHC research results.
Other stakeholders	<ul style="list-style-type: none"> • Financial Institutions (e.g. local banks) financing promising private or public RHC projects. • Relevant complementary initiatives in RHC and gender at regional, national and international level (e.g. GWNED, ENERGIA, IRENA, WE, WISE, W4E, GGCA, WONY, AWE, etc.)

The stakeholder groups that need to be involved (e.g. influencers, anchor institutions, media, etc.) in each case will be routinely engaged through suitable channels (mostly social media but also other channels when deemed essential for achieving the objectives of a campaign) with a focus on spreading concise and understandable communication messages addressing the particular uptake challenges of each region.

Capacity Building


All regional hubs (with the support of the regional partners) will offer a series of 1-day capacity building seminars with a view to training decision-maker in regional stakeholders (businesses and authorities) on the different gender mainstreaming methods and tools developed by the project (e.g. gender analysis, gender audits, gender awareness raising, gender budgeting, gender evaluation, gender impact assessment, etc.). The seminars will be organised by the regional hubs and delivered by WECF. The resources required for their delivery (e.g. training material, presentations, exercises, quizzes, etc.) will be defined and developed by WECF with support from ECWT, building upon existing content that is openly available (e.g. from EIGE) or available to them from former activities, safeguarding efficiency and quality.

Table 2: Topics for Capacity Building on gender mainstreaming

Introduction to gender mainstreaming	The case for mainstreaming gender in RHC
Gender analysis and audits	Gender planning and budgeting
Gender monitoring, evaluation & impact assessment	Gender-disaggregated data and how to get them
Gender-responsive indicators in RHC projects	Gender-smart work policies and good practices
Building gender awareness and competencies	Driving organisational transformation

Set-up of local hackathons, mutual learning workshops and missions

The Regional hubs will launch a series of hackathons that will challenge regional quadruple helix stakeholders under an open innovation framework to co-create solutions for addressing barriers to the uptake of RHC, while fostering increased involvement of women in the market. The hackathons will be organised in the form of full day events organised and moderated by the regional hubs of W4RES. WR will leverage their deep expertise and experience in co-creation in order to prepare guidelines for the use of the

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“Co-creation Navigator” as well as train the partners in making the most out of its co-creation tools to turn their regional hackathons to a success with increased public engagement.

In order to foster cross-regional mutual learning opportunities, dialogue and knowledge exchange among the participating regions and beyond a total of 4 mutual learning workshops will be organised in and by the regional hubs of W4RES at DK (EGC), IT (APRE), DE (S2i) and SK (PEDAL). The specific learning topics of each event will be timely defined by PEDAL in collaboration with each regional hub and EGC revolving around the design, implementation, monitoring, evaluation and gender dimension of policies, actions and measures aimed at supporting RHC market uptake. Partners will actively seek for and invite representatives from their interlinked networks (e.g. members of EGC, RHC-ETIP, EEN Women entrepreneurship SG, Women4Energy, etc.) in EU Member States and other countries to participate in the workshops, fostering international collaboration and exchange.


Furthermore, the workshops will be combined with field visits to sites where women-led RHC solutions are being deployed will be organized as well. Our regional hubs will coordinate, organise and promote these field visits as 1-day missions, where 5 – 6 market actors and stakeholders (e.g. women decision makers in local authorities, entrepreneurs, investors, etc.) from other regions will be given a demonstration of locally deployed RHC solutions.

4 Monitoring, evaluation and reporting

Every six (6) months the regional Hubs responsible project partners will be tasked to provide an account of key activities within their short progress report in accordance with the Management Quality Plan (MQP), which is to be prepared by each project partner to summarise the work progress (including progress against targets) and costs incurred in the reporting period. In this report partners responsible for the operation of the Regional hubs will describe their activities and progress towards their goals along with the rest of their activities within the W4RES project.

In the framework adopted in this Baseline Strategy for W4RES, monitoring and evaluation are not disconnected activities with the development of the other Work Packages. They are rather to be seen on a continuum and contribute to the same process. They are linked together through “result-oriented monitoring”, which provides an overall framework reflecting the W4RES project concept. The W4RES Co-Creation Workshop schedule for April (M6) with the support of all partners, will enable us to engage in a series of co-creative activities with key stakeholders to co-define key aspects of our market uptake support measures as well as of our performance monitoring and impact assessment system (including KPIs).

In that respect the table below presents an initial timeline of critical steps for the operations of the Regional hubs that will be further developed and enriched by the results of the Co-Creation Workshop in terms of performance monitoring and impact assessment. In M18 ((April 2022) an update as appropriate of the operational plans as well as the respective monitoring plan and framework will be included in D2.5: W4RES regional hubs: plans, activities and results – Interim Report.


	Document:	D2.1 W4RES regional hubs: Plans, activities and results – Initial Report		
	Author:	Q-PLAN INTERNATIONAL	Version:	1.0
	Reference:	D2.1 W4RES ID GA 952874	Date:	30/4/21

5 Risk Management


An essential part of the W4RES is the quality assurance and risks mitigation measures with a view to ensuring project outcomes, namely deliverable reports, methodologies, etc., are of high quality and offer value to the project stakeholders. The underlying management and quality assurance mechanisms, are described in the Management Quality Plan, are obligatory for all W4RES partners, while they aim at complementing (and not replacing) the Grant Agreement and the Consortium Agreement of the project. Risks that may affect considerably the progress and quality of the project have been identified and relevant contingency plans have been elaborated. Regarding the Regional hubs possibly risks have been identified as shown by the table below. The list of risks on project level and on Regional hubs level will be updated on an ad hoc basis or once every six months.

Table 4: Risks and contingency plans related to the Regional hubs

Description of risk	Linked WP	Risk mitigation measures
Lack of interest from stakeholders to engage in project activities	WP1	W4RES is interwoven with several networks and communities in RHC, which can be leveraged to engage stakeholders. So, the probability of this risk is low. However, proactive contingency planning has been included in the design of the project to further minimise this risk (e.g. development of regional hubs to facilitate multi-stakeholder engagement, etc.). <i>(Low probability / High impact)</i>
Limited capacity (know-how, resources, etc.) impeding the effective set-up and implementation of regional hubs	WP2	This risk is addressed by W4RES from its inception through the inclusion of regional partners (WR, Q-PLAN, S2i, APRE, PEDAL, EAP, ECWT and EGC) with the full capacity (know-how, experience, financial and human resources, networks, etc.) and commitment to successfully set-up and run the envisioned regional hubs in the consortium of the project. In order to pro-actively further minimise the risk, a thorough operation plan (tailored to local contexts and based on a baseline operational model) is foreseen to be designed and employed by each hub ensuring their consistent, efficient and effective implementation. Last but not least, regular reports on the activities and results of each hub are also foreseen throughout the course of the project, ensuring that their operation and results are closely monitored and any potential need for improvement is timely identified and addressed. <i>(Low probability / High impact)</i>
Less than expected mobilisation and engagement of stakeholders through the regional hubs	WP2	All regional partners (WR, Q-PLAN, S2i, APRE, PEDAL, EAP, ECWT and EGC) will allocate appropriate personnel to lead, manage and carry out the defined activities of their respective regional hubs. This includes well-networked and experienced personnel already working with and trusted by regional RHC market actors and stakeholders, safeguarding the access to the communities required to stimulate the participation of a sufficient number of stakeholders in the activities of the regional hubs. In result, we estimate the probability of this risk manifesting to be quite low. Still, proactive contingency planning and several risk-mitigation measures have already been included in the design of the project to further minimise this risk (e.g. design of evidence-based stakeholder engagement strategy for

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		each hub, early engagement of a large community of stakeholders through stakeholder engagement events, awareness raising campaigns, etc.). <i>(Low probability / High impact)</i>
Lack of interest from RHC projects to receive our hands-on market uptake support services	WP3	To ensure that we will be able to support 50 RHC projects, we will start scouting as early as M8 in order to create a pool of 120 RHC projects that will be assessed against specific criteria and ranked accordingly. We will contact the 50 highest-ranked ones as well as opt for substitutes, in case necessary. <i>(Low probability/ High impact)</i>
Improper selection of monitoring indicators for the market uptake measures	WP3, WP4	W4RES encompasses highly experienced partners in (gender-responsive) performance evaluation and impact assessment (e.g. S2i, APRE, WECF, ECWT, etc). The indicators to be used will be co-defined with stakeholders in our co-creation workshop, thus further minimising the chances for any incompatibility. <i>(Low probability/ High impact)</i>
Limited involvement of appropriate stakeholders in mutual learning	WP5	Our partners retain close relationships with both local and international stakeholders, guaranteeing the appropriate selection of stakeholders to participate in the workshops. Reimbursement of travel costs will serve as a further incentive for participants. Additionally, coordination with other initiatives and networks will also open new paths for engagement, in case there is lack of interest or inputs. <i>(Medium probability / Medium impact)</i>
Project outcomes not aligned to the needs of its stakeholders and consequent low adoption rates	WP1, WP2, WP3, WP4, WP5, WP6, WP7	A thorough market research and a co-creation workshop will enable us to define a demand-driven design for our market uptake support measures and kick-start their iterative deployment and testing. The validation of the results will be realised with our AB who will help us finetune the measures based on their needs. <i>(Low probability / High impact)</i>
Changes in project team	WP7	In case of internal changes, partners are required to include substitutes with equivalent (or higher) qualifications and experience. The substitutes will be informed in detail about the project, their role and responsibilities. <i>(Medium probability / Low impact)</i>
Delay(s) in project timetable	WP7	The Steering Committee agrees and applies contingency plans (tailored to the exact circumstances) including: (i) re-allocation of resources, (ii) parallel execution of tasks and (iii) re-scheduling of activities. <i>(Low probability / Medium impact)</i>
Poor performance of partners	WP7	Distributing the whole amount of the advance payment to partners will require the submission (on-time and in proper quality) of 'their deliverables' and their agreed contribution to other tasks/ deliverables). <i>(Low probability / Medium impact)</i>

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6 Conclusions

This report (D2.1) produced under Task 2.1 outlines the operational plans, activities and results of each W4RES regional hub. The report also includes the initial monitoring plan and framework to be operationalised by the hubs to keep track, streamline and report on their activities during the project.

An updated interim version of the report (D2.5) and a final report (D2.8) will present the operational plans, activities and results achieved by each W4RES regional hub under Task 2.1 after the two rounds of the W4RES regional hubs operation. The reports will also update as appropriate the operational plans as well as the respective monitoring plan and framework included in D2.1. The interim version report is scheduled for April 2021 (M18) and the final report is scheduled for October 2023 (M3)

Annex: Table 1 - Three most popular options for each market support measure across the eight countries⁴

	BE	BG	DK	DE	GR	IT	NO	SK
Business support	Networking	Financial sup.	Financial sup.	Mentoring	Mentoring	Financial sup.	Umbrella org.	Mentoring
	Mentoring	Mentoring	Networking	Networking	Networking	Mentoring	Networking	Financial sup.
	Umbrella org.	Marketing / adv.	Business plan.	Umbrella org.	Financial sup.	Networking	Financial sup.	Marketing / adv.
Technical support	Consultancy on implementation	Tech. advice on concept design	Tech. advice on concept design	Consultancy on implementation	Consultancy on implementation	Consultancy on implementation	Tech. advice on concept design	Consultancy on implementation
	Tech. advice on concept design	Energy and env. analysis	Consultancy on implementation	Tech. advice on concept design	Energy and env. analysis	Energy and env. analysis	Energy audits perf. analysis	Tech. advice on concept design
	Feasibility studies (go/ no-go decisions)	Consultancy on implementation	Feasibility studies (go/ no-go decisions)	Energy and env. analysis	Feasibility studies (go/ no-go decisions)	Feasibility studies (go/ no-go decisions)	Energy and env. analysis	Energy and env. analysis
Capacity building topics	Gender awareness raising campaigns	Gender neutral remuneration	Gender neutral remuneration	Gender neutral remuneration	Gender smart work policies	Gender neutral remuneration	Gender audits	Gender neutral remuneration
	Gender neutral remuneration	Gender smart work policies	Gender awareness raising campaigns	Gender smart work policies	Gender neutral remuneration	Gender smart work policies	Gender disaggr. data collection	Gender smart work policies
	Gender smart work policies	Gender analysis	Gender smart work policies	Gender awareness raising campaigns	Gender awareness raising campaigns	Gender analysis	Gender smart work policies	Gender awareness raising campaigns
Awareness raising activities	Economic, social, and env. benefits of RHC solutions	Economic, social, and env. benefits of RHC solutions	Public financial support	Economic, social, and env. benefits of RHC solutions	Economic, social, and env. benefits of RHC solutions	Economic, social, and env. benefits of RHC solutions	Personal dev. opportunities to increase income	Public financial support
	Available RHC opportunities	Available RHC opportunities	Support of women in RHC	Support of women in RHC	Available RHC opportunities	Public financial support	Public financial support	Support of women in RHC
	Support of women in RHC	Personal dev. opportunities to increase income	Available RHC opportunities	Personal dev. opportunities to increase income	Public financial support	Support of women in RHC	Support of women in RHC	Available RHC opportunities
Target groups	Industry actors	General public	Polymakers	Polymakers	Polymakers	Polymakers	Polymakers	General public
	STEM female students	STEM female students	Industry actors	Industry actors	General public	Industry actors	Industry actors	Industry actors
	Polymakers	Polymakers	STEM female students	STEM female students	Industry actors	General public	Researchers	Polymakers

⁴ W4RES, 2021, D1.2. Needs, perceptions and challenges in the RHC landscape: Evidence from 8 regions