



2nd MISSION ARENA
25-26 April 2024 | Riga, Latvia

Financing instruments supporting the voyage towards carbon neutral shipping

Navigating Towards Carbon-Neutral Shipping in the EU Baltic Sea 2030

THEME: Shipping & Ports

Agenda

1. Presentations - Framing the scene
2. World café workshop – challenges and next action needed
3. Clustering and prioritizing.
4. Discuss how to measure the achievements

Framing the scene - inspirations

1. European Union Strategy for the Baltic Sea Region - General
Marlene Riedel Hamburg Senate Chancellery, Coordination Officer for Cross-Sectoral Cooperation | Baltic Sea Strategy Point
2. How can European Union Strategy for the Baltic Sea Region- support clean shipping projects?
Milla Harju, Traficom, Policy Area Ship Coordinator European Union Strategy for the Baltic Sea Region
3. National funding instruments and national collaboration – MarLEN
Jöran Ritzke, Project Management Jülich (PtJ), Germany)
4. Perspectives - Small and Medium Enterprises
Nora Fisher, Swedish Environmental institute and the Swedish SME Support will join us digital.

European Union Strategy for the Baltic Sea Region Strategy

Marlene Riedel

Senate Chancellery, Coordination Officer for Cross-Sectoral
Cooperation | Baltic Sea Strategy Point



EUSBSR EU STRATEGY FOR THE BALTIC SEA REGION

Introduction to the Strategy (EUSBSR)

Baltic Sea Strategy Point

Interreg
Baltic Sea Region



Co-funded by
the European Union

Table of contents

1. About the Strategy
2. The Strategy's governance structure
3. Clean and green shipping in the Baltic Sea Region
 - a) EU funding for (clean) shipping.

Key facts

- First of the four EU macro-regional strategies, launched in 2009
- **Eight EU Member States** bordering the Baltic Sea, and **Norway and Iceland**. Cooperation with Russia and Belarus has been suspended
- Addresses **common challenges** and makes the most of the **long history of cooperation** in the region
- **A platform for cooperation and coordination** among the Baltic Sea States on all levels of society from civil society, businesses and academia to administrations and ministries
- Calls for **more effective use of existing funds, structures and legislation** to deal with the challenges faced by the region, Member State(s) and the macro-region
- Thrives on **continuous political support, commitment and ownership**
- **Interprets and implements national and EU strategic objectives** to the Baltic Sea Region reality
- Constantly monitored, evaluated, and revised when needed

- 14 Policy Areas
- Three main objectives
- Climate action and cooperation with neighbouring non-EU countries (Norway, Ukraine) are mainstreamed into Policy Areas (PAs)



The three main objectives of the Strategy are:

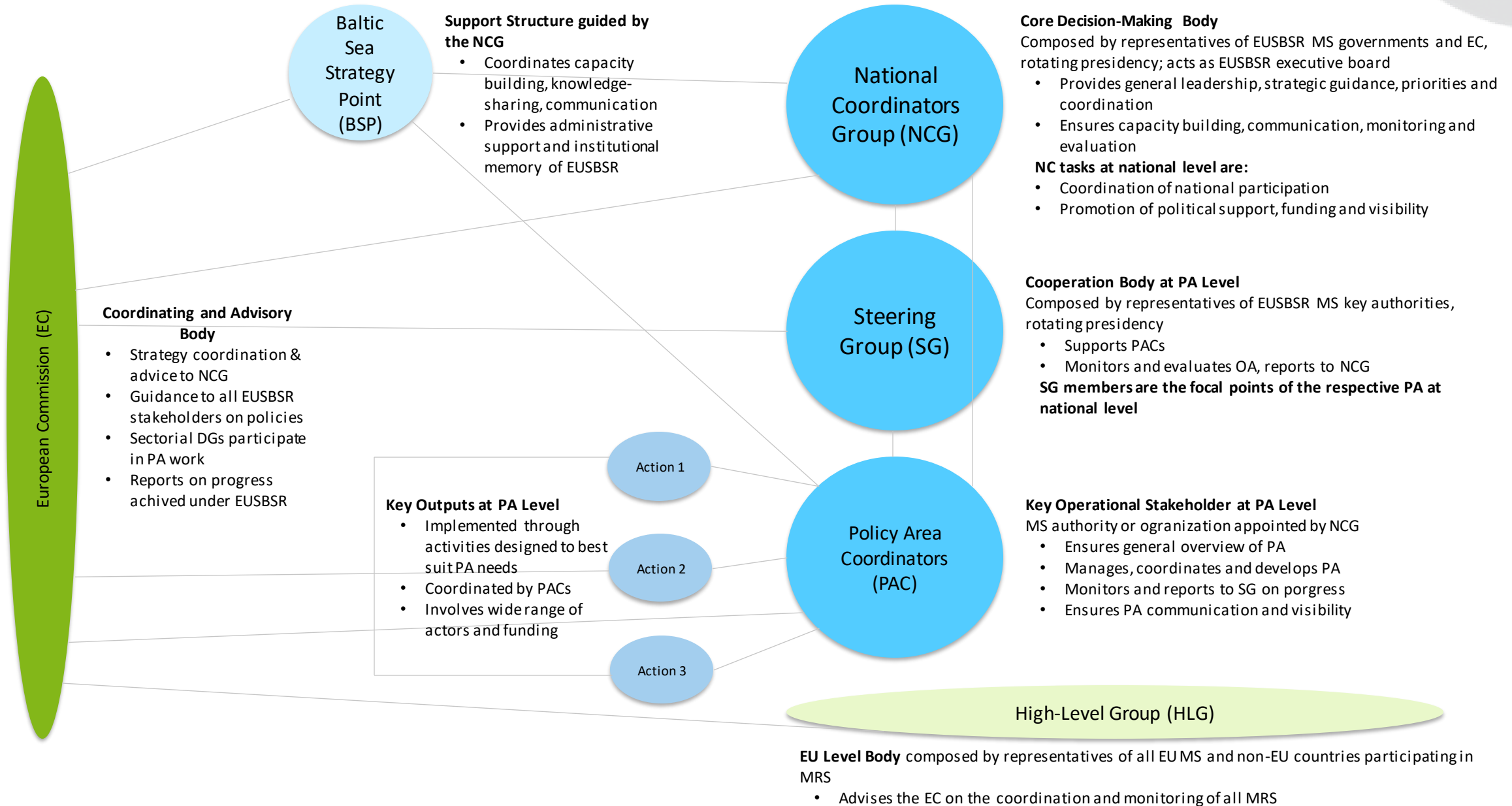
- SAVE THE SEA
- CONNECT THE REGION
- INCREASE PROSPERITY

The Strategy contributes to a **better division of labour among existing networks and organisations** and reduces overlaps and strenghtens synergies.

What's in it for you?

- The Strategy can help to **identify and systemize common challenges**, also on local and sub(regional) level
- The EUSBSR can **bridge actors and policies** on different governance levels and regions
- The Strategy can help foster the development of ideas and implementation of **cross-border/trans-national** as well **as cross-sectoral and interdisciplinary projects**
- The Strategy can help advance **climate adaptability and resilience**
- Access to **active and vast networks of stakeholders**, organizations and fora in the Baltic Sea Region
- **Connect easily** with relevant international, national, regional, and local stakeholder groups

The Strategy's governance structure



The Baltic Sea Region is a frontrunner in clean shipping.

- **Policy Area Ship:** Minimising ship-based pollution, while maximising the positive impact of maritime transport on the region.
→ There is a need for supportive policies, funding opportunities, and regulatory frameworks to create sustainable and efficient green shipping corridors in the Baltic Sea region and beyond.
- The Strategy can serve as a **platform for cooperation and coordination** among the Baltic Sea States. Especially PA Ship can provide support in finding project partners in applying for financing for the projects, communicating results and in reaching out to policy level.

EU funding for (clean) shipping.

- **Connecting Europe Facility (CEF) Energy**
 - Supporting investments in building new **cross-border energy infrastructure** in Europe or rehabilitating and upgrading the existing one.
 - Connecting Europe Facility for Energy has a remaining budget of EUR 3.3 billion to support selected energy infrastructure categories, such as hydrogen, up to 2027.
 - Calls on e.g. alternative fuel, studies and infrastructure related to it.
- **CEF Transport**
 - **Alternative Fuel Infrastructure Facility (AFIF)**, which provides EUR 1.5 billion grant support (combined with financial support from financial institutions to achieve a higher impact) for the deployment of alternative fuel supply infrastructure for all transport modes, such as hydrogen fuelling stations.
- **Horizon Europe**
 - R&I investment under Horizon Europe will support the transformation process to create sustainable blue economy value chains and enable the twin **green and digital transitions**.

EU funding for (clean) shipping.

- **EU Climate Action Fund**
 - supports demonstration projects of low-carbon technologies in the marine environment.
- **EU Innovation Fund**
 - E.g., technology for hydrogen energy production and consumption. Project applications are evaluated against their *potential for greenhouse gases emission avoidance*, degree of innovation, project maturity, scalability, and cost efficiency.
 - One of the world's largest funding programmes for the deployment of innovative low-carbon technologies
 - Calls for both small-scale and large-scale applications
- **LIFE**
 - EU's funding instrument for environment and climate action
 - Relevant sub-programmes e.g., "*Nature and biodiversity*" and "*Clean energy transition*"

EU funding for (clean) shipping.

- **Interreg**
 - **Interreg Baltic Sea Region**, e.g. Priority 2. *Water-smart societies*, 3.3 *Smart green mobility*
 - **Interreg South Baltic**, e.g. Priority 2.1 *Supporting transition towards green energy*
 - **Interreg Central Baltic**, e.g. Priority 3. *Joint circular economy solutions*, 5. *Decreased CO2 emissions*
 - **Interreg Aurora**, e.g. Specific objective 1.1. *Smart specialisation, research & innovation*; Priority 2. *Green and sustainable transition*
 - **Interreg Europe**, e.g. Specific objectives 2.1 *Energy efficiency and reduction of greenhouse emissions*; 2.2. *Renewable energy* 2.7. *Protection and preservation of nature and biodiversity, green infrastructures, pollution reduction*

EU funding for (clean) shipping.

- **InvestEU Programme**
 - For private investors and leveraging capital mostly. For example, renewing or retrofitting ships with low and zero-emission technologies would sustain a manufacturing industry that gives Europe a strategic advantage.
 - For new offshore renewable energy projects, de-risking and reducing the cost of capital that can produce a positive chain reaction incentivising private capital and new investment.
 - Under InvestEU such investments may be financed for example under the **EIB's Thematic Green Transition Financial Product** or by other Implementing Partners like the European Bank of Reconstruction and Development or the Nordic Investment Bank.
 - The InvestEU provides a flexible framework for efficient top-ups or blending with other EU Instruments such as the Innovation Fund.



EUSBSR
EU STRATEGY
FOR THE BALTIC
SEA REGION

eusbsr.eu
info@eusbsr.eu

How can European Union Strategy for the Baltic Sea Region (EUSBSR) support BSR clean shipping projects?

Milla Harju

Policy Area Ship Coordinator European Union Strategy for the Baltic Sea Region (EUSBSR), Traficom



EUSBSR EU STRATEGY FOR THE BALTIC SEA REGION

**In: Financing instruments supporting the
voyage towards carbon neutral shipping
at Blue Mission Banos Arena II**

Riga

April 26, 2024

PAC Ship Milla Harju

Interreg
Baltic Sea Region



Co-funded by
the European Union

WHY:

European Union Strategy for the Baltic Sea Region (EUSBSR)

A 'Macroregional strategy' is an integrated framework endorsed by the European Council, which may be supported by the European Structural and Investment Funds among others, to address common challenges faced by a defined geographical area relating to Member States and third countries located in the same geographical area which thereby benefit from strengthened cooperation contributing to achievement of economic, social and territorial cohesion.

- European Commission



EUSBSR
EU STRATEGY
FOR THE BALTIC
SEA REGION

EU Strategy for the Baltic Sea Region (EUSBSR)

- ✓ 3 main objectives
- ✓ 14 interconnected Policy Areas



EUSBSR
EU STRATEGY
FOR THE BALTIC
SEA REGION

What does a PA Coordinator (PAC) do?

- The PAC is the key operational stakeholder of the Political Area, ensuring the implementation of the Strategy with support and guidance of its Steering Group.
 - In English: maps out all relevant projects/ processes/ initiatives in the region which are relevant to **PAs** action items = implement the Strategy



PA SHIP

The objective of Political Area (PA) Ship is for the Baltic Sea Region to become a model region for clean shipping.

<https://www.eusbsr.eu/pa-ship-about>



Focus on making actions real

Action 1: Support measures including digitalization in reducing emissions from shipping.

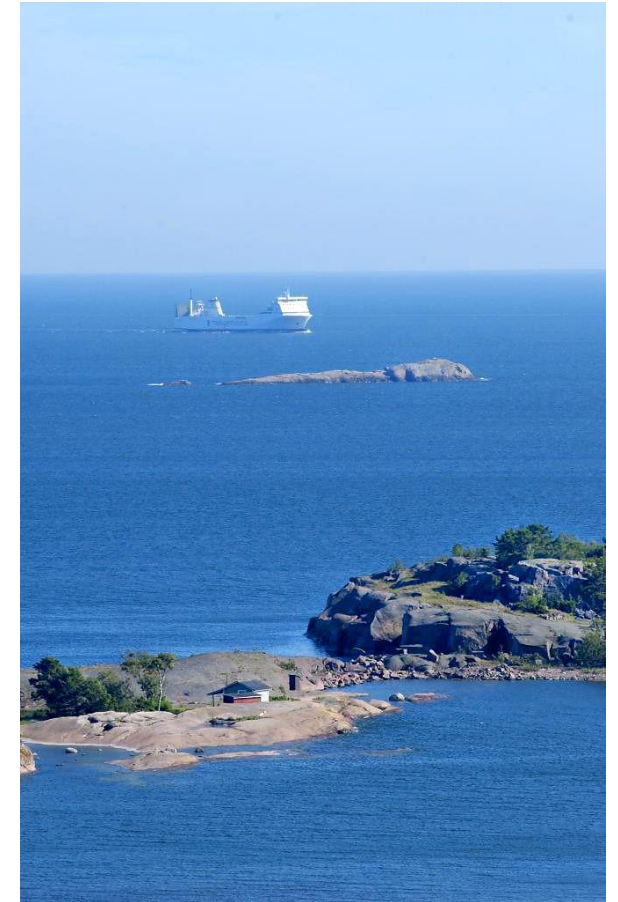
(Note also: HELCOM BSAP S15-S18, S22, S24, S25, S29)

Action 2: Support research on emerging thematic challenges related to clean shipping and its impact on the environment and wildlife in the Baltic Sea.

(Note also: HELCOM BSAP HL29, HL30, S8, S9, S10)

Action 3: Support development of shore-side facilities to enhance clean shipping measures including infrastructure for climate-neutral and clean fuels.

(Note also: HELCOM BSAP S14, S19, S21, S24, S27)



Projects: what we are looking for

- In order to “fit” under a PA, a project should demonstrate activities which are relevant to the PA’s objectives and actions
- The project partnership should be transnational and the project results relevant to the BSR
- In order to acquire funding from EU instruments, the project should also share the results to the benefit for the whole industry/ sector
- The aim is to avoid repeating efforts and to streamline the clean shipping development and green transition across the region!

Ongoing projects

EMERGE (Action 2)

Blue Supply Chains (Action 3)

Sustainable Flow (Action 1)

Recently started projects

Baltic Sea e-Navigation (Action 1)

MaDaMe (Action 1)

OpenRisk II (Action 2)

Newcomers

REISFER (Action 1)

Red Noise Baltship (Action 2)



Our offering to projects

Assistance with:

- Finding partners
- Forming a consortium
- Applying for funding
- Communicating results
- Reaching out to policy level
- Ensuring your results are heard & seen in the area!



Support for projects

- PA Steering Groups - National coordinators (ministry and agency oriented, policy making authorities) _> reach out to policy level: e.g. PACs will inform project results (supporting BSAP actions) to HELCOM Maritime (24.-26.9.2024 TBC) in Denmark
- PA networks, policy ideas/ workshops etc.
- PA Operational Group - provide projects a possibility to present themselves and progress, share results - drivers for projects, follow up and information forum (twice a year)
- Advise on project ideas
 - Idea generation workshops around the Baltic Sea member states
- Link on potential funding sources/ financing instruments (together with BSP)

Support for projects: providing possibility for dissemination

Upcoming:

Maritime Day (23.5.2024) exhibition, Mariehamn, Åland.

- Short PPT presentation rolling on a display and table space for handouts;
- If projects wish to be present to directly meet and discuss with operational people;

European Maritime Day (30.-31.5.2024) exhibition, Svendborg, Denmark.

- Short PPT presentation rolling on a display and table space for handouts;
- If projects wish to be present to directly meet and discuss with operational people;

EUSBSR Annual Forum 2024 (29.-31.10.2024) in Visby, Sweden

stand at Networking Village

- Short PPT presentation rolling on a display and table space for handouts;
- Or co-operate with projects to have a larger stand, if projects wish to be present;
- Possibility for a workshop, within wider context



EUSBSR

EU STRATEGY FOR THE BALTIC SEA REGION

PA SHIP

Coordinator Milla Harju
Milla.harju@traficom.fi

<https://www.eusbsr.eu/pa-ship-about>

Interreg
Baltic Sea Region



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National funding instruments and national collaboration – MarLEN

Jöran Ritzke

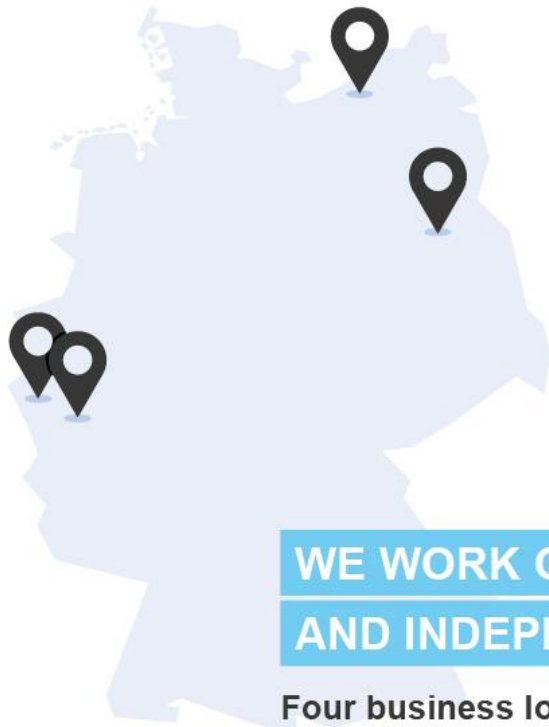
Project Management Jülich (PtJ), Germany



MARITIME RESEARCH STRATEGY 2025

A brief introduction into maritime R&D funding

PROJECT MANAGEMENT JÜLICH



WE MANAGE GOVERNMENT FUNDING OF RESEARCH AND INNOVATION.

On behalf of public authority:
at federal level, at federal state level, the European Commission



2,673.56
funding disbursed
(Million €)



14,577
newly approved
projects

WE WORK ON A NEUTRAL AND INDEPENDENT BASIS.

Four business locations with 1,541 employees:
724 scientific administrators
419 business administrators
398 other employees

WE COMBINE SCIENTIFIC AND ADMINISTRATIVE EXPERTISE.

Broad spectrum of topics:
Energy and Climate, Sustainable Development
and Innovation, Research and Society NRW

Business year 2022

MARITIME RESEARCH STRATEGY 2025



- › **Maritime Research Program**
 - › Annual budget approx. **90 M€**

- › **Real Time Technologies for Maritime Safety and Security**
 - › Annual budget **3 M€**

- › **National Contact Point**
 - › NCP Shipping and Maritime Technology
 - › MarLEN–Maritime Low Emission Network

FIVE TOPICS OF RESEARCH STRATEGY

MARITIME

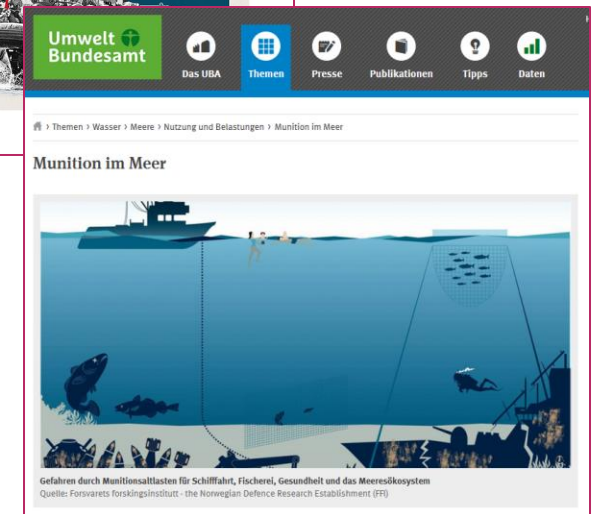
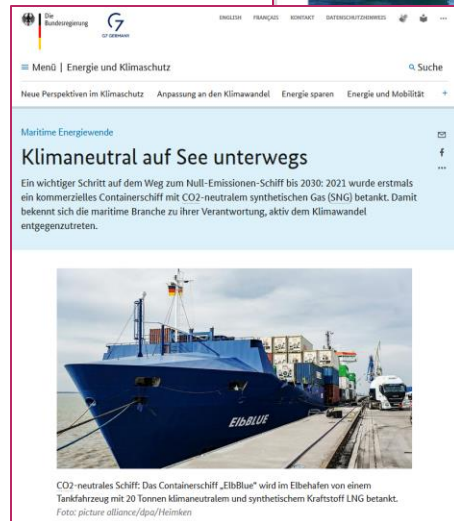
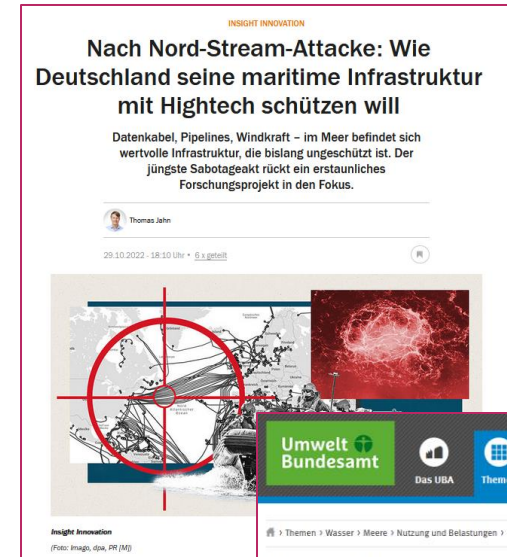
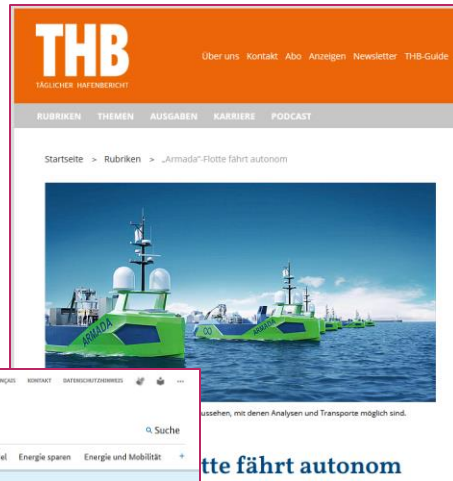
.Smart

.Safe

.Green

.Value

.zeroGHG



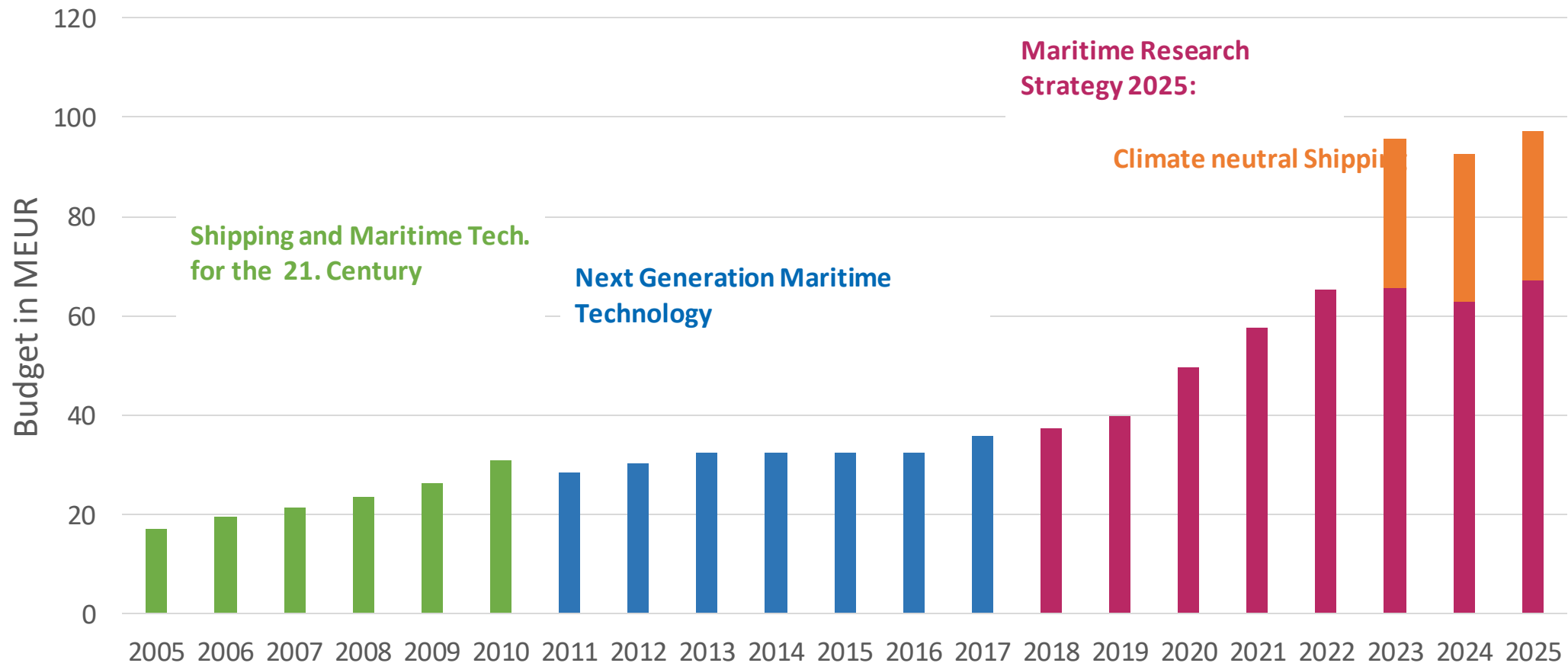
A RESEARCH PROGRAM FOR GERMANY AS A WHOLE

- › Since 2018 ...
 - › more than 300 locations
 - › over 500 projects
 - › close to 300 M funding

- › A program for ...
 - › Companies **and** research institutions
 - › **Small and medium Enterprises**
 - › **Newcomer** in the maritime field



BUDGET TREND SHOWS AMBITION





HORIZON-CL5-2024-D5-01-17

MarLEN – Maritime Low Emission Network

Status

CALL TOPIC: HORIZON-CL5-2024-D5-01-17: ZEWT CSA

Coordinating and supporting the combined activities of member and associated states towards the objectives of the Zero Emission Waterborne Transport partnership so as to increase synergies and impact (ZEWT Partnership)

Deadline

18th April 2024

Budget

1.5 Mio. €

MARLEN (**MAR**itime **L**ow **E**mission **N**etwork)

MarLEN – Maritime Low Emission Network

- › **Network** of funding agencies and project management entities from 11 European countries
- › **Scope:** Networking and implementing of maritime joint projects coordinated with the Waterborne partnership „Zero Emission Waterborne Transport (ZEWT)“

- › To increase the **impacts** arising from the Zero Emission Waterborne Transport (ZEWT) European partnership towards the achievement of zero emission waterborne transport in Europe,
- › To promote international **cooperation**,
- › To identify and respond to **gaps** in research activities,
- › To create the necessary **critical mass** in research in certain areas,
- › To improve the **cost-effectiveness** of current research programmes,
- › To develop common **standards** for the prioritization, commissioning and evaluation of research proposals and for the subsequent monitoring and evaluation of the research activities,
- › To contribute to the **competitiveness** of the European **research community** in the field of maritime technologies and the competitiveness of the European **maritime industry**.

- › Further align national programmes with the activities and outcomes of the ZEWT co-programmed European Partnership
- › Establish a cooperation mechanism between EU Member States and Associated countries to jointly fund research related to the objectives of the ZEWT co-programmed European Partnership
- › Creating a critical mass and excellence in precompetitive breakthroughs related to the objectives of the ZEWT co-programmed European Partnership
- › Reinforced synergies between ZEWT actions within Horizon Europe and those of EU Member States and Associated countries within other EU programs such as the Blue Economy Partnership, European Regional Development Fund, Connecting Europe Facility, Innovation Fund, LIFE Programme and other national programs

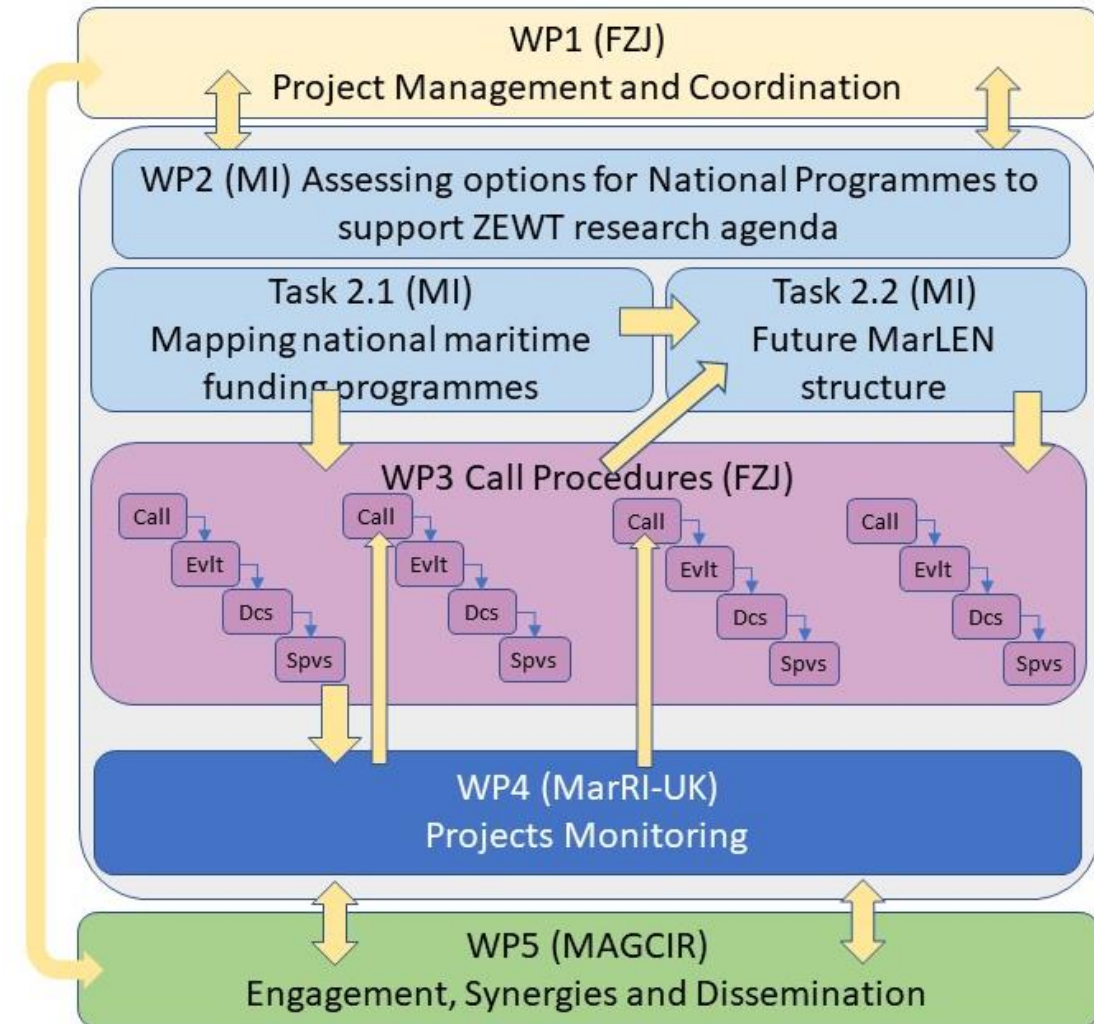
- › Facilitating collaboration between member and associated states in a variety of configurations including possibly joint calls to increase synergies, impact and efficiency of national activities as well as accelerating progress towards achieving the objectives of the ZEWT partnership. However, activities will not include support to the projects themselves and their management:
- › Providing a common monitoring and evaluation framework to ensure the monitoring and evaluation indicators are relevant to the objectives of MarLEN and the funded projects, as well as adhere to national requirements
- › Reinforcing the complementarity of national schemes towards the take up and deployment of European R&I results which are aligned with the objectives of ZEWT and thereby increasing impact and value from European and national investments

PARTNERS

Participant No.	Participant organisation name	Short name	Country
1	FORSCHUNGSZENTRUM JÜLICH GMBH	FZJ	GERMANY
2	BUNDESMINISTERIUM FÜR WIRTSCHAFT UND KLIMASCHUTZ	BMWK	GERMANY
3	UNITED KINGDOM RESEARCH AND INNOVATION	UKRI	UK
4	UNIVERSITY OF STRATHCLYDE	MarRI-UK	UK
5	TURKIYE BILIMSEL VE TEKNOLOJIK ARASTIRMA KURUMU	TUBITAK	TÜRKİYE
6	AGENZIA PER LA PROMOZIONE DELLA RICERCA EUROPEA	APRE	ITALY
7	MARINE INSTITUTE	MI	IRELAND
8	SWEDISH TRANSPORT ADMINISTRATION	STA	SWEDEN
9	UNITATEA EXECUTIVA PENTRU FINANTAREA INVATAMANTULUI SUPERIOR A CERCETARII DEZVOLTARII SI INOVARII	UEFISCDI	ROMANIA
10	WATERBORNE ^{TP}	WATERBORNE	EU
11	THE RESEARCH COUNCIL OF NORWAY	RCN	NORWAY
12	MAGELLAN CIRCLE - EUROPEAN AFFAIRS CONSULTANCY, LDA	MAGCIR	PORTUGAL
13	FONDS INNOVEREN EN ONDERNEMEN	HERMESFOND	BELGIUM
14	VLAAMSE GEWEST	VLAIO	BELGIUM
15	MARINE SOUTH EAST LTD.	MSE	UK

MarLEN – Work Packages

	Work Package Title	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Management	FZJ	34	1	54
WP2	National Programmes	MI	21	1	54
WP3	Call Procedures	FZJ	31	2	50
WP4	Monitoring	MarRI-UK	15,5	1	54
WP5	Engagement, Synergies and Dissemination	APRE	51,5	1	54



First Action

- › **Submission deadline** to the EU - 18. April 2024
- › **Potential project start:** January 2025
- › **Opening 1. Call:** March 2025
- › **Deadline 1. Call:** September 2025
- › **Start first joint projects:** Beginning 2026

WORK PACKAGES	TASKS	MONTH																																			
		2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46	48	50	52	54									
WP1 (FJZ) Project Management and Coordination	1.1 Administrative and financial management (FJZ)	D1.1				D1.2												D1.3								D1.6											
	1.2 Network secretariat and internal communication (FJZ)	D1.4 from M6 to M48																												D1.5							
	1.3 General partnership communication (FJZ)																																				
WP2 (MI) Assessing options for National Programmes to support ZEWI research agenda	2.1 Mapping National maritime funding structures (MI)	D2.1												D2.2												★											
	2.2 Future MarLEN structures (MI)																													D2.3							
WP3 (FJZ) Call Procedures	3.1 Preparing and launching the calls (FJZ)																																				
	3.1.1 Preparation of the call scope, procedures, documentation and hard																																				
	3.1.2 Releasing the call and run the call secretary	D3.1				D3.2												D3.3								D3.4											
	3.2 Evaluation and selection of lead motions/proposals (FJZ)																																				
	3.2.1 Organize project proposals evaluation																																				
3.2.2 Organize Member Evaluation Panel																																					
3.2.3 Evaluation and recommendation																																					
3.3 National and transnational funding decisions (FJZ)	★ D3.5																★ D3.5								D3.5												
3.4 Supervision and Communication of the funded projects (FJZ)																																					
WP4 (MarRI-UK) Projects Monitoring	4.1 Define project monitoring and evaluation indicators (MarRI-UK)	D4.1																																			
	4.2 Implement common reporting and monitoring procedures (UEFISC)					D4.2																															
	4.3 Monitor the funded projects (MarRI-UK)																	★												D4.3							
	4.4 Projects mentoring and support (MSE)																													D4.4							
	4.5 Final evaluation of the funded projects (MarRI-UK)																													D4.5, D4.6							
WP5 (MAGCIR) Engagement, Synergies and Dissemination	5.1 Communication strategy, dissemination plan and activities (MAGCIR)	D5.1				D5.2				★																D5.6											
	5.2 Synergies with ZEWI and Maritime Initiatives (APRE)																													★							
	5.2.1 Synergies with ZEWI																													D5.4							
	5.2.2 Synergies with Maritime Initiatives and GREENET	D5.3																																			
	5.2.4 Synergies with Blue Economy Clusters																																				

★ Milestones

Perspectives - Small and Medium Enterprises

Nora Fisher will join us digital.

Swedish Environmental institute and the Swedish SME Support



eu SUPPORT
sme

EU SME support

Nora Fischer



Our goal

... is to increase the number of **successful applications** for financial support from EU framework programs, for Swedish small and medium sized enterprises.

Our funding partners



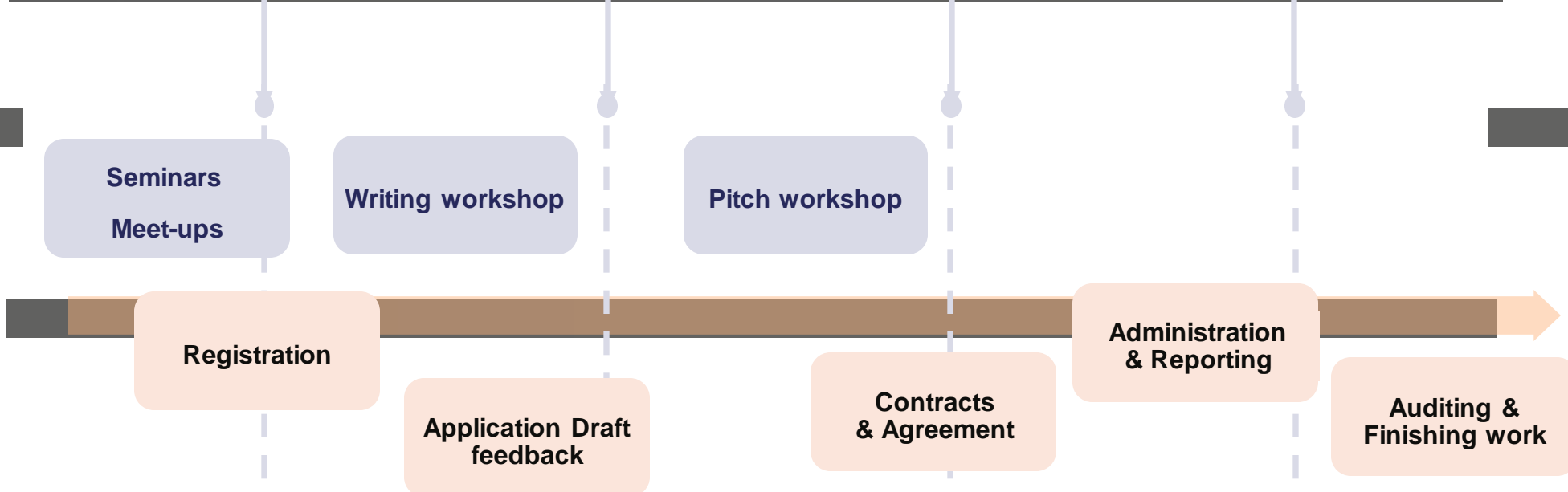
We are EU SME support

2021-2023
Support for over
440 SME



Main programmes on the TRL scale





Support for SME is needed

- Facilitate access to EU-funding for SME – inform!
- Provide guidance for SME in landscape of funding programs
- Support small innovative companies limited by resource constraints
- Provide input to funding programs based on SMEs' experiences and needs

Contact the Helpdesk via
eusme.se/kontakt

Check out our calendar on
eusme.se/kalendarium

Subscribe to our newsletter
eusme.se/eu-sme-supports-nyhetsbrev/



Follow us on LinkedIn®!
www.linkedin.com/company/eusmesupport

Practical actions for reducing greenhouse gases.

Ulla Tapaninen
Tallinn University of Technology

WE HAVE A MISSION!

“In the next 20 years the maritime industry must rebuild its cargo fleet. If this is done with the radical technologies now available, it will lead to the biggest change in ship design since steam replaced sail in the 19th century.”

**TAL
TECH**



Dr Martin Stopford |
President Clarkson
Research

Coronavirus, Climate Change & Smart Shipping

THREE MARITIME SCENARIOS

2020 – 2050

IMO REGULATIONS



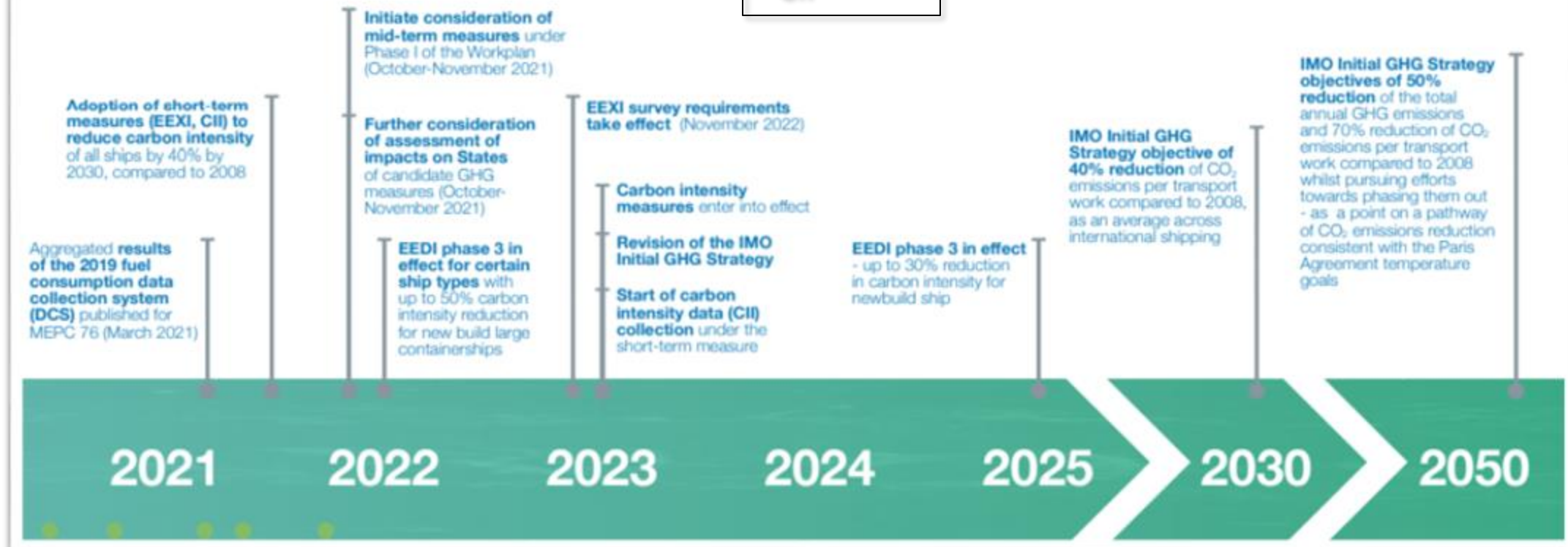
IMO INTERNATIONAL MARITIME ORGANIZATION

Structure and guidance:

- EEDI
- EEXI
- SEEMP

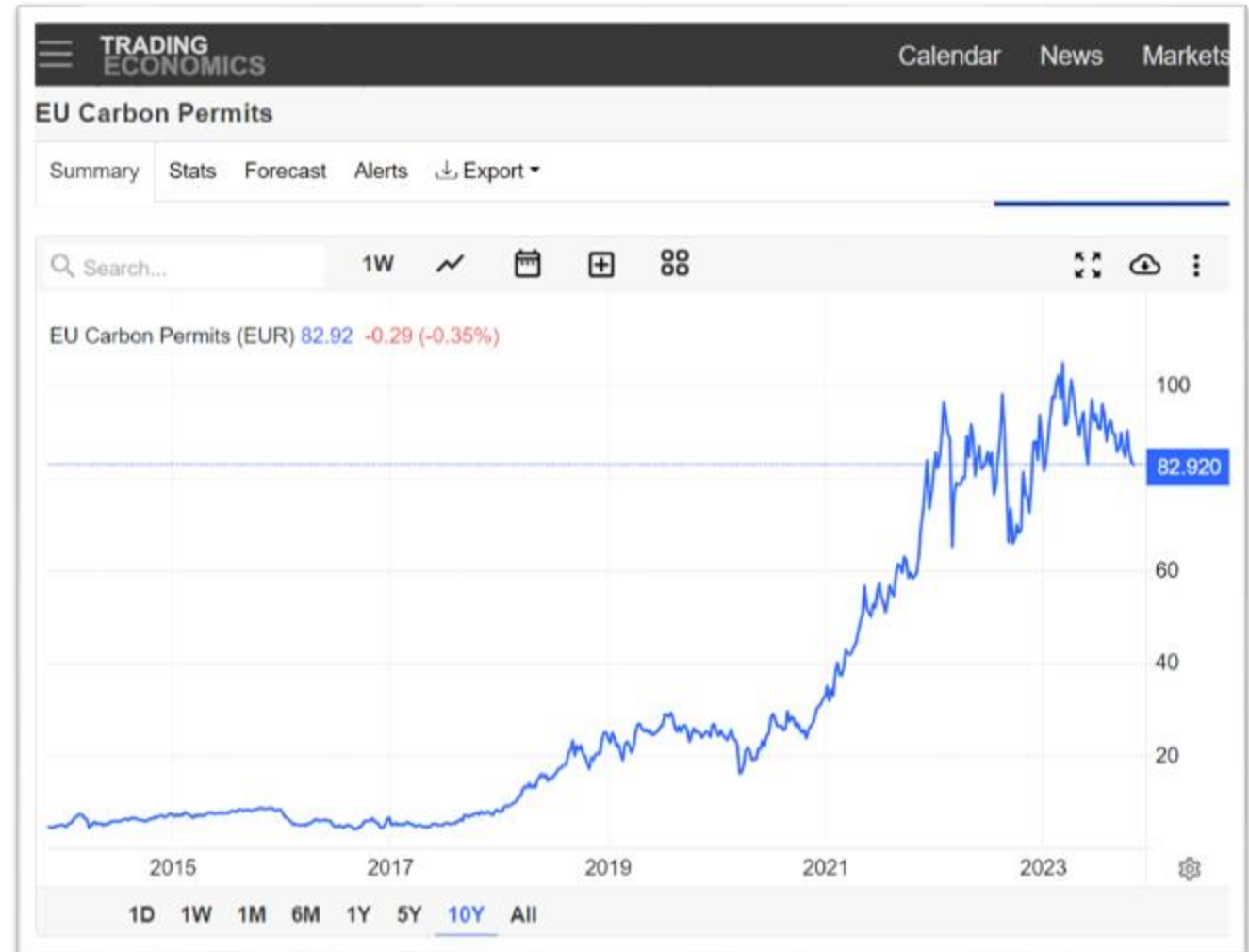
Alternative fuels

Operations:
- CII



EU: FIT FOR 55

1. FuelEU Maritime, carbon intensity of fuels
2. EU ETS, Emission trading system
3. ETCD - Energy Taxation Directive
4. (AFIR)- Shore-side electricity



World Café - Workshop

11.40

There are 4 challenge or call them possibilities tables

The questions:

1. What are the obstacles and barriers
2. What are the needs
3. What are the solutions to overcome those. The next the action points needed to address those needs

10 min around the tables

World Café – 4 Tables

1. How can we make it easier for small actors as SME:s with limited resources accesses the finance and have resources to participate in funded project.
2. Green Corridors, How do we foster the collaborations between actors, beyond the market rules of today, to successfully establishing green shipping corridors
3. Joining funding resources: Mixing private and public: how can we support the private sector, particularly small actors with limited resources to reach the EU funding pool?
4. From concept to market: How do we embrace new solution and support the pioneers introducing new solutions on the market?

Round 1, 10 min

11.45

The questions:

1. What are the obstacles and barriers
2. What are the needs
3. What are the solutions to overcome those. The next the action points needed to address those needs

10 min around the tables

Round 2, 10 min

11.55

The questions:

1. What are the obstacles and barriers
2. What are the needs
3. What are the solutions to overcome those. The next the action points needed to address those needs

10 min around the tables

Round 3, 10 min

12.00

The questions:

1. What are the obstacles and barriers
2. What are the needs
3. What are the solutions to overcome those. The next the action points needed to address those needs

10 min around the tables

Round 3, 10 min

12.05

The questions:

1. What are the obstacles and barriers
2. What are the needs
3. What are the solutions to overcome those. The next the action points needed to address those needs

10 min around the tables

Action points from tables

12.10

1. How can we make it easier for small actors as SME:s with limited resources accesses the finance and have resources to participate in funded project.

Action points from tables

12.15

1. How can we make it easier for small actors as SME:s with limited resources accesses the finance and have resources to participate in funded project.
2. Green Corridors, How do we foster the collaborations between actors, beyond the market rules of today, to successfully establishing green shipping corridors

Action points from tables

12.20

1. How can we make it easier for small actors as SME:s with limited resources accesses the finance and have resources to participate in funded project.
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Action points from tables

12.25

1. How can we make it easier for small actors as SME:s with limited resources accesses the finance and have resources to participate in funded project.
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4. From concept to market
How do we embrace new solution and support the pioneers introducing new solutions on the market?

12.30



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2nd MISSION ARENA
25-26 April 2024 | Riga, Latvia

Discussions Action Points

in  #Arena2



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Action points

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Action points

- 1.
- 2.
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- 4.
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