

REBUILD

ICT-enabled integration facilitator
and life rebuilding guidance



Deliverable: D.9.5 REBUILD exploitation plan

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ICT-enabled integration facilitator and life rebuilding guidance

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AUTHORS

Author name	Organization	E-Mail
Antonella Passani	DEN	a.passani@den-institute.org

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EXECUTIVE SUMMARY

This report describes the REBUILD outputs, the sustainability action undertaken and the exploitation plan for the next three years.

The project developed and successfully tested the REBUILD toolbox, which is composed of the REBUILD dashboard targeting Public Administrations and Local Service Providers and the REBUILD App for migrants and refugees. These technological outputs are accompanied by research outputs and other knowledge-related outputs and by communities that have been created and/or to which REBUILD partners participated and that deserve, as the other outputs, to be sustainable and exploited as much as possible in the future.

In terms of sustainability all project outputs will remain available and usable by project partners and project stakeholders for 5 years after the end of the project. This will give the consortium the time needed to search for additional fundings in order to further develop the REBUILD toolbox. Indeed, it has been successfully tested as a proof-of-concept, but additional funds are needed to reach a more mature stage that will enable commercial exploitation.

Project partners are actively monitoring funding opportunities both at EU and at national/local level and at least three project proposals have been already submitted by some of the project partners. The cooperation among the project partners proved to be fruitful and all are interested in keeping it alive for the future. Moreover, the political situation and the recognition of migrant inclusion as a key topic for the future of Europe, offer a promising background for promoting REBUILD to cities and regions working towards the achievement of the New Bauhaus and Sustainable Development Goals objectives.

In the summer, REBUILD team will organise a high-level policy event that will represent a kick-off for future exploitation activities. The networks built in the last years, including that with the other EU projects working on ICT innovation for migrant inclusion, will be invited so as to increase the impact of the event and the possibility of successful exploitation.



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1 INTRODUCTION

The project REBUILD aims at improving migrants and refugees' inclusion through the provision of a toolbox of ICT-based solutions aimed to enhance both the effectiveness of the services provided by local public administration and organisations, and the life quality of the migrants.

This project follows a user-centred and participating design approach, aiming at properly addressing real target users' needs, ethical and cross-cultural dimensions, and at monitoring and validating the socio-economic impact of the proposed solution. Both target groups (immigrants/refugees and local public services providers) have been part of a continuous design process; users and stakeholders' engagement has been considered as a key success factor addressed both in the Consortium composition and in its capacity to engage relevant stakeholders external to the project. Users have been engaged since the beginning of the project through interviews and focus groups; they have been part of the application design, participating in three Co-Creation Workshops organised in the three main piloting countries: Italy, Spain and Greece, chosen for their being the "access gates" to Europe for main immigration routes. Furthermore, in the 2nd and 3rd years of the project, users' engagement in Test and Piloting events in the three target countries, helped the Consortium fine-tuning the REBUILD ICT toolbox by the end of the project.

The key technology solutions proposed are:

- GDPR-compliant migrants' integration related background information gathering with user consent and anonymization of personal information;
- AI-based profile analysis to enable both personalised support and policy making on migration-related issues;
- AI-based needs matching tool, to match migrant needs and skills with services provided by local authorities in EU countries and labour market needs at local and regional level;
- a Digital Companion for migrants enabling personalised two-way communication using chatbots to provide them smart support for easy access to local services (training, health, employment, welfare, etc.) and assessment of the level of integration and understanding of the new society, while providing to local authorities' data-driven, easy to use decision supporting tools for enhancing capacities and effectiveness in service provision.

This report describes the main outputs of the REBUILD project and the related sustainability and exploitation strategy. It is the result of a consortium's effort in determining the most suitable action to be undertaken after the end of the project period. The drafting of this deliverable is, in fact, based on a consultation process that started in February 2021 with a dedicated internal survey investigating the partners' interests and plan for output sustainability and exploitation. This led to a series of dedicated consortium meetings that was useful not only for designing the present deliverable, but also for orienting the project activities of the last year, having in mind the shared and partner-specific objectives for the future of the project results.

The report is organised as follows: chapter 2 describe the project outputs, chapter 3 describe the sustainability action undertaken and chapter 4 describe the exploitation strategy for the next three years both at consortium level and at single-partner level.



2 REBUILD OUTPUTS

In order to define a sustainability and exploitation plan it is first of all necessary to identify the project outputs and the related stakeholders. In the case of REBUILD, project results are both technical and non-technical and include the REBUILD dashboard, the REBUILD App, the research results and the policy-related outputs such as the "Joint migration policy whitepaper: Towards ICT-enabled integration of migrants" and the Joint Handbook on Migrants' Integration: a Service Design and Supply Perspective"¹

Using the framework suggested by the EC (see figure below) in its Communication on "Communication and exploitation activities"², it is possible to say that the main stakeholders for REBUILD outputs are the research community, the MS and EU policy makers (but also local and regional policy makers) and the third sector - that can be considered part of the civic society - especially Local Service Providers working in the field of migration. Industrial actors are less relevant for REBUILD, with the exception of the industrial partners within our consortium that - as we will see in chapter 4, have direct interest in project results exploitation.



Fig. 1 Dissemination and Exploitation Activities in Horizon 2020 (European Commission, H2020 Common Support Centre/J5)³

¹ <https://zenodo.org/record/5930586#.YfkigurLe5d>

² https://ec.europa.eu/research/participants/data/ref/h2020/other/events/2018-09-21/9_dissemination-exploitation-activities_en.pdf

³ https://ec.europa.eu/research/participants/data/ref/h2020/other/events/2018-09-21/9_dissemination-exploitation-activities_en.pdf



2.1 TECHNOLOGICAL OUTPUTS

The main output of the REBUILD project is a technological related outcome: the REBUILD toolbox, a social inclusion enabler for migrants and refugees. It is composed of two main functional components: the REBUILD App (the Digital Companion Android APP) and the Local Service Provider Dashboard (website/portal). The first one has migrants and refugees as main users, while the second one targets Public Administration and other Local Service Providers (see figure below).

They are functionally interlinked: the App offers information and services that are provided and inserted by local service providers through the dashboard.

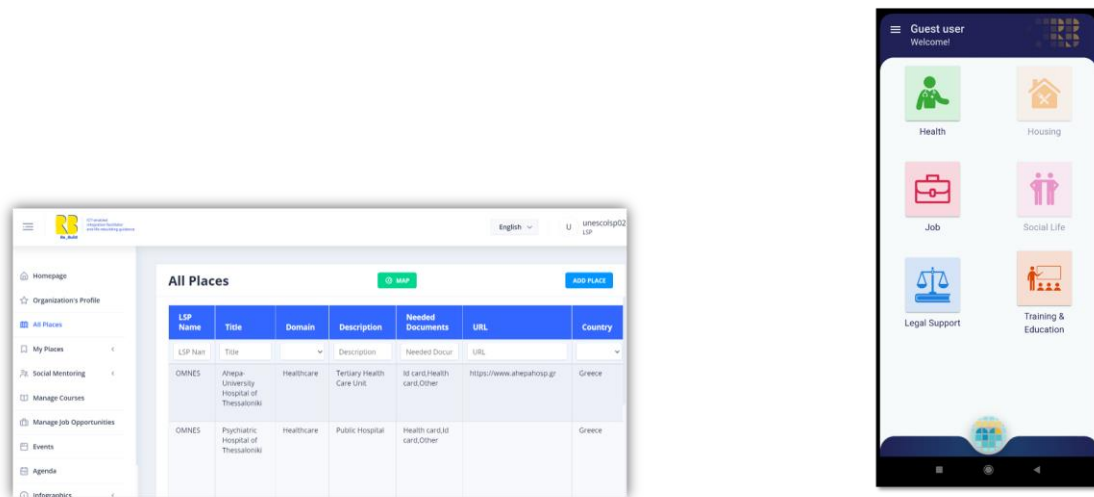


Fig. 2 REBUILD Dashboard and REBUILD App

At the end of the REBUILD project, the service supplied through the App are the following:

- Support to Job Seeking (Italy)
- Access to National Health System (Italy)
- Access to National Health System (Greece)
- Access to Social Mentoring (Spain)
- Legal (Italy, Greece)
- Training/Education (Greece)
- Job seeking (Greece)

From the users' perspective these are the main outputs of REBUILD, but it is important to consider that at technical level they rely on different infrastructure and software components that have been developed by the three technical partners ENG, CERTH and UPM and that they can be exploited both in a coordinated way both also as single components (see chapter 4).

The consortium agrees that the REBUILD technological outputs have been successfully validated as proof-of-concept but need further investments in order to reach a mature status and be ready for a market uptake.

2.2 KNOWLEDGE-RELATED OUTPUTS

Considering the knowledge results of the project, it is important to mention that - even if REBUILD is an Innovation Action, and not a pure research project – salient and significant results have been obtained also in terms of scientific outputs. Indeed, new knowledge has been developed on the following topics:

- Service Provision Needs and Gaps Analysis
- Co-design for ICT solutions for migrant and refugees' integration



- Inclusion and accessibility in ICT solutions for migrants and refugees with a specific attention to multilingualism and multimodality in communication with refugees
- ICT and innovation practices and needs in third sector organisations
- Situation in the pilot countries in terms of migrant integration
- Costs of non-integration of migrants in the host countries
- Role of AI and other innovative approach for migrant integration
- Piloting and testing methodologies and lessons learned

Beside this, the REBUILD impact assessment methodology (D9.1) and the ARTES impact framework (D7.1) have been developed and successfully applied within the project.

Finally, the "Joint migration policy whitepaper: Towards ICT-enabled integration of migrants" and the "*Joint Handbook on Migrants' Integration: a Service Design and Supply Perspective*" represent two central outcomes at policy level.

2.3 NETWORKS-RELATED RESULTS

Besides the above-mentioned outputs it is important to mention the collaborative networks that have been created or in which REBUILD partners have taken part, as they represent an important result that deserves to be sustained beyond the end of the project. Through REBUILD, each of the pilot partners increased their network at local level (see D9.4) and, at consortium level, the collaboration with the so-called "sister projects" proved to be an effective way to maximise the resources of the project and develop a network effect for its outputs, especially the policy-related ones.

3 SUSTAINABILITY STRATEGY

In this chapter we will describe the sustainability strategy of the outputs described in the previous chapter. With the term "sustainability" we refer to the need of ensuring outputs' impact beyond the project duration: this is achieved by keeping available the project results to project stakeholders and assure the support for their usage as they are at the time of writing.

3.1 TECHNOLOGICAL OUTPUTS

The REBUILD toolbox, as said, can be seen both as a single product (REBUILD App plus REBUILD dashboard) both as a set of components that can be used or, better, re-used, in isolation. At the time of writing the REBUILD toolbox and the piloted services are hosted by UNINETTUNO on their servers. And the REBUILD App is available for all on Google Play Store. This allows the project partners to keep using the REBUILD toolkit with the service they piloted: some of them are, indeed, using them on a regular basis and are keeping promoting the usage of the App to the migrants they support.

UNINETTUNO committed to keep the REBUILD toolkit available on their servers for 5 years after the end of the project.

All the software components are available on GitLab and are licenced under different Open-Source licences⁴ (see table below). WP3 and WP4 deliverables are acting as manuals for future developers and the final deliverables of the prototypes as user manuals of the so-far implemented solutions: these documents make the REBUILD toolbox available for the scientific and developers' community beyond the REBUILD consortium.

⁴ <https://opensource.org/licenses>

Component	Licence
DL-based skill and needs matching	MIT licence (free)
Video task server for text-free communications for the illiterate and rare language users	Proprietary
The digital companion module	Proprietary
Language training chatbot	MIT licence (free)
Dashboard	AGPL v3
Education matching service	MIT licence (free)
Job matching service	MIT licence (free)
Social mentoring matching service	MIT licence (free)
Rebuild App	Apache License v 2.0

Tab. 1 REBUILD toolbox technological components and related licences

Information on the REBUILD toolbox, link for the App download and contact details for stakeholders interested in using it will be also available on the REBUILD website that will remain online for 5 years after the end of the project, and it will also be available on the UNINETTUNO University of Refugees portal.

3.1 KNOWLEDGE-RELATED OUTPUTS

The knowledge related outputs are included in project deliverable and scientific publications. Deliverables with confidentiality level "Public" are available on CORDIS website <https://cordis.europa.eu/project/id/822215/results> and on the project website, where they will remain available for 3 years after the end of the project. A list of publications is also available on the project website and linked to the related journals, many of which are open access. In this way the project website is a single-entry point for project results.

The "Joint migration policy whitepaper: Towards ICT-enabled integration of migrants" is available on the EC website⁵ and the "Joint Handbook on Migrants' Integration: a Service Design and Supply Perspective" is available on Zenodo⁶ - the main portal for Open Science outputs. They, of course, are also promoted on the REBUILD website.

Some of the knowledge-related outputs of the project are already exploited in ongoing projects developed and carried out by UNINETTUNO, such as:

- MEDUSA - Master to Educate in Diversity and Social Inclusion (<https://eumedusa.es/>), funded by Erasmus+ Program, where the REBUILD socioeconomic impact assessment will give a strong contribution in the creation of a flexible learning pathway in line with the needs of learners and social organisations in meeting diversity and social inclusion issues and solutions for European Union citizens.
- VIEWS - VET Training for Trainers dealing with Migrants (<https://www.viewsproject.eu/>), funded by Erasmus+ Program, where the inclusiveness approach developed in REBUILD codesign methodology is being used for curriculum design.

⁵ https://ec.europa.eu/migrant-integration/library-document/towards-ict-enabled-integration-migrants_en

⁶ https://zenodo.org/record/5930586#.YkWx39_OMXq



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- Destinazione Comune, funded by FAMI (Italian Minister of Internal Affairs), where the educational and job-seeking scenarios developed for REBUILD, technological ecosystem are being extended to a different pilot region (Lazio region), for refugees in the beneficiaries' target profile of the project (out of the initial welcoming process by a maximum of 18 months), supporting the activities of the partner organisation providing orientation and training services to refugees.

3.2 NETWORKS-RELATED RESULTS

Each pilot partner is interested in keeping the new collaboration established up and running after the end of the project. With reference to the sister-project network the work initiated during the REBUILD project will be kept living by the EC and by projects that have been financed more recently. REBUILD consortium commits to keep participating to the exchanges and events that will be organised in the next 2 to 3 years.



4 EXPLOITATION STRATEGY

The exploitation strategy considers the use of project results for scientific, social or economic purposes during and after the project end⁷. The next subsections describe the overall exploitation plan for the next 2 years with a summary of the patents' single exploitation plans.

4.1 TECHNOLOGICAL OUTPUTS

Next 2 years

As said, the REBUILD technological outputs need further investment in order to reach the level of maturity needed for a commercial exploitation. For this reason, the REBUILD partners are collaborating on proposals writing that can provide the needed funding for further development. In this regard, at least 3 project proposals have been submitted already; unfortunately, they have not been successful in securing the fundings but additional efforts in this respect are ongoing.

With reference to **European funding opportunities**, the forthcoming calls of Horizon Europe Research and Innovation Programme in the topics related to REBUILD are not available yet, but the Erasmus+ and the AMIF instruments offer good opportunities continuously and actively monitored and scouted by the project partners.

The New European Bauhaus initiative that "calls to build together a sustainable and inclusive future encouraging a dialogue across cultures, disciplines, genders and ages" can represent an important policy-asset for follow-up activities, especially at local level. In addition to this, DG Home and DG Reform (Directorate-General for Structural Reform Support) showed interest for REBUILD-like solutions for migrant integration, indeed the topic of migrant integration is high in the agenda of the EU Member States and even more so with the tragic war ongoing in Ukraine. DT-migration-06 REA Project Officers are actively promoting the solution piloted by REBUILD and other projects in the cluster and this could offer further exploitation opportunities.

Besides the European direct funds, project partners are committed to work more closely at **national and local level**. The ideal "buyers" of REBUILD toolbox are of course, local, regional and national public administrations (PAs) that directly or in-directly manage integration services for migrants and refugees. PAs, however, can finance REBUILD-like innovation mainly through structural and cohesion funds and in some cases they need support for navigating these funds. Partners such as DEN can and will provide support to PAs interested in adopting, adapting and further developing REBUILD tools.

OMNES and CIDAS are interested in keeping using the REBUILD toolbox after the end of the project and are actively working on their local contexts for making this possible. Indeed, more services could be added to the REBUILD App but this requires for the development of new connectors for this service or, in some cases, the digitalisation of other services that are run offline at the present time. Other LSPs engaged in the REBUILD pilots such as Caritas in Balearic Islands and FAS, in Barcelona, show interest for the further development and uptake of the piloted solutions.

Beside this, ENG can count on a dedicated company, within the Engineering group, called Municipia. The mission of this company is to promote the outputs of research and innovation projects developed by the research department to Italian municipalities. Indeed, Engineering acts as a service provider for several local and central administration units in Italy on different topics.

⁷ https://ec.europa.eu/research/participants/data/ref/h2020/other/events/2018-09-21/9_dissemination-exploitation-activities_en.pdf

MDAT, thanks to its role of innovation agency for Thessaloniki public administration, will further promote the uptake of the REBUILD toolbox by local stakeholders and put them in touch with the Technical partners in case further development will be required.

Finally, the Digital Companion could be a helpful and evaluable support instrument for the students enrolled at the University for Refugees (<https://www.universitaperrifugiati.it/en/default.aspx>). This initiative launched by UNINETTUNO in late 2015 aims at providing to asylum seekers, refugees and immigrants access to university programs from any part of the world, skill recognition for enabling access to the labour market, language courses, information and training about mutual rights and duties, support for the access to health services through online medical datasheets and a database of volunteer doctors.

It is also important to mention that some of the components of REBUILD can be used in socio-technical solutions not necessarily related to the migration topic. Indeed, the dashboard can support the orchestration of services offered at local level for targeted users other than migrants and, as emerged in our interviews with local stakeholders, the mentoring service can be adapted to matchmaking of persons other than migrants and their mentors, so that it can be used - for example - by training organisations for matching students and teachers.

Finally, the match-making component of the Digital Companion is interesting also for general student orientation; UNINETTUNO is interested in experimenting the applicability of the user profiling/matchmaking component of the Digital Companion for more wide, general audiences and purposes. Specifically, UNINETTUNO is interested in investigating how profiling and matchmaking can support students' academic careers, in the pathway starting with prospect students selecting their programs, to enrolled students being supported in choosing what course to attend according to their educational needs, their program structure and the exams already passed, and finally for graduating/ed students toward the labour market.

Year 3

If the consortium, or some of its partners, succeed in securing additional funding for further REBUILD development, a commercial exploitation plan can be foreseen. This can lead to adding more services to the REBUILD Toolbox, assure that it remains technological advances up-to-date, adapt it to the need of first reception processes/services and drive its adoption on a larger scale.

This could be based on an Open-Source business model. The table below list the main Open-Source business models that are often used for exploiting EU-funded technological project results and we consider their applicability to REBUILD:

BUSINESS MODEL	Relevant	Possible	Irrelevant
Service provider business models	x		
Software as a service vendor business model	x		
Ecosystem enabler business models			x
Split OSS/commercial products		x	
Dual licencing		x	
Integrating OSS components in hardware or systems			x

Tab. 2 Open Source business models



Analysing various business models that fit with the REBUILD future exploitation, both the "Service provider business model" and the "Software as a service vendor business model" emerge as the most relevant.

"Service provider business model": The use of OSS components within software industry sector requires subsequent services around the area of integration, support, maintenance or insurance and this would be the case also for REBUILD if - for example - a municipality would like to use it for all the services related to migrants' integration. Our technical partner could offer for free the REBUILD Toolbox as it is at the time of writing and make a commercial offer for providing the following services: 1) Support, 2) Maintenance, 3) Integration, 4) Training and certification, 5) Software customization, 6) additional OSS components' selection, 7) Risk assessment.

"Software as a service vendor business model". In this business model the mainly revenues are obtained from the traffic generated by online services running on top of systems based on OSS. The Subscription model represents one way from selling software as a service in charging the customer with monthly or annual fees for gaining access to the updates of an OSS product. Software is by nature a dynamic evolving artefact: often, software itself tends to become a pure service. As such, the applications require maintenance and updates all along their lifecycle, by generating the above-mentioned software as a service. This could be the case for REBUILD that will also need to assure constant alignment between the REBUILD dashboard and the LSPs' services each with its own development and update timing.

These two business models are the more relevant ones for REBUILD. However, it is important to mention that the technical partners of REBUILD will need to reach an agreement on the reciprocal use of the component each of them developed. The dialogue on this and previous collaborations among them offer a good starting ground for such agreements.

Besides this, we should consider that REBUILD is not only a technical solution but a socio-technical one. In order to operate, the REBUILD toolbox does not need only its technological components to work, it also needs a careful governance model and facilitation activities at local (or national level). Indeed, LSPs are not autonomous in exposing their services to the REBUILD dashboard and in order to do this they need for sure technical support but also training and accompanying activities for evaluating which service to expose, how, and in which way this will re-bound to their internal operation asking for internal to the organisation innovation. The work done in the REBUILD project in terms of co-design, piloting and testing proven to be central for the success of the pilots and will need to be replicated, at least to a certain extent, in future deployment of REBUILD in other locations or with other stakeholders. The REBUILD team, in this, thanks to the experience gained so far, is perfectly suited for offering such a service that can be also accompanied by the impact assessment activities (see next subparagraph).

4.2 KNOWLEDGE-RELATED OUTPUTS AND NETWORKS-RELATED RESULTS

The majority of the knowledge results will be exploited through presentations in conference and scientific events and additional scientific publications (indeed several have been published already, see the project final activity report).

The REBUILD impact assessment framework will be exploited not only through the above-mentioned channels but also through dedicated marketing activities targeting Public Administration and by proposing it as an Add-on to the REBUILD toolbox. Indeed, DEN is interested in promoting the REBUILD impact assessment framework as part of its consultancy service and the team thinks it can be an interesting addition to the technical offer so that a PA investing in REBUILD will also be able to assess the results and the impacts of its deployment. Bilateral meetings will be organised with technical partners for evaluating a joint promotion in this sense.

The networks and collaboration established will be exploited not only for future proposal writing as already mentioned in the previous subsection but also for lobbying on the need of innovation in the field of migrant integration. To this end, as announced by the project coordinator during the Final event, REBUILD team will organise a high-level policy event for this summer, inviting the other 5 sister projects in the DT-MIGRATION-

06 cluster. The event will be a sort of kick-off for further joint development and synergic exploitation activities, targeting in particular the new needs emerging from the changing international landscape near the European Union. The event will probably be hosted by UNESCO, in Paris, and will position the REBUILD toolbox at the crossroad of the issues that many public and private stakeholders face in terms of migrant integration.

The possibility to apply, together with the other sister projects, to the Booster programme of the EC has been taken into consideration. The Booster program, indeed, can help REBUILD and the other sister projects in organising joint exploitation activities and would provide the necessary support for better examining the complementarities and synergies across the projects, also in terms of technological integration.

4.3 REBUILD PARTNERS' INDIVIDUAL EXPLOITATION PLAN

The table below summarises the exploitation plan of the REBUILD partners that have been collected with an ad hoc questionnaire and validated for this deliverable.

Partner	Technological outputs	Knowledge-related outputs	Network-related results
UNINETTUNO	Tech (co)Design methodology consolidation and re-use Internal use and further development of some component	Publications Teaching Proposal writing	Proposal writing Cross fertilisation with national and international projects supporting refugees and migrants Support in polity decision making for migrants' integration
ENG	Proposal writing Commercial exploitation through a dedicated company called Municipia	Publications	Proposal writing
CERTH	Proposal writing Commercial exploitation of some components (within and outside the specific focus of migration)	Publications experience in interdisciplinary research on SSH topics	Proposal writing Policy Lobbying
UPM	Proposal writing (within and outside the specific focus on migration)	Publication	Proposal writing
UAB	NA	Publications Teaching Proposal writing	Proposal writing
DEN	NA	Commercial exploitation (consultancy on impact assessment) Publications Proposal writing	Proposal writing

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CIDAS	Internal usage of the REBUILD toolbox	Publications	Proposal writing
OMNES	Internal usage of the REBUILD toolbox	NA	Proposal writing
VUB	NA	Publications Proposal writing	Proposal writing
MDAt	Dissemination and promotion towards Thessaloniki PAs and LSPs	NA	Proposal writing Policy lobbying
UNESCO	NA	Results Proposal writing	Proposal writing Input for policy guidelines

Tab. 3 Partners' exploitation plans

5 CONCLUSION

REBUILD is now closed as a project, but it is clear that the REBUILD partners are interested in further exploiting the results achieved so far. This will be possible thanks to the co-design, Open Source, Open Science approaches followed during the project timeline that ensure that the main project outputs remain available for the next 3 to 5 years. This gives time to the involved team for securing additional funding for the further development and scaling-up of the REBUILD toolbox and its socio-technical approach.

This report complements the REBUILD impact assessment report (D9.4) that highlights the project achievements and the benefits perceived and expected by its stakeholders. Together, these two reports should be used for developing marketing materials and events that can create an even larger community around REBUILD and support the uptake of ICT solutions for migrant integration.