

1.

Deliverable 2.4 (M56)

Title

Report on sustainability actions

Version 1

WP 2
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2. Objective

AQUAEXCEL3.0 (AE3) is an advanced community research infrastructure (RI) project in its third round of funding. In each successive funding round, the partnership has expanded in both the number of partners and the range of services offered, accompanied by a growing demand for these services. The key challenge lies in sustaining the partnership and service levels beyond the conclusion of AE3. Within Work Package 2, Task 2.3 specifically aimed to identify strategies for extending the AE3 partnership beyond the current project. This included several initiatives, including interacting with other RIs to broaden the user base and stimulate increased demand.

3. Background

The main objective of AE3 is to provide access to the aquaculture facilities of its partner institutes, enabling users to conduct short-term experimental research projects. AE3 operates with a permanently open call, allowing users from across Europe and beyond to gain access to its facilities through periodic evaluations. AE3 is the third iteration of the AQUAEXCEL project, funded by the European Commission, and builds on a decade of sustained support to the aquaculture research community. However, at the time of submitting the AE3 proposal, there was a perception that the prospects for continued funding were limited. This prompted a proactive search for alternative opportunities to sustain the partnership and continue offering RI services beyond the project's lifespan.

4. Methodology

The sustainability strategy for AE3 was built around three key pillars 1) Maintaining service quality: ensuring that AE3 continues to offer high-quality services to sustain and stimulate a continued demand, 2) Collaboration with related RIs: cooperate with closely aligned RIs to expand the user base and widen the service offer, thereby reinforcing long-term demand, and 3) Integrating with ESFRI infrastructure(s): pursuing interaction with relevant ESFRI projects, to enhance credibility and long-term viability.

This strategy was implemented through active engagement with other projects, organisations, and research infrastructures (Ris), fostering collaboration and knowledge exchange to support AE3's continued relevance and impact.

5. Results

5.1. Joint AE3 TNA manager meetings

Two meetings, jointly organised by EATiP in collaboration with UoS, ERINN, and CCMAR as part of a coordinated WP1–2–3 effort, brought together TNA managers from across the AE3 consortium in May 2022 (online), October 2022 (Heraklion), and October 2023 (Budapest). The sessions focused on strengthening collaboration among facilities to support the long-term legacy of AQUAEXCEL through improved coordination, shared best practices, and enhanced support for TNA processes. Key discussions addressed challenges with the ARIA system and ensuring that application revisions are more visible, particularly critical when changes occur in facilities or access units. The group agreed on the importance of providing guidance on post-acceptance procedures, including term sheets,

reporting requirements, feedback protocols, and ethical approvals. Managers were reminded that hosting responsibilities—including financial arrangements and local ethical approval—rest with the host institution, and early initiation of ethics procedures was recommended. The need for clearer instructions on how both users and Infrastructure Managers should close out TNAs in ARIA, including reporting outcomes and providing feedback, was also identified as a priority for future improvement. Minutes in annex.

5.2. Meetings with related Research Infrastructures

Regular meetings among AE3 beneficiaries involved in the work package ensured steady progress toward the task's objectives. After identifying RIs and projects aligned with AE3's sustainability objectives, a series of meetings were organised - online, in person or in a hybrid format – to discuss collaboration and exchange.

The first meeting occurred on 20 October 2022 in Heraklion with representatives from AE3 (Alexandra Neyts, Catherine Pons, Marieke Reuver, Matteo Capodicasa, Adelino Canário), the European Marine Biological Resource Centre EMBRC (represented by Alice Soccodato), and the Industrial Biotechnology and Biomanufacturing Infrastructure IBISBA (represented by Nicolas Depretre). Please see the attached minutes of this meeting.

During the meeting, Alice Soccodato provided an overview of EMBRC, which comprises 10 partner countries and more than 400 facilities. EMBRC operates as a legal entity with its headquarters in Paris and actively contributes to about 20 European and international projects, primarily funded by Horizon Europe and Interreg. Aquaculture has recently been included among the EMBRC mission areas and now offers a range of facilities and tools for aquaculture experimental research, including cultivation tanks, strains for algae and plankton, and genomic resources. While Transnational Access (TNA) is available, it has been limited to consortium members and financed by the member states. EMBRC has a liaison officer in each member country, and its General Assembly is responsible for setting the long-term programme of the research infrastructure. EMBRC indicated to apply for a project under an upcoming INFRASERV call.

Nicolas Depetre presented the IBISBA European Research Infrastructure, which brings together partners from 9 EU Member States, along with the UK. IBISBA deals with digitised biomanufacturing solutions and biobased services. It is involved in three major projects: agroSERV (dealing with sustainable food systems), canSERV (supporting cancer research), and Bioindustry4.0 (advancing biomanufacturing). Although IBISBA is not yet a legal entity, it has been included in the ESFRI road map since 2019, marking its strategic importance at the European level. In addition to offering TNA, it provides services like commercial readiness pathways and a comprehensive data management platform (IBISBA Hub). It has developed its own TNA application tool and has established national nodes in Italy and France. The infrastructure offers multi-access projects, characterised by a significant level of engagement from the private sector (38% of users) with TRL 4-6 (35% of the projects). It offers access through co-funding mechanisms.

Adelino Canario presented the opportunities and challenges associated with implementing a joint TNA scheme, outlining potential models for its organisation. He emphasised the importance of the quality of the services, the usefulness and uniqueness of the facilities and strategies to reach out and engage potential users. He emphasised that collaboration with other RIs as being essential to

achieve the sustainability of TNA services in AE3. As a first step, a pilot joint call with EMBRC is envisaged to take place in 2023. Under this initiative, EMBRC will select its facilities to join, with EMBRC funding visits to its facilities, and AE3 covering access to AQUAEXCEL facilities. To make it more comprehensive for users, it was suggested to select topics of common interest. In addition, collaboration could be further strengthened by sharing best practices (across the different TNA steps), personnel exchanges (e.g. technician mobility), and joint project development. These initiatives would not only streamline existing processes but also reinforce the value and sustainability of the TNA services offered by AE3.

Following the presentations, the discussion focused on the possibility of organising joint calls between infrastructures and the potential challenges involved. It was concluded that a joint call between AE3 and EMBRC was feasible, provided that several implementation issues are addressed: identification of EMBRC facilities to be included the call; agreement on a common evaluation process to ensure transparency and consistency in project selection; solving practical issues related to the ARIA system, supporting the application and review procedure; and establishment of terms of reference for payment of travel and subsistence cost, specifying which expenses are to be covered by EMBRC and which by AE3).

5.3. Joint AE3-EMBRC TNA call

EMBRC joined the AE3 TNA programme in early 2024, resulting in a significantly broadened and enhanced diversity of services available through the AE3 service catalogue.

EMBRC contributed more than 200 services to the AE3 TNA call, including ecosystem access, marine biological resources, and technology platforms for bioassays, imaging, and molecular biology. These services were made available across 46 marine stations and marine institutes located in all EMBRC member countries (Fig. 1), offering an extensive geographic and thematic coverage. EMBRC's service contribution accounted for approximately 40% of the total offer in the AE3 joint TNA call, resulting in a substantial expansion of access opportunities and strengthening the collaborative basis for sustained research infrastructure services.

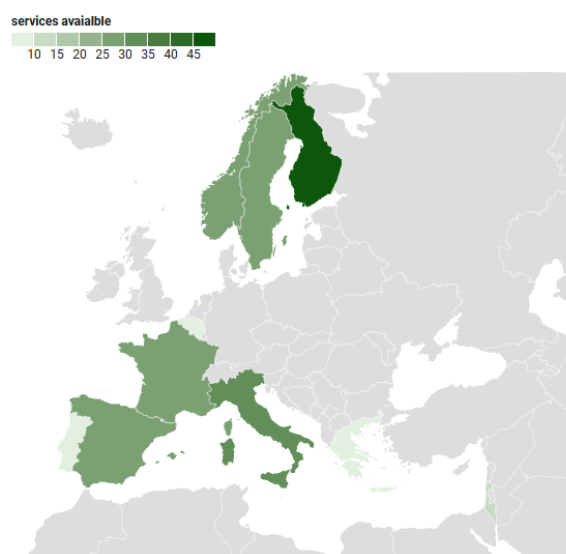


Figure 1. Distribution and number of services offered by EMBRC.

Four EMBRC member institutions were already AE3 beneficiaries (CCMAR, HCMR-IMBBC, Nofima and ULPGC-MBS). In the case of applications directed to these four partners, it was decided to prioritise the use of the budget still available in AE3 over the funding allocated by EMBRC, allowing for efficient use of the funding and avoiding any perception of potential dual funding. This approach supports responsible financial management and reinforces transparency in the allocation of funding across the joint TNA programme.

The joint call was officially launched on May 13, 2024, and remained open until January 31, 2025. The call followed the AE3-established procedures for eligibility and proposal selection, including feasibility assessments and scientific reviews. All application steps were clearly outlined on the AE3 website: aquaexcel.eu/transnational-access, providing applicants with comprehensive guidance and streamlined access to the necessary resources.

Applications were submitted through the ARIA access system, which is used in both AE3 and EMBRC. The shared use of this system allowed a smooth integration of service catalogues between the two infrastructures during the preparation of the call, ensuring consistency and operational efficiency throughout the application process.

For the joint TNA call, EMBRC contributed a maximum of € 8,050 (€ 7,000 + 15% of overheads) per TNA project. Of this total, a maximum of 2000€ could be allocated to travel and subsistence expenses. To ensure consistent implementation, a technical guide detailing the administrative and financial procedures for the joint call was developed and shared with the relevant stakeholders, namely TNA users and providers.

An independent panel reviewed the joint call applications according to the criteria of scientific merit and alignment with aquaculture research goals. Upon the request of the AE3 coordination team, EMBRC appointed additional experts to oversee the scientific evaluation of applications involving EMBRC partners, ensuring subject-specific expertise and a balanced review.

A total of seven proposals were submitted requesting access to EMBRC affiliated facilities, with applicants from France, Italy, Serbia, New Zealand, Iran, and China. These proposals targeted EMBRC partners in Spain (ECIMAT-UVIGO), Portugal (CIIMAR and CCMAR), Greece (HCMR-IMBBC), and Italy (UNICA). Of the seven proposals submitted, four were approved for funding, corresponding to a maximum expenditure of **€ 32,200**.

5.4. Interactions with RICH Europe

Engagement was established with RICH Europe - Research Infrastructures Consortium of National Contact Points (NCPs), based on the understanding that NCPs possess a comprehensive perspective on both the national and European RI landscape. Given that RICH was funded as a Horizon Europe project with a project start in June 2022, most interactions took place from 2023. The RICH Europe project manager, Andrea Pantarelli, made a presentation at the AE3 annual meeting held in October 2023 in Budapest, outlining the vision and future role of RIs in Europe. At the subsequent AE3 annual meeting in October 2024 in Torino, Andrea Pantarelli participated to explore potential brokerage activities for dissemination of AE3 success stories, promotion of TNA through the RICH Europe website and network, and discussions on the role of RIs in the forthcoming Framework Programme (FP10).

5.5. Applications for future funding

The successful application to the call HORIZON-INFRA-2023-SERV-01 marked a significant milestone in advancing the continuity and sustainability of the AE3 partnership. Of the 19 AE3 beneficiaries offering TNA, 16 are now partners in the AQUASERV consortium, thus demonstrating that the large majority of AE3 RIs are continuing to offer services under Horizon Europe.

In parallel, four AE3 beneficiaries have joined EuroFAANG, a newly established Research Infrastructure (RI) initiative aimed at securing inclusion in the European Strategy Forum on Research Infrastructures (ESFRI) Roadmap, i.e., an instrument to support groundbreaking research through large-scale RIs of pan-European relevance. The EuroFAANG ESFRI proposal is a partnership of RIs for farmed animal genotype-to-phenotype research. The proposal has been submitted, further extending the strategic impact and collaborative reach of AE3.

6. Conclusion

While research infrastructure projects have proven highly effective in providing cost-free access to research facilities, particularly benefiting early-career researchers (doctoral students, postdocs, and junior scientists), this model is only valuable if supported by dedicated funding, such as that provided by AE3 or similar initiatives. To ensure the long-term sustainability of Research Infrastructures (RIs) and maintain strong user engagement, it is essential that funding agencies, such as the European Commission and national funding bodies, inform researchers about the possibility of purchasing access through their funded projects to state-of-the-art research infrastructures. This not only supports user demand but also contributes to the financial stability and sustainability of the RIs.

This strategy guided our approach and specific actions throughout AE3. However, it became evident that sustained funding for transnational access or formal integration into the ESFRI Roadmap is necessary to maintain collaboration among AE3 partners. Strong engagement from the majority of AE3 TNA providers, alongside the core of the EMBRC consortium, led to the launch of the new AQUASERV project. This provided a timely and seamless transition, with its first call for services in December 2024. As anticipated, this offered a clear pathway for continued cooperation and service provision beyond AE3.

7. Annexes

Minutes

The meeting was organised by EATiP in conjunction with UoS, ERINN and CCMAR, as a joint WP1-2-3 effort

Attendants:

TNA managers from the following infrastructures were present: INRAE, IMR Matre, UoS Inst of aquaculture, CSIC, HCMR, MATE, IFREMER, NOFIMA NRSA, JU FFPW, NTNU Sealab, SINTEF Ocean, ULPGC, WU, WR, UL, DTU Aqua, CCMAR, IEO, UNITO-DISAFA

1. Welcome and introduction (EATiP)

Alexandra Neyts, EATiP, welcomed the participants on behalf of the organising committee and presented the agenda for the day. All attendants presented themselves.

It was the first gathering of TNA managers during the current AQUAEXCEL3.0 project.

2. The TNA process

John Bostock and Kirsten Strachan, UoS, presented key issues and challenges from the previous AQUAEXCEL projects that have led to changes in managing TNA in the current project. See presentation.

An overview over the TNA procedures, incl the ARIA system, was given by Sonia Rey Planellas. See presentation.

Discussion issues and recommendations:

- Use of ARIA system: a video guide and/or a small workshop would be valuable. It was noted that a small presentation is already available on the intranet but there is a request to have an interactive session
- Managers reported that they were not kept informed of progress on the application after completing the technical validation. They need e-mail notifications as they do not have time to regularly check ARIA for any updates
- It was noted there is no option to download a pdf version of the application. Kirsten Strachan clarified that it is necessary to select “print” and then “to PDF” as the destination, although the formatting of the print-out is different to the on-screen form.



- It was confirmed that applicants are instructed to contact the Infrastructure Manager before making an application, but there is no longer any mechanism for enforcing this. There also appears to be no way at present to share access to the proposal form with the Infrastructure Manager before it is submitted
- Evaluation process: Users receive information about project acceptance before the Infrastructure managers. Sonia Rey Planellas confirmed It is possible for the Infrastructure managers to follow the projects allocated to their facility in ARIA, but there are no automatic notifications. Also, the revisions on the proposal were reported not to be visible (particularly critical if there is a change in facilities or units of access required). It was agreed that it is important for the Infrastructure managers to have the final summary evaluation (confirmation of funding letter) and that this would be sent manually if no automatic option is possible.
- Further guidance is needed on what happens after the proposal is accepted including the term sheet, monitoring and reporting procedures and required feedback and output reports.
- Sonia Rey Planellas confirmed that most of the practical issues concerning the hosting the TNA, including payment of expenses and local ethical approval are the responsibility of the host organization. Infrastructure managers should ensure adequate information is available for their facilities. It was recommended to start the ethical approval in parallel with the application process as this can take some time.

It was noted that both the TNA users and Infrastructure Managers may need to actively go into the ARIA system to confirm when the TNA is finished. Then will then be asked to report their results and provide feedback. Further guidance on these steps will be needed.

3. Promoting TNA

Marieke Reuver, ERINN, presented the different ways we are currently using to promote the TNA program in general towards potential applicants, and the TNA results in specific to the different target users. See presentation.

Discussion issues and recommendations:

- The central channels and tools of communication are the project website (several dedicated pages with all the detailed information), Twitter, direct mailings to partners and the stakeholder database, news articles and leaflets. Direct mailings are the most targeted way, and we ask all partners to actively use their own networks to further distribute project / TNA communications (email, social media, etc).
- All TNA managers were asked to keep ERINN up to date on promotional activities in relation to the TNA facilities. ERINN can support when needed.
- Earlier this year all TNA contacts were invited to review and check the information on their RI on the website and the Interactive Map. However, some information is still missing or wrong, so please check if you haven't done so yet. A guide is available to submit and edit listings. ERINN will send a reminder email with all the information.

- The TNA managers were also reminded to film facility videos, showcasing the facility and the kind of project(s) that TNA users could do, giving prospective users a great insight into the possibilities. Guidelines and supported are available.
- A question was raised about the future use of Twitter, taking into consideration the take-over by Elon Musk and potential consequences of this. At the moment Twitter is still favoured by the EC and many of our stakeholders and networks, but we will keep an eye on the developments.

4. AQUAEXCEL3.0 Technician Transnational Mobility

Marieke Reuver, ERINN, presented this new opportunity for TNA between RIs within the partnership which aims to foster a culture of cooperation between RIs and learn best practice from each other. See presentation.

Discussion issues and recommendations:

- The program is based on yearly calls, with 3 more taking place (2022, 2023, 2024). The next call is expected to be launched at the end of May 2022, with a deadline in September 2022.
- Mobility stays can be anytime of the year, timings to be decided between the 2 institutes (host and sending).
- A database of options (Excel) has been created for the 1st call (early 2022), indicating training and work options per facility that participates in the program. It was decided to send around the database again, to give TNA facilities the option to complete/change current information or add themselves in case they are not included yet but wish to participate (there is no obligation though to participate).
- The financial rules are indicated in the ppt, and will be clearly communicated in the next call.

All TNA managers are asked to distribute the next call to their colleagues internally and spread the word, to encourage more participation.

5. Collaboration beyond AE

Adelino Canario, CCMAR, presented the efforts to build AQUAEXCEL legacy through partnering up with other relevant Research Infrastructures and networks. See presentation.

Discussion issues and recommendations

My notes:

- Changing policy in Horizon Eur where any new calls will focus on TNA. Hence, there will probably not be another AQUAEXCEL as an integrated action with JRA, NA and TNA. AE is talking with EMBRC on joining future calls
 - Sustainability and building legacy is important, meaning to continue the activities beyond the course of the project
-

- AE is dealing with sustainability by finding partnerships with similar Ris
- Develop annual TNA meetings incl managers from other projects to exchange experiences
- TNA across multiple different facilities within AE? Is seen as a good opportunity to have better TNAs, even in parallel experiments. The ARIA system allows this combination, but it is a matter of organisation
- Discuss with Eur network RICH

6. Wrap up and way forward

EATiP thanked all for joining and for the good interactions. It was agreed on the following next steps:

- The meeting was found to be very useful, experiences were exchanged and much valuable feedback was gathered
- The presentations will be shared among all participants
- TNA managers that will join the Annual meeting in October 2022 will be invited to a second meeting.
- TNA managers will be requested input about other RI's that might be relevant to invite
- Support was given to proceed with possibilities for cross TNA / RI collaboration
- The new system has some challenges, but it was experienced that its adoption has led to solving a lot of the issues from previous projects
- It was proposed to arrange 1 joint (on-line) TNA meeting per year.
- The list of TNA managers will be updated

Thanks to all for joining and contributing!

Annual meeting minutes

Date, hour (CET time): Wednesday 19 October 2022

Session Title: WP2 – Industry-driven innovation and sustainability

Rapporteur Name: Alexandra Neyts, EATiP

LIST OF PARTICIPANTS (only for parallel sessions)

First Name & Name	Partner Short name
Alexandra Neyts	EATiP
Catherine Pons	EATiP
Marieke Reuver	ERINN
Matteo Capodicasa	ERINN
Adelino Canário	CCMAR
Alice Soccodato	EMBRC

1. Objectives

The session is an internal workshop for WP2 task leaders that is intended to evaluate the past action and to plan for future activities in the coming period. WP2 has experienced a hectic period with impact evaluations by the IRAP, the organisation of the first in-person brokerage event, the monitoring of experiences, and the offset of cross-project interactions to strengthen the legacy of AQUAEXCEL3.0.

The session will thus focus on establishing a detailed work plan to secure the delivery of the upcoming milestones.

2. Minutes

The main points and topics below were discussed:

1. Collection of new outputs (T2.1)

MS8.2 Selection of projects with High-Impact Outputs for Knowledge Transfer (M28 – Feb '23)

AQUAEXCEL3.0 annual meeting – Heraklion Greece 18th – 21st October 2022



- Update the current list. It is already available in .xls, but needs to be converted to .doc and added to BC. We just add lines as more outputs are selected, and being presented (add date for reference) (Matteo)
- Convert to pdf when to be submitted (Alexandra)

MS6.2 IRAP meetings (M26 – Dec '22)

- Finalise minutes from IRAP April '22 meeting: insert results from discussions and add follow-up comments from the KO owners. Send over to EATiP to check. (Matteo)
- Convert to pdf and submit as a MS in M26 (Dec) (Alexandra)
- Change in IRAP members. Replacement of Hamish (Ana Herrero): CV to be uploaded to BC. It is proposed to replace Patrick Lavens by Peter De Schrijver (both INVE). (Catherine)
- Plan to organise the next IRAP meeting in April '23. If there are too many KO's we might need to organise another meeting in between, We see if the ExCom meeting is feasible to invite the IRAP members to an in-person meeting. (note: it was decided to have the ExCom on June 6 as a virtual meeting). (Catherine/Alexandra)

2. Brokerage events (T2.2)

- MS7.2: minutes and evaluation Brokerage event AE'22 (M36)
 - o The Mentimeter results (feedback from audience) are being posted on BC. They will also be published on the dedicated web site and minutes (Catherine).
 - o Presentations and recordings are on-line at EATiP and AQUAEXCEL3.0. (Catherine)
 - o Make a news item on the Brokerage event at the AQUAEXCEL web site and make the videos / recordings more visible on the AE web site (Matteo)
 - o Send reminder and collect the missing monitoring forms (survey) from the 3 remaining presenters (Matteo)
 - o Reimburse T&S to Brokerage speakers. Refer to the max funding rate of 960€ (based on documented expenses) as in the rules communicated in the invitation. (Note: the decision made by the ExCom was to not allow costs that are higher then what is approved by the EC. Send information to Ricardo (Catherine).
 - o Selection of success stories will be based on the results from the presenter monitoring survey once they all have submitted. When it comes to the Development of detailed Knowledge Transfer Plans for selected High-Impact Outputs: this is based on the KO impact plan and IRAP feedback. We need to check the existing template if this can be used for following up presenters towards success stories. A meeting between EATiP and ERINN to be planned for the selection and the planning of actions to undertake towards success stories. (Marieke)
- planning new events
 - o After the 3 first events, in total 9 KOs have been presented. There are no others ready now, and there might be few new ones available for presenting in the near future.
 - o EATiP will continue its "On the Horizon" and "EATiP Forum" on-line events, with or without contribution from AQUAEXCEL, depending upon whether there are any appropriate KOs to present. January will probably be too early for any AE presentation, so

we are looking at any opportunities before the summer in '23. EATiP continuously looks for potential EU projects or other collaborative actions to invite as speakers.
(Alexandra/Catherine)

- We also need to keep in mind to select KOs that can have an impact on policy, i.e. not only industry (check DoA in 2.1 Expected impact). It was suggested to look for KOs (from JRA's?) that can be selected for presentation during the EATiP AGM in Brussels in June. Other opportunities are the references to results in the framework of the AAC or AAM, the Ocean Mission charter and the planned EATiP recommendations. Examples of results of reference: best practices and protocols developed under the JRA. (Alexandra/Catherine)
- A new in-person Brokerage event is planned to be organised as part of the Innovation Forum at AE'23 (Vienna, September '23). (Alexandra/Catherine)
- In general, information about AQUAEXCEL is provided to members at the EATiP and FEAP AGM. (Alexandra/Catherine)
- Plan to repeat the pitching course next year. We send over the recordings of the speakers to Ana (NTNU) and check a possible date for a new lecture. We agreed to broaden the invitation to the on-line lecture (among all AQUAEXCEL involved researchers). (Alexandra)

3. Ensuring sustainability (T2.3)

- Planning of the joint TNA meeting at AQUAEXCEL AM (20 oct '22)
 - The main objective is to identify potential collaborative actions, such as sharing of experiences, development of a partnership, applying for possible new joint projects, common involvement in Smart Specialisation Strategies.
 - EMBRC and IBISBA are attending
- Preparation of a joint call with EMBRC requires: (Adelino)
 - Identification of EMBRC facilities to join the call
 - Agree on a common evaluation process
 - Solve practical issues with relation to the ARIA system (note: it was mentioned in a later meeting that the EMBRC facilities can be added under the AQUAEXCEL ARIA – making them all visible for potential applicants).
 - Agree on terms of reference for payment of T&S (what to be charged to EMBRC and what to AQUAEXCEL)
- Agree on prioritised actions for further cross RI collaboration: see list of issues of potential common interest mentioned above, possibly prepare a MoU, set up a meeting with WP1 (UoS), identify common dissemination events (Adelino)
 - Reflect on engaging in the RISE programme for the stimulation of long-term company-academia projects and partnerships. Link to Smart Specialisation Strategies, to the AAM, to EOSC.
- Interact with the RICH network, which is expected to become operational later this year. Contact the RICH coordinator, to discuss how they can be of any help, e.g. through publishing calls, raising attention through national funding agencies, ... (Adelino)

- Develop opportunities to offer TNA across multiple AQUAEXCEL3.0 facilities to promote access to a wider range of services and technologies. This is already possible, but we need to make users aware of the possibilities to conduct multi-TNA. This can be done through showcasing examples, where it is appropriate to access a combination of multiple facilities. (Adelino in collaboration with Alexandra and Sonia)

3. Additional Questions/discussions

N/A

4. List of actions to plan (please fill in below)

What (action)	Who (partners involved)	Who (person responsible)	When (deadline)	Comments
Finalise MS8.2	ERINN, EATiP	Alexandra	30.11.22	Matteo sends over draft
Finalise MS6.2	ERINN, EATiP	Alexandra	30.01.23	Matteo sends over draft
IRAP : engage new members and plan evaluation meeting	EATiP	Catherine	30.01.22	2 new member Meeting in April '23
Success stories: complete monitoring and set up a plan	ERINN, EATiP	Marieke	30.01.23	Assemble surveys and agree on a plan
Brokerage event: minutes from '22 (MS7.2) and plan for '23	EATiP, ERINN	Alexandra	30.01.23	In-person and possibly on-line
Plan for second pitching course	EATiP, ERINN	Alexandra	30.01.23	Check with Ana Gustafsson
Follow-up joint TNA meeting with EMBRC and IBISBA	CCMAR, EATiP, UoS	Adelino	30.11.22	Possibly also other RI's

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Work Participants	CCMAR			

Lead Beneficiary	CCMAR, 19		
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