



Women, Disability, and Inclusion – Scientific Excellence in Bulgaria
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Deliverable 6.5

Exploitation and sustainability plan - final version

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Deliverable abstract

This deliverable describes the final version of the Exploitation and sustainability plan of the MILIEU H2020 project whose objective is to define an effective and consistent exploitation and sustainability strategy for the project that will continue after its end.

The Exploitation and sustainability plan details how the results of the project - ranging from intellectual outcomes to physical outputs - can be exploited and further used. The plan is elaborated in line with the objectives and achieved impacts of MILIEU and considering MILIEU's internal and external key target groups, key results and best activities to ensure maximum exploitation and sustainability. The deliverable also lists possible risks connected to exploitation and sustainability and proposes mitigation and contingency strategies. Key performance indicators are identified (by month 36, at the end of the project and by month 60 - two years after the end) to ensure the proper exploitation and sustainability of MILIEU results will continue also in the future and add up to the impact and legacy of the project.

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Glossary of abbreviations

CSO	Civil Society Organisations
EC	European Commission
ERA	European Research Area
ESR	Early Stage Researcher
EU	European Union
IPS-BAS	Institute of Philosophy and Sociology at the Bulgarian Academy of Sciences
KPI	Key Performance Indicator
RRI	Responsible Research and Innovation
UCM	Universidad Complutense de Madrid (Complutense University of Madrid)
UNIGE	Università di Genova (Genova University)
WP	Work Package

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1. Introduction

Developing a robust strategy to effectively utilise and maintain project outcomes is crucial for converting them into tangible advantages for society. The project maximises its impact and successfully achieves ERA priorities by employing exploitation and sustainability strategies.

MILIEU, as a CSA project, places significant emphasis on the exploitation and sustainability of its results. Therefore, this aspect has been a focal point in all activities during the project implementation, as evidenced by the ongoing monitoring and updating of the exploitation and sustainability plan.

1.1. Objective and scope of the deliverable

This document presents the final version of the Exploitation and Sustainability Plan for MILIEU, outlining the key strategies that have been and will be implemented to ensure the long-term impact of the project continues even after its completion. The development of the present Exploitation and Sustainability Plan is of utmost importance in ensuring the long-term utilisation of the attainable results of MILIEU and creating a lasting impact for the future.

This enhanced iteration builds upon the initial and preliminary version introduced at the beginning of MILIEU. The first version included a list of initial discoveries, an initial strategy for utilisation and long-term viability, and measures developed to minimise related risks. The updates and improvements in the current version arise from the subsequent actions:

- Analysing and confirming crucial results that can be effectively utilised.
- Thorough assessment and validation of target demographics and recipients.
- Definition of Key Performance Indicators (KPIs) to effectively utilise MILIEU project results after its completion.
- Development of guidelines for effectively distributing project results to a wider audience, customised for each individual outcome.
- Definition of sustainability activities to promote the long-term viability of the specific outcomes.

1.2 Definitions

A thorough understanding of the terms exploitation and sustainability is required to ensure that MILIEU has the greatest possible impact. As with dissemination and communication, there is some overlap and ambiguity, including between the two terms themselves. That is why, to begin, we provide some definitions.

Presentation exploitation is defined in the Dissemination and Exploitation Communication Measures as:

“The use of results in further research and innovation activities, including among other things, commercial exploitation such as developing, creating, manufacturing and marketing a product or process, creating and providing a service, or in standardisation and policy making activities.”

According to the same document, exploitation is the actual use of the results for scientific, societal, economic, or policy making purposes, whereas dissemination is describing and making the results visible to audiences that may use the results and may enable their usage and uptake. Another significant distinction is that, unlike dissemination, exploitation must be considered for all results generated during the project's lifetime as well as those generated after its completion.

As shown in the Quick guide and tools for Communication, Dissemination and Exploitation in Horizon 2020, the differences between Exploitation, Dissemination and Communication are:

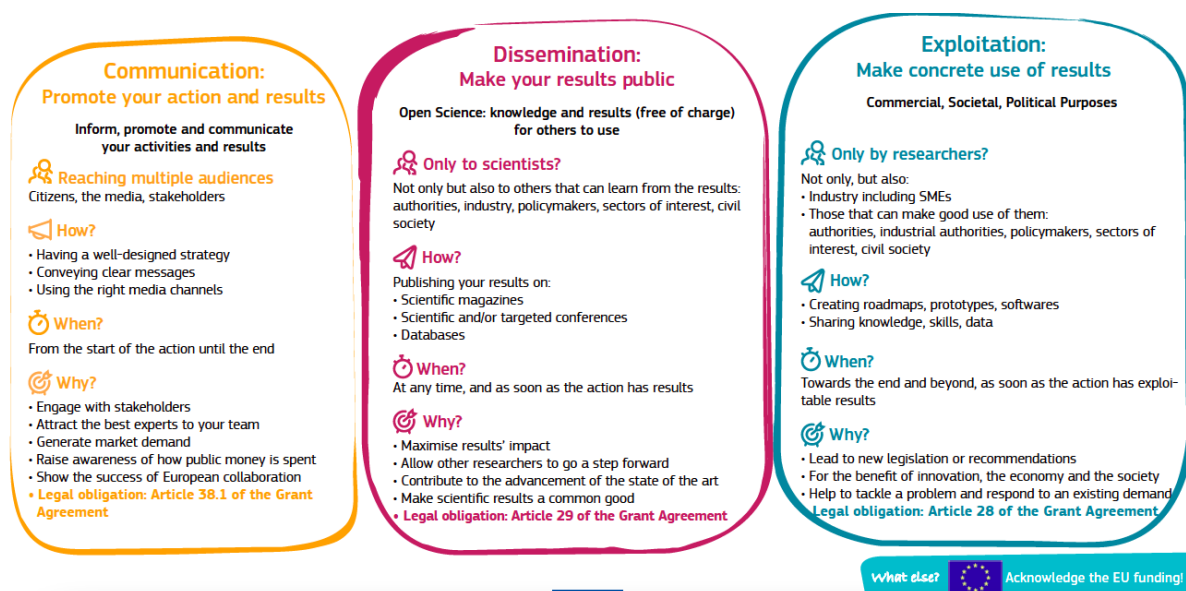


Fig. 1. Key characteristics and differences between communication dissemination and exploitation¹

According to the Dissemination and Exploitation Communication measures presentation, mentioned above, results are “any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property right”.

Results can vary from data and publications, to skills and knowledge or codes of conduct.

¹ EC. Quick guide and tools for Communication, Dissemination and Exploitation in Horizon 2020 https://ec.europa.eu/research/participants/docs/h2020-funding-guide/imgs/quick-guide_diss-expl_en.pdf

1.3. Structure of the deliverable

The document is divided into five sections.

The current "Introduction" Section of the document explains the document's objectives and scope and introduces key definitions of the relevant terms.

Section 2 "Objectives and obligations" describes the MILIEU objectives and expected impact, details WP6 activities throughout and after the project, and explains the contractual obligations related to exploitation and sustainability.

Section 3 "Key Results Produced by MILIEU" outlines an exploration of the main outcomes and results generated by the MILIEU project, ranging from intellectual outcomes to physical outputs.

Section 4 "Key Target Groups and Stakeholders" Identifies both internal and external target groups, providing a comprehensive understanding of stakeholders of the project, possibly also interested in exploitation of its results.

Section 5 "Exploitation and Sustainability Plan per Result" details the exploitation and sustainability plan associated with each project result, outlining strategies for ongoing impact, activities to maximise exploitation and ensure sustainability.

Section 6 "Quality and Risk Management" describes potential risks associated with exploitation and sustainability, as well as mitigation and contingency measures to ensure proper project implementation and achievement of project goals.

Section 7 "Key Performance Indicators (KPIs) to Ensure Proper Exploitation" discusses the establishment of Key Performance Indicators for M36 (end of MILEU) and M60 (2 years after the end of MILIEU) designed to guarantee effective exploitation even after the project's completion.

Section 8 "Conclusion" provides some insight on the most important activities for attaining sustainability. References follow.

2. Objectives and obligations

2.1. Objectives of MILIEU

MILIEU's overarching goal is to establish a networking collaboration between IPS and two highly regarded universities, UNIGE and UCM, with the ultimate goal of unlocking, fostering, and sustaining excellent research through intensive research exchange and enhancement in the research domains of women, disability, and inclusion, driving drive excellence, and enhancing the research reputation of the partners and the coordinating institution.

MILIEU is expected to (and already did) bring a long-term impact on research and society by introducing a new line of research related to disability studies, feminist disability studies, and gender and women's studies at IPS-BAS and in Bulgaria.

More in detail, the specific goals at the heart of MILIEU are:

1. To improve the consortium's scientific and technological capacity, particularly that of IPS-BAS and BAS. This goal outlines the scientific strategy for introducing, stimulating, and increasing excellence and innovation capacity, as well as an action plan designed to generate impacts for IPS-BAS, UCM, and UNIGE in the fields of women, disability, and inclusion research.
2. To raise IPS-BAS and BAS's research profile, as well as their international networking activities and attractiveness within Bulgaria and the EU. This goal seeks to ensure IPS's leadership in the region in the research domains promoted by MILIEU, as well as high visibility at the EU level.
3. To train early-stage researchers (ESR) at IPS and BAS by involving them in international research activities in the fields promoted by the project. This goal allows ESRs to advance towards internationalisation while also enhancing their professional development and independent thinking in the international arena.
4. Acquire high-level management and administration skills within IPS and BAS, particularly in relation to improving capabilities in research management, with a focus on project design and management activities, in order to increase the likelihood of obtaining funding for international research and innovation projects, and to exchange views and experience on an international level.

All MILIEU tasks and activities (from WP1 to WP7), designed to achieve the above-mentioned MILIEU objectives, generated exploitable results of various types. WP6 "Exploitation, sustainability, and outreach" is intended specifically to ensure the highest quality of the results' dissemination and exploitation activities.

2.2. Objectives connected to exploitation and sustainability

Keeping the overall and specific objectives of MILIEU in mind, WP6 of MILIEU - "Exploitation, sustainability, and outreach" - is designed to achieve the following goals:

1. to disseminate and exploit the project final results among the partners and the key stakeholders;
2. to facilitate and promote the use of the results of the project in further research, education and project engagement activities among universities and research institutions;
3. to widely communicate the project findings, related data and methodology;
4. to guarantee sustainability of project results, ensuring acceptability and transferability of its developed strategies and approaches.

Among those, the Exploitation and sustainability plan focuses on objective 1, 2 and 4, and the associated tasks:

T6.8 Exploitation and sustainability of results (M6-M36; Task Leader: UNIGE with all partners).

The task aims to maximise the exploitation of results by seizing all emerging opportunities to mainstream the achieved results and ensure their transferability and sustainability. An exploitation and sustainability plan was developed during the first reporting period and refined at the end of the project (current document). The plan pays special attention to ensuring the sustainability of the main project twinning mechanisms, such as personnel exchange, which can be formalised in agreements among consortium members; the establishment of joint doctorates in the themes fostered by the project; and the mechanisms for keeping the joint summer school and training activities developed by the project operational for the benefit of other Bulgarian institutions and/or other institutions.

T6.9 Policy influence and recommendations (M19-M36; Task Leader: IPS with all partners).

Throughout the project, the consortium presented a number recommendations based on MILIEU lessons learned and developed plans and guidelines (specifically, D2.2, D3.1, and D5.3), with the goal of persuading policymakers to change their minds and processes regarding research policy, gender policy, and innovation in general. This final version of the Exploitation and Sustainability Plan includes a detailed action plan on policy influence.

2.3. Relation to other deliverables and plans

Because exploitation and sustainability are related to the actual use of results, this plan will naturally build on all MILIEU WPs, tasks, and results, which will be detailed in Section 3.2.

The ESP plan, on the other hand, is closely linked to several of the previously elaborated deliverables, not only as results to be exploited, but also as plans and strategies whose activities are closely related to exploitation and sustainability, namely:

D.6.1. Dissemination and Communication Plan

The DCP was developed in M3 of MILIEU with the aim to provide rules, principles and tools for communication and dissemination of the project that will guide project beneficiaries, supporting them in effectively communicating and reporting all relevant activities and outcomes.

The DCP is devised to ensure that the project is visible and that the actions of the respective WPs are disseminated and accessible to interested parties. Because of the multifaceted objectives of MILIEU, the range of stakeholders and key audiences to consider is broad and diverse. On the one hand activities are aimed to reach, there are the internal target audiences - scientists, ESRs and personnel in IPS, BAS, UCM and UNIGE, and on the other - external audiences such as academic and non-academic organisations performing R&I activities, professional associations and civil society and grass root organisations, equality institutions at national, European and global level, decision makers in universities / research centres, national and international policy makers, etc.

Communication and especially dissemination activities are tailored for each of the project target audiences. Dissemination and communication channels and tools are provided, such as: the project website, the partners web sites, scientific publications, external scientific events, open-science events, social media, newsletters, press releases and media relations, promotional materials, informational seminars, project dissemination events, liaison activities.

The DCP contains detailed information on task 1 to 6 of WP6:

- T6.1 Planning of the communication and dissemination activities
- T6.2 Setting-up and maintenance of the project website
- T6.3 Targeted dissemination activities
- T6.4 Project events
- T6.5 Liaison activities
- T6.6 Communication activities

D1.4. Data Management Plan - Final version

The DMP was developed in M36 of MILIEU to describe the guiding principles, legal and ethical considerations and core mechanisms for data management within the project and after the project-end. Following the H2020 Data management template and ORDP and FAIR

principles, general strategy and specific rules are described for all datasets produced by MILIEU. DMP is connected to tasks in WP1 and WP6, namely: T1.5 Draft and review of the Data Management Plan, and T6.7 Knowledge management.

2.4. Contractual obligations of partners related to the exploitation of results

In addition to the contractual obligations to disseminate the results and communicate the project, to provide open access to publications and to inform on the funding provided by the EU, commented in D6.1. Dissemination and Communication Plan, partners as well have the following rights and obligations related to results and their exploitation:

Obligation to exploit the results

According to the GA each partner must — up to four years after the project end-date, i.e. up to 31.12.2027 - take measures aiming to ensure ‘exploitation’ of its results (either directly or indirectly, in particular through transfer or licensing; see Article 30) by:

- 1) using them in further research activities (outside the action);
- 2) developing, creating or marketing a product or process;
- 3) creating and providing a service, or
- 4) using them in standardisation activities.

This does not change the security obligations in Article 37, which still apply.

Results that could contribute to European or international standards — Information on EU funding

If results are incorporated in a standard, the beneficiary concerned must — unless the Agency requests or agrees otherwise or unless it is impossible — ask the standardisation body to include the following statement in (information related to) the standard:

“Results incorporated in this standard received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 952369”.

Ownership by the beneficiary that generates the results

Results are owned by the beneficiary that generates them.

‘Results’ means any (tangible or intangible) output of the action such as data, knowledge or information — whatever its form or nature, whether it can be protected or not — that is generated in the action, as well as any rights attached to it, including intellectual property rights.

Two or more beneficiaries own results jointly if:

1. they have jointly generated them and
2. it is not possible to:
 - a. establish the respective contribution of each beneficiary, or
 - b. separate them for the purpose of applying for, obtaining or maintaining their protection (see Article 27).

Obligation to protect the results

According to the GA each beneficiary must examine the possibility of protecting its results and must adequately protect them — for an appropriate period and with appropriate territorial coverage — if: (a) the results can reasonably be expected to be commercially or industrially exploited and (b) protecting them is possible, reasonable and justified (given the circumstances).

When deciding on protection, the beneficiary must consider its own legitimate interests and the legitimate interests (especially commercial) of the other beneficiaries.

3. Key results produced by MILIEU

A number of results with a high potential for exploitation and sustainable usage were developed within the framework of MILIEU, ranging from intellectual outcomes to physical outputs. MILIEU results can be attributed to the following types:

- publications
- data
- reports
- policy recommendations
- platforms (collaboration)
- research roadmaps
- skills and knowledge
- educational materials
- codes of conduct

The majority of MILIEU results are the result of activities carried out to achieve the project objectives. Table1 describes the results individually and in greater detail. The table contains a detailed description of the results as well as an assessment of their exploitability and sustainability potential. An overview of the WP in which the results were primarily produced, as well as the partners involved in their creation is also included.

Result	Short Description	WP /Partners
Improved competencies for project implementation and management	MILIEU activities and tasks greatly contributed to the development of team members' project implementation and management skills and knowledge. All plans, strategies, and so on developed for the project's purposes, even if kept confidential, contributed to the expertise of the partners, particularly the widening country coordinating institution. Exploitability: Partners (in part. IPS) and external Sustainability potential: Very high Overall impact: Very high	WP1, IPS and all
Visibility and empowerment guidelines	Roadmap for ensuring the empowerment and the enhanced visibility of IPS staff members and of the institution as a whole. Public deliverables that can also be used by other institutions. Exploitability: Partners and external Sustainability potential: Very high Overall Impact: Very high	WP3, UNIGE plus all

Final report on activities carried out for enhancing excellent scientific research in MILIEU	Final report on the activities performed in WP3 for enhancing excellence in the selected research domain. The deliverable will also provide information on selected case studies. Exploitability: Partners and external Sustainability potential: High Overall impact: High	WP3, UCM plus all
Research development plans	On the basis of analysis in WP2 and WP3, research development plans were elaborated for each MILIEU consortium member and in particular - IPS. Exploitability: Partners Sustainability potential: Very high Overall impact: Very high	WP2 and WP3, UCM plus all
Introduction of new research topics	New research lines related to the core topic of MILIEU were introduced in IPS and BAS with a focus on ESRs. Papers and articles were produced as a feasible result. Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high	WP3 and WP4, UCM and all
Joint project proposals	Drafting and submission of joint proposals for future projects under the framework of national and international research funding programmes was a key part of MILIEU activities under WP3. Skills and knowledge improvement on project drafting. Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high	WP3, UNIGE plus all
Scientific publications	Scientific publications developed as result of the introduction of new research lines, joint PhD tutoring, ERSs's skills and competences development. Any scientific publication which enables disseminating new knowledge in the field. Scientific publications disseminating and communicating MILIEU. Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high	WP3, WP4 and WP6, all
Materials from trainings, seminars, workshops	Educational materials. Presentations and/or videos from the training courses conducted within MILIEU. A number of presentations and videos were produced and made	WP3, WP4 and WP5, all

	<p>public (sent to the participants or uploaded for unlimited download) upon author's consent. 8 videos from the Summer school in El Escorial (Spain) and 12 from training seminars and workshops were uploaded and put on the website up to the current moment.</p> <p>Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high</p>	
<p>Organisation of international conferences and publication of abstracts and talks</p>	<p>Three international conferences were organised within MILIEU, also complemented with a number of panels on relevant prominent international conferences organised by other institutions (e.g. AtGender, CES, ECREA, IAMCR).</p> <p>A special attention was paid to ensure the participation of ESRs - both in the organisation and in the academic programs of the conferences.</p> <p>Books of abstracts from the conferences in Sofia were made public.</p> <p>20 videos with talks from the last conference in Sofia were uploaded on the Youtube channel of MILIEU and linked in the project website upon author's consent.</p> <p>Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high</p>	<p>WP3, WP4, WP5, WP6, IPS and all</p>
<p>Joint Phd tutoring</p>	<p>Arrangement of joint PhD supervision for promising students and establishment of agreements among the partnering institutions. Agreements for Erasmus exchanges for staff and students.</p> <p>Exploitability: Partners only Sustainability potential: Very high Overall impact: Very high</p>	<p>WP4, WP5 all</p>
<p>Steady improvement of PhD studies in partnering institutions and in particular - IPS and BAS</p>	<p>PhD curriculum and studies were enriched and improved in core topics of MILIEU, but also in relation to networking, research management, project drafting, etc. A number of courses, seminars and lectures were offered within MILIEU for internal and external audiences.</p> <p>4 new courses were developed within MILIEU that are to be part of the programme of the Training Center of BAS:</p> <ul style="list-style-type: none"> ● Course "Methods and Methodology in research" ● Course "Social Inclusion and Disability" 	<p>WP4, WP3 and WP5, all</p>

	<ul style="list-style-type: none"> • Course “Gender and Sexuality Studies” • Course “Writing with a Tutor” <p>Exploitability: Partners and external Sustainability potential: High Overall impact: Very high</p>	
<p>ESRs and staff with improved competences in partnering institutions and in particular - those in IPS and BAS and widening country of Bulgaria</p>	<p>ESRs and staff in partnering institutions were provided with diverse opportunities to gain knowledge and skills related to: core topics of MILIEU, networking, research management, project drafting, soft skills, etc.</p> <p>A number of courses and training seminars were conducted for the ESRs and faculty of the partnering institutions and BAS, and most of them were also made open and disseminated to all Bulgarian academic institutions. Part of the courses and lectures were conducted in English and distributed also to the MILIEU network far beyond the partnering institutions. The spillover effect of the opening of the training activities was immediate.</p> <p>Summer schools (2 within MILIEU and 3 co-organized by MILIEU) and conference organisation (3 international conferences) and attendance (a number of international conferences abroad, incl. in MILIEU panels) are also important aspects for this outcome specifically for the partners’ ESRs. This second aspect is also expected to have a spillover effect to wider academia as some of ESRs will join other institutions in the partnering countries.</p> <p>Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high</p>	<p>WP3, WP4, WP5, all</p>
<p>Increased involvement of IPS and BAS in international initiatives</p>	<p>As a result of the project and its initiatives IPS and BAS increased substantially their involvement in international initiatives, mainly due to networking, but also knowledge and skills related to internalisation and to obtaining funding. Awareness rising and workshops with high management to solve practical issues were conducted as well.</p> <p>Exploitability: Partners (in part. IPS and BAS) Sustainability potential: Very high Overall impact: Very high</p>	<p>WP5, UNIGE plus all</p>

Help desk for IPS with experts from UNIGE and UCM	Experts from administrative offices of UCM and UNIGE were selected to form a help desk for IPS researchers and staff to provide guidance on project management and drafting.	WP5, UNIGE and UCM
	Exploitability: Partners Sustainability potential: High Overall impact: High	
Templates and tools for research management	A set of templates and tools, building on the expertise of UNIGE and UCM, were prepared and made available in the intranet of BAS so as to be easily accessible to all researchers and administrative staff.	WP5, UNIGE and UCM
	Exploitability: Partners (in part. IPS and BAS) Sustainability potential: Very high Overall Impact: Very high	
Publication of professional profiles	Publication of professional profiles in the international platforms and in specific social media (i.e. LinkedIn and others) as well as profiles of IPS and the research units.	WP5, UNIGE plus all
	Exploitability: Partners (in part. IPS and BAS) Sustainability potential: Very high Overall impact: Very high	
Recommendation to improve research management and administration in Widening countries	Detailed report on all the activities performed for expertise development in research management and fundraising, incl. timings, participants, methods of implementation, training material, evaluation, etc. The final section contains a set of recommendations to be disseminated towards other Widening countries.	WP5, UNIGE plus all
	Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high	
Strong and durable network	Good working contacts between partners created via the joint work within MILIEU but also network that spreads beyond the partnering institutions due to conference attendance, liaison activities, brokerage and networking events.	WP5, UCM and UNIGE, all
	Future collaboration between partners was ensured via Bilateral agreements for collaboration and Erasmus agreements for exchange of staff and students.	
	Exploitability: Partners and external Sustainability potential: Very high	

Overall impact: Very high		
Exploitation and sustainability plan - final version	<p>The current document. It describes to the public all results of potential interest towards exploitation as well as the final sustainability mechanisms.</p> <p>Exploitability: Partners and external Sustainability potential: High Overall impact: High</p>	WP6, IPS and all
Gender Equality Plan for IPS and for BAS	<p>Gender equality plans were elaborated for the Bulgarian Academy of Sciences and for the Institute of Philosophy and Sociology (two separate documents). Those were updated on the websites of the institutions and are available for all interested parties. A number of initiatives are envisaged in the GEPs (some of them within MILIEU) to implement the GE strategy in BAS and IPS.</p> <p>Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high</p>	WP3 and WP5, IPS and all
Communication strategy for IPS	<p>A communication strategy was elaborated for the Institute of Philosophy and Sociology that defines the current state and gaps and elaborates visibility tools and channels for communication, e.g. website, social media, etc. A new IPS website design was implemented. New social media accounts and communication plan was established and put in practice. A number of meetings with partners were organised to aid and inspire.</p> <p>Exploitability: Partners (IPS in particular) Sustainability potential: Very high Overall impact: Very high</p>	WP5, IPS and all
Strategy for establishing IPS as a leading research institution at EU and national level in the field of social sciences and humanities	<p>A “Strategy for establishing IPS as a leading research institution at EU and national level in the field of social sciences and humanities” largely based on the know-how and insights gained with MILIEU was elaborated. The strategy is a comprehensive document that sets 6 Priorities and the corresponding policies and tasks with a linked short term and long-term plan for action, that set the basis for the management activities within the IPS.</p> <p>Exploitability: Partners (IPS in particular) Sustainability potential: Very high</p>	WP5, IPS and all

Overall impact: Very high		
MILIEU website	The website is the project's information repository, including all deliverables, reports and publications and other results (presentations, videos, newsletters, etc.). Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high	WP6, IPS and all
MILIEU social media accounts	MILIEU social media accounts - Facebook, Twitter (X), Instagram are important tools, containing useful links and information. Exploitability: Partners and external Sustainability potential: Very high Overall impact: High	WP6, IPS and all
MILIEU newsletter	MILIEU newsletter consists of six issues on a 6 months basis. The newsletter provides relevant information about the project's activities and outcomes. Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high	WP6, IPS and all
Policy influence and proposals	Policy proposals and recommendations arising from the lesson learnt in MILIEU and the developed plans and guidelines (in particular: Final report on activities carried out for enhancing excellent scientific research in MILIEU, Visibility and empowerment guidelines, Recommendation to improve research management and administration in Widening countries, included in the table above) with the aim to induce policy makers key challenges and possibilities for improvement in research policy, gender policy and innovation in general. Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high	WP6, IPS and all

Table 1. List of MILIEU key results

4. Key target groups and stakeholders

As shown in the figure below, the results of MILIEU are of interest for future exploitation by a variety of stakeholders related to research communities, policymakers, civil society and citizens.



Fig. 2. Types of project results and target groups²

Similarly to communication and dissemination, there are two types of key target groups interested in exploitation of the project's results: internal and external target audiences.

Internal target groups

Internal target groups are identified within partnering institutions to ensure better targeting of results that are fit for exploitation only by partners and not by third parties. As those will have a great value for ensuring sustainability, this is an important step in the exploitation and sustainability plan. Internal target groups include researchers, scholars, staff and governing bodies of the partnering institutions, with focus on the coordinating institution from the widening country.

² EC. Dissemination and Exploitation Communication measures, presentation, retrieved from: https://webcache.googleusercontent.com/search?q=cache:19C-938qqoJ:https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/other/events/20210421/dissemination-exploitation_en.pptx+&cd=2&hl=bg&ct=clnk&gl=bg&client=safari

#	Target	Profile
A.	Scholars and researchers in partnering institutions and in particular - in IPS and BAS	<p>Researchers and scholars in IPS and BAS, but also in UNIGE and UCM coming from different branches of knowledge and areas of expertise.</p> <p>Possibly interested in all results coming from MILIEU and in particular - WP3, WP4, WP5, WP6. MILIEU results and outcomes improve the potential of partnering institutions in all domains.</p>
B.	BAS Administrative personnel	<p>Members of administration of IPS, BAS Central Governance, other institutes of BAS.</p> <p>Possibly interested in results related to networking, project drafting and management - WP5 and WP6. MILIEU results and outcomes improve the potential of BAS in related domains.</p>
C.	ESRs in partnering institutions	<p>PhD students and ESRs from in IPS and BAS, UCM and UNIGE</p> <p>Possibly interested in results related to ESRs competences and skills improvement and additionally to all results of MILIEU - WP4 as well as WP3, WP5, WP6. MILIEU results and outcomes improve the potential of partnering institutions in all domains, and are expected to also have a spillover effect later.</p>
D.	High management of IPS and BAS	<p>Chairpersons, Deputies and Scientific secretaries of BAS, Scientific Council of BAS; Directors of institutes; Director and deputies of IPS, Scientific Council of IPS</p> <p>Possibly interested in all results but mainly to policy proposals - WP5 and WP6. MILIEU results and outcomes improve management of IPS and BAS, policies related to gender, research organisation, project drafting and management.</p>

Table 2. MILIEU Internal target audiences

External target groups

In order to achieve greater impact, MILIEU did spread as many of the exploitable results to a wide audience of stakeholders acting in diverse contexts. Results were disseminated to various target groups at national EU and international level with dedicated activities.

#	Target	Profile
E.	Academic and non-academic organisations performing R&I activities	<p>EU research organisations with a strong focus on other widening countries (namely universities, research centres, and private organisations)</p> <p>Possibly interested in all results coming from MILIEU and in particular - WP3, WP4, WP5, WP6. MILIEU results and outcomes can be used to improve potential in all domains.</p>
F.	Professional associations	<p>Professional associations the fields of actions of MILIEU and implementing policy influence.</p> <p>Possibly interested in all results coming from MILIEU and in particular - WP3, WP4, WP5, WP6. MILIEU results and outcomes can be used for improving public management, awareness rising, and networking.</p>
G.	Decision makers in universities/research centres	<p>High management in academia and universities and research centres, mostly in Bulgaria.</p> <p>Possibly interested in policy recommendations but also in all results coming from MILIEU - WP3, WP4, WP5, WP6. MILIEU results and outcomes can be used for improving public management.</p>
H.	Civil society and grass root organisations and enterprises	<p>NGOs and other SCOs working on core topics of MILIEU - women, disabilities and inclusion.</p> <p>Possibly interested in results related to MILIEU core topics - WP3 and WP6. MILIEU results and outcomes can be used for improving public management, awareness rising, and networking.</p>
I.	Research and equality institutions at National, European and global level	<p>Institutions working for inclusiveness, gender mainstreaming, empowerment of persons with disability in research domains.</p> <p>Possibly interested in all results coming from MILIEU and in particular - WP3, WP4, WP5, WP6. MILIEU results and outcomes can be used for boosting</p>

	research potential, promoting better policies, and networking.
J. National and international policy makers, from a wide variety of EU and especially Widening countries	<p>EU and national government agencies, Ministry of Education and Science (BG), Ministry of Labour and Social Policies (BG), Research funding institutions, etc.</p> <p>Possibly interested in policy recommendations but also in all results coming from MILIEU - WP3, WP4, WP5, WP6. MILIEU results and outcomes can be used for improving public management and governance.</p>

Table 3. MILIEU external target audiences

5. Exploitation and sustainability plan per result

Result: Improved competencies for project implementation and management	
Assessment	Exploitability: Partners (in part. IPS and BAS) and external Sustainability potential: High Overall impact: High
Targets	Primarily A-D
Activities to maximise exploitation	Present in relevant events (e.g. MILIEU info seminars, training sessions, dissemination events) also after the project ends. Ensure wide participation and maximum outreach also after the project-end.
Ensuring sustainability	Improved competencies for project implementation and management contribute to excellence in research and implementing ERA priorities and will have a positive effect for the coordinating institution also after the project is over. The know-how gained within MILIEU contributed to an optimised workflow. A number of documents were produced, including a Strategy for establishing IPS as a leading research institution in the SSH field.

Result: Visibility and empowerment guidelines	
Assessment	Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high
Targets	A-J, in particular - C, A and E
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events (e.g. MILIEU info seminars, trainings, dissemination events) also after the project-end. Upload on the project site and keep the site active for years to come. Post and provide links in social media. Make publicly available via EC platform. Upload on Zenodo with MILIEU profile as creator: metadata.creators.person_or_org.name:"MILIEU H2020 Project" Direct link: https://zenodo.org/records/10283113
Ensuring sustainability	The guidelines are published on the project website and repository and will be available at least while the site and repository is alive. They provide knowledge

and skills that will contribute to excellence in research long after the project is over.

Result: Final report on activities carried out for enhancing excellent scientific research in MILIEU

Assessment	Exploitability: Partners and external Sustainability potential: High Overall impact: High
Targets	A-D, possibly E-J as well
Activities to maximise exploitation	Provide high quality output. Present in relevant events (e.g. MILIEU info seminars, conferences, dissemination events, etc.) also after the project-end. Upload on the project site and keep the site active for years to come. Post and provide links in social media. Make publicly available via EC platform. Upload on Zenodo with MILIEU profile as creator: metadata.creators.person_or_org.name:"MILIEU H2020 Project"
Ensuring sustainability	The final report is published on the project website and Zenodo. It will be available at least while the sites are alive. It provides knowledge and skills that will contribute to excellence in research long after the project is over.

Result: Research development plans

Assessment	Exploitability: Partners Sustainability potential: Very high Overall impact: Very high
Targets	A-D
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events (workshops with management, training courses etc.) also after the project ends. Incorporate them in strategies and plans for the development of the partner organisations and in particular IPS. Make the strategies and plans (or at least relevant parts of them) public.
Ensuring sustainability	The research development plans provide guidance on ways to improve the research profile of partners and will thus contribute to excellence and implementing ERA priorities in research long after the project is over.

Result: Introduction of new research topics

Assessment	Exploitability: Partners
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	Sustainability potential: Very high Overall impact: Very high
Targets	A-D
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events (e.g. MILIEU info seminars, workshops with management, trainings, conferences, etc.) also after the project ends. Post on the project site and keep it alive for years to come. Post and provide links in social media. Establish synergies with relevant projects. Present papers and publish academic articles with results of joint research.
Ensuring sustainability	Introduction of new research lines contributes to excellence in research and implementing ERA priorities and will have effect as well after the project is over.

Result: Joint project proposals	
Assessment	Exploitability: Partners Sustainability potential: Very high Overall impact: Very high
Targets	A-D
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events to attract contributors (e.g. MILIEU info seminars, networking events, trainings etc.) also after the project ends. Link with other MILIEU activities Establish synergies with relevant projects and partners via liaison activities.
Ensuring sustainability	Joint project proposals are one of the key means of ensuring sustainability of MILIEU - first by skills and knowledge for partners in drafting the proposals, second - by strengthening and widening the network while forming consortia, and finally - in case of success, they will present follow up opportunities. Thus, joint project proposals will contribute to excellence as well after the project is over.

Result: Scientific publications	
Assessment	Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high
Targets	A-J, in particular A, C, E
Activities to maximise	Provide high quality outputs. Publish in open access.

exploitation	<p>Present in relevant events (e.g. conferences, dissemination events etc.) also after the project ends.</p> <p>Upload/link in project site and social media.</p> <p>When possible, upload on Zenodo with MILIEU profile as creator: metadata.creators.person_or_org.name:"MILIEU H2020 Project".</p>
Ensuring sustainability	<p>Scientific articles (10 until finishing the current document) were published in open access journals and will be available long after project end. Several other publications are still being drafted.</p> <p>MILIEU scientific publications will ensure sustainability first by transfer of skills and knowledge, especially for ESRs, and second - by promoting visibility.</p>

Result: Materials from trainings, seminars, workshops	
Assessment	<p>Exploitability: Partners and external</p> <p>Sustainability potential: Very high</p> <p>Overall impact: Very high</p>
Targets	A-J
Activities to maximise exploitation	<p>Provide high quality outputs.</p> <p>Present in relevant events (e.g. info seminars, other trainings, conferences, dissemination events etc.) also after the project ends.</p> <p>Upload on the project website and keep it active for the years to come.</p> <p>Post and provide links in project site and social media.</p> <p>Establish synergies with relevant projects.</p> <p>Re-use them in IPS-BAS, UNIGE and UCM training and educational activities when feasible.</p> <p>Upload on Zenodo with MILIEU profile as creator: metadata.creators.person_or_org.name:"MILIEU H2020 Project".</p>
Ensuring sustainability	<p>A number of materials (3 presentations) and videos (11 videos) from training courses, seminars, workshops were published on the MILIEU Youtube channel and the project website and will be available until the site is online, years after the project ends. Thus, knowledge and skills from trainings will be available as well after the end of MILIEU.</p>

Result: Organisation of international conferences and publication of abstracts and talks	
Assessment	<p>Exploitability: Partners and external</p> <p>Sustainability potential: Very high</p> <p>Overall impact: Very high</p>
Targets	A-J

Activities to maximise exploitation	<p>Provide high quality outputs.</p> <p>Present in relevant events (e.g. info seminars, other trainings, conferences, dissemination events etc.) also after the project ends.</p> <p>Upload on the project website and keep it active for the years to come.</p> <p>Post videos online and provide link in project site and social media.</p> <p>Establish synergies with relevant projects.</p> <p>Upload documents on Zenodo with MILIEU profile as creator: metadata.creators.person_or_org.name:"MILIEU H2020 Project"</p>
Ensuring sustainability	<p>Two books of abstracts and 20 videos from conferences were published on the MILIEU Youtube channel and the project website and will be available until the site is online, years after the project ends. Thus, knowledge and insights will be available as well after the end of MILIEU.</p>

Result: Joint Phd tutoring	
Assessment	<p>Exploitability: Partners</p> <p>Sustainability potential: Very high</p> <p>Overall impact: Very high</p>
Targets	A-D, in particular C and A
Activities to maximise exploitation	<p>Provide high quality outputs.</p> <p>Present in relevant events (e.g. info seminars, other trainings, conferences, dissemination events etc.) also after the project ends.</p> <p>Advertise widely via partners communication channels.</p> <p>Establish synergies with relevant projects.</p>
Ensuring sustainability	<p>Introduction of joint PhD tutoring will contribute to excellence in research and implementing ERA priorities and will have effect as well after the project is over. Agreements were made to ensure long lasting collaboration that will continue after MILIEU ends as part of the bilateral agreements. Joint PhD programmes will be considered in the future.</p>

Result: Steady improvement of PhD studies in partnering institutions and in particular - IPS and BAS	
Assessment	<p>Exploitability: Partners</p> <p>Sustainability potential: Very high</p> <p>Overall impact: Very high</p>
Targets	A-J, in particular C and A
Activities to maximise exploitation	<p>Provide high quality outputs.</p> <p>Provide a variety of possibilities for ESRs.</p> <p>Present in relevant events (e.g. info seminars, other trainings, conferences, dissemination events etc.) also after the project ends.</p>

	<p>Post on website and social media. Advertise widely via partners communication channels, and via massive mailing.</p>
Ensuring sustainability	<p>Enriching and improving curriculum for PhD students contributes to excellence in research and implementing ERA priorities and will have effect as well after the project is over for next generations of ESRs. A number of seminars and courses were conducted within MILIEU. 4 full courses (30 academic hours) of the ones presented were developed into training courses to be submitted for the doctoral training offered by the BAS Training Center. Those will be available for all PhD students of BAS.</p>

Result: ESRs and staff with improved competences in partnering institutions and in particular - those in IPS and BAS and widening country of Bulgaria

Assessment	<p>Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high</p>
Targets	A-J, in particular C and A
Activities to maximise exploitation	<p>Provide high quality outputs. Provide a variety of possibilities for ESRs to gain key competences. Ensure wide participation and maximum outreach within IPS, also for academic events organisation and attendance. Open most of the activities for scholars affiliated to other BG academic institutions and disseminate via mass mailing invitations.</p>
Ensuring sustainability	<p>Training a new generation of ESRs and faculty with higher competences in key areas contributes to excellence in research and implementing ERA priorities and will have effect as well after the project is over. This will contribute to excellence for partners but will also have a spillover effect to wider academia as: 1) most of the training activities were open and 2) some of ESRs will join other institutions.</p>

Result: Increased involvement of IPS and BAS in international initiatives

Assessment	<p>Exploitability: Partners (in part. IPS and BAS) Sustainability potential: Very high Overall impact: Very high</p>
Targets	A-D
Activities to maximise exploitation	<p>Present in relevant international events (e.g. info seminars, workshops with high management, dissemination events etc.) also after project ends. Ensure wide participation and maximum outreach.</p>
Ensuring	Increased internalisation contributes to excellence in research and implementing

sustainability	ERA priorities and will have effect as well after the project is over. This will also have a positive effect and will promote development of society as a whole.
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Result: Help desk for IPS with experts from UNIGE and UCM	
Assessment	Exploitability: Partners (in part. IPS) Sustainability potential: High Overall impact: High
Targets	A-D
Activities to maximise exploitation	Provide a variety of experts for the help desk. Present in relevant events (e.g. info seminars, workshops with high management, dissemination events etc.) also after the project ends. Ensure maximum outreach by communicating this opportunity.
Ensuring sustainability	The help desk contributes to knowledge and skills exchange, to successful project proposal preparation and project implementation. The cooperation will be kept alive after MILIEU ends with joint work on project drafting.

Result: Templates and tools for research management	
Assessment	Exploitability: Partners (in part. IPS and BAS) Sustainability potential: Very high Overall impact: Very high
Targets	A-D
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events (e.g. info seminars, trainings, dissemination events etc.) Make accessible for all scholars and staff in IPS and BAS.
Ensuring sustainability	Tools were distributed within IPS and help for successful project proposal preparation and project implementation. They will be kept in the internal access folder on the project website (links will be sent to all scholars in IPS) and will also be made available via intranet of IPS and BAS.

Result: Gender Equality Plan for IPS and for BAS	
Assessment	Exploitability: Partners (in part. IPS and BAS) Sustainability potential: Very high Overall impact: Very high
Targets	A-J
Activities to	Provide high quality outputs.

maximise exploitation	Present in relevant events (e.g. info seminars, trainings, dissemination events etc.) also after project ends. Make accessible for all scholars and staff in IPS and BAS. Publish on the institutional websites.
Ensuring sustainability	GEPs of BAS and IPS will contribute to gender equality in the institutions and will aid the implementation of ERA priorities. They can also be used as an example for the rest of the Bulgarian academic institutions and in particular - the institutes of BAS. The GEPs will promote sustainability and attention towards core topics of MILIEU also after the project ends.

Result: Communication strategy for IPS	
Assessment	Exploitability: Partners (in part. IPS and BAS) Sustainability potential: Very high Overall impact: Very high
Targets	A-D
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events also after the project ends. Make tools accessible for all scholars and staff in IPS and BAS. Elaborate the tools to communicate at IPS, esp. the institutional website, materials and social media.
Ensuring sustainability	The communication strategy will ensure the appropriate communication of IPS and dissemination of key events and results of scholars from the Institute. It will directly aid the visibility of the institution and be the basis of the communication activity for the next 3-5 years, long after the project ends.

Result: Strategy for establishing IPS as a leading research institution at EU and national level in the field of social sciences and humanities	
Assessment	Exploitability: Partners (in part. IPS and BAS) Sustainability potential: Very high Overall impact: Very high
Targets	A-D
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events also after the project ends. Make public on the IPS site (also in English).
Ensuring	The Strategy will ensure that know-how gained within MILIEU will be adequately

sustainability	used to form the managerial priorities of IPS. The Strategy and the relevant short and long-term implementation plan will directly aid the sustainability of MILIEU and ensure the long-term effect of the project in the next 3-5 years, long after the project ends.
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Result: Publication of professional profiles	
Assessment	Exploitability: Partners (in part. IPS and BAS) Sustainability potential: Very high Overall impact: Very high
Targets	A, C, D
Activities to maximise exploitation	Present in relevant events (e.g. workshops with high management, trainings, dissemination events etc.) Include these in the IPS Communication Strategy.
Ensuring sustainability	Professional profiles contribute to internalisation and visibility and in this way will promote sustainability.

Result: Recommendation to improve research management and administration in Widening countries	
Assessment	Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high
Targets	A-J
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events (e.g. info seminars, other trainings, conferences, dissemination events etc.) also after project ends Upload on the project website and keep it alive. Post and provide link in project site and social media. Disseminate via mail Upload on Zenodo with MILIEU profile as creator: metadata.creators.person_or_org.name:"MILIEU H2020 Project".
Ensuring sustainability	Recommendations were published on the website and will be made available for interested parties and stakeholders until the site is online, years after the project ends. Also available for the years to come via Zenodo.

Result: Strong and durable network	
Assessment	Exploitability: Partners and external

	Sustainability potential: Very high Overall impact: Very high
Targets	A-D, possible E-J as well
Activities to maximise exploitation	Present in relevant events (e.g. info seminars, other trainings, conferences, dissemination events etc.) also after the project ends. Establish synergies with relevant projects. Ensure the effective dissemination of results from related activities. Ensure formalised Framework agreements for partnership and Agreements for Erasmus visits.
Ensuring sustainability	The already established network contributes to visibility, improved reputation, excellence in research, intense exchanges and implementing ERA priorities and will have a positive effect as well after the project ends.

Result: Exploitation and sustainability plan - final version	
Assessment	Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high
Targets	A-J
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events (e.g. info seminars, dissemination events etc.) also after project ends. Upload on the project website. Post and provide link in project site and social media. Upload on Zenodo with MILIEU profile as creator: metadata.creators.person_or_org.name:"MILIEU H2020 Project".
Ensuring sustainability	This final version of the ESP is to be published on the website and will be available for interested parties and stakeholders until the site is online, years after the project ends.

Result: MILIEU website	
Assessment	Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high
Targets	A-J
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events (e.g. info seminars, other trainings, conferences, dissemination events etc.) also after the project ends.

	<p>Keep updated. Post and provide links in social media. Disseminate via mail and newsletters. Disseminate via partners' communication channels.</p>
Ensuring sustainability	<p>The website is the main repository, so keeping it alive is a key element of the sustainability plan for MILIEU. The site will be kept alive at least 3 years after the project ends on the same domain. Later content will be relocated and still kept online and available.</p>

Result: MILIEU social media accounts	
Assessment	<p>Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high</p>
Targets	A-J
Activities to maximise exploitation	<p>Provide high quality outputs. Present in relevant events (e.g. info seminars, other trainings, conferences, dissemination events etc.) also after project end. Links on project website. Post and provide links in other social media. Disseminate via mail and newsletters. Disseminate via partners' communication channels.</p>
Ensuring sustainability	<p>Social media accounts will be kept alive at least 3 years after the project ends with regular posts.</p>

Result: MILIEU newsletter	
Assessment	<p>Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high</p>
Targets	A-J
Activities to maximise exploitation	<p>Provide high quality outputs. Present in relevant events (e.g. info seminars, other trainings, conferences, dissemination events etc.) also after the project ends. Upload on the project website. Post and provide links on project site and social media. Disseminate via mail</p>
Ensuring sustainability	<p>The newsletters are published on the website and will be available for interested parties and stakeholders until the site is online, years after the project ends.</p>

Result: Policy influence and proposals	
Assessment	Exploitability: Partners and external Sustainability potential: Very high Overall impact: Very high
Targets	A-J, in particular D and J
Activities to maximise exploitation	Provide high quality outputs. Present in relevant events (e.g. workshops with management, dissemination events etc.) also after the project ends.
Ensuring sustainability	Policy proposals aim to contribute to institutional changes that foster internalisation, higher competences, gender equality, inclusion of disadvantaged groups, and research excellence. Influencing Institutional changes is a key way to achieve sustainability and ensure MILIEU impact will go beyond individual project activities.

6. Quality and risk management

As with the rest of the key aspects of the project, risks associated with exploitation and sustainability of results were continuously monitored and reevaluated with respect to their probability during the project duration.

At this final stage, the list of risks is as follows in the table below. Per each risk, mitigation measures and responsible people were identified to be implemented also after project end.

Description	Response	Responsible
Lack of internal information, i.e. exploitable results are not communicated to WP6 Probability – Low Impact – Medium	MIT: All activities are reported on the project tool for C&D reporting. WP6 closely cooperates and communicates with other WP leaders. CON: Additional cooperation through direct contacts and during meetings.	Project coordinator, WP leaders
Poor dissemination and communication return, resulting in poor exploitation Probability – Low Impact - High	MIT: Communication channels already well developed. CON: Immediate correction of the activities and additional communication.	WP6 leader
Low interest in exploitation from third parties Probability - low/medium Impact - medium	MIT: Careful planning of ESP and communication measures and activities. CON: Increasing communication actions also after the project ends.	Project coordinator, WP leaders
Loss of critical competencies of partners related to ESP Probability – Low Impact - High	MIT: High level of cohesion among consortium partners. CON: MILIEU PC and the SC will discuss and establish how to ensure that key competencies can be immediately replaced.	WP6 leader
Loss of communication channels or content Probability – Low Impact - High	MIT: Duplicate versions. CON: Upload of duplicate versions of the existing contents.	WP6 leader and Project coordinator

Table 5. Risks associated with exploitation and sustainability

7. KPIs to ensure proper exploitation also after the completion of MILIEU

The following table presents the Key Performance Indicators defined as qualitative measures to monitor the exploitation and sustainability of MILIEU also after project end and assess the effectiveness of the strategies and measures. The indicators and their target values for each outcome are listed below.

Result	Key Performance Indicators	Target values
Improved competencies for project implementation and management	Managerial and administrative staff at BAS engaged in project management	Short term measurement (M36-end of MILIEU) - at least 3 members of the staff devoted to research grants management, as defined in GA Mid-term measurement (M60 - 2 years after project end) - at least 5 members of the staff devoted to research grants management, as defined in GA
	Training courses on project drafting and management	Short term measurement (M36-end of MILIEU) - at least 1 course and 5 seminars Mid-term measurement (M60 - 2 years after project end) - at least 1 course and 5 seminars
	Number of reads and downloads of presentations and videos on the topic	Short term measurement (M36-end of MILIEU) - at least 50 Mid-term measurement (M60 - 2 years after project end) - at least 100
Visibility and empowerment guidelines	Number of reads and downloads	Short term measurement (M36-end of MILIEU) - at least 50 Mid-term measurement (M60 - 2 years after project end) - at least 100
Final report on activities carried out for enhancing excellent scientific research in MILIEU	Number of reads and downloads	Short term measurement (M36-end of MILIEU) - at least 50 Mid-term measurement (M60 - 2 years after project end) - at least 100
Research development plans	Number of plans	Short term measurement (M36-end of MILIEU) - 3 plans developed as defined in GA Mid-term measurement (M60 - 2 years after project end) - 3 plans revised as defined in GA
Introduction of new research topics	Number of trainings, workshops and seminars	Short term measurement (M36-end of MILIEU) - 4 virtual training sessions/semester for a group of at least 5 ESRs; 2 training

		<p>courses/semester for a group of at least 4 ESR; at least 2 seminars/semester; 2 interdisciplinary training sessions towards women, disability and gender; 6 training courses by the end of the project for BAS personnel (as defined in GA)</p> <p>Mid-term measurement (M60 - 2 years after project end) - - 4 virtual training sessions/semester for a group of at least 5 ESRs; 2 training courses/semester for a group of at least 4 ESR; at least 2 seminars/semester; 2 interdisciplinary training sessions towards women, disability and gender; 6 training courses by the end of the project for BAS personnel (As defined in GA)</p>
	Number of joint studies conducted	<p>Short term measurement (M36-end of MILIEU) - at least 1 joint study</p> <p>Mid-term measurement (M60 - 2 years after project end) - at least 2 joint studies</p>
Joint project proposals	Number of project proposals submitted	<p>Short term measurement (M36-end of MILIEU) - At least 5 new project proposals</p> <p>Mid-term measurement (M60 - 2 years after project end) - At least 8 new project proposals</p>
Scientific publications	Number of publications	<p>Short term measurement (M36-end of MILIEU) - at least 5 publications as defined in GA</p> <p>Mid-term measurement (M60 - 2 years after project end) - at least 2 more publications after M36</p>
Materials from trainings, seminars, workshops	Number of views/downloads of presentations and videos	<p>Short term measurement (M36-end of MILIEU) - at least 100</p> <p>Mid-term measurement (M60 - 2 years after project end) - at least 300</p>
Organisation of international conferences and publication of abstracts and talks	Number of events organised	<p>Short term measurement (M36-end of MILIEU) - at least 3 international conferences</p> <p>Mid-term measurement (M60 - 2 years after project end) - at least 4 international conferences</p>
	Number of views/downloads of videos and books of abstracts	<p>Short term measurement (M36-end of MILIEU) - at least 100</p> <p>Mid-term measurement (M60 - 2 years after project end) - at least 300</p>
Joint Phd tutoring	Number of agreements - bilateral frameworks agreements for collaboration and Erasmus exchange agreements	<p>Short term measurement (M36-end of MILIEU) - 3</p> <p>Mid-term measurement (M60 - 2 years after project end) - 6</p>

	Number of tutoring activities within the “Writing with a Tutor” course	Short term measurement (M36-end of MILIEU) - at least 4 PhD students’ articles reviewed Mid-term measurement (M60 - 2 years after project end) - at least 6 PhD students’ articles reviewed
Steady improvement of PhD studies in partnering institutions and in particular - IPS and BAS	Number of new lectures, seminars and courses introduced	Short term measurement (M36-end of MILIEU) - at least 4 courses elaborated and presented within MILIEU Mid-term measurement (M60 - 2 years after project end) - at least 4 courses submitted for the training Programme of BAS
	Number of summer schools	Short term measurement (M36-end of MILIEU) - at least 2 summer courses Mid-term measurement (M60 - 2 years after project end) - at least 4 summer courses
ESRs and staff with improved competences in partnering institutions and in particular - those in IPS and BAS and widening country of Bulgaria	Number of trainings organised	Short term measurement (M36-end of MILIEU) - 4 virtual training sessions/semester for a group of at least 5 ESRs; 2 training courses/semester for a group of at least 4 ESR; at least 2 seminars/semester; 2 interdisciplinary training sessions towards women, disability and gender; 6 training courses by the end of the project for BAS personnel (as defined in GA) Mid-term measurement (M60 - 2 years after project end) - 4 virtual training sessions/semester for a group of at least 5 ESRs; 2 training courses/semester for a group of at least 4 ESR; at least 2 seminars/semester; 2 interdisciplinary training sessions towards women, disability and gender; 6 training courses by the end of the project for BAS personnel (As defined in GA)
	Number of ESRs involved	Short term measurement (M36-end of MILIEU) - at least 9 per semester as defined in GA Mid-term measurement (M60 - 2 years after project end) - at least 9 per semester as defined in GA
	Number of people involved in total	Short term measurement (M36-end of MILIEU) - at least 300 in total Mid-term measurement (M60 - 2 years after project end) - at least 400 in total
Increased involvement of IPS and BAS in international initiatives	Number of academic events visited	Short term measurement (M36-end of MILIEU) - at least 2 as defined in GA Mid-term measurement (M60 - 2 years after project end) - at least 10 as defined in GA

	Managerial and administrative staff at BAS engaged in internationalisation	Short term measurement (M36-end of MILIEU) - at least 2 as defined in GA Mid-term measurement (M60 - 2 years after project end) - at least 4 as defined in GA
Help desk for IPS with experts from UNIGE and UCM	Number of people received advice or help	Short term measurement (M36-end of MILIEU) - at least 2 people Mid-term measurement (M60 - 2 years after project end) - at least 5 people
Templates and tools for research management	Number of people with access to the tools	Short term measurement (M36-end of MILIEU) - at least 100 Mid-term measurement (M60 - 2 years after project end) - at least 100
Publication of professional profiles	Number of profiles published	Short term measurement (M36-end of MILIEU) - at least 20 as defined in GA Mid-term measurement (M60 - 2 years after project end) - at least 50 as defined in GA
Recommendation to improve research management and administration in Widening countries	Number of people received the recommendations by mail	Short term measurement (M36-end of MILIEU) - at least 1000 Mid-term measurement (M60 - 2 years after project end) - at least 1000
	Number of views/downloads	Short term measurement (M36-end of MILIEU) - at least 50 Mid-term measurement (M60 - 2 years after project end) - at least 100
Strong and durable network	Number of agreements - bilateral agreements for collaboration and Erasmus exchange agreements	Short term measurement (M36-end of MILIEU) - 3 Mid-term measurement (M60 - 2 years after project end) - 6
	Number of staff exchange and short visits	Short term measurement (M36-end of MILIEU) - at least 15 (5 people once a year) Mid-term measurement (M60 - 2 years after project end) - at least 19 (5 people once a year in the project duration and 2 people a year after this)
Exploitation and sustainability plan - final version	Number of views/downloads	Short term measurement (M36-end of MILIEU) - at least 10 Mid-term measurement (M60 - 2 years after project end) - at least 100
Gender Equality Plan for IPS and for BAS	Number of documents elaborated	Short term measurement (M36-end of MILIEU) - 1 GEP for BAS and 1 GEP for IPS Mid-term measurement (M60 - 2 years after project end) - 1 GEP for BAS and 1 GEP for IPS

Communication strategy for IPS	Number of documents elaborated	Short term measurement (M36-end of MILIEU) - 1 communication strategy elaborated Mid-term measurement (M60 - 2 years after project end) - 1 communication strategy revised
Strategy for establishing IPS as a leading research institution at EU and national level in the field of social sciences and humanities	Number of documents elaborated	Short term measurement (M36-end of MILIEU) - 1 managerial strategy elaborated Mid-term measurement (M60 - 2 years after project end) - 1 managerial strategy revised
MILIEU website	Number of visits/hits on the website	Short term measurement (M36-end of MILIEU) - at least 3600 visits/hits as defined in GA Mid-term measurement (M60 - 2 years after project end) - at least 4000 visits/hits
MILIEU social media accounts	Number of likes/shares/views	Short term measurement (M36-end of MILIEU) - at least 3000 likes/shares/views Mid-term measurement (M60 - 2 years after project end) - at least 4000 likes/shares/views
MILIEU newsletter	Number of people reached via mail	Short term measurement (M36-end of MILIEU) - at least 1000 Mid-term measurement (M60 - 2 years after project end) - at least 1000
Policy influence and proposals	Number of workshops and periodic meetings with the high-level management of IFS and BAS	Short term measurement (M36-end of MILIEU) - at least 9 (3 meetings a year) as defined in GA Mid-term measurement (M60 - 2 years after project end) - at least 15 (3 meetings a year)

8. Conclusion

In conclusion, the successful implementation of the project thus far, as evidenced in the completion of significantly more activities than the ones specified in the Grant Agreement, demonstrates the consortium team's commitment to the project and to ensuring its long-term impact and legacy. The establishment of strong relationships and efficient collaboration among our project partners in achieving the many shared activities, is a critical factor that contributes significantly to our continued success. This collaboration is expected to have a significant long-term impact on the continuation and utilisation of project results, strategies, and activities and on the implementation of the Exploitation and Sustainability plan described in this deliverable.

Significantly, the current initiatives between IPS and UCM, as well as IPS and UniGe, to reach a definitive framework agreement are expected to strengthen our collaborative efforts even further. The framework agreements, which include a variety of collaborative initiatives such as research projects, events, exchanges, and coordinated CV planning, will provide a structured foundation for our mutual involvement. This strategic collaboration is expected to serve as a catalyst for a variety of significant collaborations within the scope of our project's thematic focus.

Furthermore, the existing Erasmus agreements that the partners have already signed provide an additional opportunity for sustainable collaboration. With the already planned visits of IPS team scheduled to commence in June 2024 (Madrid) and September 2024 (Genova), the Erasmus agreements facilitate staff and Early Stage Researcher (ESR) exchanges, fostering a dynamic environment for the ongoing exchange of knowledge and expertise. This forward-looking approach aligns with our overarching goal of fostering enduring partnerships, thus ensuring the enduring legacy and impact of our project on the critical intersection of women, disability, and inclusion.

References

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