

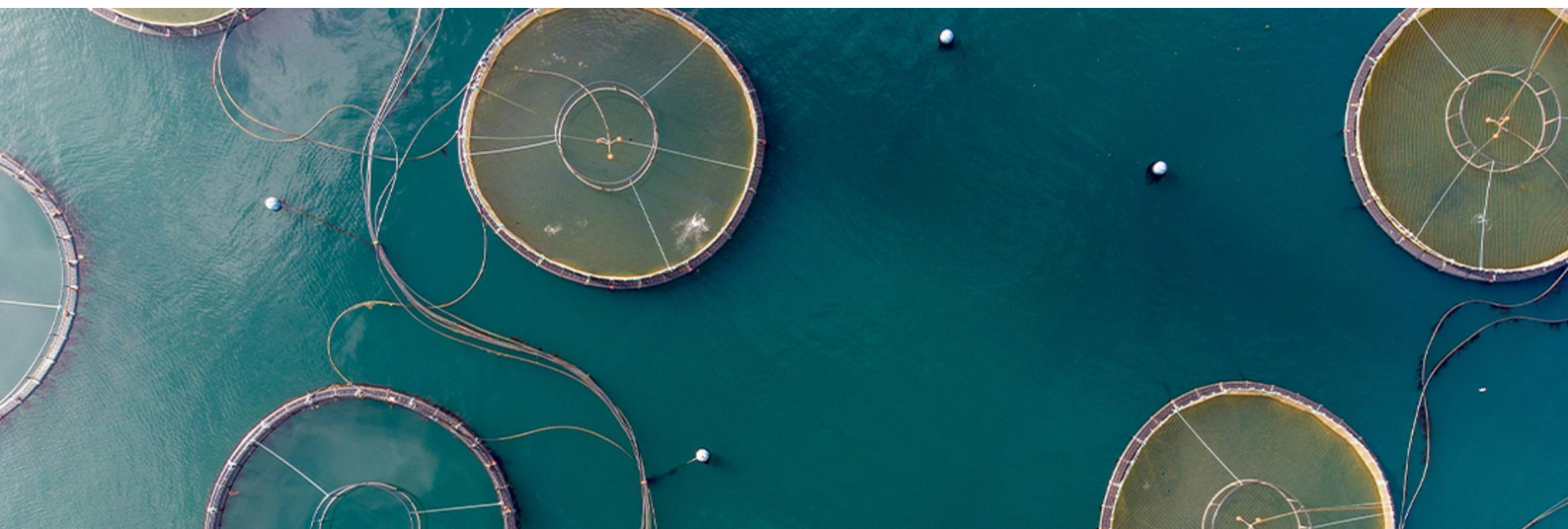


**AZA4ICE**

**Interreg  
Euro-MED**



Co-funded by  
the European Union



May 2026

# PLAN FOR TRANSFERABILITY OF AZA4ICE RESULTS

<https://aza4ice.interreg-euro-med.eu>



UNIVERSITY OF  
PATRAS  
ΕΠΙΣΤΗΜΟΝΙΚΟ ΚΑΙΝΟΤΟΜΙΚΟ ΚΕΝΤΡΟ



**IMC**  
International  
Marine Centre



Junta de Andalucía  
Agencia de Innovación y Transferencia de Tecnología



POLEMER  
MIOCIOTOPHPOBIC



PUBLIC INSTITUTE  
DEVELOPMENT AGENCY  
OF SIBERSKI COUNTY



AH  
AGENCIJA ZA  
POSREDOVANJE  
U PROMETU NEKRETNIM  
PRAVIMA



CHAMBER OF  
ECONOMY OF  
MONTENEGRO



IPMA  
Instituto Português do  
Mar e da Atmosfera



## Deliverable ID

<b>Project acronym</b>	AZA4ICE
<b>Project title</b>	Allocated Zones for circular to trigger the transition to an Inclusive and Circular Economy in the aquaculture sector fostering new business opportunities and eco consciousness society
<b>Project mission</b>	Strengthening an innovative sustainable economy
<b>Project priority</b>	Greener MED
<b>Specific objective</b>	RSO2.6 – Promoting the transition to a circular and resource efficient economy
<b>Type of project</b>	Test project (Thematic Project)
<b>Project duration</b>	01/01/2024 – 30/09/2026 (33 months)
<b>Deliverable title</b>	Plan for transferability of AZA4ICE results
<b>Deliverable number</b>	D.3.4.1
<b>Deliverable type</b>	Plan
<b>Work package number</b>	WP3
<b>Work package title</b>	Transition to Inclusive and Circular Economy (ICE) in the aquaculture sector
<b>Activity name</b>	AZA4ICE results’ transferring potential
<b>Activity number</b>	A.3.4
<b>Partner in charge (author)</b>	UPatras
<b>Partners involved</b>	All Project Partners



## Document history

<b>Versions</b>	<b>Date</b>	<b>Document status</b>	<b>Delivered by</b>
Version 1.0	05/05/2026	Draft	UPatras
Version 2.0	26/05/2026	Final	UPatras



## Table of contents

<b>ABBREVIATIONS</b> .....	<b>6</b>
<b>1 EXECUTIVE SUMMARY</b> .....	<b>7</b>
<b>2 INTRODUCTION</b> .....	<b>8</b>
<b>3 THE IMPORTANCE OF TRANSFERRING PROJECT RESULTS</b> .....	<b>9</b>
3.1 TRANSFERABILITY IN THE INTERREG EURO-MED FRAMEWORK.....	9
3.2 THE RELEVANCE OF TRANSFERABILITY FOR AZA4ICE .....	9
3.3 ADDED VALUE OF TRANSFERRING AZA4ICE RESULTS.....	10
3.4 STRATEGIC PERSPECTIVE FOR FUTURE UPTAKE .....	11
<b>4 TRANSFERRING METHODOLOGY</b> .....	<b>13</b>
4.1 STEPS OF THE AZA4ICE TRANSFERABILITY PLAN .....	13
4.1.1 <i>Identification of outputs to be transferred (transferability potential assessment)</i> .....	15
4.1.2 <i>Specification of direct target groups (actors and stakeholders)</i> .....	15
4.1.3 <i>Identification of indirect audience groups (cross-sectoral dissemination targets)</i> .....	16
4.1.4 <i>Identification of target territories outside the partnership area</i> .....	16
4.1.5 <i>Specification of the types of financial institutions for cooperation</i> .....	17
4.1.6 <i>Identification of financial intermediaries and funding opportunities</i> .....	17
4.1.7 <i>Analysis of macro-environment factors</i> .....	18
4.1.8 <i>Definition of cooperation scope with direct and indirect groups</i> .....	18
4.1.9 <i>Planning of transfer activities and Euro-MED synergies</i> .....	19
4.1.10 <i>Monitoring and evaluation of transfer effectiveness (output quantification)</i> 19	
<b>5 ANALYSIS OF THE TRANSFERABLE AZA4ICE RESULTS</b> .....	<b>20</b>
5.1 OUTPUT 1.1 - AZA4ICE METHODOLOGY FOR CIRCULAR AQUACULTURE SPATIAL PLANNING EMBEDDED WITH INNOVATIVE CIRCULAR PRODUCTION SYSTEMS.....	21
5.1.1 <i>Challenge addressed</i> .....	21
5.1.2 <i>Target groups involved</i> .....	23
5.1.3 <i>Type of territories concerned</i> .....	23
5.1.4 <i>Description of the testing phase</i> .....	23
5.1.5 <i>Description of the assessment phase</i> .....	24
5.2 OUTPUT 2.1 - LIVING RESPONSIBLE RESEARCH INNOVATION ECOSYSTEMS (LIRRIE) METHODOLOGY .....	25
5.2.1 <i>Challenge addressed</i> .....	25
5.2.2 <i>Target groups involved</i> .....	25
5.2.3 <i>Type of territories concerned</i> .....	26
5.2.4 <i>Description of the testing phase</i> .....	26
5.2.5 <i>Description of the assessment phase</i> .....	28
5.3 OUTPUT 3.1 - AZA4ICE ACTION PLANS FOR THE TRANSITION TO AN INCLUSIVE AND CIRCULAR ECONOMY IN AQUACULTURE SECTOR.....	28
5.3.1 <i>Strategy addressed</i> .....	28
5.3.2 <i>Methodology</i> .....	30
5.3.3 <i>Type of territories concerned</i> .....	32
5.3.4 <i>Short description of the output</i> .....	32
5.3.5 <i>Description of the assessment phase</i> .....	33
5.3.6 <i>List of stakeholders actively involved</i> .....	34



<b>6</b>	<b>ACTIONS REQUIRED FOR TRANSFERRING AND UPSCALING THE AZA4ICE RESULTS IN OTHER TERRITORIES .....</b>	<b>36</b>
6.1	GENERAL CONDITIONS FOR THE UPTAKE AND TRANSFER OF AZA4ICE RESULTS.....	36
6.2	ACTIONS REQUIRED FOR OUTPUT 1.1.....	37
6.3	ACTIONS REQUIRED FOR OUTPUT 2.1.....	38
6.4	ACTIONS REQUIRED FOR OUTPUT 3.1.....	39
6.5	FUNDING AND FINANCING OPPORTUNITIES.....	40
<b>7</b>	<b>THE FOLLOW-UP TRANSFER PHASE OF AZA4ICE .....</b>	<b>41</b>



## Abbreviations

<b>AZA</b>	Allocated Zone for Aquaculture
<b>C-AZA</b>	Allocated Zone for Circular Aquaculture
<b>IMTA</b>	Integrated Multi-Trophic Aquaculture
<b>LiRRIE</b>	Living Responsible Research & Innovation Ecosystems
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and Legal



## 1 Executive Summary

The AZA4ICE Transferability Plan outlines how the results of the project can be transferred, adapted and scaled across other territories within the Euro-MED area and beyond. It builds on the project's implementation experience and provides a structured framework to support the wider uptake of its key outputs in different geographical, institutional and sectoral contexts.

The plan responds to the need to ensure that project results do not remain limited to the partnership area, but can generate broader impact. It identifies the transferability potential of AZA4ICE outputs, defines target territories and stakeholders, and sets out the conditions required for successful uptake, including governance, capacity building, funding and policy alignment.

Three main outputs are considered for transfer:

- **Output 1.1** – AZA4ICE methodology for circular aquaculture spatial planning embedded with innovative circular production systems
- **Output 2.1** – Living Responsible Research and Innovation Ecosystems (LiRRIE) methodology
- **Output 3.1** – AZA4ICE Action Plans for the transition to an Inclusive and Circular Economy in the aquaculture sector

These outputs have high level of transferability potential and are designed to support both technical and governance-related transformations in aquaculture planning and management.

The plan identifies key target groups for transfer, including public authorities, aquaculture operators, research and innovation organisations, sectoral agencies, and civil society actors. It also highlights indirect audiences that can support dissemination and cross-sectoral uptake, such as educational institutions and broader policy networks. In addition, the plan considers the role of financial institutions and funding mechanisms as key enablers for scaling. Also, it considers the role of funding opportunities at EU, transnational and national level, and highlights the importance of aligning transfer activities with broader policy frameworks, including maritime spatial planning, circular economy strategies and blue economy objectives.

A dedicated methodology is presented to guide the transfer process, including the identification of priority outputs for transfer, target territories, stakeholder engagement approaches, cooperation mechanisms and planned transfer activities across the Euro-MED area and beyond. The plan also includes monitoring and evaluation elements to assess uptake and ensure continuous improvement.

Overall, the AZA4ICE Transferability Plan provides a practical roadmap for extending the impact of the project results, strengthening cross-border cooperation and supporting the transition towards a more inclusive and circular aquaculture sector across the Mediterranean and other relevant regions.



## 2 Introduction

The AZA4ICE Transferability Plan defines the conditions, mechanisms and pathways for transferring the project results beyond the partnership area, with the aim of supporting their uptake across the Euro-MED area and in other relevant territories. It builds on the project's implementation experience and outlines a structured approach to ensure that key outputs can be adapted, replicated and scaled in different geographical, institutional and sectoral contexts.

In line with the Interreg Euro-MED framework, the plan identifies the transferability potential of AZA4ICE results by assessing their applicability and relevance in different environments. This includes the classification of outputs according to their low, medium or high transferability potential, as well as the identification of the necessary conditions for successful uptake.

The plan also maps the territorial dimension of transferability by identifying areas beyond the Project Partners' regions that may benefit from AZA4ICE results. Special attention is given to the characteristics of coastal and inland aquaculture systems, as well as to other territories and sectors where circular approaches and participatory governance models can be applied.

A key element of the Transferability Plan is the identification and engagement of relevant actors and stakeholders. This includes direct target groups, such as public authorities, aquaculture operators, research organisations and sectoral agencies, as well as indirect audiences, including civil society, educational institutions and cross-sectoral actors that can support dissemination and wider adoption.

In addition, the plan considers the role of financial institutions and funding mechanisms that can support the transfer process. It explores potential cooperation with public and private financial actors, as well as access to relevant funding opportunities at European, transnational and national levels. This ensures that transfer activities are aligned with existing financial instruments and implementation frameworks.

The Transferability Plan is also developed in the context of broader macro-environmental factors, including policy developments, sustainability priorities, blue economy strategies, and regional cooperation dynamics. These factors are essential in shaping the conditions under which AZA4ICE results can be effectively adopted and scaled.

Finally, the plan defines a structured approach for transfer activities, including cooperation mechanisms across direct and indirect stakeholder groups, synergies within the Euro-MED area and opportunities for scaling beyond the Programme boundaries. It also provides a framework for monitoring and evaluating transfer effectiveness, ensuring that the impact of AZA4ICE results can be assessed and further strengthened over time.



## 3 The Importance of Transferring Project Results

### 3.1 Transferability in the Interreg Euro-MED Framework

Transferability represents a fundamental dimension of Interreg Euro-MED projects, supporting the wider uptake and long-term sustainability of project achievements beyond the territories directly involved in pilot implementation activities. Within the framework of territorial cooperation, projects are expected not only to develop and test innovative approaches, but also to facilitate the capitalization and adaptation of successful practices across different regional contexts. In this respect, transferability contributes to strengthening the impact of European cooperation initiatives by enabling knowledge, methodologies, governance models and policy solutions to be reused and adapted by other territories facing similar challenges.

The Interreg Euro-MED Programme places particular emphasis on the creation of results that can generate value at transnational level and contribute to broader Mediterranean policy objectives. Through the promotion of cooperation, knowledge exchange and institutional learning, the Programme supports the development of solutions that can be replicated or adapted according to the specific needs and characteristics of different regions. Transferability therefore becomes an important mechanism for increasing the effectiveness of public investments and reinforcing cooperation among regional and national stakeholders across the Mediterranean area.

In addition, the transfer of project results contributes to the continuity of project outcomes beyond the funding period. By encouraging the wider use of tested approaches and collaborative methodologies, Interreg projects can support long-term policy improvement, institutional capacity building, and more coordinated territorial governance. This perspective is particularly relevant in sectors characterised by complex governance structures and strong interconnections between environmental, economic and social dimensions, such as aquaculture and maritime spatial planning.

### 3.2 The Relevance of Transferability for AZA4ICE

The transferability of the results developed within AZA4ICE is particularly relevant in the context of the common environmental, governance and socio-economic challenges faced by Mediterranean regions. Sustainable aquaculture development requires coordinated governance approaches, effective stakeholder participation and balanced decision-making processes capable of integrating environmental protection, economic development and social acceptance. At the same time, many Mediterranean territories continue to face similar difficulties related to marine spatial planning, the designation and management of Allocated Zones for



Aquaculture (AZAs), administrative coordination and stakeholder engagement. These shared challenges create favourable conditions for the adaptation and uptake of methodologies and practices developed through AZA4ICE in other regional contexts.

AZA4ICE has generated a series of outputs and collaborative approaches that present significant potential for wider application beyond the pilot territories. Through participatory processes and multi-actor cooperation, AZA4ICE has promoted governance mechanisms that support dialogue among public authorities, research institutions, aquaculture operators, civil society organisations and other relevant stakeholders. In addition, the project has contributed to strengthening knowledge exchange and cooperation among regional actors involved in sustainable aquaculture planning and governance.

Particular importance is given to the project's emphasis on participatory and inclusive approaches, including the development and testing of collaborative stakeholder engagement methodologies. Such approaches can support other Mediterranean territories seeking to improve governance practices and facilitate more transparent and inclusive decision-making processes in the aquaculture sector. The adaptability of these methodologies increases their transfer potential, as they can be adjusted according to different territorial conditions, governance structures, institutional capacities and policy priorities.

The transferability of AZA4ICE results is also reinforced by the transnational nature of the project and the diversity of territorial contexts represented within the partnership. The experience gained through cooperation among different Mediterranean regions and Black Sea provides valuable knowledge regarding the practical application of the developed solutions under varying environmental, administrative and socio-economic conditions. This transnational dimension strengthens the relevance of the project outputs for other Euro-MED territories interested in adopting or adapting similar approaches.

### **3.3 Added Value of Transferring AZA4ICE Results**

The transfer of AZA4ICE results can generate significant added value for Mediterranean regions and stakeholders involved in sustainable aquaculture governance and maritime spatial planning processes. By facilitating the uptake and adaptation of tested methodologies, governance approaches and participatory tools, the project can contribute to improving institutional capacities and supporting more coordinated and inclusive governance practices across different territorial contexts.

An important aspect of transferability lies in the possibility of adapting project outputs to local realities while maintaining the core principles and objectives developed through the project. In this respect, transfer should not be understood



as the direct replication of identical solutions, but rather as a process of adjustment and contextualisation according to the specific environmental, institutional, economic, and social characteristics of each territory. This adaptive approach increases the practical applicability and long-term sustainability of transferred results.

The wider use of AZA4ICE methodologies and governance approaches may also contribute to strengthening stakeholder participation and improving cooperation among public authorities, aquaculture operators, research organisations, environmental actors and civil society representatives. Enhanced stakeholder engagement can support more transparent decision-making processes, increase social acceptance of aquaculture activities, and facilitate the identification of balanced and sustainable territorial solutions.

At the policy level, the transfer of project results can support broader European and Mediterranean objectives related to sustainable blue growth, circular aquaculture development and environmental protection. Through the dissemination and adaptation of successful practices, AZA4ICE can contribute to strengthening policy coherence and promoting integrated governance approaches across the Euro-MED area. Furthermore, the exchange of experiences and lessons learned among territories can encourage continued institutional learning and foster stronger transnational cooperation networks in the field of sustainable aquaculture development.

### **3.4 Strategic Perspective for Future Uptake**

The transferability of AZA4ICE results represents a strategic opportunity for extending the impact of the project beyond its initial implementation framework and supporting the wider dissemination of sustainable aquaculture governance approaches across the Mediterranean region. Building upon the experience and knowledge generated during the project implementation, the future uptake of AZA4ICE outputs can contribute to reinforcing cooperation among territories facing similar governance and spatial planning challenges.

The successful transfer of project results will require continuous collaboration among institutional actors, stakeholders and regional authorities, as well as the adaptation of methodologies and tools to the specific needs and conditions of receiving territories. In this context, stakeholder engagement, institutional commitment and policy integration will play a crucial role in ensuring the effective uptake and long-term sustainability of transferred approaches.

Particular importance is also given to the continuation of capitalization and transfer activities through follow-up cooperation initiatives and transnational partnerships. The proposal submitted under the transfer phase of the Interreg Euro-MED framework reflects the willingness of the project partnership to further expand the



use and applicability of AZA4ICE methodologies and results in additional territories and contexts. Although the results of the proposal evaluation are still pending, the initiative demonstrates the strategic intention to strengthen the long-term impact and territorial outreach of the project.

Overall, the transfer perspective of AZA4ICE is expected to support wider institutional learning, encourage policy dialogue, and facilitate the adoption of more participatory and sustainable governance practices within the aquaculture sector across the Euro-MED area.



## 4 Transferring methodology

The transferability methodology developed within the AZA4ICE project aims to assess the potential for adapting and transferring project outputs to other territorial contexts within the Euro-MED area and beyond. It recognises that successful transfer requires not only tested solutions, but also favourable institutional, territorial and stakeholder conditions for uptake and implementation.

The methodology follows a structured approach focused on identifying transferable components, assessing their applicability across different contexts and analysing the conditions required for successful adaptation. Particular attention is given to governance aspects, as sustainable aquaculture and the development of Allocated Zones for Circular Aquaculture (C-AZAs) depend on coordinated decision-making, stakeholder engagement and multi-level policy integration.

The assessment is based on project outputs, pilot activities and stakeholder engagement experiences, taking into account the diversity of territorial, environmental, socio-economic and governance contexts across the partnership. While recognising this diversity, AZA4ICE outputs are designed to be inherently transferable and replicable.

The methodology prioritises outputs with the highest potential for uptake, using criteria such as relevance, adaptability, usability and governance value. It also highlights participatory governance and multi-actor cooperation as key enabling factors, as demonstrated through the project's co-creation and pilot activities, which enhance acceptance and long-term sustainability.

Finally, it acknowledges the importance of transnational cooperation in fostering institutional learning and knowledge exchange across Mediterranean regions. Therefore, transferability goes beyond dissemination, encompassing the exchange of experiences, governance practices, and lessons learned throughout the project lifecycle.

### 4.1 Steps of the AZA4ICE Transferability Plan

In particular, the AZA4ICE transferability plan is structured around a set of sequential and complementary steps designed to ensure the effective identification, targeting and support of the transfer of project outputs to new contexts. These steps are presented in Figure 1 and described in the following sections.



# AZA4ICE TRANSFERABILITY METHODOLOGY

10-step approach for a successful transfer of project results



### CROSS-CUTTING ENABLERS



**OUTCOME** Effective transfer and uptake of AZA4ICE outputs, contributing to sustainable aquaculture and resilient blue economy in the Euro-MED region and beyond.

Figure 1 – AZA4ICE Transferability Plan - Source: Own elaboration



### 4.1.1 Identification of outputs to be transferred (transferability potential assessment)

The first step consists of identifying and analysing the project outputs in order to assess their transferability potential and classify them according to a qualitative scale (low, medium, high). This classification supports a prioritisation process, where outputs with high transferability potential are considered for immediate replication or scaling, while those with lower potential may require further adaptation, enabling conditions, or additional support measures before being transferred.

This assessment is not limited to ranking outputs, but also aims to understand the underlying reasons for their level of transferability and to identify possible actions that could enhance their adaptability and uptake in other contexts.

The transferability assessment applied within AZA4ICE considers the following key criteria:

- the capacity of project outputs to address common challenges related to sustainable aquaculture governance and spatial planning;
- the possibility of adapting methodologies, tools and approaches to different territorial and institutional contexts;
- the level of stakeholder involvement required for successful implementation and uptake;
- the compatibility of the developed approaches with existing policy, legal and governance frameworks;
- the potential contribution of the results to sustainable blue economy and circular aquaculture objectives;
- the feasibility of implementation by different types of actors, including public authorities, research organisations and sectoral stakeholders.

### 4.1.2 Specification of direct target groups (actors and stakeholders)

The second step focuses on identifying the direct target groups of transferability actions. These groups represent the primary recipients responsible for adopting, implementing or further developing the transferred outputs.

Depending on the nature of each result, direct target groups may include different type of actors that were not directly involved in the project but are essential for uptake and implementation. This includes public administration staff, technical experts, decision-makers and practitioners operating at different governance levels, as well as organisations active in relevant sectors.

Typical direct target groups include:

- local public authorities;
- regional public authorities;



- national public authorities;
- sectoral agencies;
- SMEs and private sector operators;
- business support organisations;
- local stakeholders (e.g. associations, cooperatives, community groups);
- regional and national stakeholders;
- other relevant institutions and organisations linked to aquaculture, marine spatial planning and blue economy development.

### 4.1.3 Identification of indirect audience groups (cross-sectoral dissemination targets)

In addition to direct beneficiaries, the transferability strategy also considers broader indirect audience groups that play a key role in dissemination, awareness-raising, and knowledge uptake across sectors and countries.

These groups are essential for ensuring that project results are not only transferred but also understood, promoted and embedded into wider policy and practice frameworks. Particular attention is given to cross-country dissemination, ensuring that partner organisations actively promote results beyond their own territories.

Indirect target groups include, among others:

- universities and research institutions;
- experts in financial instruments and investment mechanisms;
- thematic experts relevant to sustainable development and blue economy;
- journalists and media representatives;
- opinion leaders and policy influencers.

The involvement of these actors contributes to strengthening the visibility and credibility of project results and supports their long-term mainstreaming into policy and practice. Effective dissemination also ensures a return on investment by maximising the reach of project outcomes to potential users and decision-makers.

### 4.1.4 Identification of target territories outside the partnership area

This step involves defining the types of territories where AZA4ICE outputs can be transferred and applied. The transferability potential is not limited to the original pilot areas but extends to other territorial contexts sharing similar characteristics or facing comparable challenges.

Relevant territorial typologies include:

- coastal areas;
- island territories;
- marine and maritime regions;
- rural coastal communities with inland waters (lakes, rivers);



- urban coastal zones;
- mountain-to-coast transitional areas where relevant.

While AZA4ICE outputs are primarily designed for Euro-MED territories with close-to-coast and inland waters, their applicability may extend beyond this geographical scope, provided that sustainable aquaculture development is desired and enabling conditions are present.

Potential constraints to transferability may include differences in legal frameworks, administrative structures, environmental conditions and levels of institutional maturity. These aspects should be carefully considered when assessing replication opportunities in new territories.

#### 4.1.5 Specification of the types of financial institutions for cooperation

Financial institutions play a supporting role in the transferability process by enabling access to funding, investment mechanisms and financial instruments necessary for the uptake and scaling of project results.

For the purposes of AZA4ICE transferability, financial institutions may be classified according to their function and operational scope, including:

- Depository institutions, such as banks and credit unions, which provide loans and manage deposits to support investments in aquaculture and related infrastructure;
- Risk diffusion institutions, including insurance companies and reinsurance providers, which support risk management in aquaculture activities and investments;
- Investment institutions, such as investment funds, pension funds and investment banks, which facilitate capital allocation into sustainable blue economy initiatives.

Depending on national regulatory frameworks, additional categories or specific institutional arrangements may apply. In all cases, financial institutions are considered key enablers for scaling and mainstreaming AZA4ICE solutions.

#### 4.1.6 Identification of financial intermediaries and funding opportunities

Financial intermediaries, such as brokers, advisory bodies and investment facilitators, play a key role in connecting project outputs with available funding sources and investment opportunities.

In the context of transferability, their role is not limited to financial transactions but extends to advisory and matchmaking functions, supporting the alignment between project results and funding instruments.



Given the increasing complexity of financial markets and the diversification of funding sources, financial intermediaries contribute to building trust-based relationships and facilitating access to tailored financial solutions. This is particularly relevant in the context of sustainable aquaculture, where blended finance and innovative funding mechanisms are becoming increasingly important.

Potential funding opportunities may include EU programmes, national and regional funding schemes, private investment platforms and blended finance instruments supporting blue economy and environmental sustainability objectives.

### **4.1.7 Analysis of macro-environment factors**

The transferability process is influenced by macro-environmental conditions that vary across partner countries and regions. These include political, economic, social, technological, environmental and legal (PESTEL) factors that may affect the uptake and implementation of AZA4ICE outputs.

Each partner country may require adapted dissemination and transfer approaches reflecting its specific institutional context, governance structures and sectoral priorities. While approaches may differ, it is essential that all partners remain actively involved in dissemination and transfer activities, ensuring consistency and coherence across the consortium.

Understanding these macro-environment conditions is key to identifying risks, opportunities and enabling factors that may influence the success of transferability actions.

### **4.1.8 Definition of cooperation scope with direct and indirect groups**

Effective transferability requires a clear definition of the roles and responsibilities of both partners and external stakeholders involved in transferring and uptake activities.

Within the partnership, tasks should be distributed in a transparent and coordinated manner, ensuring that each partner leverages its specific expertise, institutional capacity and network reach.

Beyond the partnership, it is equally important to engage key stakeholders who can actively support transferring and uptake processes. Engaging end-users and practitioners is particularly important, as their feedback, validation, and endorsement can significantly enhance the credibility and practical uptake of project results. Their involvement also contributes to strengthening the long-term sustainability of the transfer process.



## 4.1.9 Planning of transfer activities and Euro-MED synergies

The transfer of AZA4ICE results is supported by a structured set of activities aimed at facilitating uptake, replication and scaling across Euro-MED countries and potentially beyond.

These activities may include knowledge exchange events including the south MED countries, training sessions, pilot replication initiatives, stakeholder workshops, policy dialogues, and the development of guidance materials and toolkits, such as the modules of the Interreg Euro-MED Academy.

Particular attention is given to fostering synergies with other EU-funded initiatives, programmes, and networks operating in the blue economy, aquaculture, marine spatial planning, and sustainable territorial development domains. Such synergies enhance coherence, avoid duplication and increase the overall impact of transferability efforts.

### 4.1.10 Monitoring and evaluation of transfer effectiveness (output quantification)

Monitoring and evaluation represent an integral component of the transferability methodology. Their purpose is to assess the effectiveness of transfer actions, measure progress, and evaluate the extent to which project outputs are successfully adopted and implemented in new contexts.

Evaluation allows for a better understanding of the outcomes and impacts generated by transfer activities, ensuring alignment with the original objectives and expected results of the project. It also provides evidence-based insights to improve ongoing and future transfer processes.

A structured evaluation framework supports the quantification of outputs, the identification of success factors and barriers, and the continuous improvement of transferability strategies.



## 5 Analysis of the transferable AZA4ICE results

This section presents the transferable AZA4ICE outputs, with the aim of providing an overall understanding of the main achievements developed during the project implementation phase so far, which consists the basis for the identification of the actions required for transferring and upscaling the AZA4ICE results in other territories (presented in Chapter 6).

Funded under the Interreg Euro-MED Programme, the project contributes directly to Programme objectives and demonstrates how the AZA4ICE approach can support wider territorial uptake and adaptation.

The main outputs developed within the project are:

1. **Output 1.1** – AZA4ICE methodology for circular aquaculture spatial planning, embedded with innovative circular production systems
2. **Output 2.1** – Living Responsible Research and Innovation Ecosystems (LiRRIE) methodology
3. **Output 3.1** – AZA4ICE Action Plans for the transition to an Inclusive and Circular Economy in the aquaculture sector

Within the Interreg Euro-MED framework, project contributions are measured through specific Programme result indicators. In the case of AZA4ICE, these contributions are reflected in the following indicators:

1. **Programme result indicator:** 21104 – Solutions taken up or up-scaled by organisations; **Measurement unit:** Applied solution

AZA4ICE Outputs 1.1 and 2.1 contribute directly to this indicator, as they represent two solutions that have been developed, tested and validated within the project.

### Contribution of Output 1.1:

This output strengthens circular aquaculture development in both coastal and inland waters. Organisations involved in applying the AZA4ICE methodology have increased their capacity in aquaculture spatial planning, particularly in identifying suitable areas for circular aquaculture. This was achieved through testing a common framework for Allocated Zones for Circular Aquaculture (C-AZA) across eight pilot sites. As a result, participating organisations are better equipped to support increased circularity and improved resource efficiency in aquaculture activities.

### Contribution of Output 2.1:

This output establishes eight highly collaborative, multi-level and multi-sectoral ecosystems (one per participating country), involving 5-helix stakeholders. These Living Responsible Research and Innovation Ecosystems (LiRRIEs) strengthen co-creation and co-decision capacities for Circular Aquaculture Zones and AZA4ICE Action Plans. They also enhance knowledge, skills and transnational collaboration.



LiRRIEs address gaps in coordination among actors involved in aquaculture governance and management. They also produce valuable training and educational material, help reduce conflicts between competing uses of marine and coastal areas, and support behavioural change in the sector and society towards a circular economy approach.

- II. **Programme result indicator:** 21079 – Joint strategies and action plans taken up by organisations; **Measurement unit:** Joint strategy / action plan

AZA4ICE Output 3.1 contributes to this indicator through the development of eight regional/local Action Plans, based on a jointly developed transnational strategy.

### **Contribution of Output 3.1:**

This output supports the transition towards an Inclusive and Circular Economy in aquaculture. Public authorities, agencies and policy/decision-makers are expected to adopt at least six local or regional Action Plans, formally committing through the signing of project Memoranda of Understanding (MoUs). This ensures concrete territorial uptake and strengthens alignment with relevant EU Strategies and Smart Specialisation Strategies (S3).

The Action Plans represent the final outcome of the cumulative knowledge generated through the testing of the AZA4ICE methodology and the co-creative work carried out within the LiRRIEs. They support stakeholders in the effective identification and management of Allocated Zones for Circular Aquaculture and promote the development of innovative circular production models and business practices.

In addition, the Action Plans promote sustainable consumption patterns and the development of innovative aquaculture products, while facilitating circular business development in the sector. Overall, they are expected to generate long-term benefits for blue growth, environmental protection and quality of life.

The following sections provide a structured overview of each output, including the challenges addressed, target groups involved, types of territories concerned, as well as the testing and assessment phases.

## **5.1 Output 1.1 - AZA4ICE methodology for circular aquaculture spatial planning embedded with innovative circular production systems**

### **5.1.1 Challenge addressed**

Two fundamental common territorial challenges are addressed by the AZA4ICE Output 1.1. The first was the **need for new innovative approaches to identify suitable aquaculture areas** based on conservation, environmental, social and



economic aspects; while the second was the **need for aquaculture** practices that are not harmful to ecosystems, resources or their quality, namely **circular practices**. The present output offers an innovative ecosystemic spatial planning approach for the identification of **Allocated Zones for Circular Aquaculture (C-AZA)**, embedded with **innovative circular production systems** (a.k.a. Integrated Multi Trophic Aquaculture systems and Recirculating Aquaculture Systems), addressing directly the aforementioned challenges.

In more details, aquaculture has increased fourfold between 1996-2016; by 2030 it is expected to provide over 50% of all fish for human consumption and to exceed 4,600,000 tons. This growth has posed numerous and complex sustainability challenges, and explains the **need for strategic initiatives of regional cooperation** to address the issue of **sustainable aquaculture**. In this framework, a common territorial challenge is the continual depletion of aquatic resources, due to overexploitation and not efficient sustainable management of the economic activities carried out in close-to-coast and inland water areas (lagoons, enclosed bays, lakes, estuaries, rivers). In these areas, aquaculture contributes significantly to economic development & employment. Further, integrating Circular Economy-CE models with innovative elements is an opportunity that will preserve aquatic resources and ensure an important source of food for local communities responding to the increasing food demand. This leads to an innovative sustainable economy in aquaculture, being in line with Programme Mission 1, contributing to RSO2.6, and overall, in the Green Deal and SDGs. Also, it is challenging to change the current linear economy model (take-make-waste) that is traditionally followed by the sector and aggravates the resources' depletion; and substitute it with CE practices which prevent the depletion by closing energy-material loops supporting business symbiosis.

For the efficient sustainable waters management, spatial planning and Allocated Zones for Aquaculture (AZA) are essential instruments for building resilience and competitiveness. AZA identification is one of the most important approaches to ensure a boost of aquaculture reducing administrative burning, conflicts with other users, and technical issues related to use of appropriate planning tools by competent authorities and operators. Guidelines for identification & management of AZA had been published and applied for open sea environment. In contrast, a systematic approach for the identification of suitable circular aquaculture areas and their management in close-to-coast & inland waters was missing.

AZA4ICE managed to fill in this gap by implementing the AZA4ICE methodology; integrating innovative circular production systems; by guiding actors of aquaculture & other economic sectors which co-exist in the areas to co-create and co-decide circular aquaculture; and by supporting SMEs to become circular.

In conclusion, **AZA4ICE contributed significantly to planning of innovative circular aquaculture being the first suggesting C-AZA specifically for close-to-coast & inland waters.**



## 5.1.2 Target groups involved

Primarily, the Output targets the **competent public authorities and agencies of the aquaculture sector**, which plan the aquaculture development and monitor the existing aquaculture activities. Since, the AZA4ICE methodology is a spatial planning approach, all **5-helix actors** from the aquaculture sector but also from other economic sectors that share the space were involved during the co-creation and consultation process, so to achieve the best possible consensus. In this direction, the **civil society and socio-environmental organisations** were involved to ensure awareness raising and public-consumer acceptance. (For this reason, the AZA4ICE partnership has developed the LiRRIE methodology – Output 2.1, which is the stakeholder engagement approach that runs in parallel with the implementation of the AZA4ICE methodology. Output 1.1 and Output 2.1 are complementary and act as a decision support tool for strategic planning of circular aquaculture development in close-to-coast and inland waters). Of course, the role of the **scientific and research community** is foreseen to support the Output implementation by providing their expertise especially for the species assessment and the innovative circular production systems including the species co-existence. The AZA4ICE methodology can also be used as an exercise tool by the **private sector** (either existing aquaculture companies or businesses which seek to invest in the sector) and business support organisations/clusters to assess the feasibility of innovative circular production systems in a specific area.

## 5.1.3 Type of territories concerned

Coastal; Island; Marine; Mountain (in terms of lakes, rivers); Rural (in terms of lakes, rivers)

## 5.1.4 Description of the testing phase

The AZA4ICE methodology was tested in 8 pilot sites in real life conditions throughout the Mediterranean and Black Sea basins and specifically in:

- ✓ Paleo Lagoon (Lefkada, Greece)
- ✓ Cabras Lagoon (Sardinia, Italy)
- ✓ Cadiz Bay (Cadiz, Spain)
- ✓ Thau Lagoon (South France)
- ✓ Krka estuary (Šibenik, Croatia)
- ✓ Varna Large Bay Area (Varna, Bulgaria)
- ✓ Šasko Lake (Montenegro)
- ✓ Ria Formosa lagoon (Portugal)

The pilot sites vary among Marine & Freshwater Environments including lagoons, lakes, enclosed bays, close-to-coast areas and estuaries. The pilots started in May 2024 ending in November 2025, including their results' evaluation. At the beginning of the pilots, a 12-month period was dedicated to data collection (field data measurement, desk research, literature review, etc). After the acquisition of all needed data, the steps described in the AZA4ICE methodology were followed and



the accompanying data analysis tool was applied. In different stages of the process, exchange with the stakeholders was needed as foreseen in detail in the *LiRRIE methodology – Output 2.1*.

During the pilots, more than 34 Species were evaluated based on numerous environmental, biological, socio-economic and management criteria to assess the site, species, circularity and IMTA suitability, leading to the final Site Suitability Index (SiSI) and C-AZAI Index for each pilot.

The testing phase was carried out by the Project Partners and Associated Partners responsible for each pilot following the common AZA4ICE methodology with the constant support of IMC, IFAPA and UPatras.

The final beneficiaries are the corresponding competent public authorities and agencies of the aquaculture sector, which have at their disposal the C-AZAs in their area, but also the businesses which are aware of the species and the innovative circular productions systems that are favourable for the area. And since the testing results per pilot have been obtained after the participatory process with all 5-helix stakeholders, everybody's opinion was heard during the multi-criteria analysis and the weighting of each criterion, which is an important factor for public acceptance. All the results of the testing phase are presented in a systematised and user-friendly way in the AZA4ICE Open access CAZA geospatial platform (D1.4).

### 5.1.5 Description of the assessment phase

The assessment phase of the methodology's application included the demonstration of the C-AZA results to the relevant stakeholders per each pilot site by the project partners. Subsequently, project partners got the stakeholders feedback including users' acceptance and satisfaction on the results. For the feedback collection, a targeted survey was launched among the stakeholders with specific evaluation criteria. The exchange with the stakeholders for the evaluation purposes was facilitated in the framework of LiRRIEs, where involved stakeholders representing 5-helix were informed about the C-AZA results and the implementation of the AZA4ICE methodology, cross-fertilised their ideas and responded to the targeted survey identifying the potential impact of C-AZA. This was mainly carried out by September to November 2025. The collected feedback was discussed among the partnership and analysed by IMC, IFAPA and UPatras, who incorporated the analysis outcomes to the final version of the Output 1.1. Also, these assessment outcomes offered valuable insight on the lessons learnt, on which AZA4ICE Action Plans were later built on in WP3.



## 5.2 Output 2.1 - Living Responsible Research Innovation Ecosystems (LiRRIE) methodology

### 5.2.1 Challenge addressed

Two common territorial challenges are addressed by the AZA4ICE Output 2.1; the **need for multi-stakeholder participatory environments** for strategic decisions in the aquaculture sector, and the **need for better coordination among the different public agencies** involved in aquaculture management, licensing and monitoring processes. The present output offers a multi-level and multi-sectoral stakeholders' engagement methodology to set up cooperation patterns, the Living Responsible Research Innovation Ecosystems (LiRRIEs), addressing directly the aforementioned challenges.

In particular, the Euro-MED area faces the lack of coordination between the different public agencies involved in aquaculture licensing & monitoring processes, while they are cautious in embracing CE practices perceiving them as cumbersome. Another challenge is the lack of dialogue and co-decision processes among involved stakeholders to design strategies and action plans for aquaculture development in their territories. The role of civil society in such collaborative processes has also to be reinforced, since within aquaculture, social acceptability is considered crucial to enable good governance and further development.

AZA4ICE, through LiRRIEs, brought together multi-level and multi-sectoral stakeholders of 5-helix to co-create C-AZA results and co-decide Action Plans' drafting, to increase their CE capacity and the transitions to a circular and resource efficient economy, directly contributing to RSO2.6 and being in line with Mission 1 of the Programme. The stakeholder members of LiRRIEs represented the 5-helix (academia-industry- government-civil society-environment) and several sectors (e.g. fishing, tourism) due to the co-existence of aquaculture with other economic operations. Also, LiRRIEs managed to gather the different public agencies involved in aquaculture management, licensing and monitoring processes in the same room, to exchange and better align their next operational actions.

### 5.2.2 Target groups involved

The Output 2.1 involves multi-level & multi-sectoral stakeholders of 5-helix to be engaged in all LiRRIEs phases and continuously being involved in the participatory and co-creation/co-decision processes. Thus, their knowledge towards circular aquaculture and C-AZA were enhanced leading to a behavioral change in the sector.

In particular, the involved target groups were: public competent authorities and sectoral agencies in the aquaculture sector and spatial planning, relevant policy and decision makers, academia and research institutes, investors, aquaculture operators, businesses, SMEs, business support organisations from the aquaculture and other economic sectors, clusters, NGOs, environmental organisations, civil



society. Due to the co-existence of aquaculture with other economic operations in close-to-coast and inland waters, LiRRIEs target groups were not restricted to those involved in the aquaculture sector. Beside mentioned, also mentoring/financing experts were involved to share their expertise in funding/mentoring opportunities in the sector.

### 5.2.3 Type of territories concerned

Coastal; Island; Marine; Mountain (in terms of lakes, rivers); Rural (in terms of lakes, rivers)

### 5.2.4 Description of the testing phase

The LiRRIE methodology was tested in parallel with and in complementarity to the AZA4ICE methodology (Output 1.1), around the 8 pilot sites throughout the Mediterranean and Black Sea basins in real life conditions and specifically in:

- Lefkada, Greece
- Oristano, Sardinia, Italy
- Cadiz, Spain
- Sète and Montpellier, France
- Šibenik, Croatia
- Varna, Bulgaria
- Ulcinj and Podgorica, Montenegro
- Olhão, Portugal

Within the testing phase of the project, **8 LiRRIEs were set up (one LiRRIE per pilot).**

In particular, the LiRRIE methodology consists of 7 phases i.e. Identify and Map, Motivate and Connect, Frame and Cross-fertilise, Deepen, Co-decide and Co-construct, Evaluate and Adjust, Intensify and Disseminate; each consisting of several steps. The methodology clearly describes the specific aim of each phase, the approach to be followed by the LiRRIE initiator, the events to be organised, the involved parties and the final output.

**The initiator of each LiRRIE** was identified within the project consortium among the Project Partners to take over each LiRRIE set-up activities.

Briefly the testing included:

➤ **Phase 1 – Identify and Map** (July 2024 – October 2024)

LiRRIE initiator identified the current challenges, needs, barriers and opportunities related to Circular Economy in the aquaculture sector to be tackled in the framework of LiRRIE; identified the common problem or opportunity; drafted the vision of the LiRRIE to be presented later to the LiRRIE forum; identified the relevant stakeholders and launched an open invitation.



➤ **Phase 2 – Motivate and Connect** (November 2024 – December 2024)

The stakeholders who responded became the LiRRIE members composing the “LiRRIE forum”. LiRRIE initiators used several channels and dissemination tools and formed the “LiRRIE forum” of complementary stakeholders of 5-Helix addressing the common problem/opportunity towards the achievement of the LiRRIE vision with clear understanding of LiRRIE leadership, stakeholder’s commitment, necessary activities and resources.

➤ **Phase 3 – Frame and Cross-fertilise** (January 2025 – February 2025)

The 1<sup>st</sup> LiRRIE event was organised by LiRRIE initiators with the active participation of the members of LiRRIE. The preparation of the events was well-organised and the invitation to the LiRRIE members was sent well in advance; to allow get prepared (review material sent along with the invitation, collect request data, etc). The event included the following:

- Presentation of LiRRIE plan
- Presentation of challenges, needs, barriers and opportunities, the user driven problem/opportunity and the draft LiRRIE vision.
- Fine-tune LiRRIE vision with the stakeholders and shape the final version.
- Presentation of the AZA4ICE methodology (D.1.1.1)
- Cross-fertilise stakeholders’ ideas on AZA4ICE methodology
- Collection of stakeholders’ data for the AZA4ICE pilot areas (linked to A.1.2)

➤ **Phase 4 – Deepen** (March 2025 – June 2025)

The 2<sup>nd</sup> LiRRIE event was organised by LiRRIE initiators with the active participation of the members of LiRRIE. The event included the following:

- Educational/training modules on CE in aquaculture (linked to A.2.4)
- Analysis of the current legal/regulatory context and licensing processes that frame aquaculture development activities and relevant innovative circular production systems (e.g. IMTA/RAS) (linked to A.2.3)
- Application of BLUEfasma circularity self-assessment tool to measure stakeholders’ circularity (linked to D.2.2.1)

➤ **Phase 5 – Co-decide and Co-construct** (June 2025 – November 2025)

The 3<sup>rd</sup> LiRRIE event was organised by LiRRIE initiators with the active participation of the members of LiRRIE. The event included the following:

- Presentation of C-AZA results produced from the pilot testing of the AZA4ICE methodology in the pilot area in A1.2.
- Discussion on C-AZA results and stakeholders’ feedback used as input to A1.3 and internal deliverable D.1.3.1.
- Presentation and co-decision on the common transnational Strategy for drafting the AZA4ICE Action Plans (D.3.2.1)
- Co-construct the AZA4ICE Action Plan based on the transnational Strategy approved before (linked to D.3.2.2)

➤ **Phase 6 – Evaluate and Adjust** (December 2025 – January 2026)

LiRRIE initiators systematised the collection of the LiRRIE members’ evaluation feedback concerning the C-AZA results, presented in the previous LiRRIE phase. LiRRIE initiators got stakeholders feedback including users’ acceptance and satisfaction on the results. For the feedback collection, a targeted survey was developed by IMC in the framework of D.1.3.1 with specific evaluation criteria per



target group. Also, LiRRIE initiators sent the first draft version of the AZA4ICE Action Plan (D.3.2.2) - which was co-developed in the 3<sup>rd</sup> LiRRIE event – to the LiRRIE members for review. Taking into account LiRRIE members' answers and the cumulative knowledge and experience gained during the AZA4ICE project, LiRRIE initiators adjusted the draft Action Plan and delivered the first version of the Action Plan for the transition to Inclusive and Circular Economy in aquaculture sector.

➤ **Phase 7 – Evaluate and Adjust** (February 2026 – March 2026)

LiRRIE initiators presented the first version of the AZA4ICE Action Plan (D.3.2.2) and launched an open public consultation to get feedback for the final delivery of the Action Plans either with face-to-face (4<sup>th</sup> LiRRIE event) and/or digital consultation. Also, LiRRIE initiators disseminated the “Guide with circular aquaculture business practices and opportunities” (D.3.1.1); focusing on the transition of the private sector and facilitating businesses' operational change. For uptaking the AZA4ICE Action Plans after the project's end, AZA4ICE partnership developed a Memorandum of Understanding (MoU) signed by PPs and the relevant public agencies, policy and decision makers in the involved areas.

## 5.2.5 Description of the assessment phase

The assessment of the LiRRIE methodology was done in a dual approach. The structure of the methodology and the individual phases (along with the aim, the subsequent activities, the roles, the deliverables, etc) were assessed **by the partnership itself** through fruitful exchange of the experiences gained in each LiRRIE. LiRRIE initiators suggested fine-tuning or some adaptations based on the regional needs and reality of the stakeholder ecosystem.

Additionally, the **members of each LiRRIE** were invited to share their evaluation feedback and participants' satisfaction **at the end of each LiRRIE event** concerning the activities organised in the event. LiRRIE initiators gathered this feedback and shared with the rest of the partners. The conclusions derived led to the fine-tuning of the final version of the Output 2.1.

## 5.3 Output 3.1 - AZA4ICE Action Plans for the transition to an Inclusive and Circular Economy in aquaculture sector

### 5.3.1 Strategy addressed

The AZA4ICE Action Plans contributes directly to several key EU strategies and policy frameworks that support the transition towards a sustainable, resilient, and circular blue economy, particularly in the aquaculture sector.

The most relevant EU strategies addressed are:



1. The **European Green Deal**, which establishes the overarching EU objective of achieving climate neutrality by 2050 through sustainable resource management, biodiversity protection, circular economy principles, and low-carbon production systems. The Action Plan contributes to these objectives by promoting circular aquaculture models in the participating area, including Integrated Multi-Trophic Aquaculture (IMTA), Recirculating Aquaculture Systems (RAS), waste valorisation, nutrient recycling, resource efficiency and diversification into low-trophic species. These approaches help reduce environmental impacts, optimize the use of marine resources and strengthen climate resilience within the aquaculture sector.
2. The **EU Farm to Fork Strategy**, which aims to create fair, healthy and environmentally friendly food systems. The Action Plans support this strategy by encouraging sustainable local aquaculture production, short food supply chains, environmentally responsible farming methods, and improved resource efficiency. The promotion of innovative aquaculture systems and ecosystem-based practices contributes to sustainable seafood production and reduced environmental pressures.
3. The **Sustainable Blue Economy Strategy**, which promotes the sustainable use of marine and aquatic resources under the blue economy framework. The Action Plans contribute to this strategy by supporting circular economy approaches in aquaculture, including prevention of nutrient loss, recycling of waste streams, marine resource efficiency, and the implementation of innovative production systems such as IMTA and eco-intensive aquaculture models. They also support the strategy's objective of balancing economic growth with marine ecosystem protection. ([COM/2021/240](#))
4. The **Strategic Guidelines for a More Sustainable and Competitive EU Aquaculture** for the Period 2021–2030 ([COM/2021/236](#)). The Action Plans directly contribute to the 4 strategic objectives identified in these Guidelines:
  - Building resilience and competitiveness through diversification, innovation, and circular production systems;
  - Participating in the green transition by promoting resource-efficient and environmentally friendly aquaculture practices;
  - Supporting social acceptance through sustainable local production models and ecosystem services;
  - Enhancing knowledge and innovation through the adoption of advanced technologies, stakeholder cooperation, and knowledge transfer.

The Action Plans align with EU priorities related to:

- Circular economy and waste valorisation;
- Sustainable aquaculture development;
- Integrated spatial planning and access to aquaculture areas;
- Promotion of low-trophic and non-fed species;
- Ecosystem-based aquaculture approaches;
- Innovation and research uptake;
- Climate adaptation and environmental sustainability in coastal and marine areas.



### 5.3.2 Methodology

Output 3.1 was developed based on a common transnational methodology which was co-decided by all the project partners, the ***D.3.2.1 “Common transnational strategy for drafting the AZA4ICE Action Plans”***. This strategy provided a coherent and replicable framework to project partners for drafting the local/regional AZA4ICE Action Plans, including common guidelines and templates, so they can define in a clear and comprehensive way the objectives, the targets, the actions needed to achieve the objective, the involvement and the roles of the stakeholders, the timing, and the resources needed. By fostering multi-stakeholder collaboration through the participatory approaches in LiRRIEs, the strategy ensured that diverse perspectives are integrated into the planning process. Additionally, it emphasized the importance of aligning the AZA4ICE Action Plans with regional and EU policy frameworks to enhance their relevance and impact. Beyond guiding the drafting process, this Strategy also focused on ensuring that the proposed circular solutions are scalable and transferable, allowing for their broader application across different regional contexts and contributing to long-term sustainability in the sector.

The co-development of the AZA4ICE Action Plans was integral part of the multistakeholder participatory methodology of LiRRIEs. The LiRRIE methodology has been designed to facilitate co-creation and knowledge exchange, while it provides the space and the means for stakeholders' dialogue and collection of feedback. Thus, the **step-by-step Common transnational strategy** described below has been integrated to the LiRRIE methodology by the design phase of the methodology. For this reason, in each of the following steps there is a clear reference to the corresponding phase of the LiRRIE methodology, through which the AZA4ICE partners reached the step's result.

#### **Step 1: Stakeholder Mapping and Engagement**

The first step in developing the Action Plans involved the **mapping** of the relevant stakeholders within each region with interest and appropriate skills to participate in the LiRRIE, ensuring the representation of the 5-Helix. The main types of stakeholders to be targeted were public sector, policy makers, SMEs/clusters/networks, professional associations including clusters/networks, business support organisations, NGOs, citizens' associations, environmental agencies, research and academia. (*Linkage to LiRRIE methodology: Phase 1-Identify and Map, Step 3-Map Stakeholders*)

Then, the project Partners addressed an open invitation as well as targeted invitations to the stakeholders inviting them to become members of the LiRRIE forum and thus **engage** them in the process. (*Linkage to LiRRIE methodology: Phase 2-Motivate and Connect*)

Stakeholder mapping and engagement ensured that the Action Plans reflect the diverse needs and perspectives of all involved parties.



## **Step 2: Analysis of current Needs and Challenges**

In this step, a thorough analysis of **challenges, needs, barriers and opportunities** related to Circular Economy in the aquaculture sector was conducted. This identification process is carried out based on partners' experience, work done in AZA4ICE completed activities, knowledge gained in previous projects, desk research, stakeholders' consultations, interviews with PAs and SMEs and brainstorming events, etc. Then, the project Partners defined a user driven problem/opportunity to be tackled by the Action Plan. The problem/opportunity led the Partners to draft the LiRRIE vision. (*Linkage to LiRRIE methodology: Phase 1-Identify and Map, Step 2- identify common problem or opportunity and draft LiRRIE vision*)

The analysis also included reviewing **current legal and regulatory context and licensing processes** that frame aquaculture development activities and relevant innovative circular production systems.

Last but not least, the analysis included the **current status of aquaculture businesses** in the region. This data were collected via the application of the BLUEfasma circularity self-assessment tool, which measures stakeholders' circularity. (*Linkage to LiRRIE methodology: Phase 3-Frame and Cross-fertilise, Step 3-Cross-fertilise ideas and data*)

## **Step 3: Cross-fertilisation of ideas and data**

Step 3 involved the cross-fertilisation of ideas and data among the LiRRIE members under the coordination and guidance of the project Partners with the ultimate scope to co-create the Action Plan drafts. Through the 1st and the 2nd LiRRIE events stakeholders collaboratively worked for the preparation of the Action Plans.

In particular, during the events, the LiRRIE members fine-tuned LiRRIE vision and shape its final version. The project Partners presented the **AZA4ICE methodology** for testing and the expected results, emphasizing on the Allocated Zones for Circular Aquaculture, the **C-AZA results**, in the pilot area and the potential of the circular aquaculture practices like IMTA. The stakeholders provided data on the AZA4ICE pilot area. (*Linkage to LiRRIE methodology: Phase 3-Frame and Cross-fertilise, Step 3-Cross-fertilise ideas and data*)

Also, through educational and training sessions, the **capacity** of the stakeholders was increased; thus facilitating the co-development of the AZA4ICE Action Plans. (*Linkage to LiRRIE methodology: Phase 4-Deepen*)

## **Step 4: Co-Creation of Action Plan Drafts**

In this step, the first version of the Action Plan was collaboratively drafted during the 3rd LiRRIE event. (*Linkage to LiRRIE methodology: Phase 5-Co-decide and Co-construct*)



The organisation of the 3rd LiRRIE was very important, since in this event the co-decision of two main project outputs, the C-AZA results and the AZA4ICE Action Plan, took place.

The 3rd LiRRIE event began with the **presentation of C-AZA results**, as these are produced from the implementation of the AZA4ICE methodology in the pilot area. After the results presentation, project Partners launched a discussion among stakeholders facilitating them to express their opinion and objections (if any) on the C-AZA results.

Next, the project Partners presented the **common transnational Strategy for drafting the AZA4ICE Action Plans**, as it is drafted by the AZA4ICE partnership. A round of discussion followed with the active participation of stakeholders. Their suggestions and comments were being incorporated in the Strategy and thus the final version was co-decided.

After the collaborative work carried out by the LiRRIE members on the Strategy, the co-development of **the first version of the AZA4ICE Action Plan** ensued. LiRRIE cumulative knowledge and experience gained by the analysis of the current territorial needs; the legislative and licensing framework; the educational, training, mentoring events; discussions and exchanges between the members and external sources; best practices from other areas inside and outside Euro-MED; were valorised for drafting the AZA4ICE Action Plan for the transition to Inclusive and Circular Economy in aquaculture sector. Business opportunities and the society's perception were also incorporated.

### **Step 5: Finalisation and Validation**

After the initial drafts were developed, a final round of validation and consultation was held. Project Partners launched an **open public consultation** to get feedback for the final delivery of the Action Plans. The **final Action Plans** were refined based on feedback from this validation process and then finalized for implementation. (*Linkage to LiRRIE methodology: Phase 6-Evaluate and Adjust and Phase 7-Intensify and Disseminate*)

### 5.3.3 Type of territories concerned

Coastal; Island; Marine; Mountain (in terms of lakes, rivers); Rural (in terms of lakes, rivers)

### 5.3.4 Short description of the output

Action Plans are the ultimate result of the cumulative knowledge gained from AZA4ICE methodology testing and multi-participatory co-creative work in LiRRIEs. All the Action Plans propose a set of actions that simultaneously address the main environmental, economic, technological, regulatory, and governance challenges, while actively recognising the unique natural, scientific, market, and policy opportunities of aquaculture in each one of the pilot areas.



The Action Plan were framed not only as a theoretical roadmap, but as a transformative development pathway to support transition toward new and competitive production models and in order to be effective they were drafted particularly for each pilot area. This means that although the main pillars are similar among all Action Plans, the definitions of specific objectives, actions, responsible actors, timeframe and financial resources was made based on the regional reality and needs. The details for each Action Plan can be found in the corresponding Action Plan.

### 5.3.5 Description of the assessment phase

The assessment and validation phase of the AZA4ICE Action Plans was implemented during the final stage of the Action Plan development process, in accordance with the methodology established in the Common Transnational Strategy for Drafting the AZA4ICE Action Plans, particularly under “Step 5: Finalisation and Validation”.

The assessment phase was coordinated and led by the AZA4ICE Project Partners responsible for the LiRRIEs. The process was carried out after the completion of the co-creation and drafting activities developed throughout the LiRRIE phases and aimed to validate the feasibility, relevance, inclusiveness and policy alignment of the proposed actions.

The assessment process was implemented through a participatory and multi-stakeholder consultation approach involving representatives of the 5-helix model, including public authorities, academia and research institutions, private sector actors, civil society organizations, and citizens/end-users related to the aquaculture sector.

The assessment phase included the following actions:

- Internal consultation and validation within the LiRRIEs, where draft versions of the Action Plans were reviewed collectively by LiRRIE members to ensure that the identified priorities, proposed measures, and governance approaches adequately reflected the discussions, needs, and contributions generated throughout the project activities.
- Review and feedback collection from the project partner and external actors (e.g. sectoral experts, relevant institutional representatives).
- Open public consultation launched through the AZA4ICE communication channels, allowing broader stakeholder participation and enabling external interested parties to provide comments, recommendations, and observations on the proposed Action Plan.
- Incorporation and assessment of feedback received during the consultation period. All comments and recommendations collected during the internal and public consultation processes were analysed by the Project Partners and integrated, where relevant, into the final version of the Action Plan.

This assessment phase was strongly connected with the AZA4ICE LiRRIE methodology, particularly:

- Phase 6: Evaluate and Adjust, focused on reviewing and refining the proposed actions and governance approaches;



- Phase 7: Intensify and Disseminate, aimed at consolidating stakeholder engagement, disseminating results, and preparing the Action Plan for implementation and future exploitation.

Overall, the assessment phase ensured that the final Action Plan was participatory, evidence-based, territorially adapted, and aligned with EU sustainability, circular economy, and blue growth objectives.

### 5.3.6 List of stakeholders actively involved

#### ➤ Cadiz, Spain

Beyond IFAPA, the actively involved stakeholders are:

- 1.** Public authorities/government/regulatory bodies: AGAPA; Regional Ministry of Fisheries and Aquaculture; Agencia del Agua; Natural Park of the Bay of Cadiz; AMAYA
- 2.** Academia: University of Cádiz (UCA); University of Sevilla (US); Consejo Superior de Investigaciones Científicas (CSIC); Instituto Universitario de Investigación Marina (INMAR)
- 3.** Secondary school for aquaculture training: CIFP Zaporito
- 4.** Industry: CTAQUA; ASEMA; CUPIMAR S.A.; Fitoplancton Marino; Marisma Biomed; Levante y Agua; CEEI; CMMA; Marsh Foods; Innovaqua; PISTRESA
- 5.** Civil Society: Tourism actors; NGO bay of Cadiz; Ceimar; journalist in Mispeces

#### ➤ Sardinia, Italy

- 1.** Public authorities/Government: AGRIS; Capitaneria di Porto; Comune di Cabras; Comune di Oristano; Corpo Forestale e di; Vigilanza Ambientale; LAORE; RAS - ASSESSORATO AMBIENTE; Sardegna Ricerche; Servizio Pesca Regione Sardegna
- 2.** Industry: AGCI Agrital; Altre società/cooperative di pesca; Associazione Acquacoltori Sardi; Associazione Mediterranea Acquacoltori; Associazione Piscicoltori Mediterranea; CONFCOOPERATIVE Pesca Sardegna; Consorzio Pontis; Cooperativa Pescatori del Tirso (Simbula); Cooperativa Pescatori Sant'Andrea (S'Ena Arrubia); Ittica Nora Società cooperativa; Tilusa soc. agr. Olbia; Cooperativa Boi Cerbus; Cooperativa Muravera; Legacoop; Nieddittas; Ostrica San Teodoro; UeCoop Sardegna; UN.I.COOP Pesca Sardegna UN.I; Centro; Assistenza Pesca – CAP; UNCI PESCA
- 3.** Civil Society/NGO: CEAS Aristanis; Luigi Pomata; AMP Sinis; ARPAS; FLAG Nord Sardegna; FLAG Pescando FLAG Sud Occidentale; MEDSEA; LEGAMBIENTE
- 4.** Academia and Research: CMCC - Centro Euro-Mediterraneo Cambiamenti Climatici di Sassari; CNR; UNICA – DICAAR; UNICA - Dipartimento di Scienze della Vita e dell'Ambiente

#### ➤ Ria Formosa, Portugal

- 1.** Public authorities/Government: Municipito de Tavira; Porto de Olhao; Regio de turismo do Alagabre; Camara municipal de Loule; Agencia Portuguesa do Ambiente-ARH Alagavre
- 2.** Industry: VIVMAR; Sun Concept, Lda; Grupo Naval de Olhao; Necton; Coop. Formosa;
- 3.** Civil Society/NGO: Sciaena; Associacao de Moradores da Ilha da Culatra



#### 4. Academia and Research: Centro de Cienciea Viva do Algavre; For-Mar

##### ➤ Sibenik.Croatia

**1.** Public authorities/Government: Ministry of Agriculture, Fisheries and Rural Development, Directorate of Fisheries; Public Institution for the Management of Protected Natural Areas and Other Protected Natural Areas in Šibenik-Knin County; Port Authority of Šibenik; Šibenik Knin county; Port authority of Šibenik-Knin county;

**2.** Industry: Platforma 22, Šibenik; Cipacluki, Boraja; Ivić, Šibenik; Seashell d.o.o., Seget Donji; Chamber of Trades and KRAFTS for fishery and aquaculture Sibenik-Knin County

**3.** Civil Society and NGO: Udruga Argonauta; LAG More 249, Tribunj; National Park Krka

**4.** Academia and Research: Institute of Oceanography and Fisheries, Split; Ruđer Bošković Institute, Šibenik; Polytechnic of Šibenik; Competence Center AluTech, Šibenik

##### ➤ Thau Lagoon.France

**1.** Public authorities/Government: Conseil départemental de l'Hérault; DIRM MED

**2.** Industry: ERANOVA; Conseil National de la Conchyliculture; SEANEO; DIAG4ZOO; SeaClade

**3.** Civil Society/NGO: Syndicat Mixte du Bassin de Thau; ADAPRA; CPIE Bassin de Thau

**4.** Academia and Research: Université de Montpellier

##### ➤ Varna Bay.Bulgaria

**1.** Public authorities/Government: BSRBD; EAFA

**2.** Industry: BG Fish Ltd.; Bulgarian Trust Consulting Ltd.; Markos - Petrovi Ltd.; Elekta Ltd.

**3.** Civil Society/NGO: Institute for ecological modernization; BDCA; MIRG Shabla; MIRG Varna

**4.** Academia and Research: Medicul University – Varna; Thracian University

##### ➤ Sasko.Montenegro

**1.** Government: Ministry of Economic Development of Montenegro ; Union of Municipalities of Montenegro (Zajednica opština Crne Gore); Municipality of Ulcinj, Secretariat for Agriculture, Rural Development, and Ecology

**2.** Industry: Blue Growth Cluster Montenegro (BGCM) Industry; Montefish

**3.** Civil Society/NGO: Center for Protection and Research of Birds (CZIP), Sustainable Development Programme

**4.** Academia and Research: University of Montenegro, : Institute of Marine Biology

##### ➤ Lefkada.Greece

**1.** Public authorities/Government: Department of Fisheries of the Regional Unit of Corfu; Department of Fisheries of the Regional Unit of Kefalonia; Department of Fisheries of the Regional Unit of Preveza; Department of Fisheries of the Regional Unit of Thesprotia; Municipality of Lefkada; Geotechnical Chamber of Greece



2. Industry: AVRAMAR; Lefkada Chamber of Commerce
3. Civil Society/NGO/ schools: Gymnasium with High School Classes of Meganisi; Gymnasium and High School Classes of Karya; 2nd Experimental High School of Lefkada; 1st Vocational High School (EPAL) of Lefkada
4. Academia and Research: Panhellenic Association of Public Sector Ichthyologists

## 6 Actions required for transferring and upscaling the AZA4ICE results in other territories

### 6.1 General conditions for the uptake and transfer of AZA4ICE results

The successful uptake and transfer of AZA4ICE results require a combination of institutional commitment, stakeholder engagement, policy integration and continued cooperation among relevant actors. While the methodologies and governance approaches developed by the project demonstrate strong transfer potential, their effective implementation in other territories depends on enabling conditions that support adaptation and long-term sustainability.

A key requirement is the strengthening of institutional cooperation among public authorities, governance bodies, research organisations and sectoral stakeholders involved in aquaculture planning and management. Effective transfer of participatory governance and spatial planning approaches relies on coordinated action across administrative and sectoral levels to ensure policy coherence and practical implementation.

Continued and inclusive stakeholder engagement is also essential. The AZA4ICE experience confirmed that participatory approaches support dialogue, co-creation and consensus-building. Future uptake should therefore ensure the involvement of aquaculture operators, environmental organisations, research institutions, civil society and local communities throughout the adaptation process.

Capacity building represents another central condition for transferability. Training activities, knowledge exchange and technical workshops are needed to strengthen institutional capacities and support the application of AZA4ICE methodologies in different contexts.

In addition, integration into existing policy and governance frameworks is crucial for long-term sustainability. AZA4ICE approaches should align with and support maritime spatial planning, sustainable aquaculture development, environmental protection policies and broader blue economy strategies.

Finally, transnational cooperation and access to financial support mechanisms are important enablers. Continued networking, exchange of good practices and follow-



up funding opportunities can significantly support replication and scaling across the Euro-MED area and beyond.

## 6.2 Actions required for Output 1.1

### ***Transferability potential: High***

The AZA4ICE methodology has been designed with a high degree of transferability, making it both replicable and adaptable to other territories within the Programme area and beyond. Its modular structure, clear definition of objectives and use of open-access tools and software allow for straightforward adaptation to different aquatic and aquaculture contexts.

During project implementation, partners also integrated additional elements that were not strictly required for pilot testing but may be useful in future applications in other territories. For instance, in the Site Suitability Assessment, the criterion related to surrounding land uses already includes a broad range of possible categories, even if not all were relevant for the project pilot sites.

The **main direct target groups** include public authorities, sectoral agencies, policymakers, and aquaculture-related businesses involved in the strategic planning and development of circular aquaculture in coastal and inland water areas. Public actors are expected to integrate the project solutions into their practices, planning processes, and policymaking frameworks by promoting circularity and resource efficiency principles. At the same time, businesses can benefit from adapting existing operations and developing new circular aquaculture activities and business models. The transferability of AZA4ICE results is expected to contribute to changing existing perceptions of circular aquaculture development, which is often considered complex by public authorities and economically challenging by businesses.

The **indirect audience groups include** experts in financial instruments and investment mechanisms, journalists and media representatives and opinion leaders and policy influencers. These actors support the wider dissemination, visibility and long-term uptake of AZA4ICE results by promoting awareness, facilitating policy integration, and identifying funding and investment opportunities for sustainable and circular aquaculture initiatives.

The **target territories** for the transfer of AZA4ICE results include coastal and island areas, marine and maritime regions, rural coastal communities with inland waters such as lakes and rivers, urban coastal zones, and, where relevant, mountain-to-coast transitional areas. These territorial contexts share common challenges and opportunities related to sustainable aquaculture development, spatial planning, and circular economy approaches, making them suitable for the adaptation and replication of the project outputs.

The **main actions** required for a new territory to adopt Output 1.1 are:



- Verify whether all criteria included in the methodology are applicable to the local context. Where certain criteria are not relevant, they can be omitted; where additional criteria are needed, they can be added following the methodological guidelines.
- Collect and organise the required datasets.
- Check whether the species included in the methodology are relevant for the target area; additional species can be incorporated following the provided methodological guidance, ensuring consistency across steps.
- Establish a stakeholder engagement process, preferably following the LiRRIE approach developed within the project.
- Apply the AZA4ICE methodological tools, including the accompanying data analysis tool.
- Participate in the asynchronous AZA4ICE training, which will be made available through the Interreg Euro-MED Academy to further support implementation

### 6.3 Actions required for Output 2.1

#### ***Transferability potential: High***

Output 2.1 provides a structured, multi-level and multi-sectoral stakeholder engagement methodology designed for organisations aiming to establish effective cooperation frameworks: the Living Responsible Research and Innovation Ecosystems (LiRRIEs). Within AZA4ICE, this methodology supported the transition towards an Inclusive and Circular Economy in the aquaculture sector by promoting an innovative spatial planning approach in coastal and inland waters. It also contributed to the development of Action Plans adopted by public authorities, strengthened transnational cooperation and encouraged new business opportunities and greater environmental awareness.

To achieve these objectives, the project emphasised the importance of engaging 5-helix stakeholders throughout co-creation and co-decision processes, which led to the development of this output.

Output 2.1 can be applied directly, without major adaptation, to achieve objectives similar to those of AZA4ICE, particularly when used in combination with Output 1.1. It provides detailed step-by-step guidance for implementing the seven phases of the LiRRIE process.

Beyond aquaculture, **the conceptual framework of LiRRIEs can also be applied in other contexts** where structured participatory processes are required, provided that appropriate contextual adaptations are made.

The **main direct target groups** include 5-helix stakeholders: public competent authorities and sectoral agencies related to aquaculture and spatial planning, policymakers and decision-makers, academia and research institutions, investors, aquaculture operators, businesses and SMEs, business support organisations, clusters, NGOs, environmental organisations and civil society representatives. In addition, mentoring and financing experts participated in the process, contributing



their expertise on funding opportunities, investment mechanisms, and mentoring support relevant to the aquaculture sector and circular economy initiatives.

The **indirect audience groups include** journalists and media representatives and opinion leaders and policy influencers.

Given the co-existence of aquaculture with other economic activities in coastal and inland water areas, the LiRRIEs target groups were **not limited solely to actors within the aquaculture sector**. The process also engaged stakeholders from other relevant economic sectors to support integrated and inclusive approaches to sustainable territorial development.

## 6.4 Actions required for Output 3.1

### ***Transferability potential: High***

The uptake and transferability of Output 3.1 to other territories require a set of coordinated actions related to stakeholder engagement, governance, capacity building, knowledge transfer and policy alignment.

In this regard, the AZA4ICE project has already anticipated transferability needs through the present “*Plan for Transferability of AZA4ICE Results*”.

The **main actions** required to ensure successful uptake and upscaling include:

- Identification and mapping of relevant stakeholders, target groups, and final beneficiaries.
- Establishment of participatory governance structures, such as LiRRIEs, to support co-creation and collaboration in new territories.
- Effective use of existing AZA4ICE tools and guidance materials.
- Organisation of training and capacity-building activities based on AZA4ICE developed content.
- Promotion of knowledge exchange and dissemination through workshops, networking activities, and transnational cooperation among Mediterranean regions.
- Identification of funding opportunities and financial mechanisms to support replication and long-term implementation.
- Development of monitoring and evaluation frameworks to track implementation progress and support continuous improvement.

The **main direct target groups** include primarily public administrations, sectoral bodies, policymakers and aquaculture businesses involved in sustainable aquaculture planning and management.

At the same time, the **indirect audience groups include** financial experts, media actors, and policy influencers who can enhance the visibility, funding potential and policy uptake of the project results.



The **target territories** refer to coastal, island, maritime and inland water territories facing common challenges in aquaculture governance, spatial planning and sustainable blue economy development.

## 6.5 Funding and Financing Opportunities

The successful transfer and replication of AZA4ICE results require adequate financial support to cover both the initial implementation phase and the long-term sustainability of transferability actions. Funding is particularly important for activities related to capacity building, stakeholder engagement, pilot replication, governance development, technical adaptation and knowledge transfer across territories.

Public funding can play a catalytic role, especially during the early stages of adaptation, testing, validation, and scaling of the project outputs in new territorial contexts. In this regard, several European funding instruments can support the transferability and further exploitation of AZA4ICE results, particularly in the fields of sustainable aquaculture, blue economy, circular economy, innovation, and territorial cooperation.

Relevant EU funding opportunities include:

- European Maritime, Fisheries and Aquaculture Fund (EMFAF);
- BlueInvest and Horizon Europe;
- European Innovation Council (EIC);
- Programme for Environment and Climate Action (LIFE);
- European Regional Development Fund (ERDF);
- Erasmus+;
- Innovation Fund (IF);
- European Agricultural Fund for Rural Development (EAFRD);
- European Social Fund Plus (ESF+);
- Modernisation Fund (MF);
- Recovery and Resilience Facility (RRF).

These funding mechanisms can support future cooperation initiatives, pilot replication activities, training and capacity-building actions, innovation uptake, and investments contributing to sustainable and circular aquaculture development across the Euro-MED region and beyond.



## 7 The Follow-Up Transfer Phase of AZA4ICE

The transferability of AZA4ICE results has already been put into motion, as the project has followed the steps outlined in the transferability plan and identified pathways for transferring its outputs to additional geographical territories and new receiver groups of stakeholders.

More specifically, the project has submitted a proposal under the Interreg Euro-MED Test-to-Transfer framework, seeking funding of EUR 800,000 to support an additional transfer phase. This phase would extend the project duration by 21 months and involve 5 new receiver territories and their relevant partners.

If approved, the transfer phase will include a set of structured activities aimed at supporting the uptake of AZA4ICE results in new territories. These activities will include, where necessary, the adaptation of Outputs 1.1 and 2.1 to local contexts, as well as targeted capacity-building and training activities for new stakeholders.

In parallel, governance projects under the Innovative Sustainable Economy Mission of the Interreg Euro-MED Programme play a complementary role in supporting the wider dissemination of AZA4ICE results. Through their activities, networks, and policy-oriented outputs, they help promote the project outcomes to a broader audience and strengthen their uptake and governance integration at a wider territorial scale.



**AZA4ICE**

**Interreg  
Euro-MED**



**Co-funded by  
the European Union**



**UNIVERSITY OF  
PATRAS**  
UNIVERSITY OF PATRAS



**IMC**  
International  
Marine Centre



**POLEMER**  
MEDITERRANEAN



**DEVELOPMENT AGENCY  
OF SIRIRAJ'S KNIN COUNTY**



**CHAMBER OF  
COMMERCE AND  
INDUSTRY OF THE  
REPUBLIC OF SERBIA**



**CHAMBER OF  
ECONOMY OF  
MONTENEGRO**



**IPMA**  
Instituto Português  
do Mar e da Atmosfera