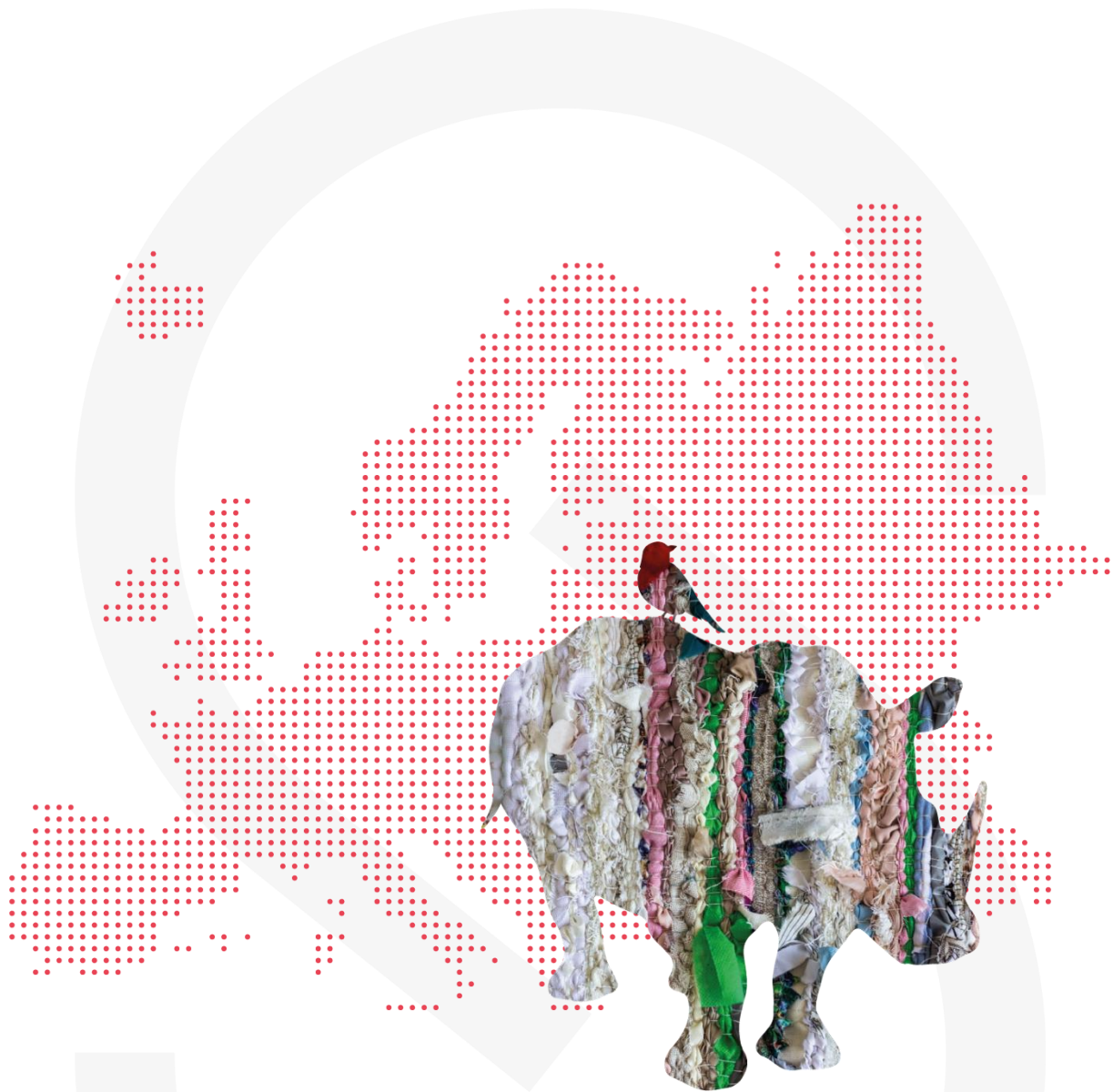




An european multidisciplinary Industrial symbiosis community

Yearly internal evaluation report – Second Grant Period

Introduction

This Yearly Internal Evaluation Report provides a comprehensive overview of the LIAISE COST Action's achievements, challenges, and overall progress during the second grant period. The purpose of this report is to evaluate the effectiveness of the Action activities, assess the alignment with strategic goals, and outline areas for improvement as they prepare for the next third grant, which just started in November 2025.

The second grant period consolidated the collaboration across Working Groups, stakeholder engagement and effective resource allocation. Through structured assessments and feedback from participants, we have identified key successes in fostering interdisciplinary exchange and advancing knowledge dissemination.

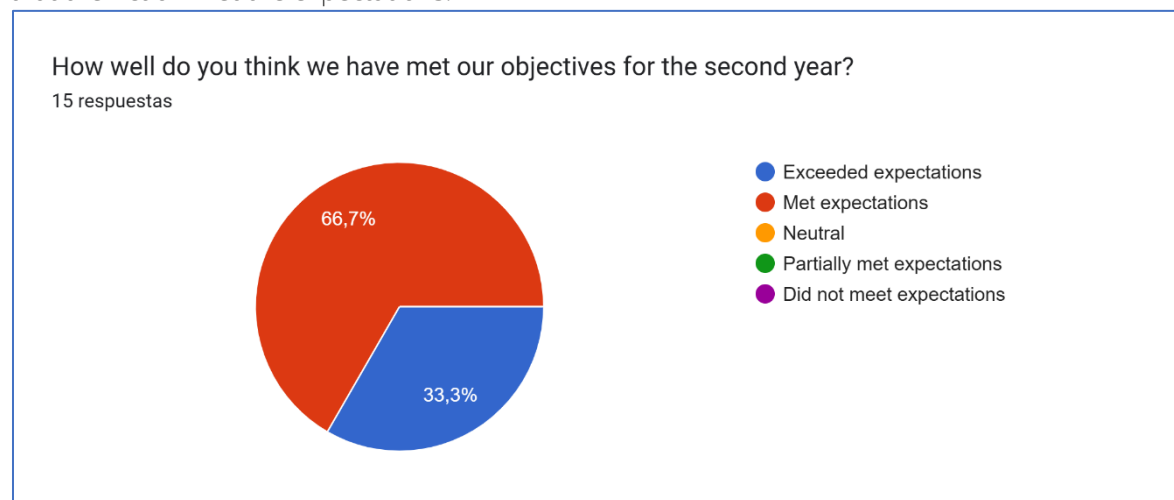
In the following sections of this report, it presents an in-depth analysis of the progress made, as well as recommendations for enhancing future efforts. This report serves as a tool to reinforce accountability, transparency and strategic planning within our Management Committee and broader network.

This is why two evaluations have been carried out. One to the management committee and one to all members of the COST Action. The results of both are presented below.

Analysis of the results of the Management Committee

In total, 15 answers were achieved from a total of 70 potential respondents.

The first question wanted to ask whether **LIAISE COST Action has fulfilled their objectives** in the second year, and 33.3% answered that the Action exceeded expectations while 66.7% answered that the Action met the expectations.



In terms of the **most significant achievements** of this second year, here are some answers:

- *Great network of the partners, as well as valuable project outputs.*
- *The collaboration made in WGs to showcase the practicality of IS with scientific papers.*
- *Increased quality of the deliverables, scientific papers.*
- *We know better each other and so we can align our thinking about IS.*
- *Strong core group management team, constructive work. Very balanced and calm work atmosphere.*
- *Finalizing and publishing our report.*

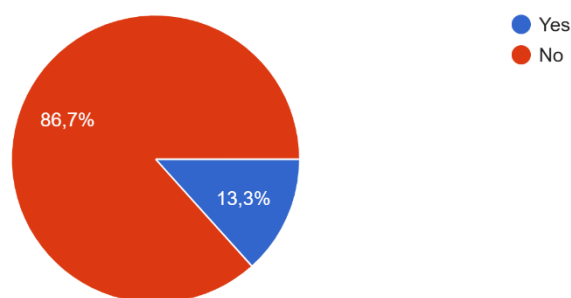
- Identification of technical and non-technical barriers related to the implementation of IS.
- Journal publications.
- Few scientific articles and book in process of publication.
- Publications.
- That the working groups are still well functioning and there has been so much output.
- Networking and publishing opportunities.
- The most significant achievement of this second year has been the strong collaboration with all partners, which allowed us to carry out every project activity as efficiently as possible.
- Deliverables planned are expected to be achieved.
- Improvement in achieving the targeted KPIs.

The following question was if there is **something to change in the Action** and there are only two positive answers, which have specified the following points:

- N/A
- It would be good to have on-site visiting of active IS. That can improve understanding of ISs and getting better and reliable information related to reports and scientific writings.

Would you like to change anything about the Action?

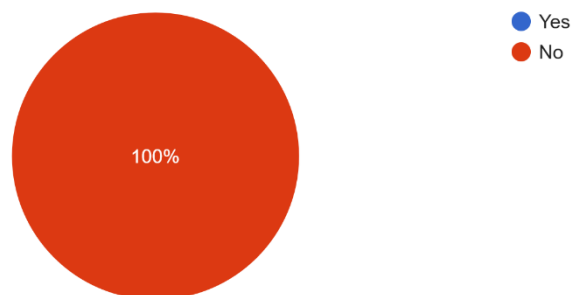
15 respuestas



In terms of **problems or issues encountered** during the second year of the Action, there is no positive answer.

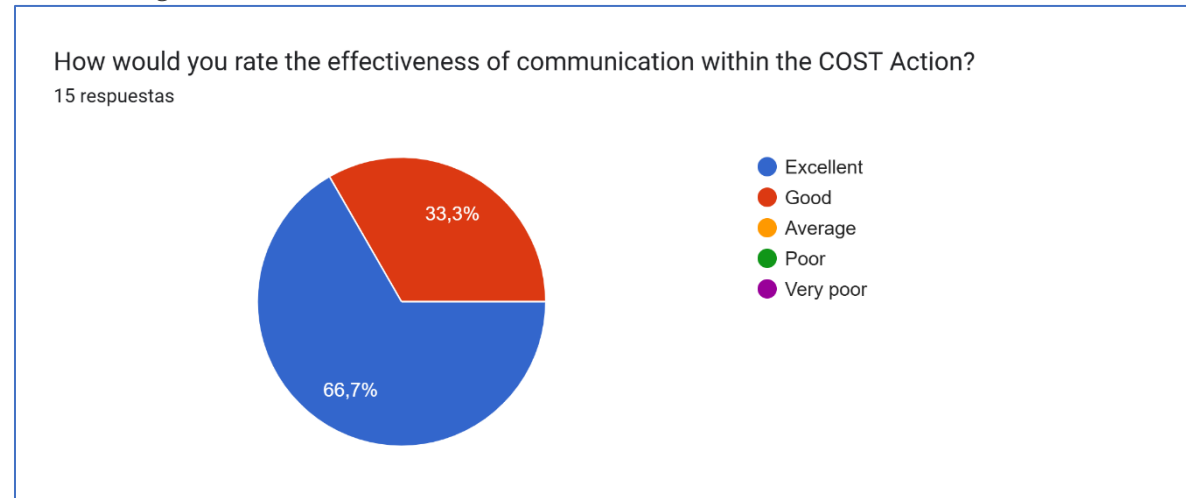
Have you encountered any issues or problems during this second year of Action implementation?

15 respuestas

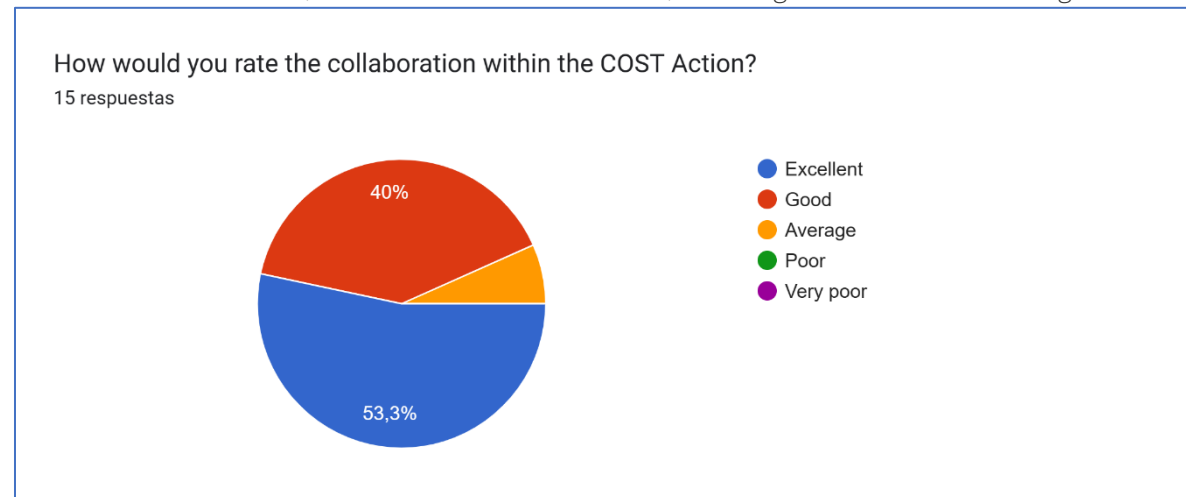


The next part of the survey evaluated different aspects of the Action:

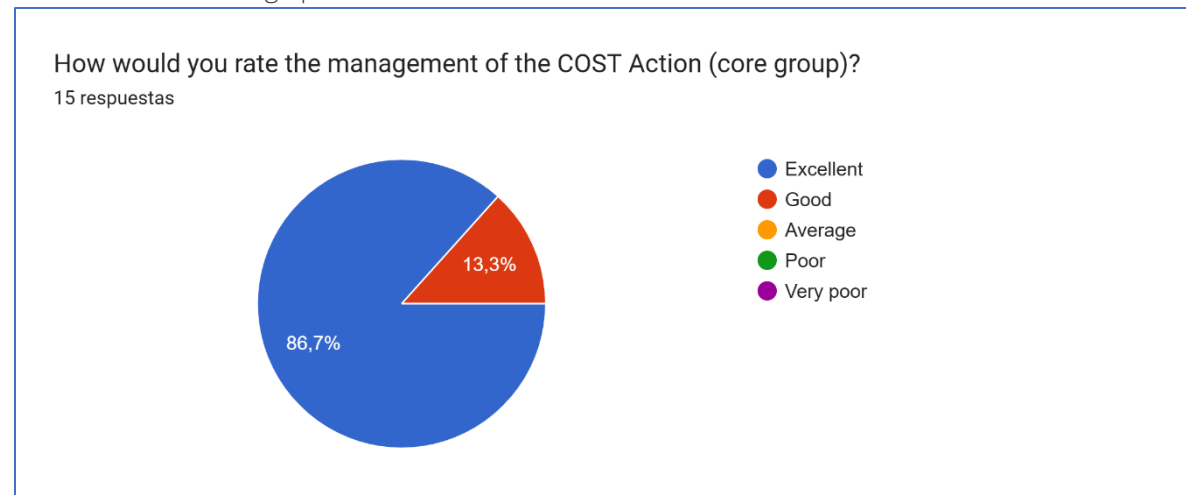
In terms of **effectiveness of communication**, 66.7% of respondents believe it is excellent and 33.3% scored it as good.



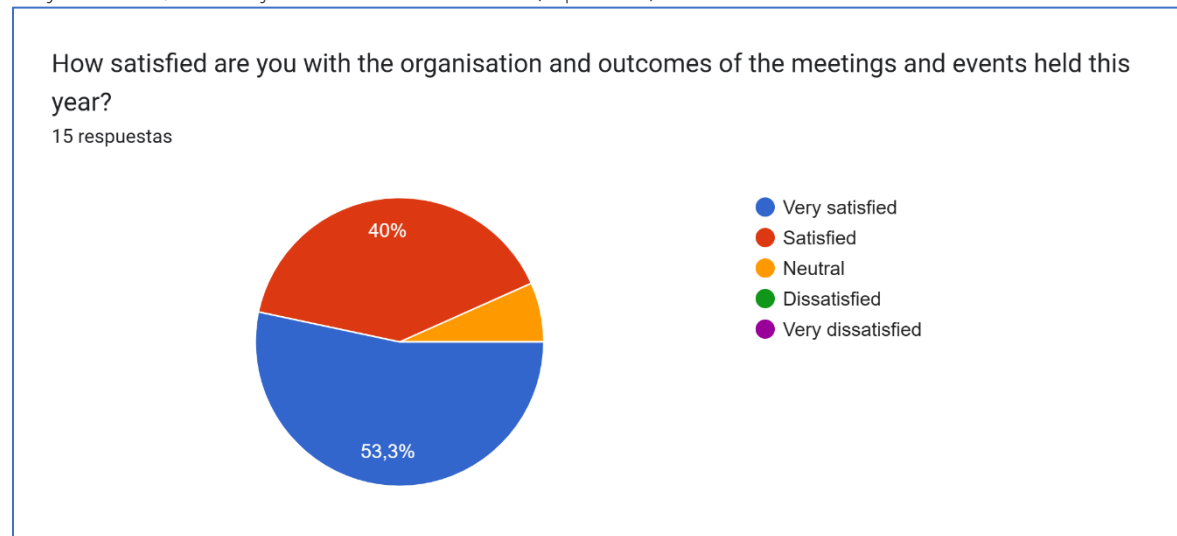
In terms of **collaboration**, 53.3% evaluate it as excellent, 40% as good and 6.7% as average.



In terms of the **management of the Core Group**, the percentage of excellent increase up to 86.7% and there is no average punctuation.



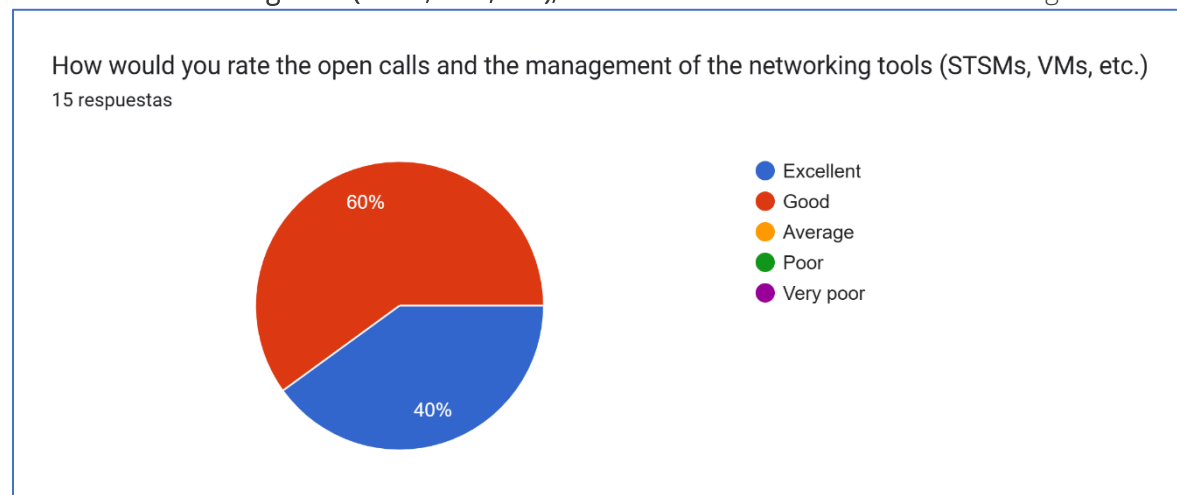
Finally, in terms of the of the **organisation and outcomes meetings and events**, more than 53.3% is very satisfied, 40% is just satisfied and 6.7% (1 person) is neutral.



Regarding comments for the future, here we are some:

- *Thank you for everything.*
- *Keep the achieved standard.*
- *I'm a little worried about how to motivate participants who agreed to engage in specific tasks but still can't devote the proper time to them.*
- *I would appreciate faster reimbursement of expenses.*
- *N/A.*

In terms of **networking tools (STSM, VMs, etc.)**, 40% evaluate it as excellent and 60% as good.



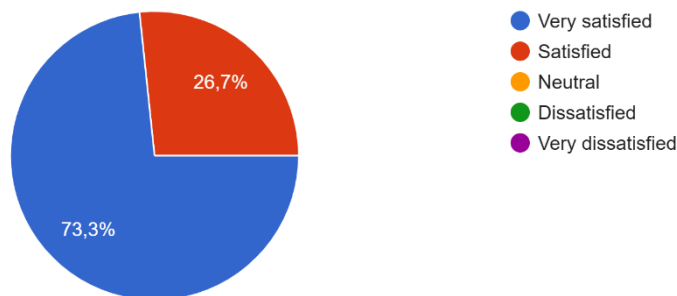
There were some comments about the networking tools:

- No
- N/a
- Effective and less formal, really helpful
- I plan to apply for one in the next year, I have not used any networking tools so far
- N/A

A final general question was the **satisfaction about the LIAISE COST Action in the second year**, and the answers were very satisfied (77.3%) and satisfied (26.7%).

How satisfied are you with the progress of the LIAISE COST Action in its second year?

15 respuestas



In terms of **key strengths of the Action**, respondents mentioned the following:

- *Management, diversification of partners*
- *Being very multidisciplinary*
- *Unity, leadership, deliverables*
- *The WGs (pillars) cover all decisive activities important for the successful dissemination*
- *Very promising*
- *The number of researchers involved; the visibility offered by the reports and publications, the cooperation and voluntary involvement*
- *Excellent management and networking*
- *Collaboration with international colleagues*
- *Collegiality and excellent organisation*
- *Good management team*
- *Bringing topic related researchers to one table.*

In terms of **areas to be improved**:

- *The participation to the events may be enhanced by more advertising*
- *I know the work in WG1 and it is OK.*
- *I think it's very objective, especially considering that it's everyone's own choice and voluntary work*
- *Facilitating cooperation among researchers beyond the project*
- *NA*
- *None*
- *Since there are many WG and subgroups may be Do meetings with time planned to work during the meeting, to fill the questionnaires, and others documents could help*

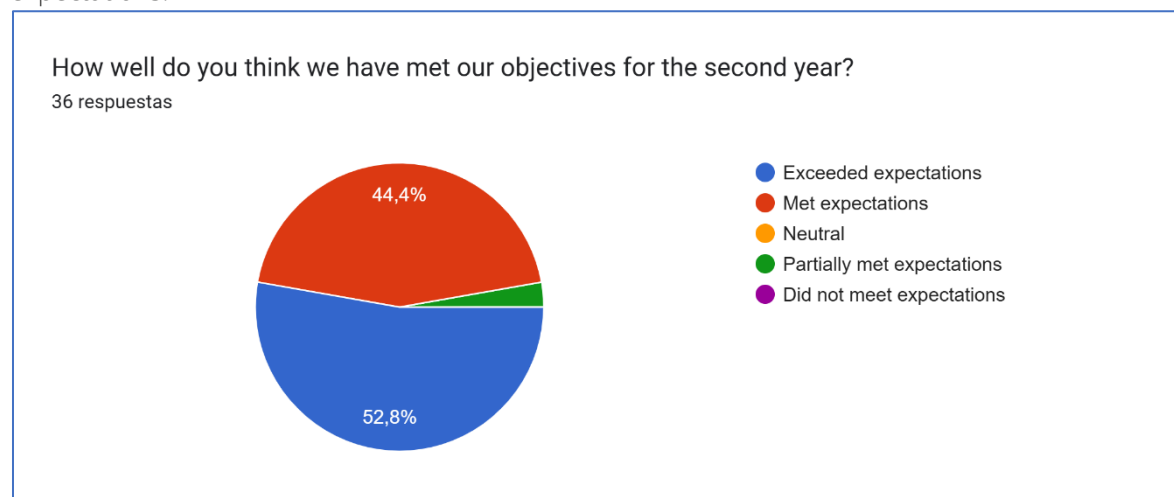
Finally, to close the evaluation, **extra comments or suggestions** were asked and some respondents included a couple of them:

- *I think the Action is doing well, we should continue our collaborations for more project integrations in the future year*
- *Go on*
- *Thank you Almudena, Core group and colleagues for your inspiring work, responsiveness and good cooperation. I am truly happy about new friendships and constructive work. Keep it up!*
- *Thank you for this opportunity*
- *NA*
- *none*

Analysis of the results of the WGs members

In total, **36 answers were achieved** from a total of 343 potential respondents. The first thing to realise is that there are a lot of people in action, but people are not very involved in certain activities. LIAISE COST Action core group is doing its best to engage and motivate more people with the activities of the Action.

The first question asked is whether **LIAISE COST Action has fulfilled their objectives** in the second year, and 44.4% answered that the Action exceeded expectations while 52.8% answered that the Action met the expectations. One person (2.8%) mentioned that the action only partially met its expectations.



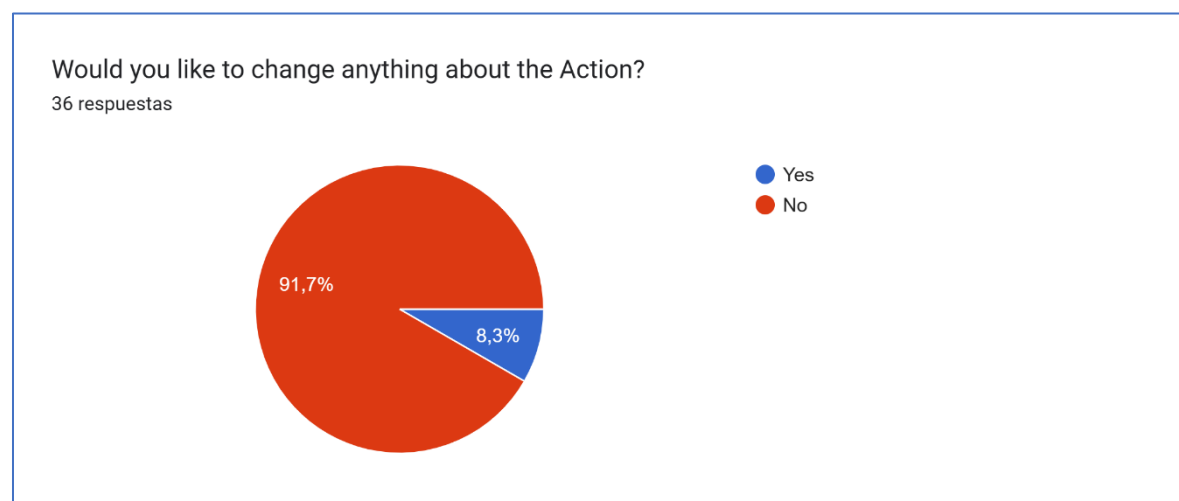
In terms of the **most significant achievement** of this second year, here are some answers:

- *Shared involvement among the members' activities and cooperation among universities/organizations.*
- *KPIs of circular economy.*
- *Significant networking and collaboration opportunities.*
- *great amount of dissemination and outreach*
- *Reports, common meetings, sharing of ideas, and expanding the network.*
- *Actual progress.*
- *Rector Dr Maciej Kluz became a member of Management Committee.*
- *Sharing impactfully novel results in the network.*
- *Joint projects and researches.*
- *conferences held and data and information obtained from different countries through these conferences.*
- *Meetings - networking, presentation of current studies.*
- *Completion of demanding deliverables.*
- *Created network linking researchers across countries that lead to interesting outputs not only within this action, but also outside, like publications, new project proposals etc.*
- *Quality of the COST Action Reports.*
- *Exchange of knowledge and experience.*
- *I consider deliverables to be very valuable and significant.*
- *Networking.*
- *Webinars and all the discussed topics.*
- *Achieving all the goals related to deliverables (in WG3).*
- *Becoming member of this Cost Action.*
- *the development of the deliverables.*

- *The most significant achievement of the second year has been the consolidation of an inclusive and cross-sectoral network that enabled knowledge transfer and active collaboration among stakeholders. This has resulted in increased awareness of industrial symbiosis, the development of methodological frameworks for KPIs, and the first joint scientific and dissemination outputs, which together strengthen the practical implementation of Circular Economy strategies across borders.*
- *Winter school and workshop.*
- *Networking, research, events (workshops & conferences), other collaborations.*
- *many events during the entire GP2.*
- *All reports were submitted on time, there was extra money, and we wrote several scientific papers.*
- *Webinars and meetings.*
- *Publications and reports preparation.*
- *High quality deliverables.*
- *Writing of papers.*
- *Informative webinars and on-time announcement.*
- *Arrangement of the online and face-to-face meetings in order to spread the information and creating a network.*
- *The report we have published an exchange in knowledge and networking in IS.*
- *The dynamism, especially the work in workgroups, webinars, workshops, and all the information provided.*

The following question was if there is **something to change** in the Action and there are only three positive answers, which have specified the following points:

- *I want more joint research works and more meetings. Meetings help to develop networks and know each other.*
- *Study visits to application sites of industrial symbiosis.*
- *I believe we have great potential to make a significant difference by increasing our visibility through presence on Instagram and YouTube.*

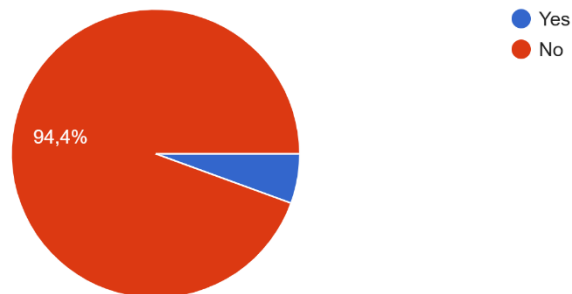


The next question asked members if they have **encountered any problem** during this second year of implementation and there was only two positive answer.

- *How late it takes to be reimbursed.*
- *N/A*

Have you encountered any issues or problems during this second year of Action implementation?

36 respuestas

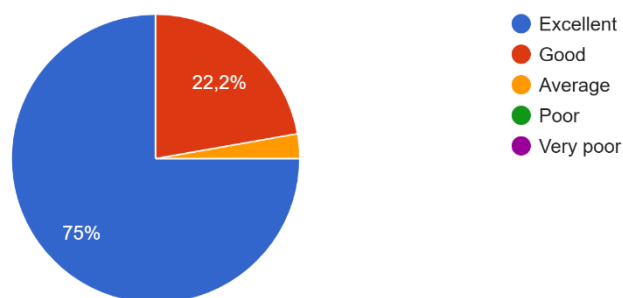


The next part of the survey evaluated different aspects of the Action:

In terms of **effectiveness of communication**, more than 75% of respondents believe it is excellent and 22.2% scored it as good. One person (2.85%) rated as average.

How would you rate the effectiveness of communication within the COST Action?

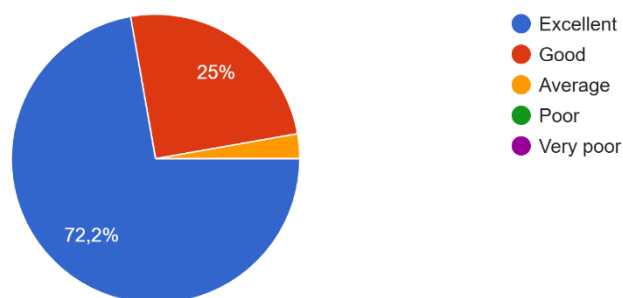
36 respuestas



In terms of **collaboration**, again, 72.2% evaluate it as excellent and 25% as good. One person (2.85%) rated as average.

How would you rate the collaboration within the COST Action?

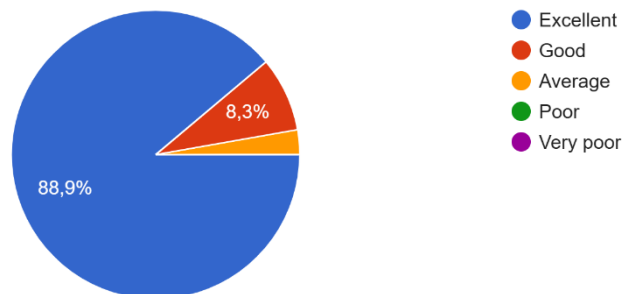
36 respuestas



In terms of the **management** of the Core Group, the percentage of excellent was high, 88.9%, in comparison with the 8.3% of good and the 2.8 of average.

How would you rate the management of the COST Action (core group)?

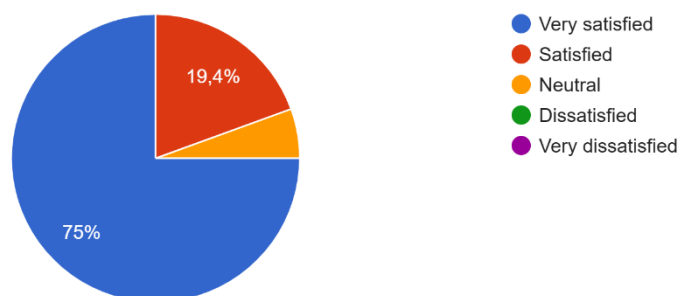
36 respuestas



Finally, in terms of the **organisation and outcomes** of the meetings and events, more than 75% is very satisfied, while 19.4% is just satisfied and 5.6% is neutral.

How satisfied are you with the organisation and outcomes of the meetings and events held this second year?

36 respuestas



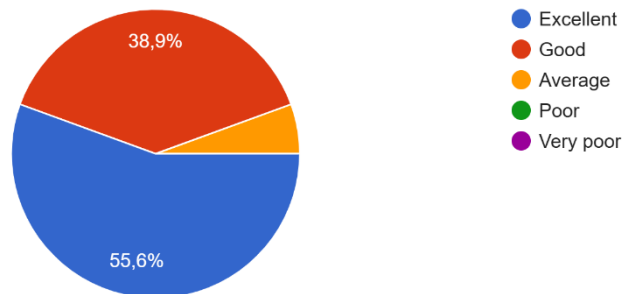
Regarding **comments for the future**, here we are some:

- *Our chair is super dynamic and if she keeps like this many more opportunities will come, we are here to grab them.*
- *Keep up the good work, and I really would like to complement Almudena for her outstanding work.*
- *Just to say: Big thanks for all your efforts Almudena, you doing great job! Looking forward next years.*
- *Keep shining.*
- *Keep going forward in this way.*
- *Increasing visibility on social media, conducting interviews, and providing further support to students are of great importance.*

In terms of **networking tools** (STSM, VMs, etc.), 55.6% evaluate it as excellent and 38.9% as good. A minor percentage (5.6) evaluated as average.

How would you rate the open calls and the management of the networking tools (STSMs, VMs, etc.)

36 respuestas



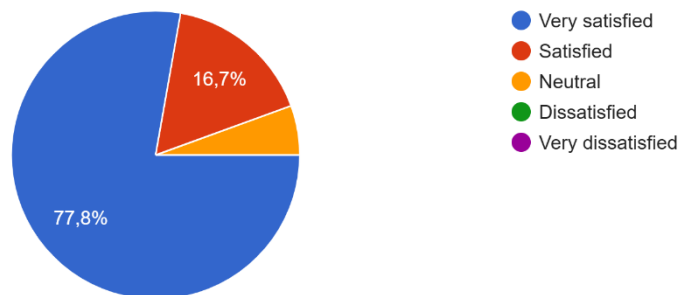
There was a comment about the networking tools:

- I can contribute more if needed, especially in social media or as a Young Research Coordinator.
- To be open earlier (ex. from November for the upcoming GP).
- Good.

A final general question was the **satisfaction about the LIAISE COST Action** in the second year, and the answers were very satisfied (77.8%) and satisfied (16.7%). 2 persons punctuated as neutral (5.6%).

How satisfied are you with the progress of the LIAISE COST Action in its second year?

36 respuestas



In terms of key strengths of the Action, respondents mentioned the following:

- *Dedicated and hardworking people, whose commitment and collaboration drive the successful completion of deliverables and the overall success.*
- *Networking, collaboration, transparency, easy communication.*
- *The network it is building up, and sharing of knowledge.*
- *Excellent management from the Chair and excellent collaborating environment with members.*
- *It creates connections between theory and practice and fosters cross-sector and cross-cycle collaborations by using a participative and practice-oriented approach.*
- *The leader doing her job perfectly, linking people, organizing events and pushing this boat forward.*
- *Mobilities.*

- *Networking and collective work.*
- *I believe that networking is the key strength of the LIASE COST Action.*
- *1. Openness to all participants; 2. Numerous activities (Training School, STSMs, online webinars, podcasts, etc.); 3. Information about new opportunities*
- *Good management.*
- *The large participation, the opportunities offered by the action to the researchers.*
- *The most comprehensive approach to integrating science, policy, and practice; The highest level of stakeholder engagement and inclusiveness in its activities; The most effective capacity-building and training opportunities for early-career researchers; The most impactful support for evidence-based policy-making; The best environment for fostering long-term partnerships and future projects, etc.*
- *Good leadership.*
- *It's fortunate that people who really want to work have come forward and are actively participating in the activities. The leader and most of the co-leaders are doing their job well.*
- *strongest advantage is providing students with the opportunity to gain international experience and present their work on a global platform.*
- *The collaboration.*

In terms of **areas to be improved**:

- *Science Outreach.*
- *Perhaps preparing training slides (everyone can use) about IS/industrial parks that can be used in local context to educate and expand the network and these ideas.*
- *Cannot think any more improvements.*
- *By generating relevant synergies among different actors from the q-helix stakeholders' model and by setting the groundwork for increased and robust development of knowledge.*
- *Engagement of more WGs members.*
- *More practical examples and visits to sites where IS is really happening.*
- *All is good.*
- *Training sessions and mobility staff for gathering experience.*
- *STSM.*
- *We need to profit more from the network, get to know each other better and start cooperate among us in projects or otherwise, therefore we need more facilitation of interactions among the members.*
- *Communication and work division in some WGs. Very few people participate in certain activities (some meetings, webinars).*
- *Social media presence and activities among young researchers.*

Finally, to close the evaluation, **extra comments or suggestions** were asked and some respondents included a couple of them:

- *We should leverage our existing network building more European consortia.*
- *Thank you for all opportunities!*
- *Keep up the excellent work!*
- *No, just thanks!*
- *No*
- *Just the previous one.*

Conclusions

The Yearly Internal Evaluation Report provides clear evidence of the significant progress achieved by the LIAISE COST Action during its second grant period. Both evaluations, targeting the Management Committee and the Working Group members, confirm the Action's success in strengthening collaboration, knowledge dissemination, and interdisciplinary engagement across its diverse network. The consistently positive feedback demonstrates that LIAISE has not only met but, in many cases, exceeded expectations in fostering an active and productive research community.

Respondents highlighted numerous achievements, including the consolidation of a strong network of partners, the delivery of high-quality outputs such as scientific papers and reports and the effective management and coordination by the Core Group. These outcomes underscore the Action's ability to translate collaborative efforts into tangible contributions to industrial symbiosis and circular economy research. The high satisfaction rates, over 75% of respondents across both surveys indicating they are very satisfied, further affirm the Action's strong performance and relevance.

Nevertheless, the evaluations also point to several areas that warrant attention as the Action transitions into its third grant period, launched in November 2025. Challenges include sustaining engagement among all Working Group members, enhancing visibility and outreach through social media and other platforms and improving logistical and administrative aspects such as event accessibility and reimbursement processes. Recommendations such as organizing on-site visits to active Industrial Symbiosis cases, sending meeting calendar invites and increasing communication between Working Groups represent concrete and actionable steps to strengthen participation and efficiency.

Overall, the findings reflect a well-managed, collaborative and strategically oriented network that values transparency, inclusiveness and continuous improvement. Building upon the strong foundations of the second grant period, the insights gathered from this evaluation will serve as a roadmap to refine operations, expand participation and amplify the Action's impact. As LIAISE COST Action enters its next phase, it is well-positioned to advance its objectives, generate innovative research outcomes and further contribute to the promotion of industrial symbiosis and sustainability across Europe and beyond.