2023
ACTIVITIES
& BUDGET PLAN

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INESC-ID 2023 Activities & Budget Plan

"I am among those who think that science has great beauty."

Marie Skłodowska–Curie

CONTENTS

01.
Foreword

INESC-ID is one of the most prestigious research institutes in Portugal. INESC-ID brings together about 100 integrated PhD researchers, and covers complementary scientific areas, such as electronics, informatics and energy. INESC-ID pursues R&D activities on a broad range of research areas and application markets, such as wireless communications, electronic equipment, health care, medical imaging, industrial automation, e-learning, energy and enterprise information systems.

Over recent years, INESC-ID has made a significant impact on society by performing cutting edge research and technology transfer, including through various spin offs, in the areas of Computer Science and Electrical and Computer Engineering.

Leveraging on the enthusiasm, energy and hard work of an increasingly larger team, comprised of young and talented people working together with experienced senior researchers, INESC-ID is internationally recognized for the quality and innovative character of its scientific and technical work. The excellence of this work places INESC-ID as a top R&D institute in Europe, with INESC-ID having been identified by FCT as one of the top 10 Portuguese research units attracting projects and funding from the European Union. Also, INESC-ID was granted the grade of "Excellent" in the last FCT evaluation of national research units, with its Associate Laboratory status being renewed in 2021.

INESC-ID is fully committed as a worldwide leader in many areas of expertise. INESC-ID also tackles the significant challenges that the world is facing now and in years to come: from digital transformation and citizenship, to life and health technology, energy transition and security & privacy.

INESC-ID looks forward to more decades of defining technology!

02.

Who We Are

INESC-ID is a private not for-profit institution, registered in 1999, officially declared of public interest, owned by Instituto Superior Técnico (51%) and INESC – Instituto de Engenharia de Sistemas e Computadores (49%). From the reorganization of INESC, five R&D institutes were created: INESC-ID, INOV, INESC MN, INESC TEC and INESC Coimbra.

MISSION
INESC-ID's mission is to produce added value to people and society, supporting the response of public policies to scientific, health, environmental, cultural, social, economic and political challenges, in the fields of Computer Science and Electrical and Computer Engineering.

VISION
INESC-ID's vision is to be a leading Research, Development and Innovation organization, recognized worldwide as an institution of excellence in the fields of Computer Science and Electrical and Computer Engineering.

VALUES
Innovation, Public Interest, Internationalization, Partnership, Commitment

Management and Organization

INESC-ID boasts over one hundred PhD researchers and more than two hundred graduate students and fellowships from several universities and polytechnic institutes.

In 2013, FCT identified INESC-ID as one of the top 10 Portuguese research units attracting projects and funding from the European Union, a recognition that is still valid today.

INESC-ID was evaluated in 2018, like all other Portuguese R&D units, by Fundação para a Ciência e a Tecnologia (FCT). FCT awarded INESC-ID the grade of Excellent, the highest possible grade, not only in the overall score but in each and every one of the items under evaluation: quality, merit, relevance and internationalization of the R&D activities; merit of the team; and appropriateness of objectives, strategy, plan of activities and organization.

As an Associate Laboratory since 2004, INESC-ID has an additional responsibility to assist public and private entities. Such commitment implies facing scientific, health, environmental, cultural, social, economic or political challenges and being an active participant in defining the required policies to address those challenges.

INESC-ID also renewed the Associate Laboratory status from 2021 for ten years (1 Jan 2021 - 31 Dez 2030).

INESC-ID has actively participated in R&D+i projects within European Union programmes. This participation has covered all relevant programmes and instruments in the areas in which INESC-ID has the expertise, from fundamental to applied research, while encompassing training and strategic initiatives.

Management and Organization

The Board of Directors ensures the organization's general management (the administrative, logistic, and financial aspects of the institution) and is composed of the President and four other members with assigned portfolios. The Board of Directors is assisted by a set of offices and specialized services that provide the backbone support for all activities and enable the organization to run smoothly and efficiently.

These offices are the Project Support Office, the Human Resources Office, the Innovation Management Office, the Entrepreneurship and Technology Transfer Office, the Communications and Outreach Office, and general administrative support.
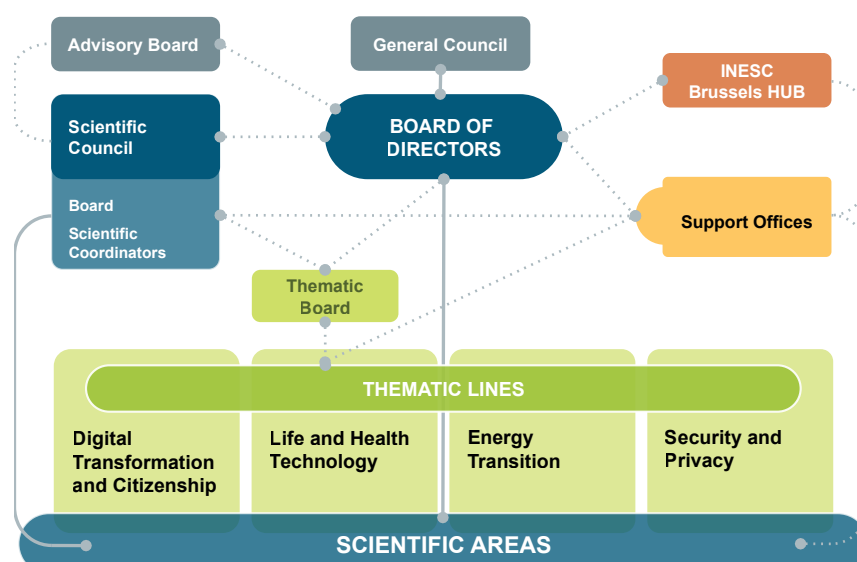
The Scientific Council is responsible for the strategic planning and the organization of the research units. It also assesses the research projects, annual budget, plan, and report prepared by the Board of Directors and proposed to the General Council. It is composed of all researchers with a PhD degree and essentially run by a Coordinating Committee, formed by the Board of the Scientific Council (three members) and representatives from each of the eleven scientific areas aligned with the four Thematic Lines.

The INESC Brussels HUB is a Brussels-based structure created in 2019 to advocate for the scientific, technological, and innovation interests of INESC at the European Union and other international levels. It represents the five organizations under the INESC holding – INESC TEC, INOV, INESC-ID, INESC MN, and INESC Coimbra – combining their efforts to strategically position all INESCs in European programmes, increasing their visibility and credibility as essential organizations in critical areas. In addition, to represent the several INESC units in important European platforms, groups and structures.
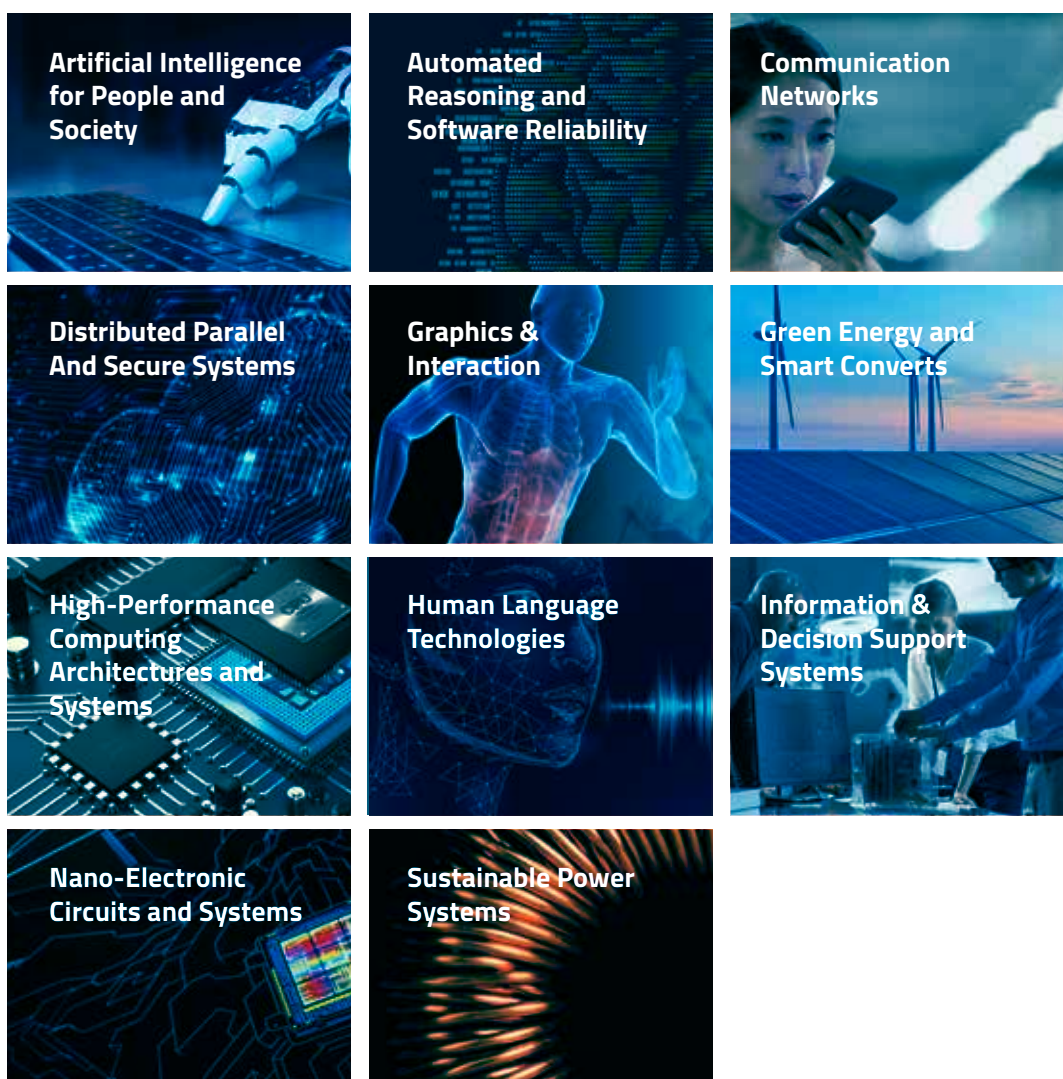
Other services are provided by INESC Services such as Financial and Budget Control, Legal Support, Infrastructures Department and Computer Network Support.

Research Areas

Research at INESC-ID is organized around 11 scientific areas, covering a wide range of topics in Computer Science and Engineering and Electrical and Computer Engineering, with the aim of being the leading research center for combined Computer Science and Engineering and Electrical and Computer Engineering (CSE+ECE) in Portugal.

This research structure, encompassing scientific areas with about 9 reserchers (on average), has sufficient critical mass and knowledge to tackle the topical problems covered by each area. Moreover, relevant societal challenges are impactfully addressed by leveraging the specific expertise of each area into creating the required synergies.

Artificial Intelligence for People and Society

Automated Reasoning and Software Reliability

Communication Networks

Distributed Parallel And Secure Systems

Graphics & Interaction

Green Energy and Smart Converts

High-Performance Computing Architectures and Systems

Human Language Technologies

Information & Decision Support Systems

Nano-Electronic Circuits and Systems

Sustainable Power Systems

Thematic Lines

A challenge-based approach will surely bring together resources and knowledge across different fields, technologies and disciplines – including from the social sciences and the humanities – covering activities from research to market with a new focus on innovation-related activities, such as piloting, demonstration, test-beds, and support for public procurement and market uptake.

INESC-ID is organized into four Thematic Lines identified as the unifying themes for which INESC-ID can make the most relevant contributions to current societal challenges: digital transformation and citizenship, life and health technology, energy transition, and security and privacy. These four Thematic Lines promote synergies among the eleven scientific areas in order to impactfully address today's challenges: from healthcare, space, and mobility to human language technologies, agri-food, industry 4.0 and smart grids.

The four Thematic Lines capture the relevant synergies between the Scientific Areas of INESC-ID, its backbone structure representing its scientific competencies.

THEMATIC LINES

SCIENTIFIC AREAS	Digital Transformation and Citizenship	Life and Health Technology	Energy Transition	Security and Privacy
Artificial Intelligence for People and Society	◉	◉	◉	
Automated Reasoning and Software Reliability	◉	◉		◉
Communication Networks	◉		◉	◉
Distributed, Parallel and Secure Systems	◉			◉
Green Energy and Smart Converters			◉	
Graphics and Interaction	◉	◉		
Human Language Technologies	◉	◉		◉
High-Performance Computing Architectures and Systems		◉		◉
Information and Decision Support Systems	◉	◉	◉	◉
Nano-Electronic Circuits and Systems		◉		
Sustainable Power Systems			◉	

03.

Core Business

The main objectives of INESC-ID are:

I) To carry out cutting-edge scientific research in the fields of Computer and Information Technologies, Electronics, Communications and Energy;

II) to deliver advanced training of human resources;

III) to perform the transfer of technology to the productive fabric, carried out through research and development (R&D) contracts with public or private, national or international companies and institutions;

IV) and to provide direct support to launch technology-based startup companies.
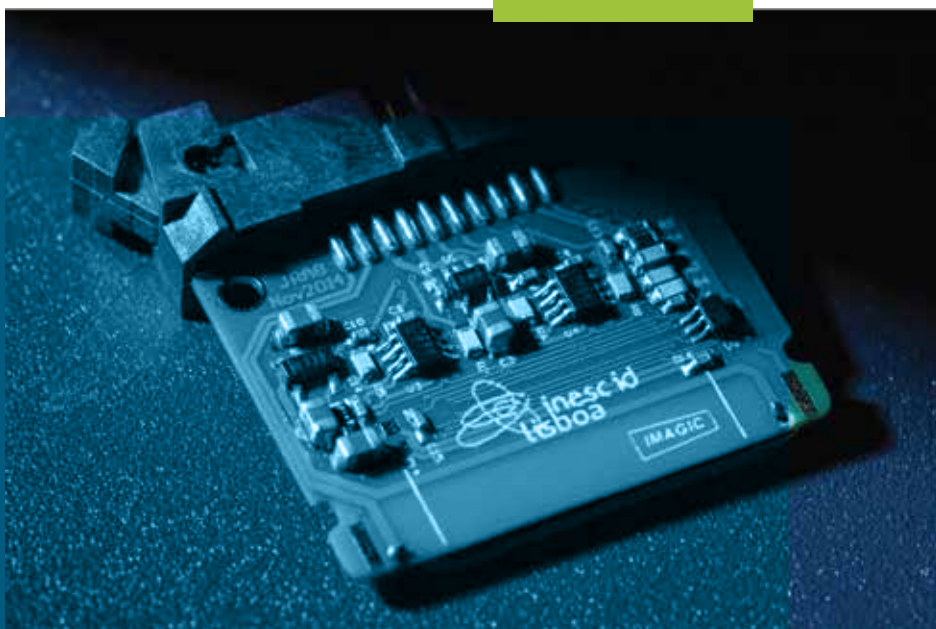
Associate Laboratory

INESC-ID has renewed its Associate Laboratory status for ten years. As an Associate Laboratory since 2004, INESC-ID has an additional responsibility to assist public and private entities facing scientific, health, environmental, cultural, social, economic or political challenges. Also, INESC-ID is an active participant in the process of defining the required policies, public or otherwise, to address those challenges.

To that extent, INESC-ID has been called upon and contributed with its scientific and technological expertise. INESC-ID can analyse multiple specific issues, leading to a clearer understanding of problems, to the generation of possible solutions whose evaluation leads to further clarification, to support the setup, implementation, and follow-up of an action plan.

Therefore, public and private entities have access to a pool of knowledge, resources, and services provided through the unique competencies available at the institution.

Activities

INESC-ID has 3 main Areas of Activity:

- **Research and Development**
- **Training of Human Resources at graduate level**
- **Services and Consultancy**

The main activities performed by INESC-ID are:

- Advanced research in the areas of Computer Science and Electrical and Computer Engineering through national and international projects and partnerships developed within its thematic lines;

- Participation in Networks of Excellence and Thematic Networks at European and global levels;

- Promotion of the most advanced technologies among the scientific and academic community, public services and companies, industrial companies and the general public;

- Assessment of the impact and use of new information, communication and electronic technologies in economic activities and in society in general, thus promoting the economic value of scientific knowledge;

- Development of skills and training of human resources (at graduate level) in the scientific and technological domains covered by the scientific areas and support of the work undertaken in the thematic lines;

- Services and consultancy to public and private entities in the areas of Computer Science and Electrical and Computer Engineering;

- Design, development and evaluation of prototypes and commercial or industrially oriented applications;

- Evaluation, comparison, standardization and quality certification of products and services;

- Setup and development of technology based startup companies.

Strategic Goals 2020-2030

Our strategic plan is to leverage these strong foundations to embrace and enlarge multi-disciplinary projects with high impact in digital transformation and citizenship, life and health technology, energy transition, and security and privacy.

INESC-ID's goals for the next years are:

- To continue and expand the set-up of inter-disciplinary projects;

- To reinforce experimental infrastructures;

- To further increase internationalization, by augmenting the participation in research networks and by increasing the number of international post-doc and PhD students;

- To also increase the number of on-going technology-transfer activities;

- To continue to serve as one of the largest contributors of qualified people (BSc, MSc, and PhD) in cooperation with universities and schools;

- To improve the number and qualifications of the supporting staff;

- To continue to improve its internal quality assessment mechanisms.

By providing a suitable environment to host and support the best researchers in all areas of Computer and Information Sciences, Electrical and Electronic Engineering, Telecommunications, Informatics and Energy, we aim to reinforce INESC-ID as one of the most important players with the know-how required to face the technological challenges of the future.

Operational Objectives

Research and Development

- To carry out cutting-edge scientific and technological research in the fields of Computer Science and Electrical and Computer Engineering;
- To cooperate with other Research and Development organizations, Public Entities and Industry, both national and international;
- To perform knowledge transfer to the society;
- To setup and develop technology-based startups bringing new ideas and prototypes;
- To support the value generation chain from low to high Technology Readiness Level (TRL) and advanced education;
- To become a think-tank for the European Commission (EC) for future research and technology directions, positioning INESC-ID researchers as experts to be consulted by the EC.

Services and Consultancy

- To provide high level consultancy;
- To design, develop and evaluate prototypes based on the research outcomes in commercial or in industrially oriented applications;
- To provide high expertise analysis and evaluation of project execution reports executed by third parties;
- To support competitive applications from public entities, ranging from the establishment of procedures and specifications to the participation in evaluation and expert committees;
- To actively cooperate in the specification and characterization of future trends to public policies.

Training of Human Resources at graduate level

- To carry leading training to the achievement of academic degrees from the 2nd and 3rd Cycle (Master and Doctorate);
- To develop specialization courses, typically at a postgraduate level, for industry and services, for public and private sectors;
- To provide specialized training to short-term interns.

04.

Human Resources

In terms of academic qualifications, the institution's research staff is mainly composed of researchers with a PhD complemented by a large population of younger PhD and MSc students with fellowships engaged in on-going research projects.

Even though the team is mainly composed of men (78%), there is an increase in women representation in leadership and management.

22
Research & Technical Staff (Directly Hired Staff)

8
Administrative Staff (Directly Hired Staff)

80
Total PhD Students hosted by the institute

95
Academic Staff Non Integrated Researchers

100
Academic Staff Integrated Researchers

289
Only Trainees

146
Grant holders
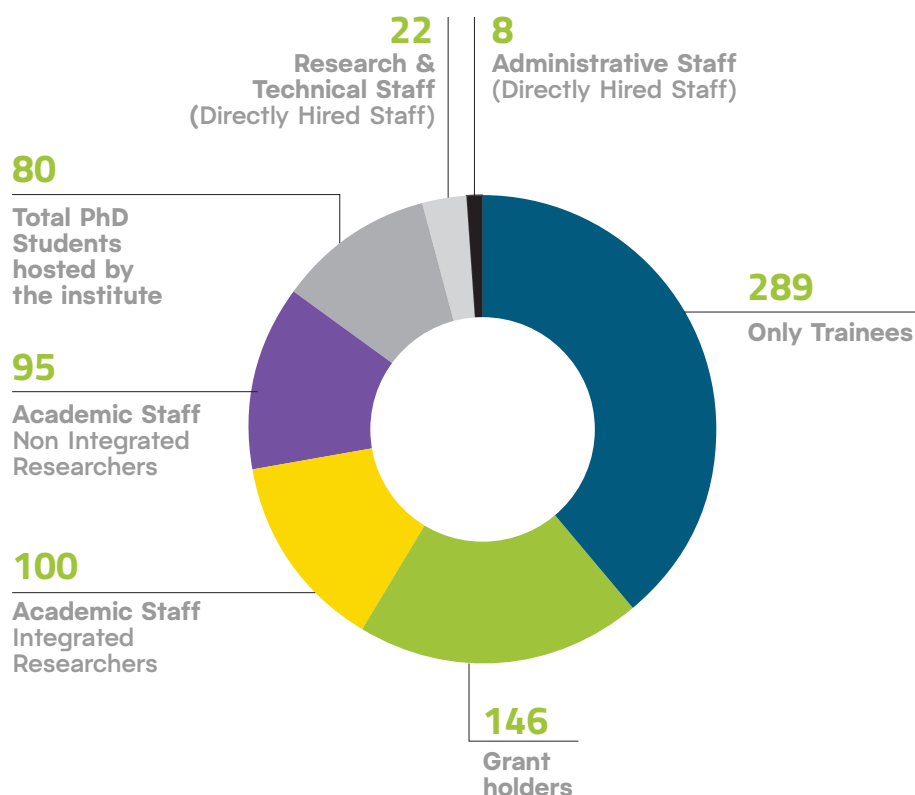
Major sources of our specialized human resources

The majority of INESC-ID researchers are also faculty members in several higher education institutions in Portugal. They conduct their research at INESC-ID under Third-Party Agreements that allow INESC-ID to legally include and report them in funded activities supported by national, European or international organizations.

Examples of such third party agreements include those established with Instituto Superior Técnico (IST), Instituto Universitário de Lisboa (ISCTE), Faculdade de Letras at Universidade de Lisboa (FLUL), Instituto Politécnico de Lisboa (IPL) and Instituto Politécnico de Setúbal (IPS). Over the years INESC-ID has had a very open policy towards establishing third party agreements with higher education institutions in order to integrate professors and researchers from those institutions into our research structure.

INESC-ID also has a key role in advanced training, currently hosting more than 200 MSc and PhD students from those schools, and also international students, namely supported by the Erasmus and Erasmus Mundus programmes. The establishment of those third party agreements facilitates these exchanges and create the required legal structure.

05.
R&D&i Projects

Research project challenges

INESC-ID has been very active in participating in R&D&i projects within EU Frameworks, which cover Framework Programmes 6, 7 and H2020 for the period of the last 15 years for which INESC-ID has been an Associated Laboratory. This participation has covered all relevant programmes and instruments in the areas within which INESC-ID has expertise, projects ranging from Starting Grant (under ERC) to Research and Innovation Staff Exchanges and Innovative Training Networks (under MCSAs) and including Integrated Projects, Specific Targeted Research Projects, Coordinating and Supporting Actions, Networks of Excellence, Research and Innovation Actions, Innovation Actions, Joint Technology Initiatives, Pre-commercial Procurements, Twinning Actions, ERASMUS Projects and COST Actions. This wide spread of instruments taken by INESC-ID researchers shows not only their capability to obtain funding in the many available instruments but also the strategy to use these instruments according to the objectives to be reached, from more fundamental to applied research and encompassing training and strategic initiatives. In 2022 alone, INESC-ID was awarded national funding for nine projects to a total of over EUR 900K. These added to INESC-ID's research activity of fourteen ongoing and soon-to-start international projects funded by the European Commission (including three new projects initiated in 2022), corresponding to a total funding stream of EUR 5.18M.

INESC-ID has also been active in participating in R&D&i projects internationally not funded by EU Frameworks, which are part of programmes and collaborations with several entities, namely foundations, companies and R&D labs.

In addition, INESC-ID has been actively involved in Portuguese international partnership programmes with MIT, CMU and UT Austin (USA) and EPFL (Switzerland), up to the point of currently being the CMU programme coordinator, besides collaborations with CERN.

Exploiting the participation of INESC-ID in the INESC Brussels Hub, we aim to become a think-tank for EC future research and technology directions offering expert consultation, thus facilitating and enabling the long-term research challenges of ERA, and positioning INESC-ID as a leading European research institution.

06.
2023 PLAN

SWOT Analysis

STRENGHTS

- High quality research team.
- Ability to attract research funding.
- Know-how in a broad range of complementary scientific areas.
- Internal mechanisms to assess, recognize, and promote quality.
- Strong cooperation among scientific areas towards thematic lines with societal impact.

WEAKNESSES

- Insufficient support staff (administrative and technical).
- Incipient mechanisms to support technological startups.
- Limited office and laboratory space.

OPPORTUNITIES

- Participation in the INESC Brussels HUB.
- Participation in several PRR projects.
- New open positions supported by the Associated Laboratory funds.

THREATS

- Lack of stable long-term funding.
- Increasing international competition for qualified personnel.
- Research grants and academic salaries not competitive with industry.
- Several researchers close to retirement.

2023 General Actions.

1. Funding

- Nurture participation in projects with national and international industry through consortia, in competitive projects and contracts.
- A special attention to the general FCT call that opens annually.
- Increase success in European projects within Horizon Europe, reinforcing a coordinated participation within the internal team and with the other INESCs, taking part of INESC HUB, enlarging competences for multidisciplinary projects with higher TRL.
- Maintain close interest in the collaborative laboratories call for FCT, that are continuously open, and the opportunities it may pose.
- Continue to stimulate participation in research projects with high internationalization, either through consortia or within special programs like CMU Portugal or UT Austin Portugal.

2. Internal Management

- Revise internal procedures to manage different funded projects.
- Reinforce the support given to researchers in the management of their projects.
- Promote excellence in publications through internal awards.
- Cooperate within the entity INESC Lisboa, to encourage the synergies between the three institutes in Lisbon (INESC-ID, INESC MN and INOV).

3. Human Resources

- Attract and open positions for highly qualified people within research projects, who will also be able to compete to coordinate future research projects.
- Establishment of six open-ended contracts with PhD holders within a period of 3 years, within the scope of Associate Laboratory.

4. Training

- Improve qualifications of the supporting staff, particularly with training actions.
- Support general training actions for researchers.
- Implement a mentoring programme for the integration of new researchers in the institutional organizational culture.

5. Internationalization

- Expand the set-up of inter-disciplinary projects.
- Boost on-going technology-transfer activities.
- Join in the activities organized by the INESC HUB, INESC Lisboa and others within the INESC holding group.
- Promote internationalization by rewarding participation as general/program chair of high scientific events and as senior/fellow members of associations like IEEE and ACM.

6. Partnerships

- Promote partnerships and protocols with industry stakeholders.
- Strengthen relations with universities and associated higher education partners via cluster organization, as well as other already existing partnerships with European, US and Chinese universities.
- Continue to manage the CMU-Portugal program hosted at INESC-ID.

7. Knowledge Transfer

- Increase the intellectual property value of INESC-ID.
- Promote more industry partnerships and therefore raise our annual budget.
- Promote entrepreneurship through researchers' participation in trainings and competitions.
- Promote the creation of new business ventures, like startups.

8. Infrastructures

- Maintaining close interest in programs for capacity of technological infra-structures and for digital upgrade, in order to reinforce general laboratories infrastructures.

9. Internal Quality Assessment and Communication Mechanisms

- In collaboration with the Scientific Council establish an updated set of rules for self-evaluation of researchers and scientific areas.
- Regular assessment of all new researchers, with the aim of setting ambitious goals in the short and medium term.
- Boost internal communications with transparency, to incentivize researchers to closely follow the institution's general management.
- Promote internal partnership between the different research areas at INESC-ID by setting up flagship projects.

10. Communication and Outreach

- Develop an institutional communications strategy and detailed communications planning.
- Reinforce the social media flagships strategy to raise public reach.
- Reinforce dissemination of scientific articles, technology transfer and research projects results through diverse institutional channels.
- Participate in outreach and public engagement activities that share and disseminate the benefits of INESC-ID's R&D efforts with diverse publics (including school audiences): e.g., Encontro Ciência, European Researchers' Night, IST Day and others.

11. External Relations

- Continue to host external visits from other organizations.
- Receive students for short-term and summer internships, both national and from abroad.

12. Events

- Hosting of regular seminars and talks in our areas of expertise, adapted as needed for remote/online streaming.
- Promotion of our Distinguished Lecture Series, which are designed to bring to the institute outstanding scientists, academics and practitioners to share their vision and present their groundbreaking work.
- Organization of scientific events: conferences, workshops, summer schools, etc.
- Organization of our annual institutional meeting.
- Hosting a new series of internal seminars and events aimed at Early Stage Researchers (ESRs)

2023 Budget Plan

Global Income

INCOME	2022		2023	
Sales and Services	707 441 €	9%	591 655 €	6%
Third-Party (Space from IST)	336 424 €	4%	338 684 €	3%
National Funding	5 175 564 €	68%	6 689 045 €	63%
European Funding	1 357 288 €	18%	2 951 278 €	28%
Conference Organization	12 897 €	0%	53 967 €	1%
TOTAL	**7 589 615 €**		**10 624 628 €**	
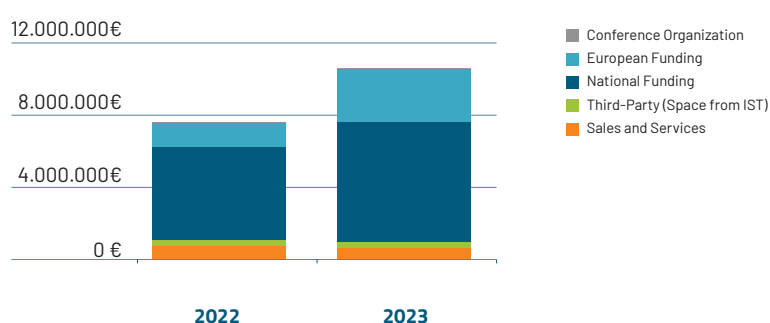
Global Budget

COSTS	2022		2023	
Investment	299 270 €	4%	1 046 166 €	10%
Consultants	5 351 €	0%	3 000 €	0%
Prizes	560 000 €	8%	560 000 €	5%
Travels	1 296 764 €	18%	1 436 368 €	14%
Maintenance of equipments	17 276 €	0%	8 000 €	0%
Communications	8 980 €	0%	2 410 €	0%
Fees	190 435 €	3%	269 166 €	3%
Other Suppliers and Services	1 445 663 €	20%	1 850 476 €	17%
Staff	1 354 712 €	19%	2 799 469 €	26%
Scholarships	1 943 633 €	27%	2 299 638 €	22%
Demonstration and Promotion	95 679 €	1%	274 042 €	3%
Other Costs	51 850 €	1%	46 000 €	0%
TOTAL	**7 269 614 €**		**10 594 735 €**	
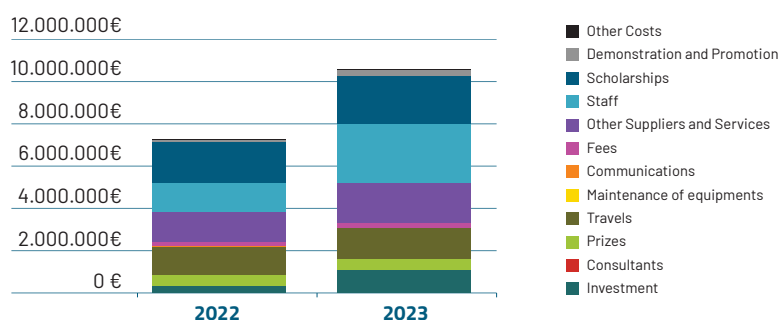
2023 Budget Plan

Operation and Administrative Income

INCOME		2022			2023		
DID	Projects Overheads	761 507 €	761 507 €	40%	1 185 938 €	1 185 938 €	49%
CCIL	Plurianual FCT (Base + Prog)	646 450 €	646 450 €	34%	646 450 €	707 450 €	29%
	Associate Laboratory				61 000 €		
Offices	Staff (FCT-Ciência)	165 000 €	217 000 €	11%	200 000 €	200 000 €	8%
	Staff (Office)	52 000 €					
IST (Space)	Third-Party (Space from IST)	284 424 €	284 424 €	15%	338 684 €	338 684 €	14%
Other	Other	333 €	333 €	0%	9 991 €	9 991 €	0%
TOTAL		**1 909 714 €**			**2 442 062 €**		

Legend: Other · IST (Space) · Offices · CCIL · DID
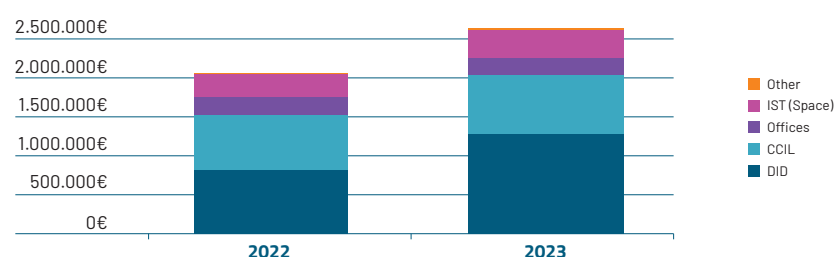
Operation and Administrative Budget

COSTS		2022			2023		
Board of Directors	Board of Directors	70 500 €	70 500 €	4%	85 400 €	85 400 €	3%
Scientific Council	Scientific Board	6 400 €	155 400 €	8%	9 500 €	167 000 €	7%
	Thematic Lines				10 000 €		
	Scientific Areas (Pluri)	108 000 €			98 500 €		
	Awards + DLS	41 000 €			49 000 €		
Administrative Offices	Innovation Management Office		605 570 €	32%	8 500 €	758 660 €	31%
	Communication & Outreach Office				13 000 €		
	BrusselsHub	35 000 €			53 000 €		
	Staff (FCT-Ciência)	165 250 €			200 000 €		
	Staff (Office)	383 220 €			447 100 €		
	Computing & IT Services	22 100 €			37 060 €		
INESC-IS	Accounting	247 000 €	288 000 €	15%	266 000 €	332 000 €	13%
	Legal Support	21 000 €			51 000 €		
	Audit Services	20 000 €			15 000 €		
INESC-Hold	Alves Redol Rent	329 920 €	329 920 €	17%	329 920 €	329 920 €	13%
IST (Overheads)	Third-Party (Overheads to IST)	445 399 €	445 399 €	23%	755 253 €	755 253 €	31%
Other	Other	6 700 €	6 700 €	0%	32 500 €	32 500 €	1%
TOTAL		**1 901 489 €**			**2 460 733 €**		

Legend: Other · IST (Overheads) · INESC-Hold · INESC-IS · Administrative Offices · Scientific Council · Board of Directors
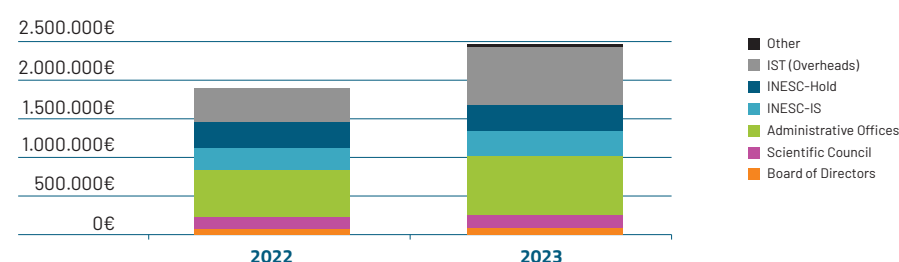
2023 Budget Plan

RESEARCH VS. OPERATION BALANCE

RESEARCH VS. OPERATION COSTS	2022		2023	
Research	5 264 625 €	72%	8 058 511 €	76%
Operation & Administrative Costs	2 004 989 €	28%	2 536 224 €	24%
TOTAL	7 269 614 €		10 594 735 €	

Legend:
- Operation & Administrative Costs
- Research
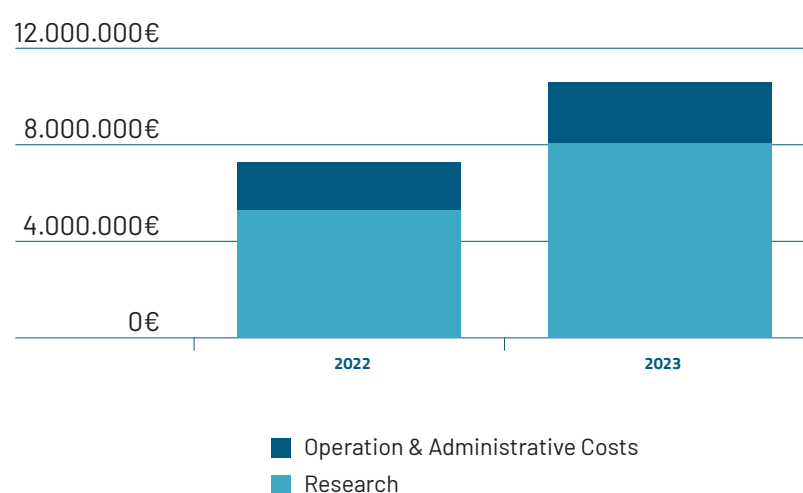
Communications and Outreach Action

2023

Strategic and Organizational Actions

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Activities and Budget Plan											█	█
Annual Report	█	█	█	█								
Visual Identity Coherence	█	█	█	█	█	█	█	█	█	█	█	█
Templates for documents and materials	█	█	█	█	█	█	█	█	█	█	█	█
Institutional Video	█	█	█	█	█	█	█	█	█	█	█	█
INESC Brussels Hub communications working group	█	█	█	█	█	█	█	█	█	█	█	█
INESC Brussels Hub communications plan implementation	█	█	█	█	█	█	█	█	█	█	█	█
INESC Lisboa communications task force	█	█	█	█	█	█	█	█	█	█	█	█
INESC Lisboa communications plan implementation	█	█	█	█	█	█	█	█	█	█	█	█

Internal Communications

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
INESC-ID researchers interviews	█	█	█	█	█	█	█	█	█	█	█	█
Renovation of the host manual	█	█	█	█	█	█	█	█	█	█	█	█
Preparation of the guide for the host session	█	█	█	█	█	█	█	█	█	█	█	█
Host Sessions	█	█	█	█	█	█	█	█	█	█	█	█
Preparation of the new intranet	█	█	█	█	█	█	█	█	█	█	█	█
Update and management of the intranet	█	█	█	█	█	█	█	█	█	█	█	█
Internal TV	█	█	█	█	█	█	█	█	█	█	█	█
E-mail dissemination	█	█	█	█	█	█	█	█	█	█	█	█
INESC-ID anniversary event				█			█					
INESC-ID ESR Talks	█	█	█	█	█	█	█		█	█	█	█
A coffee with some INESC-ID projects	█	█	█	█	█	█	█	█	█	█	█	█
Workshop "Science communication for non-specialists"						█						
Workshop "How to turn your project into a science outreach activity"										█		

External Communications

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Dissemination of sucess cases, spin-offs and awards	█	█	█	█	█	█	█	█	█	█	█	█
Workshops on public issues	█	█	█	█	█	█	█	█	█	█	█	█
Opinion articles / interviews	█	█	█	█	█	█	█	█	█	█	█	█
Website management and monitoring	█	█	█	█	█	█	█	█	█	█	█	█
News publication	█	█	█	█	█	█	█	█	█	█	█	█
New media section at INESC-ID	█	█	█	█	█	█	█	█	█	█	█	█
Researchers individual websites	█	█	█	█	█	█	█	█	█	█	█	█
News share	█	█	█	█	█	█	█	█	█	█	█	█
Newsletter preparation	█	█	█	█	█	█	█	█		█	█	█
Dissemination of job offers and research grants: Linkedin, Website INESC Brussels HUB, partners	█	█	█	█	█	█	█	█	█	█	█	█
INESC-ID Alumni Talks	█	█	█	█	█	█	█	█	█	█	█	█
Dissemination of INESC-ID's participation in external events	█	█	█	█	█	█	█	█	█	█	█	█
Website, intranet and social media	█	█	█	█	█	█	█	█	█	█	█	█
Collaboration in the definition of communications plans for research projects applications	█	█	█	█	█	█	█	█	█	█	█	█
Dissemination of the different scientific areas and research projects, through communication supports	█	█	█	█	█	█	█	█	█	█	█	█
Mini Talks | Let's Talk about...	█	█	█	█	█	█	█	█	█	█	█	█
Opinion articles | Let's Talk about...	█	█	█	█	█	█	█	█	█	█	█	█
Did you know? | Social media	█	█	█	█	█	█	█	█	█	█	█	█
Talks | Distinguished Lectures | Seminars	█	█	█	█	█	█	█	█	█	█	█	█
Press Releases	█	█	█	█	█	█	█	█	█	█	█	█

Outreach Activities

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Promotion of Alumni participation in INESC-ID events	█	█	█	█	█	█	█	█	█	█	█	█
INESC-ID Open Day				█	█							
IST Open Day					█							
European Researchers Night											█	
Encontro Ciência 2023 (FCT Science Meeting 2023)						█						
FIC.A - Festival Internacional de Ciência (FIC.A International Science Festival)											█	
Verão na ULisboa (University of Lisbon Summer School for High School Students)							█	█				
Science/technology education and outreach activities with varied school populations	█									█	█	█