

D24.5. MULTICARE

Capacity Building by Stakeholder Group



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Executive Summary

This report outlines the MULTICARE project's capacity-building strategy focusing on targeting stakeholder education. The internal capacity building exercise among MULTICARE partners was critical to enhancing understanding of market needs, current educational offerings and interests and intentions. Based on this systematic stakeholder engagement conducted between September-November 2024, specific knowledge gaps and training requirements necessary to facilitate the adoption of MULTICARE's innovative multi-hazard, low-carbon resilient technologies were identified. The internal capacity building exercise among MULTICARE partners revealed substantial synergies and complementary expertise that informed both the structure and content of training programs.

The findings indicate three distinct stakeholder categories critical to the adoption of MULTICARE solutions with differentiated training needs: Financial Decision Makers, Technical Implementers, and Policy Influencers. The analysis demonstrates the necessity for multidisciplinary training approaches that bridge communication gaps between industries, particularly between the technical and financial sectors.

The document details the existing courses to be updated and new courses to be created to address the training needs of these groups. It also defines comprehensive programs like the "Green Building Professional™" and "Green Homes Accredited Finance Professional™," accreditation programs to incentivize lifelong learning and MULTICARE uptake.

This report directly supports deliverable D24.6 (Training Content Creation Plan) by establishing the foundation for targeted educational content development.

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GLOSSARY

ACRONYM	FULL NAME
AMS	Amsterdam Institute for Advanced Metropolitan Solutions
ARUP	Arup Group Limited
ASM	ASM Market Research and Analysis Centre
ESG	Environmental, Social, and Governance
EU	European Union
HR	Human Resources
IEQ	Indoor Environmental Quality
IES	Integrated Environmental Solutions

INCDFP	National Research and Development Institute for Earth Physics
nZEB	nearly Zero-Energy Building
PFE	Priedemann Facade Experts
RoGBC	Romania Green Building Council
ROI	Return on Investment
RINA	RINA Consulting
SDSS	Spatial Decision Support System
SUR	Sapienza University of Rome
TUB	Transylvania University of Braşov
TUD	TU Delft (Technical University of Delft)
XLD	XLAM Dolomiti
WP	Work Package

1. Deliverable summary

This section introduces the scope and context of the document and presents relationships with other work packages and tasks of the MULTICARE project.

1.1 Scope and structure of the deliverable

The purpose of this deliverable is to define the training needs of the external stakeholder groups that are necessary to educate on the benefits of MULTICARE solutions.

In addition to a listing of stakeholder groups, this document will describe the specific courses to be created or updated, comprehensive programmes to deliver more extensive training, and incentives to encourage stakeholders to want to commit time and resources to this education,

The creation of this deliverable is the result of a collaborative partnership between the task and deliverable leader, the WP leader of WP24 and the project partners.

1.2 Relation to other Tasks and Deliverables

The D24.5 report has been prepared through the effort of Task 24.3 “Internal capacity building” and Task 24.4 “Planning of replication”. The effort to understand the specific education offering of each MULTICARE partner and target audience of that education is described in section 2.2. This report contributes to Task 24.4 by identifying training needs by key external stakeholder groups both by defining the target stakeholder groups known at the project inception and additional groups identified in the knowledge sharing among the MULTICARE consortium. This plan will contribute directly to general and specific content being created as part of Task 25.3 “Capacity Building/Training content creation and delivery”.

The current deliverable is interrelated with other deliverables in WS9 “Capacity building, Communication & Dissemination, Exploitation” including:

- D24.6. Training Content Creation Plan
- D25.4 Training Content for External Stakeholders
- D25.5 Preliminary Exploitation Plan (M24)

2. External stakeholder groups defined

2.1 Identification of relevant stakeholder groups

A list of stakeholder types/groups were determined at the inception of the project as critical to positively influence the decision to select MULTICARE solutions. These were combined with additional stakeholders identified during the “Internal Capacity Building” process described in section 2.2 below are included.

Three summary categories of stakeholders were defined in section 2.3 below along with a listing of typical motivators and responsibilities of each stakeholder group. Each stakeholder group was placed into one of these categories and listed in section 2.4.

2.1.1 Stakeholder Engagement Methodology

Data Collection Methods

The capacity building needs assessment employed a mixed-methods approach consisting of:

1. **Structured Surveys:** Distributed to 42 organizations participants within the Green Building Professional™ existing programme.
2. **In-depth Interviews:** Conducted with 15 key stakeholders representing diverse sectors.
3. **Partner Roundtables:** 9 virtual sessions that included 19 MULTICARE partners.
4. **Pilot Training Feedback:** Analysis of participant feedback from 4 preliminary training modules.

The methodology involved a multi-stage analytical process:

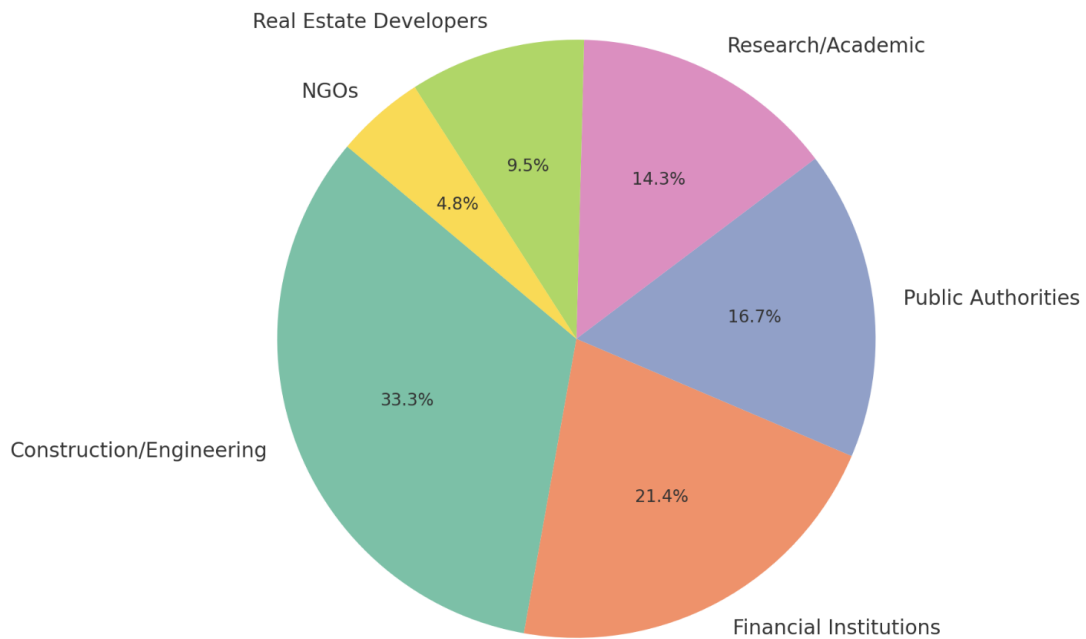
1. **Triangulation of data sources:** Cross-referencing findings across different data collection methods to validate results and identify consistencies and discrepancies.
2. **Gap analysis framework:** A systematic approach to identify disparities between:

- Current knowledge/skills among stakeholders
 - Required knowledge/skills for effective implementation of MULTICARE solutions
 - Available training resources within the consortium
3. **Prioritization matrix:** Development of a weighted scoring system to rank training needs based on:
- Frequency of mention across stakeholder groups (40%)
 - Potential impact on MULTICARE adoption (35%)
 - Alignment with EU policy objectives (25%)
4. **Quality assurance measures:**
- Statistical validation of quantitative survey results

Stakeholder Distribution

The stakeholder engagement process included a representative sample across the following sectors:

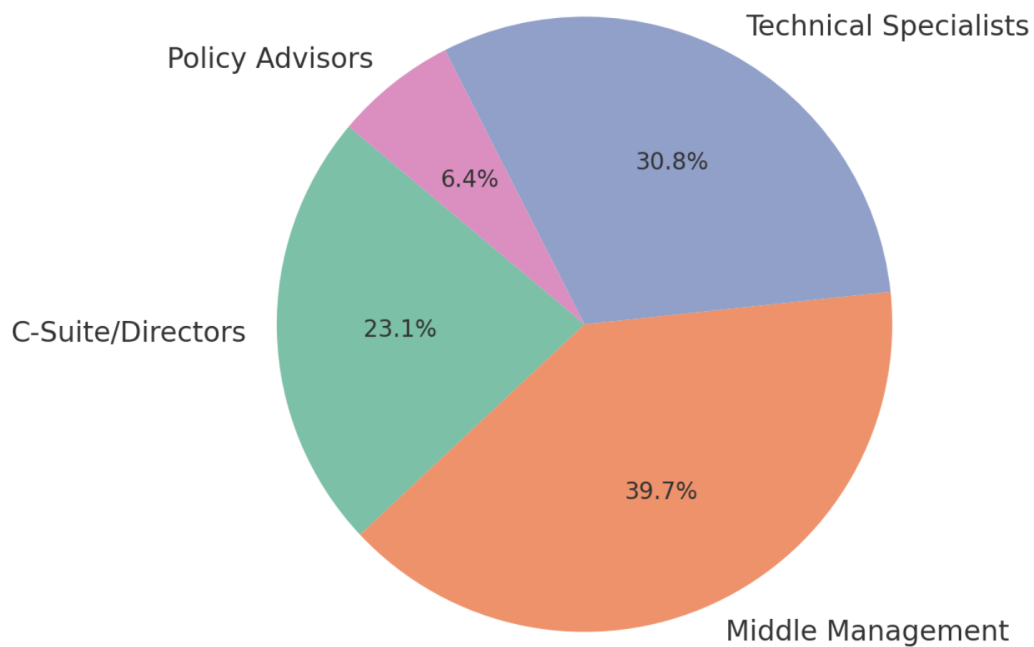
Stakeholder Category	Number of Organizations	Percentage
Construction/Engineering	14	33.3%
Financial Institutions	9	21.4%
Public Authorities	7	16.7%
Research/Academic	6	14.3%
Real Estate Developers	4	9.5%
NGOs	2	4.8%
Total	42	100%



Participant Profiles

Participants in the needs assessment included decision-makers from various organizational levels:

Professional Role	Number of Participants	Percentage
C-Suite/Directors	18	23.1%
Middle Management	31	39.7%
Technical Specialists	24	30.8%
Policy Advisors	5	6.4%
Total	78	100%



2.2 Internal capacity building for MULTICARE partners

To enhance detailed understanding among MULTICARE partners of each other's education profile and offering, the Romania Green Building Council (RoGBC) led a comprehensive "Internal Capacity Building" exercise in September and October of 2024.

This included:

- 1) Presenting the vision and objectives for the MULTICARE capacity building effort.
- 2) Leading virtual roundtable events with consortium partners with the goal of understanding local market needs of the participating countries, as well as customer requirements in the overall activity of each partner. Through these sessions, the broad capabilities of the consortium were defined, as well as shared goals and possible blind spots.
- 3) Delivering courses (described below) to MULTICARE partners

For the virtual round table events, each partner was asked to provide a presentation of their education capabilities / solutions / interests / intentions most relevant to the project objectives and to create a holistic and clear link between the individual partner expertise and the shared goals of the MULTICARE project as a whole. By answering questions like what is their area of expertise?, who are their collaborators?, and what are the typical challenges they face in their daily activity?, the MULTICARE partners defined their individual contributions and synchronicities with other project members, thus ensuring maximum uptake of the project's solutions by defining consortium capabilities, outlining training content availability, and what partners are looking to offer and receive through the capacity building activities¹.

¹ A list of recordings of all presentations can be found at this link:
https://drive.google.com/drive/folders/14awvcZo8Y9ugWWiA5-8XIWNPAYbOezdy?usp=drive_link

A list of partners who participated in the internal capacity building exercise includes:

Organization	Country	Type of Organization
Napoli University	Italy	Academic/Research
Boom Builds	Netherlands	Construction/Engineering
ASM	Poland	Market Research & Analysis
INCDFP (National Research and Development Institute for Earth Physics)	Romania	Research Institute
ARUP	United Kingdom	Engineering Consultancy
Sapienza University of Rome	Italy	Academic/Research
Rothoblaas	Italy	Building Components Manufacturer
Transylvania University of Braşov	Romania	Academic/Research
Tecuci Municipality	Romania	Public Authority
TU Delft	Netherlands	Academic/Research
RoGBC (Romania Green Building Council)	Romania	Non-Governmental Organization
Priedemann	Germany	Facade Engineering
OMRT	Netherlands	Digital Technology
RINA	Italy	Certification & Engineering
AMS (Amsterdam Institute for Advanced Metropolitan Solutions)	Netherlands	Research Institute
Hoelscher	Germany	Engineering Consultancy
XLAM Dolomiti	Italy	Engineered Wood Manufacturer
IES (Integrated Environmental Solutions)	United Kingdom	Software Development
STRESS	Italy	Research & Development

Table 1 Partners Participating in the Internal Capacity Building Exercise

The list of courses offered by RoGBC the MULTICARE group include:

1. **Sustainable Materials and Resources²**
2. **Financial Considerations for Green Buildings³**
3. **Green Homes Certifications⁴**
4. **Circular Economy for Buildings⁵**

² Course recording:

<https://drive.google.com/file/d/1RmNJd1F3tARzVnxsl6clEYxBwG1kqLtf/view?usp=sharing>

³ Course recording:

https://drive.google.com/file/d/1JBHqsHJigQoOFAXz_5aeaAmjH-fcMHCC/view?usp=sharing

⁴ Course recording not available.

⁵ Course recording:

https://docs.google.com/presentation/d/1y4FHL7AfCfnD9MoqsP4G5xXgEtsw4sjmJj32pW-GjwjE/edit#slide=id.g305d925c8ef_0_565

2.2.1 Training Needs Assessment Findings

Needs Assessment Questionnaire Analysis

The needs assessment questionnaire focused on identifying specific knowledge gaps and training preferences within the Green Building Professional programme. Key questions included:

1. Principal sustainability challenges currently faced by your organization
2. Priority thematic areas for training
3. Target employee profiles for capacity building
4. Preferred training formats
5. Optimal course durations
6. Desired training frequency

Statistical Analysis of Responses:

Question 1: What are the main sustainability challenges your company is facing currently?

Challenge	Frequency	Percentage
Regulatory compliance	34	81.0%
Business case development	29	69.0%
Technical knowledge gaps	27	64.3%
Internal stakeholder buy-in	25	59.5%
Supply chain issues	18	42.9%
Market recognition	15	35.7%

Analysis: The predominance of regulatory compliance (81%) as the primary challenge highlights the complex and rapidly evolving policy landscape surrounding sustainable building practices and finance in Europe. Organizations are struggling to keep pace with frameworks like the EU Taxonomy, Energy Performance of Buildings Directive (EPBD), and national-level implementations of these regulations.

The high ranking of business case development (69%) indicates that despite growing awareness of sustainability benefits, organizations still face difficulties in quantifying and communicating the financial value of resilient, low-carbon solutions. This suggests that training should emphasize practical financial modeling and valuation methodologies tailored to different stakeholder perspectives.

Technical knowledge gaps (64.3%) ranking as the third highest challenge reinforces the need for specialized technical training, particularly in emerging areas like multi-hazard

assessment and integrative approaches to building resilience. The relatively lower concern for market recognition (35.7%) may indicate that sustainability is increasingly becoming a baseline expectation rather than a differentiator in the market.

Question 2: What thematic areas do you consider a priority for your team?

Thematic Area	Frequency	Percentage
ESG and non-financial reporting	31	73.8%
Multi-hazard risk assessment	28	66.7%
Regulatory frameworks	26	61.9%
Green building certifications	25	59.5%
Low-carbon technologies	24	57.1%
Circular economy approaches	20	47.6%
Digital tools for resilience	18	42.9%

Analysis: The strong prioritization of ESG and non-financial reporting (73.8%) aligns with the global shift toward transparency and accountability in environmental and social impacts. This high rating likely reflects the pressure organizations face from investors, regulators, and clients to demonstrate sustainability performance through standardized frameworks.

The significant interest in multi-hazard risk assessment (66.7%) represents a notable evolution in industry thinking, moving beyond single-hazard approaches toward more holistic resilience strategies. This validates MULTICARE's core focus and suggests substantial market readiness for integrated approaches to seismic, flood, and climate risk mitigation.

The middle-tier ranking of green building certifications (59.5%) and low-carbon technologies (57.1%) suggests these areas are becoming mainstream but still require significant upskilling. The comparatively lower ranking of digital tools for resilience (42.9%) could indicate either a knowledge gap about available technologies or perceived barriers to implementation, highlighting an opportunity for targeted education in this area.

Question 3: What type of employees would benefit most from a personalized curriculum? Target employee profiles

Employee Profile	Frequency	Percentage
Evaluators - Technical staff	33	78.6%
Project managers	30	71.4%
Finance department	24	57.1%
Senior management	19	45.2%
Sales/Marketing	15	35.7%
HR/Training	8	19.0%

Analysis: The identification of technical staff (78.6%) as primary beneficiaries of training emphasizes the need for detailed, application-oriented educational content that addresses specific implementation challenges. The strong emphasis on project managers (71.4%) highlights their crucial role as integrators between technical, financial, and regulatory considerations in sustainable building projects.

The substantial interest in training for finance department staff (57.1%) represents a significant opportunity to bridge the traditional gap between technical and financial decision-making. This aligns with the need for better business case development identified in Question 1 and suggests that financial literacy around resilience and sustainability is becoming a core competency rather than a specialist skill.

The relatively low prioritization of HR/Training staff (19.0%) may indicate a missed opportunity, as these professionals are often crucial for embedding new knowledge throughout organizations. Future training initiatives might benefit from a "train the trainer" approach that empowers HR professionals to extend capacity building throughout their organizations.

Question 4: What course formats do you consider most effective for your team?**Preferred training formats**

Format	Frequency	Percentage
Online self-paced	29	69.0%
Hybrid (blended)	27	64.3%
In-person workshops	23	54.8%
Live Webinars	18	42.9%
On-site technical training	16	38.1%
One-on-one coaching	9	21.4%

Analysis: The preference for online self-paced learning (69.0%) reflects the industry's need for flexible training options that can accommodate busy professional schedules. This format allows participants to engage with content at their own pace, reducing barriers to participation while potentially increasing completion rates compared to time-bound formats.

The strong interest in hybrid approaches (64.3%) indicates recognition that some content—particularly hands-on technical skills—benefits from in-person components, while theoretical knowledge can be effectively delivered online. This balanced preference suggests that future MULTICARE training should be designed with modularity in mind, allowing for flexible delivery methods.

The moderate interest in in-person workshops (54.8%) combined with lower preference for on-site technical training (38.1%) may reflect post-pandemic shifts in learning preferences as well as considerations around travel costs and time commitments. The limited interest in one-on-one coaching (21.4%) likely stems from scalability and cost concerns, though this format might be reserved for high-value participants like senior decision-makers.

Question 5: What duration do you consider appropriate for a course or course module? Optimal course durations

Duration	Frequency	Percentage
2-4 hours	22	52.4%
4-8 hours (1 day)	19	45.2%
8-16 hours (2 days)	14	33.3%
< 2 hours	11	26.2%
> 16 hours	6	14.3%

Analysis: The preference for moderate-length courses of 2-4 hours (52.4%) strikes a balance between depth of content and practical time constraints faced by professionals. This duration allows for substantial concept development and some application exercises without requiring extensive time away from core responsibilities.

The significant interest in single-day formats (45.2%) suggests that for more comprehensive topics, participants are willing to dedicate a full day when the content warrants it. This may be particularly appropriate for topics requiring hands-on practice or collaborative problem-solving.

The declining interest in longer formats—with only 14.3% preferring courses longer than 16 hours—reflects the reality of competing professional demands and suggests that modular approaches would be more effective than intensive, extended programs. For the comprehensive programs described in sections 3.3 and 3.4, this indicates that breaking content into distinct modules with clear learning outcomes would likely increase participation and completion rates.

Key Stakeholder Quotes

Qualitative data from interviews provided valuable context:

"Our regulatory teams are struggling to interpret European Taxonomy requirements and apply them to our investment portfolio. We need training that translates complex sustainability criteria into actionable assessment frameworks for our financial analysts." - Robert M., Team Leader - Risk Management LIBRA Bank

Insight: This quote highlights the critical gap between regulatory knowledge and practical implementation tools, particularly in the financial sector. It suggests that training should not only explain regulations but provide concrete frameworks, templates, and decision-support tools that operationalize complex requirements.

"We need guidance on evaluating our extensive pre-nZEB building portfolio. The gap between existing building portfolio performance and new standards creates significant business risks that our team is struggling to quantify and address." Roxana O., Retail, BCR / ERSTE Bank

Insight: This comment underscores the substantial challenge of applying new standards to existing building stock, which represents the vast majority of Europe's real estate assets. It suggests that training should place special emphasis on retrofit assessment methodologies, risk evaluation tools for existing buildings, and practical approaches to phased improvements that balance performance goals with financial constraints.

The frequent mention of training needs at the intersection of technical and financial concerns across both quantitative and qualitative data reinforces the value of MULTICARE's multidisciplinary approach and suggests that training designed to bridge traditional silos will find receptive audiences across stakeholder groups.

2.3 Categories of external stakeholders

The MULTICARE project has identified the following three main categories of external stakeholders that are influential in the uptake of innovations and new approaches.

1. Financial Decision Makers

- Focused on the business case, risk mitigation, and Return on Investment (ROI)
- Conversion of innovative solutions' features into financial terms
- Emphasis on financial models and tools

2. Technical Implementers

- Detailed technical specifications and implementation guidance
- Assistance to build the business case for Decision Makers for new solutions.
- Looking for hands on exercises and case studies
- Integration with existing workflows and processes

3. Policy Influencers

- Alignment with regulatory requirements and policy objectives
- Cost-benefit analysis at societal level
- Connections to broader quality of life, sustainability and resilience goals

2.4 List of external stakeholders relevant to MULTICARE by category

The MULTICARE project has identified the following external stakeholder groups as relevant to influence the uptake of the projects innovation and research:

Category	External Stakeholder Group
Financial Decision Makers	Property Owners
	Bankers (Residential Finance)
	Bankers (Commercial Real Estate Finance)
	Institutional investors
	Real estate project developers
	Cost managers / surveyors
	Financial evaluators
	Legal experts
	Risk Managers / Underwriters
	Citizens, building occupants

Table 2A Financial Decision Makers

Note – while citizens and building occupants are paramount decision makers (e.g. decision to buy or rent a particular home or occupy a corporate office or other facility) the MULTICARE project will not create courses intended for citizens or occupants. The benefits of the MULTICARE innovation and research will reach the citizens and building occupants through the behavior change of the other stakeholder groups listed here who are designing, financing and constructing the buildings to be purchased or leased.

Category	External Stakeholder Group
Technical Implementers	Architects
	Engineers – Structural, Mechanical, Electrical, Plumbing, Specialists
	General Contractors
	Facilities Managers
	Product suppliers
	Other real estate and construction service providers

Table 2B Technical Implementers

Category	External Stakeholder Group
Policy Influencers	Municipal representatives
	Local, regional and national policy makers
	Urban designers and planners
	Research / Academics
	Certification bodies
	NGOs

Table 2C Policy Influencers

3. MULTICARE courses and programmes

The MULTICARE consortium has identified the following courses to be updated or created to contribute to the training requirements of the identified external stakeholders. The course title and MULTICARE partner(s) assigned to each course is listed below. The schedule of content creation is included in Deliverable D24.6 “Training Content Creation Plan”.

The amount of training (i.e. number of minutes of training content) will remain the same as the original course unless determined by the assigned partner(s) that the course warrants an extended time span. Programmes listed in section 3.3 and 3.4 require coursework that meets the minimum number of minutes specified.

3.1 Existing coursework to be updated

The following coursework will be updated in the MULTICARE project.

Training Course Title	Partner(s) Updating Content
Sustainable Materials & Resources	RoGBC, TUD, AMS
Green Homes / Building Certification	RoGBC
Financial Considerations of Green Buildings	RoGBC
Circular Economy for Buildings	RoGBC, TUD, AMS
Structural Rehabilitation of Buildings	SUR
Low-damage technologies for building systems	SUR, TUD
SDSS training to potential end users	IES

Table 3 Existing Coursework to be updated

3.2 New course creation

The following coursework will be created in the MULTICARE project:

Training Course Title	Partner(s) Updating Content
Multi-risk assessment of buildings	TUD, ARUP, TUB
Design for Resilient Buildings	TUD
Resilient Materials and Façade Technologies	TUD, PFE
Human factors in resilient buildings	TUD, ASM
Towards a holistic rehabilitation of the existing building stock	SUR, TUD, XLD
Innovative low-damage low-carbon technologies for enhancing resilience of buildings	SUR, TUD
SDSS training to potential (external) end users (e.g. urban planners, utilities)	IES
Overheating prediction and IEQ optimization tool for end-users (e.g. facility managers)	IES, RINA

Table 4 New Coursework to be created

3.3 Accreditation programmes to incent lifelong learning and MULTICARE uptake

While the individual courses will be offered to the identified external stakeholder groups, the MULTICARE project will promote individuals undertake more comprehensive, multidisciplinary education. One existing successful and one new lifelong learning programmes will be utilized by following the general existing format but introducing MULTICARE content and courses; thus improving these programme's capabilities with regard to building resilience and the financial and technical effects of flood, seismic and overheating / climate risks.

The two programmes are identified below. In addition, MULTICARE will explore - while developing the content and forming partnerships with complementary European

projects (see Deliverable D24.6 Training Content Creation Plan) – other lifelong learning programmes with which to collaborate.

A barrier experienced with engaging individuals to undertake a more comprehensive approach to training or retraining is the belief that “that subject is not my area of responsibility”. Effectively, reinforcing a “siloe” approach that prevents maximizing the project benefits and raises risk of rejecting new ideas. RoGBC’s experience with multidisciplinary training programmes is that – while reluctant at first – many professionals appreciate greatly the opportunity to learn details and viewpoints of the many disciplines involved in the real estate and construction process.

Offering best-in-class accreditations backed by respected institutions is a strong incentive to encourage professionals to dedicate time and financial resources to participate in more comprehensive training.

3.3 The “Green Building Professional™”

RoGBC – in partnership with other European Green Building Councils and sustainable building experts developed a programme that includes ten 300 minute courses⁶.

This is a general programme that addresses all building types. Courses include:

Training Course Title
Legal Requirements and Voluntary Certifications for Green Buildings
Financial Considerations of Green Buildings*
Green Building Design Principles
Managing Green Building Projects
Sustainable Site Selection and Management for Green Buildings
Lighting Solutions Design and Smart Buildings
Sustainable Materials and Resources*
Green Homes Certifications*
Circular Economy in the Building Industry*
Health and Indoor Air Quality in Green Buildings
*courses to be updated through the MULTICARE project

Table 5 The Green Building Professional™ list of courses

⁶ Information: <https://www.rogbc.org/educatie-rogbc?lang=en>

3.4 The “Green Homes Accredited Finance Professional™”

This is a programme similar in structure to the “Green Building Professional” but created for banks, investors, insurers, financial evaluators and other financial sector actors⁷. The programme includes ten 300 minute courses.

A finance-focused version for other building types besides residential will also be created by updating courses with topics relevant to commercial and other building types. “

Three new courses were created through the [SMARTER4EU](#) project. Courses include:

Training Course Title
Underwriting Considerations of Green Residential Projects+
Marketing Strategies for Residential Green Finance+
Real Estate Loan Portfolio Assessment, Reporting, and Governance+
Financial Considerations of Green Buildings*
Green Building Design Principles
Managing Green Building Projects
Sustainable Site Selection and Management for Green Buildings
Sustainable Materials and Resources*
Green Homes Certifications, EU taxonomy alignment and Level(s)*
Circular Economy in the Building Industry*
*courses to be updated through the MULTICARE project
+courses created through the SMARTER4EU project

Table 6 The Green Homes Accredited Finance Professional™ list of courses

⁷ Information: <https://www.smarterfinance4.eu/>

4.Planned training by external stakeholder group

The existing courses to be updated, new courses created and existing and planned multi-course programmes are listed below along with the external stakeholder group identified as relevant for the education content.

4.1 List of courses and relevant stakeholder category

The courses are identified as relevant by category defined in Section 2.3 and 2.4 above.

Courses	External Stakeholder Group Category
Sustainable Materials & Resources	Financial Decision Makers, Technical Implementers, Policy Influencers
Green Homes / Building Certification	Financial Decision Makers, Technical Implementers, Policy Influencers
Financial Considerations of Green Buildings	Financial Decision Makers, Technical Implementers, Policy Influencers
Circular Economy for Buildings	Financial Decision Makers, Technical Implementers, Policy Influencers
Structural Rehabilitation of Buildings	Financial Decision Makers, Technical Implementers, Policy Influencers
Low-damage technologies for building systems	Financial Decision Makers, Technical Implementers, Policy Influencers
SDSS training to potential end users	Technical Implementers, Policy Influencers
Green Homes / Building Certification	Financial Decision Makers, Technical Implementers, Policy Influencers
Multi-risk assessment of buildings	Financial Decision Makers, Technical Implementers, Policy Influencers
Design for Resilient Buildings	Technical Implementers, Policy Influencers

Resilient Materials and Façade Technologies	Technical Implementers, Policy Influencers
Human factors in resilient buildings	Financial Decision Makers, Technical Implementers, Policy Influencers
Towards a holistic rehabilitation of the existing building stock	Financial Decision Makers, Technical Implementers, Policy Influencers
Innovative low-damage low-carbon technologies for enhancing resilience of buildings	Technical Implementers, Policy Influencers
SDSS training to potential (external) end users (e.g. urban planners, utilities)	Technical Implementers, Policy Influencers
Overheating prediction and IEQ optimization tool for end-users (e.g. facility managers)	Technical Implementers

Table 7 List of Courses and Relevant Stakeholder Category

Comprehensive Programmes	External Stakeholder Group Category
Green Building Professional™	Technical Implementers, Policy Influencers
Green Homes Accredited Finance Professional™	Financial Decision Makers
“Green Building Accredited Finance Professional™	Financial Decision Makers

Table 8 List of Comprehensive Programmes

5. Conclusion and next steps

This capacity building needs assessment has identified clear requirements across stakeholder groups. The findings demonstrate strong demand for multidisciplinary training that bridges technical and financial understanding.

Next steps include:

1. Finalization of course curricula based on identified needs
2. Development of training materials with appropriate technical depth for each stakeholder group
3. Implementation of pilot testing with select external stakeholders
4. Refinement of content based on feedback
5. Full launch of training programs to support MULTICARE update.

Detailed notes on the timeline, responsible MULTICARE partner(s) and other details are described in Deliverable D.24.6 “Training Content Creation Plan.”.