Deployment of a Strategic Plan and Roadmap for the Implementation of Building Information Modelling (BIM) in Greece

Deliverable 7: Final Report





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Directorate-General for Structural Reform Support

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Version history

Version	Date	Author(s)	Changes	Description of changes
v.1	19/5/2023	PwC	Document created	First draft of the document
v.2	7/6/2023	PwC	Document updated	DG REFORM comments addressed
v.3	6/7/2023	PwC	Document updated	DG REFORM comments addressed

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List of Acronyms

Acronym	Description
AEC	Architecture, Engineering & Construction
AIR	Asset Information Requirements
AUTH	Aristotle University of Thessaloniki
ВІМ	Building Information Modelling
CDE	Common Data Environment
DG REFORM	Directorate General for Structural Reform Support
EIR	Exchange Information Requirements
EU	European Union
HELLASCO	Hellenic Association of Consulting Firms
KPI	Key Performance Indicator
LOD	Level of Detail
LOI	Level of Information
МІТ	Ministry of Infrastructure and Transport
NTUA	National Technical University of Athens
OIR	Organisational Information Requirements
PEDMEDE	Panhellenic Association of Engineers
PIR	Project Information Requirements
SATE	Association of Greek Contracting Companies
TCG	Technical Chamber of Greece
WLSC	Working Level Steering Committee

Introduction

This report, Deliverable 7: Final Report, was prepared in the context of the project "Deployment of a Strategic Plan and Roadmap for the Implementation of the Building Information Modelling (BIM) in Greece".

They key objective of the deliverable is to provide a concise account of the project outcomes and lessons learnt. More specifically, the report incorporates the main findings of the project's deliverables, the actions undertaken, challenges, communication material developed and disseminated as well as the conclusions from the final event.

Specifically, the deliverable consists of the following sections:

- **Chapter 1 Overview of project outcomes:** This chapter comprises a detailed overview of the main findings of the project's deliverables.
- Chapter 2 Challenges and lessons learned: This chapter includes the challenges that arose during this project, the specific actions that have been implemented to address the challenges, in addition to the generated lessons learned and useful conclusions.
- Chapter 3 Recommendations and next steps: This chapter includes recommendations on challenges that may appear throughout the implementation phase of the BIM Roadmap, in order to avoid limiting the success of the Strategy or create significant delays.
- **Chapter 4 Final event:** This chapter incorporates a presentation of the final event, the main findings, recommendations, and outcomes.
- Annex I Communication material: The Annex I contains the communication material of the project including the projects description, social media draft posts and visual materials.
- Annex II Final event presentation: The Annex II includes the presentation of the project's Final event.

1 Overview of project's main outcomes

The project "Deployment of a Strategic Plan and Roadmap for the Implementation of Building Information Modelling (BIM) in Greece" refers to the establishment of a concrete strategic direction and associated promotion activities required for the introduction of BIM in the country, outlining the following key outcomes:

- **Outcome 1:** Development and adoption of a National BIM Strategy accompanied by a BIM Implementation Roadmap and support to the implementation of the Roadmap
- **Outcome 2:** Raising awareness and capacity building among construction sector stakeholders in preparation for BIM implementation

In the following section, the main outcomes of the project are being presented, categorised by deliverable. Detailed presentation of these outcomes, as presented in the final event, is available in Greek language in Annex II.

Deliverable	Key outcome
Deliverable 1	 Presentation of recent developments around BIM in key project stakeholders
Deliverable 2	 Identification and presentation of country's construction industry state of play around BIM
Deliverable 3	Establishment of a National BIM Strategy document
Deliverable 4	 Establishment of a National BIM Roadmap, further specializing the content of the Strategy (Deliverable 3) and setting key target time milestones
Deliverable 5	 Development of the governance structure and process to be introduced for the implementation of the National BIM Roadmap Development of BIM requirements templates and associated guidance to be used as a BIM protocol allowing the introduction of BIM in pilot projects Development of a BIM glossary to communicate key concepts of BIM and digital construction in the Greek language
Deliverable 6	 Delivered BIM fundamental training to the public sector, introducing the concept of BIM Delivered BIM fundamental and technical training to the broader construction sector in Greece (almost 1000 attendees) Developed a guidance document on the use of BIM according to the scale and nature of the project

2 Challenges and lessons learned

The deployment of this project followed the development of National BIM Strategies in several European countries providing significant insights, good practices and lessons learned during the formulation of the National BIM Strategy and Roadmap for Greece.

Nevertheless, the implementation of BIM in the country consists of a great transformation that requires the enforcement of significant measures to ensure the gradual and efficient introduction of BIM in construction of public works.

The horizontal implementation of BIM requires the achievement of a wider inter-ministerial coordination, as well as cooperation between competent authorities and mobilisation of resources that would ensure the implementation of the interventions described in the National BIM Strategy and Roadmap.

In this context, the following table summarises the key challenges faced during the project, the associated actions taken as well as the lessons that stem from these.

No.	Challenges	Actions	Lessons learned
1.	The development of the National BIM Strategy and Roadmap required collaboration and feedback from the construction sector in order to ensure that their needs are carefully considered and included in the Strategy.	The project achieved the enhancement of cooperation between the public and construction sector and academia by establishing the WLSC. Regular WLSC meetings, one-to-one consultations with representatives of professional bodies and universities have been organised, where significant input and contribution was received in all phases of the project implementation.	The cooperation between public and private sector enabled the holistic consideration of needs in the development of the Strategy and BIM Roadmap in order to Incorporate relevant measures.
2.	Implementing BIM requires a considerable development of capabilities and especially appropriate training for both the public and the private sector	During the course of this project BIM training courses have been delivered both for the public and private sector in order to provide a basic understanding and knowledge on BIM and its benefits. To this end, several interventions regarding capabilities development have been incorporated in the BIM Roadmap to address this issue.	The capacity building of the sector with regards to BIM is key in towards the implementation of BIM in public projects. A level of awareness has been reached among the sector professionals through the communication events and trainings of this project which needs to continue with national efforts from the government and professional associations.
3.	SMEs find difficult to transform to the new way of working using BIM technology due to the high cost of the needed digital infrastructure upgrade as	The BIM Roadmap has included two interventions focusing on financial support of companies to invest in digital equipment and the software required for BIM	The provision of financial support for SMEs is of key importance in order to ensure their adoption to the new way of working and

needed digital infrastructure upgrade as they struggle to afford the upfront investments

digital equipment and the software required for BIM projects.

adoption to the new way of working and avoid their exclusion from projects with BIM requirements.

No.	Challenges	Actions	Lessons learned
4.	Complex regulatory framework regarding public procurement	During this project thorough analysis on the regulatory framework has been conducted and several legal amendments, further specifications and adoption of standards have been incorporated in the BIM Roadmap. In particular, an update of the regulation regarding the pre-estimated fees for design on public projects with a specific provision on BIM is proposed.	The formulation of an appropriate framework for the implementation of BIM in projects it is anticipated to facilitate its adoption. When national regulatory framework is complex and spans across multiple ministries, interministerial presence in strategy development groups as well in working groups is key.
5.	Greece has a significantly low level of digitalisation in particular in the construction sector, while only few digital tools are utilised in most projects.	The project contributed to the digitalisation of the Greek construction sector following the EU's digital strategy, towards the adoption of digital technologies in the EU, as the implementation of BIM demands the utilisation of several digital tools.	The gradual implementation of BIM in Greece will increase the level of digitalisation in the sector and the use of digital technologies in the Greek economy. However, the financial support towards digital transformation of SMEs is considered a key prerequisite.

3 Recommendations and next steps

Following the development of the National BIM Strategy and Roadmap, it is of key importance to ensure the smooth and timely implementation of the described interventions. The implementation of the Roadmap is essential for the introduction and success of BIM technology implementation in public procurement in construction.

Towards this direction, the following key recommendations for the "next day" are presented:

- Follow the proposed timeline, following and further detailing the milestones developed, in accordance with the implementation timeline of the BIM Roadmap.
- ✓ Mobilisation and efficient operation of the governance structure, in order to achieve the necessary level of coordination.
- ✓ Strengthen the collaboration with the construction sector, through regular meetings of the WLSC, which will allow the sector to provide useful feedback regarding the implementation of the Roadmap.
- ✓ Monitoring the implementation of the Strategy following the proposed processes (Deliverable 5) for implementation, monitoring, evaluation and updating of the Roadmap, which will allow structured and well defined adjustments if needed.
- ✓ Continue to collaborate closely with the competent authorities that manage co-financed programs, aiming to secure the required resources for the implementation of the interventions.

4 Final event

Following the implementation of the project's activities, the submission of all project's deliverables and the overall support provided to MIT throughout the course of this project, a final closing event has been organised. The event was planned in coordination with all stakeholders including the Ministry of Infrastructure and Transport (MIT), DG REFORM and the Working Level Steering Committee (WLSC). During the event, all project deliverables, activities, consultation outcomes, as well as developed tools have been presented in addition to relevant key findings and lessons learned from each phase of the project (please see Annex II). The final event has been conducted online through the Webex platform on 17 May 2023.

Furthermore, the event offered the opportunity to collect additional inputs from the WLSC on the project's outcomes, which have been thoroughly discussed and incorporated in this report.

In this event the following key points were discussed:

- The role of the WLSC following the completion of the project to assist the MIT on the implementation of the interventions as described in the BIM Roadmap.
- The urgent need to amend the legislation on public procurement, in particular updating the regulation regarding the pre-estimated fees for design on public projects with a specific provision on BIM.
- The importance of providing financial incentives to businesses of the construction sector in order to facilitate the use of BIM.
- The role of the academic community on the introduction of BIM in the country, through courses in all engineering schools, based on a learning framework that was developed incorporating feedback from NTUA and AUTH.
- The importance to incorporate the outcomes and lessons learned from the eventual implementation of pilot projects to the BIM Roadmap.

Annex I – Communication material

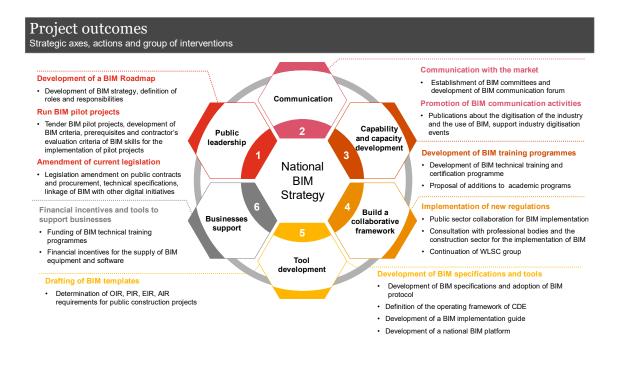
This Annex contains several communication material developed in the course of this project including the project description, social media text posts and visual materials.

Social media text posts

1st twitter post draft

→ Through the #TSI we supported the development of the #BIM national strategy for
in close collaboration with the Ministry of Infrastructure and Transport.

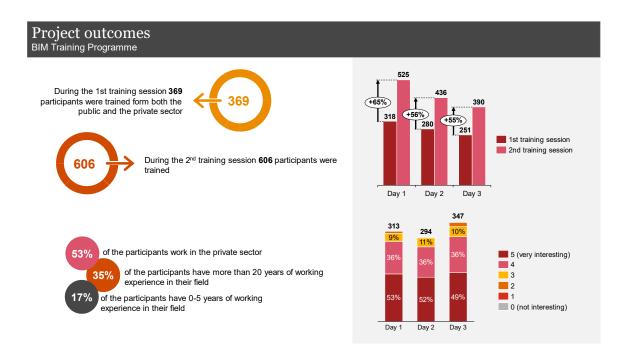
The gradual implementation of **#BIM** in public construction projects **II** is supported by the national **#BIM** roadmap through a set of interventions to be achieved in a 5-year timeline.



2nd twitter post draft

Glad to support and important #TSI project on #BIM reform, training almost 1000 professionals from the public and private sector of the wider #construction ecosystem in

♥Many thanks to the ﷺ Ministry of Infrastructure and Transport for welcoming, supporting and collaborating throughout project implementation.



Project description

PROJECT TITLE

Establishment and promotion of a National BIM Strategy in Greece

PROJECT SUMMARY

This project provided support to the Ministry of Infrastructure and Transport in the development and adoption of a National BIM Strategy and BIM Roadmap in addition to significant contribution in raising awareness and capacity building regarding BIM among construction sector stakeholders. The project has laid the foundation for the gradual implementation of BIM in public construction projects and the uptake of digital and BIM-based technologies in the Greek construction sector.

CONTEXT

The European Commission, through the new European Industrial Strategy, identified 14 ecosystems of the European economy, including the construction sector. Following that, the High-Level Construction Forum was established, as a communication platform with more than 700 construction stakeholders participating with main objective to co-create the construction ecosystem's transition pathway. Digital transformation is one of the key pillars of the construction ecosystem's transition pathway published in March 2023 and is expected to improve the competitiveness of the sector and increase transparency and trust in construction.

In that context the European Commission is working towards the digital transition of the sector by launching several initiatives and policies including BIM-based procurement (Directive 2014/24), digital building permits, data spaces and logbooks as key enablers for the digitalisation of the construction sector.

SUPPORT DELIVERED

The main outcomes of the project included the depiction of the current state of the construction sector in Greece when it comes to BIM, the development of the National BIM Strategy and Roadmap, as well as the promotion of BIM through a set of several training courses delivered to almost 1000 participants from the public and private sector.

This project was carried out with funding by the European Union in cooperation with DG REFORM, the Greek Ministry of Infrastructure and Transport as well key stakeholders from the academia and private sector representatives.

RESULTS ACHIEVED

This project sets the ground for the gradual introduction of BIM in public construction projects and contributed to the digitalisation of the Greek construction sector in accordance with the EU's priorities on the adoption of digital technologies.

The implementation of the BIM Roadmap interventions in the next 5 years it is anticipated to transform the construction ecosystem in Greece including the development of relevant regulatory framework, initiation of BIM pilot projects, establishment of BIM training and certification programmes as well as support mechanisms to construction sector SMEs.

MENTION OF EU ASSISTANCE

This project was carried out with funding by the European Union via the Technical Support Instrument and implemented by PwC, in cooperation with the Directorate-General for Structural Reform Support of the European Commission.

PHOTOS & VISUALS







Παραδοτέα του έργου

Παραδοτέο 1: Εναρκτήρια Έκθεση



Τελευταίες εξελίξεις και πρωτοβουλίες σχετικά με το BIM σε παγκόσμιο και εθνικό επίπεδο

Παραδοτέο 2: Ανάλυση της υφιστάμενης κατάστασης

- Þ
- Αποτύπωση της υφιστάμενης κατάστασης του κατασκευαστικού κλάδου αναφορικά με το BIM στη χώρα (ερωτηματολόγια, διαβουλεύσεις) • Ανάλυση καλών πρακτικών, ρυθμιστικού περιβάλλοντος

Παραδοτέο 3: Στρατηγικό σχέδιο ΒΙΜ



Σχεδιασμός Εθνικής Στρατηγικής για το BIM, διαβουλεύσεις με φορείς του δημοσίου και ιδιωτικού τομέα
 Προτάσεις αναγκαίων ρυθμιστικών παρεμβάσεων για την εφαρμογή του BIM



Παραδοτέο 4: Οδικός χάρτης BIM Σχεδιασμός 5-ετούς πλάνου και των βημάτων υλοποίησης της στρατηγικής, Καθορισμός του γενικού πλαισίου απαιτήσεων BIM, προτάσεις για τη δημιουργία εθνικής πλατφόρμας BIM υπό την αιγίδα του ΥΠΥΜΕ

Παραδοτέο 5: Υποστήριξη εφαρμογής οδικού χάρτη



Σχεδιασμός και πρόταση διακυβέρνησης και διαδικασιών για την εφαρμογή του Οδικού χάρτη BIM
 Ανάπτυξη των απαιτούμενων τυπικών υποδειγμάτων συγγραφής υποχρεώσεων BIM

Παραδοτέο 6: Εκπαίδευση και διάδοση

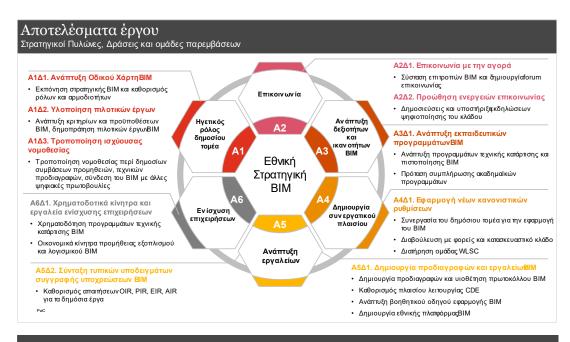


Διεξαγωγή ενημερωτικών ημερίδων σε στελέχη του δημοσίου τομέα
 Διεξαγωγή εντιστέυτικού προγράμματος BIM σε στελέχη του δημοσίου και ιδιωτικού τομέα

Παραδοτέο 7: Τελική Έκθεση



Τελική παρουσίαση δραστηριοτήτων και παραδοτέων του έργου



Στρατηγικοί άξονες και δράσεις



USEFUL LINKS

- MIT's press release on the project¹
- MIT's press release regarding the BIM Training Programme²
- Participation of MIT and PwC in the BIM Conference 2022 presenting key elements of the draft National BIM Strategy and methodology followed ³

¹ Ανάπτυξη Στρατηγικού Σχεδίου και Οδικού Χάρτη για την Εφαρμογή του BIM στην Ελλάδα, <u>https://www.yme.gr/2013-01-31-06-37-23/2013-01-31-07-00-49/item/9781-anaptyksi-stratigikoy-sxediou-kai-odikoy-xarti-gia-tin-efarmogi-tou-bim-stin-ellada</u>

² Διοργάνωση ημερίδας για την χρήση του Building Information Modeling (BIM) στις κατασκευές, https://<u>www.yme.gr/2013-01-31-06-37-23/2013-01-31-07-00-49/item/10997-diorganosi-imeridas-gia-tin-xrisi-tou-buildind-information-modeling-vim-stis-kataskeves</u>

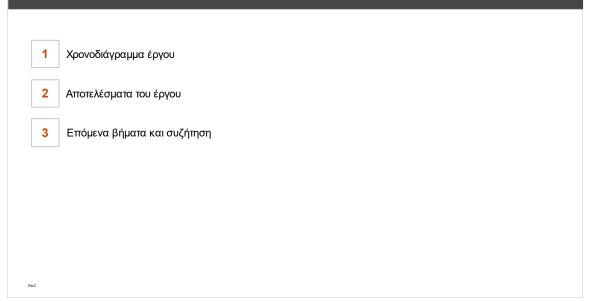
³ BIM Conference 2022, <u>https://www.bimconference.gr/agenda/</u>

Annex II – Final event presentation



Agenda συνάντησης	Agen
1 Χρονοδιάγραμμα έργου	1
2 Αποτελέσματα του έργου	2
3 Επόμενα βήματα και συζήτηση	3
Pwc	PwC

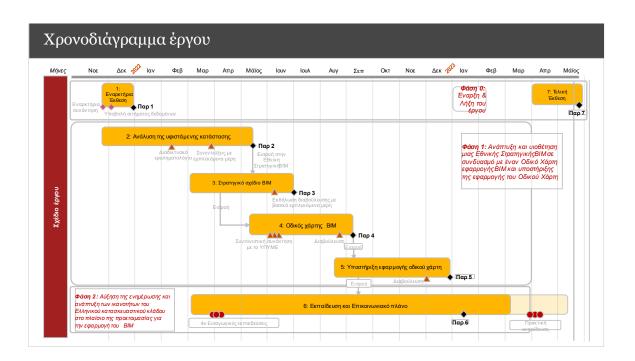
Agenda συνάντησης





Ιστορικό συναντήσεων επιτροπήςWLSC

		Ημερομηνία
	1 ^η συνάντηση επιτροπής WLSC	
	 Παρουσίαση του ρόλου και των αρμοδιοτήτων τηςWLSC, συζήτηση σχετικά με τη διοργάνωση μεμονωμένων συναντήσεων με τα μέλη της WLSC 	28
િસ	 Ανάλυση και συζήτηση προώθησης ερωτηματολογίου για την ετοιμότητα του κλάδου (παραδοτέο 2) από τους φορείς- μέλη της WLSC 	Μαρτίου 2022
	2 ^η συνάντηση επιτροπής WLSC	
	 Παρουσίαση παραδοτέου 2 (ανάλυση υφιστάμενης κατάστασης κατασκευαστικού κλάδου και δημόσιου τομέα, καλές πρακτικές) 	27 Ιουλίου
6	 Παρουσίαση και σχολιασμός ανάπτυξης Εθνικής Στρατηγικής ΒΙΜ– παραδοτέο 3 (όραμα, στρατηγικοί στόχοι, άξονες και δράσεις) 	2022
	3η συνάντηση επιτροπής WLSC	
	 Παρουσίαση καλών πρακτικών σύστασης ομάδων ΒΙΜ 	25
શ્લ	 Παρουσίαση και συζήτηση στρατηγικών παρεμβάσεων Οδικού Χάρτη BIM (παραδοτέο 4) 	Νοεμβρίου 2022
	4 ^η συνάντηση επιτροπής WLSC	
	 Παρουσίαση και σχολιασμός τυπικών υποδειγμάτων συγγραφής υποχρεώσεωBIM (OIR, PIR, EIR, AIR) 	10
	 Περιγραφή του περιεχομένου του Εκπαιδευτικού ΠρογράμματοβΙΜ και συζήτηση προώθησης από τους 	Φεβρουαρίο



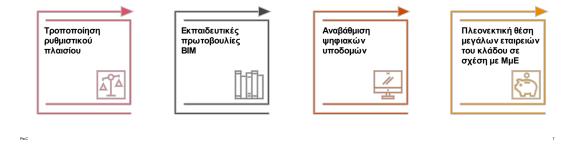


Αποτελέσματα έργου Ανάλυση της υφιστάμενης κατάστασης

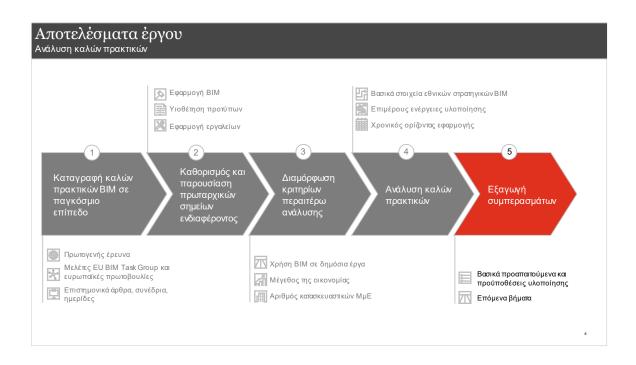
Βασικά σημεία

- 1. Ο ιδιωτικός τομέας είναι πολύ πιο εξοικειωμένος με τη διαδικασία ΒΙΜ σε σχέση με το δημόσιο
- 2. Οι πρωτοβουλίες εκπαίδευσης είναι πολύ περιορισμένες
- 3. Ο δημόσιος τομέας διαθέτει την απαραίτητη στελέχωση (σε αριθμούς) για την πιλοτική έναρξη έργων με διαδικασία BIM
- Υπάρχουν διαθέσιμοι οικονομικοί πόροι για την έναρξη προγραμμάτων χρηματοδότησης της ψηφιακής μετάβασης των επιχειρήσεων στο κλάδο των κατασκευών

Προκλήσεις

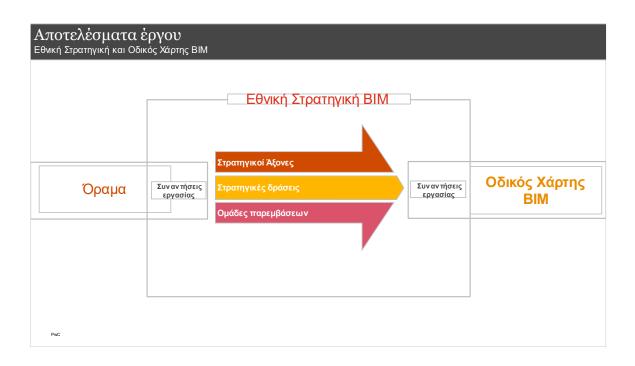


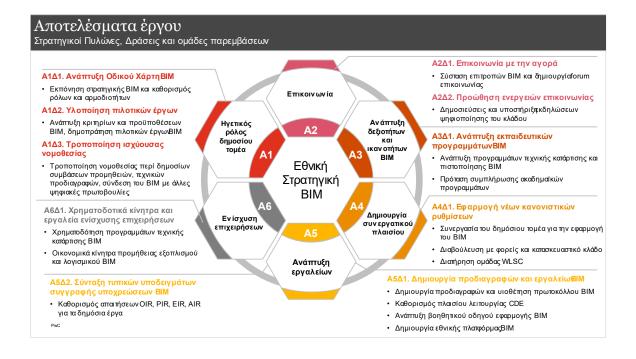
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	λέσματα έργου ^{καλών πρακτικών}								
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4	Συνεργατικοί σχηματισμοί ΒΙΜ	:=	-	-			₩		<u></u>
5	Στήριξη ΜμΕ	-		ж					
6	Εκπαιδευτικά προγράμματα BIM				×	\$			
7	Πιλοτικά έργα ΒΙΜ		-			×			
					Δανία Φινλαν	δία Γερμανία	Галліа Полигіа	Εκτ Ηνωμένο Βασίλειο	Εσθ ονία Ισπανία

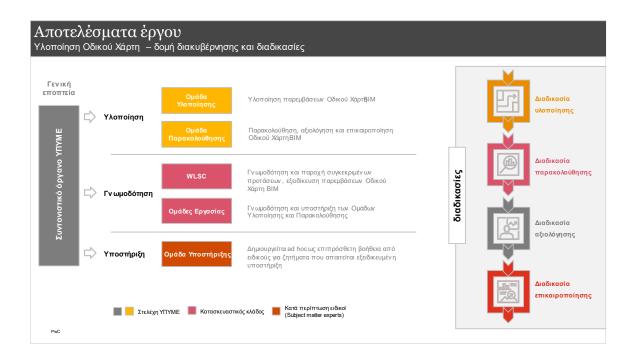
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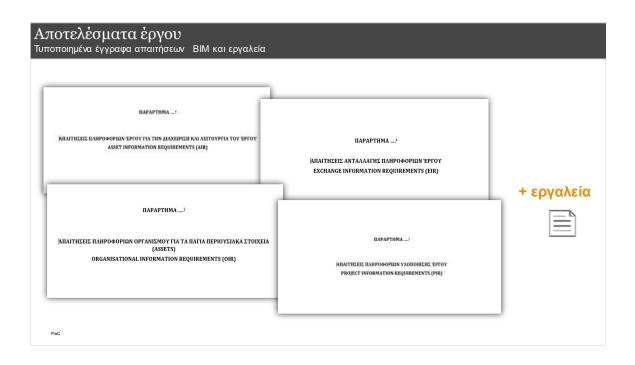


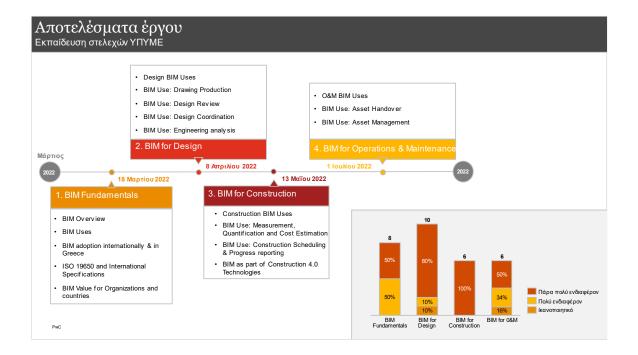
Αποτελέσματα	έργου
Οδικός Χάοτης	

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Στρατηγικές Παρεμβάσεις	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Α1Δ1Π1. Εκπόνηση στρατηγική@ΙΜ																			
A1Δ1Π2. Καθορισμός ρόλων και αρμοδιοτήτων για την υλοποίηση της στρατηγικής BIM																			
Α1Δ2Π1. Δημοπράτηση πιλοτικών έργων BIM																			
Α1Δ2Π2. Ανάπτυξη κριτηρίων και προϋποθέσεων BIM για την υλοποίηση πιλοτικών δημόσιων έργων																			
Α1Δ2Π3. Καθορισμός κριτηρίων αξιολόγησης αναδόχου σε δεξιότητες ΒΙΜ σε πιλοτικά έργα																			
Α1Δ3Π1. Τροποποίηση νομοθεσίας περί δημοσίων συμβάσεων και προμηθειών																			
Α1Δ3Π2. Ενημέρωση νομοθεσίας περί τεχνικών προδιαγραφών																			
Α1Δ3Π3. Ενημέρωση νομοθεσίας για τη σύνδεση του ΒΙΜ με άλλες ψηφιακές πρωτοβουλίες																			
Α2Δ1Π1. Σύσταση επιτροπών BIM																			
Α2Δ1Π2. Δημιουργία forum επικοινωνίας BIM																			
Α2Δ2Π1. Υποστήριξη εκδηλώσεων ψηφιοποίησης του κλάδου																			
Α2Δ2Π2. Δημοσιεύσεις σχετικά με την ψηφιοποίηση του κλάδου και τη χρήση BIM																			
Α3Δ1Π1. Ανάπτυξη προγραμμάτων τεχνικής κατάρτισης BIM																			
Α3Δ1Π2. Ανάπτυξη προγράμματος πιστοποίησης BIM																			
Α3Δ1Π3. Πρόταση συμπλήρωσης ακαδημαϊκών προγραμμάτων																			
A4Δ1Π1. Συνεργασία του δημόσιου τομέα για την εφαρμογή του BIM																			
Α4Δ1Π2. Διαβούλευση με φορείς και κατασκευαστικό κλάδο για την εφαρμογή του BIM																			
Α4Δ1Π3. Διατήρηση ομάδαςWLSC																			
Α5Δ1Π1. Δημιουργία προδιαγραφών και υιοθέτηση πρωτοκόλλου ΒΙΜ																			
Α5Δ1Π2. Καθορισμός πλαισίου λειτουργίας του CDE																			
Α5Δ1Π3. Ανάπτυξη βοηθητικού οδηγού εφαρμογής BIM																			
Α5Δ1Π4. Δημιουργία εθνικής πλατφόρμας ΒΙΜ																			
Α5Δ2Π1. Καθορισμός απαιτήσεωØIR																			
Α5Δ2Π2. Καθορισμός απαιτήσεωPIR																			
Α5Δ2Π3. Καθορισμός απαιτήσεω/Ε/R																			
Α5Δ2Π4. Καθορισμός απαιτήσεωΑΙR																			
Α6Δ1Π1. Χρηματοδότηση προγραμμάτων τεχνικής κατάρτισης BIM																			
Α6Δ1Π2. Οικονομικά κίνητρα προμήθειας εξοπλισμού και λογισμικού BIM																			

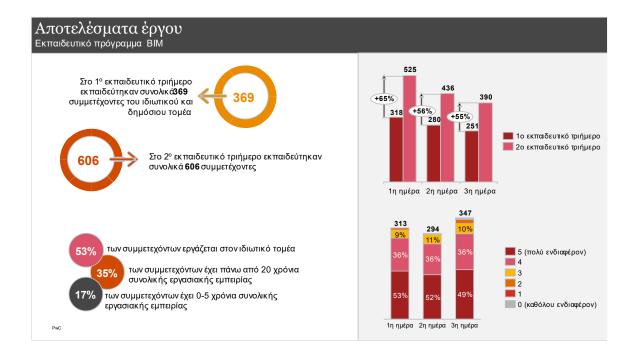


Deliverable 7: Final Report





Ημέρες	1η ημέρα	2η ημέ	ρα				3η η	μέρα			
Θεματικές εν ότητες	Καλωσόρισμα και παρουσίαση του έργου Βασικές αρχές ΒΙΜ Χρήση του ΒΙΜ στη φάση της μελέτης του έργου	Χρήση του ΒΙΜ στη φάση έργου Χρήση του ΒΙΜ στη φάση έργου			Παρουσίαση και χρήση των τυπικών υποδειγμάτων συγγραφής υποχρεώσεων (OIR, PIR, EIR, AIR)						
Διάρκεια	8 ώρες	7 ώρες			6 ώρ	ες					
					м	άρτιος 20	23				
	\bigcirc		Δευτέρα	Τρίτη	Μ Τετάρτη	άρτιος 20 _{Πώπτη}	123 Παρασκαυή	Σάββατο	Κυριακή		
			Δευτέρα 27	^{трітդ} 28				Σάββατο 4	κυριακή 5		
	Περισσότερες από 40 ώρ εκπαίδευσης στοΒΙΜ σε 2	2			Τετάρτη	Πέμπτη	Παρασκευή				
	εκπαίδευσης στοΒΙΜ σε 2 διαδικτυακά εκπαιδευτικ	2 :ά τριήμερα	27	28	τετάρτη 1	^{Πέμπτη} 2	Паралкаи́) 3	4	5		
	εκπαίδευσης στοΒΙΜ σε 2	2 :ά τριήμερα	27 6	28 7	тета́ртя 1 8	^{Πέμπτη} 2 9	Параакки) 3 10	4	5		





Επόμενα βήματα		
Ενέργειες	Υπεύθυνο μέρος	Ημερομηνία
Υποβολή παραδοτέου7	WLSC DG REFORM	19 Μαΐου
Προθεσμία περαιτέρω σχολιασμού παραδοτέω4, 5, 6, 7	YNYMEWLSCDG REFORM	29 Μαΐου
Υποβολήεπικαιροποιημένων παραδοτέων	• PwC	16 Ιουνίου
4 Τυπικό κλείσιμο έργου	PwC DG REFORM	Τέλος Ιουνίου
5 Συνάντηση WLSCσχετικά με επόμενα βήματα	YПYMEWLSCРwC	Αρχές Ιουλίου
PwC		19

Ευχαριστούμε

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