





norecopa

Topic	Recommendation			
	(B) Dialogue between scientists and the animal facility			
S. Objectives and Arrange meetings with all relevant staff when early plans for the project exist. I construct an approximate timescale to the project, including type even for assistant and disclose of an approximate timescale to the project, including type even for assistant animal care, proceedings and waste disposition international continuous animal care. proceedings and disclose all expected and potential costs. O times and disclose all expected and potential costs.				
6. Facility evaluation	Conduct a physical inspection of the facilities, to evaluate building and equipment standards and r Discuss staffing levels at times of extra risk.			
7. Education and training	Assess the current competence of staff members and the need for further education or training pric to the study.			
8. Health risks, waste disposal and decontamination	□ Perform a risk assessment, in collaboration with the animal facility, for all persons and animals affected directly or indirectly by the study. □ Assess, and for escessary produce, specific quistance for all stages of the project. □ Discuss means for containment, decontainmention, and disposal of all items in the study.			
	(C) Quality control of the components in the study			
9. Test substances and procedures	Provide as much information as possible about test substances. Consider the feasibility and validity of test procedures and the skills needed to perform them.			
10. Experimental animals	Decide upon the characteristics of the animals that are essential for the study and for reporting. Avoid generation of surplus animals.			
11. Quarantine and health monitoring	□ Discuss the animals' likely health status, any needs for transport, quarantine and isolation, health monitoring and consequences for the personnel.			
12. Housing and husbandry	Aftend to the animals' specific instincts and needs, in collaboration with expert staff. Discuss acclimatization, optimal housing conditions and procedures, environmental factors and any experimental limitations on these ie.g. food deprivation, solitary housing).			
13. Experimental procedures				
14. Humane killing, release, reuse or rehoming	Consult relevant legislation and guidelines well in advance of the study. Define primary and emergency methods for humans killing. Assess the competence of those who may have to perform these tasks.			
15. Necropsy	Construct a systematic plan for all stages of necropsy, including location, and identification of all animals and samples.			

Annual Report for 2022

Norecopa



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Annual Report for 2022

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About Norecopa

Norecopa is a National Consensus Platform¹ working to promote 'the 3Rs' (Replacement, Reduction, Refinement)² within animal research. The 3Rs refer to a variety of methods to avoid animal experimentation, or to reduce the burden on animals to an absolute minimum.

Norecopa's structure and goals are described in greater detail in the Appendix to this Report. Norecopa's slogan, which expresses its core goals and values, is:

PREPARE for better Science

Norecopa turned 15 on 10 October 2022. Even though we did not manage to generate political interest in more resources for 3R work in Norway, the organisation made great strides ahead throughout the year. The progress we made was due, to a large extent, to international interest in Norecopa's web-based resources.

What have we achieved in 2022?



Norecopa has, among other things:

- 1. taken active part in the European 3R network
- 2. further developed the PREPARE guidelines
- 3. held 35 presentations in 16 countries
- produced a major presentation of the 3R concept
- 5. further developed Norecopa's website and Refinement Wiki

More details and Norecopa's other activities are described in the Appendix.

Milestone 1: We have taken active part in the European 3R network, EU3Rnet

Norecopa takes active part in the network of European 3R centres, EU3Rnet³, which applied for and was awarded a grant for a "COST⁴ Action" titled IMPROVE ("3Rs concepts to improve the quality of biomedical science").

¹ https://norecopa.no/about-norecopa/consensus

² https://norecopa.no/alternatives/the-three-rs

³ https://norecopa.no/3r-guide/eu3rnet

⁴ https://norecopa.no/COST

Milestone 2: We have further developed the PREPARE guidelines

PREPARE is a set of guidelines that help scientists remember all the factors which they should consider when planning experiments which can involve the use of animals. An article about PREPARE was first published in 2017, and Norecopa has upgraded the resource many times since then. PREPARE stands for *Planning Research and Experimental Procedures on Animals: Recommendations for Excellence*.

PREPARE consists of a 2-page checklist⁵ with 15 main topics, and webpages⁶ which explain and expand upon the checklist. The checklist has been translated into 9 additional languages in 2022, so it is now available in a total of 34 languages. The webpages are continuously updated, as new guidelines and relevant scientific discoveries are published.



In 2022 Norecopa has also produced two electronic versions of the PREPARE checklist, which makes it easier for scientists and animal facility personnel to operationalise the content:

1. a Word file⁷ that can be filled in with text about specific experiments and then stored in a secure location, as decided by the research team

⁵ https://norecopa.no/PREPARE/prepare-checklist

⁶ https://norecopa.no/PREPARE

⁷ https://norecopa.no/PREPARE-Word

2. a web-based version⁸, uniquely generated for each research team. For security reasons, text in checklist fields is stored locally on the researcher's computer, but everyone on the team can access the web version and see the fields their colleagues have worked on.

Milestone 3: We held 35 presentations in 16 countries

In 2022, Norecopa's resources were presented in the following countries:

Australia, Austria, Belgium, Croatia, Denmark, Finland, France, India, Italy, the Netherlands, Nigeria, Norway, Portugal, Sweden, the United Kingdom and the USA

Out of 35 presentations, 33 took the form of lectures (whereof 30 were invited lectures) and 2 the form of posters. You can find an overview of the presentations in the Appendix.

Milestone 4: We produced a major presentation of the 3R concept

Norecopa prepared a comprehensive presentation in PowerPoint, illustrating the development of the 3R principle and the current interpretation of the concept. The presentation consists of some 40 images, which are available to download in PDF format from Norecopa's website: norecopa.no/3R. *Bona fide* teachers can obtain the PowerPoint file from Norecopa and use it in their teaching.

The presentation shows, among other things, how today's definitions of 3R have changed in relation to Russell and Burch's original definitions. This may have consequences, in particular, for those working within the framework of EU legislation where, for example, procedures that they would refer to as *Partial Replacement* are considered to be Refinement by the EU. The Gircor organisation has prepared a description of the presentation in French⁹.



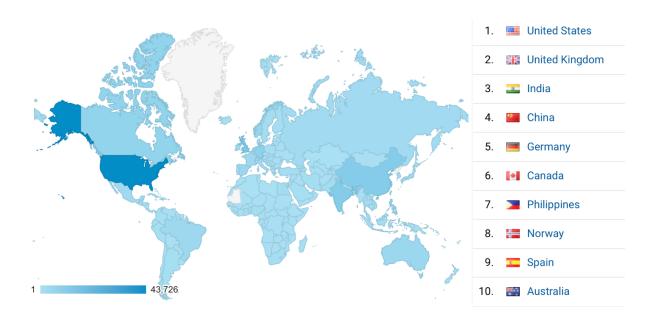
⁸ https://norecopa.no/PREPARE/Mychecklist

⁹ https://www.gircor.fr/en-savoir-plus-sur-lhistoire-et-la-mise-en-pratique-des-3r

Milestone 5: We further developed Norecopa's website and Refinement Wiki

The **norecopa.no** website is Norecopa's greatest resource, which is freely available to everyone. The website is organised as a single large database, with 9,300 individual pages at the end of 2022.

Statistics from Google Analytics indicate that the website remains in use in most of the world's countries:



Additions in 2022 included the incorporation of a dataset from the EU Reference Laboratory for Alternatives to Animal Testing, EURL ECVAM, on alternatives to laboratory animals in studies of respiratory disorders¹⁰. The dataset¹¹ permits a specific search in the dataset only and as part of a general search in Norecopa's website¹².

The website also contains several other established "databases" that require regular updating. Norecopa hires help for the updating of two of these: NORINA (2,800 pages) and TextBase (1,500 pages), which provide alternatives to using animals for educational purposes and textbooks on laboratory animals, respectively. Information on discontinued products is removed from the databases, and information on new products is added. Norecopa's Secretary also invests a lot of time in maintaining the other websites.

¹⁰ https://joint-research-centre.ec.europa.eu/eu-reference-laboratory-alternatives-animal-testing-eurl-ecvam/biomedical-research/respiratory-tract-diseases en

¹¹ https://norecopa.no/search?q=*&sf=all&fq=db%3Aeurlecvam&sort=&p=1&t=strict

¹² https://norecopa.no/search?q=*

Norecopa's website is driven by computer programs on external servers in several countries. These share the work between them and take backups, under licence and with company support agreements. The software needs continuous updates, and the system is regularly checked for functionality. Such routine maintenance tasks cost Norecopa at least NOK 100,000 per year. An advantage of Norecopa's solution is that the website is extremely reliable and is virtually never down. Moreover, upgrade work can be done on a copy of the website. This means that we do not have to take the website offline when doing work on it.

Thanks to these investments, the website has proven to be extremely reliable. In 2022, the website had 343,754 hits (compared with 326,500 in 2021) from 186,372 unique users (163,955 in 2021).

More information about the website is available in the Appendix.

Other highlights of 2022

Norecopa donated €3,000 to the ACURET organisation (*Animal Care and Use in Research, Education and Testing*)¹³ in the form of event funding for their 10th anniversary meeting. ACURET is an association of countries in Africa and Central America. ACURET asked if they could use Norecopa's slogan (*PREPARE for Better Science*) as a theme of their symposium. The meeting was held in Abeokuta, Nigeria from 30 November to 3 December. The opening lecture was delivered by Norecopa's Secretary.



¹³ https://acuret.org

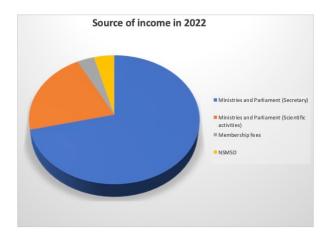
_

Norecopa took part in the FELASA congress in Marseille in June 2022 and gave three oral presentations. More information about this can be found in the Appendix.

Where does the money come from?

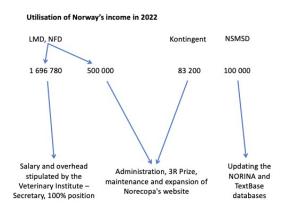
Norecopa's core funding comes from the Norwegian Ministry of Agriculture and Food, as part of the administrative support subsidy (for *forvaltningsstøtte*) allocated to the Norwegian Veterinary Institute. The grant covered the cost of Norecopa's Secretary in a full-time position, leaving NOK 500,000 aside for scientific activities, as in 2021. This funding was mentioned specifically in the Standing Parliamentary Committee on Business and Industry's recommendations concerning the Ministry's budget proposal for 2022.

The rest of Norecopa's activity was financed by membership fees and external funds for which Norecopa had applied. These are described in the Appendix.



What has the money been used for?

The diagram below shows a rough outline of Norecopa's income for 2022 was divided among its various work tasks.



LMD: Ministry of Food and Agriculture NSMSD: Nordic Society Against Painful Animal Experiments NFD: Ministry of Trade, Industry and Fisheries

Norecopa had one employee in 2022:

Adrian Smith as Norecopa's Secretary, employed in a full-time position. Norecopa paid Elisabeth Pagels on an hourly basis to update the NORINA database¹⁴.

Less than 2% of Norecopa's income was used for office expenses and the organisation's administration, including for legal and consultancy fees, even though we had to buy a new computer for the Secretary in 2022.

The accounts are described in greater detail in the Appendix.

Oslo, April 2023









Chris Noble (Chair of the Board) (Board Member)

Rolf Hetlelid Olsen Janette Maria Carlsen (Board Member)

Birgitte Fineid (Board Member)



Adrian Smith (Secretary)

¹⁴ https://norecopa.no/NORINA

Appendix

1) About the organisation

Norecopa's structure and goals

Norecopa is an independent member organisation, with a Board of Directors that represents four major stakeholders in animal research and testing:

- regulators
- academia
- industry
- animal welfare organisations

Norecopa is registered in the Brønnøysund Register Centre with its own statutes¹⁵, and its Annual General Meeting as its supreme governing body¹⁶.

Moreover, Norecopa is a member of the European umbrella organisation for National Consensus Platforms, *ecopa* (*European Consensus Platform on Alternatives*)¹⁷. Adrian Smith became Board Member of *ecopa* on 8 December 2022.

Norecopa has an Activity Plan¹⁸ which is approved at its Annual General Meetings.

Norecopa's Board and Annual General Meeting

The 2022 Meeting was held as an online meeting on 1 June. There were 15 participants. The Annual Report and accounts for 2021, as well as the budget proposal for 2022 and the proposal for the membership fees (no changes from 2021) were all adopted.

Until the Annual General Meeting, the Board of Directors consisted of the following:

Bente Bergersen, Norwegian Food Safety Authority, (Board Chair)*

deputy: Gunvor Knudsen, Norwegian Food Safety Authority*

Susanna Lybæk, Norwegian Animal Protection Alliance*

deputy: Birgitte Fineid, Norwegian Society for Protection of Animals*

Kristian Straume-Lie, Biomark**

deputy: Ingebjørg Sævareid, Salmon Group**

Chris Noble, Nofima Tromsø**

deputy: Siri Kristine Gåsnes, Norwegian Veterinary Institute**

*elected until 2022 **elected until 2024

The Board Members representing Regulators (Bente Bergersen and her deputy, Gunvor

¹⁵ https://norecopa.no/vedtekter

¹⁶ https://norecopa.no/no/om-norecopa/aarsmoeter

¹⁷ http://www.ecopa.eu

¹⁸ https://norecopa.no/aktivitetsplan

Knudsen) were up for re-election. Bente Bergersen did not seek re-election. The Election Committee proposed that regulators be represented by Janette Maria Carlsen (Norwegian Food Safety Authority), with Gunvor Knudsen (Norwegian Food Safety Authority) as her deputy. They were elected and will sit on the Board until the Annual General Meeting in 2026. The Board Members representing animal welfare organisations, Susanna Thee Heggli, née Lybæk, and her deputy Birgitte Fineid (Norwegian Society for Protection of Animals) were up for re-election. Both were willing to stand for re-election and will be on the Board until the Annual General Meeting in 2026. Susanna Heggli subsequently had to take leave of absence, so Birgitte Fineid functioned as primary representative for most of the autumn of 2022. Anton Krag from the Norwegian Animal Protection Alliance (former Board Member in Norecopa) agreed to act as deputy representative for Birgitte Fineid, but this did not turn out to be necessary in 2022.

Both Board Members representing the industry (Kristian Straume Lie and his deputy, Ingebjørg Sævareid) did not seek re-election. The Election Committee proposed Rolf Hetlelid Olsen (PHARMAQ), with Hogne Bleie (Mallard AS) as deputy representative. They were elected and will sit on the Board until the Annual General Meeting in 2024.

The Election Committee proposed Chris Noble as the new Chairperson of the Board to succeed Bente Bergersen. He was elected in this role by the Annual General Meeting, until the end of his term of office in 2024. Deputy Board Member Siri Kristine Gåsnes was on leave for much of 2022. Ingunn Sommerset, who has the same workplace (the Norwegian Veterinary Institute), agreed to act as her deputy, and this was adopted by the Annual General Meeting.

At the Annual General Meeting, the chairperson of the Meeting reviewed Norecopa's Activity Plan, which was last amended in 2021 and is valid until 2025. No comments were made.

Until the Annual General Meeting in 2023, the Nomination Committee will consist of the following persons:

Regulators: Vera Klafstad Rodas, Norwegian Food Safety Authority

Academia: Hege Løkslett, NINA

Industry: Renate Johansen, PHARMAQ Analytiq

Animal welfare: Live Kleveland, Norwegian Animal Protection Alliance

Norecopa's 3R Award Committee consists of:

Regulators: Bjørn Groven, Norwegian Food Safety Authority

Academia: Adam Lilicrap, NIVA Industry: Christian Wallace, VESO

Animal welfare: Torill Malmstrøm, Dyreetikk.no

Adrian Smith thanked Chairperson Bente Bergersen for her long and dedicated service of 15 years to Norecopa. She had been Board Chair since Norecopa's establishment in 2007. He went over some of the highlights of Norecopa's operations during this period, pointing out the important role she played in these. Gifts and flowers were sent on the Board's behalf.

All the documents and minutes from the Annual General Meeting are available on Norecopa's website¹⁹.

Three Board Meetings were held in 2022: on 27 January, 4 May and 12 September. The minutes are available on Norecopa's website²⁰.

The Secretariat

Norecopa's secretariat is affiliated to the Norwegian Veterinary Institute, which therefore has responsibility for Norecopa's personnel and accounts. The position as Secretary was previously placed under the Section for Animal Health, Wildlife and Welfare but is now classified under "other employees". The Secretary receives office support from the Institute's Administration, among other things, in connection with accounting and issue of invoices.

Adrian Smith has been permanently employed as Norecopa's Secretary in a 50% position since 2008. In consultation with Norecopa's Board of Directors, he has a permanent home office employment contract with the Norwegian Veterinary Institute. Thanks to a resolution passed by the Norwegian Parliament during the budgetary debate in December 2021, he worked in a full-time (100%) position in 2022.

Occupational safety and health, equality and environmental impact

In 2022, Norecopa had one male employee in a full-time position employed as per a home office employment contract with the Norwegian Veterinary Institute. Norecopa's Board has consisted of two men and two women during the whole of 2022. No employee injuries or accidents were recorded during the reporting year, nor were there any occupational safety and health complaints filed. Norecopa's operations do not include work tasks that can exert material detrimental impact on the environment.

Norecopa's members

At the end of 2022, 40 institutions or departments were full members of Norecopa, and 16 private persons were associate members. This is one institution and two people less than the previous year. Most major research institutions in Norway are members of Norecopa. No

¹⁹ https://norecopa.no/about-norecopa/annual-meetings

²⁰ https://norecopa.no/styrereferater

increases in membership fees were adopted during the reporting year. The membership fee for institutions or departments is NOK 2,000 and NOK 200 for private persons. Thus, fees for private persons have remained unchanged since Norecopa was founded in 2007, while institutional fees have not changed since 2018.

2) Finances

2022 accounts

Norecopa's core funding comes from the Norwegian Ministry of Agriculture and Food, in cooperation with the Norwegian Ministry of Trade, Industry and Fisheries. It is provided as a grant for administrative aid (*forvaltningsstøtte*), as part of the subsidy allocated to the Norwegian Veterinary Institute. In December 2021, the Norwegian Parliament voted to allocate a 100% position to Norecopa's Secretariat for 2022. The Norwegian Veterinary Institute runs Norecopa's accounts as a project, which means that the cost of the secretarial position stood at NOK 1,696,780 in 2022, an increase by NOK 13,580 in 2021. This amount covers not only the Secretary's salary, but also the Institute's overhead for the position.

In addition to covering this cost, the Norwegian Parliament allocated NOK 500,000 directly to Norecopa as a contribution towards its scientific activities. The rest of Norecopa's activities funded via the Norwegian Veterinary Institute's accounts were financed by membership fees, to the amount of NOK 83,200 in 2022. The accounts for 2022 showed a deficit of NOK 12,088, which was carried over to 2023.

Norecopa also has an external bank account with Sparebanken Sør. The account is used for donations that Norecopa receives from external sources and for paying Elisabeth Pagels, who maintains the NORINA and TextBase databases. This account is monitored by an independent accounting firm (SALDO Regnskap, Risør). In 2022, the Nordic Society Against Painful Experiments on Animals (NSMSD)²¹ donated NOK 100,000 to this account, and the amount can be used freely by Norecopa. At year-end, the balance in the account stood at NOK 391,643.

Norecopa's full accounts were audited by Norecopa's auditor, Jon Li Tjørsvaag, at the level of supporting documents, and the audit report is available on Norecopa's website²². Norecopa's funding allocated by the Parliament is part of the Norwegian Veterinary Institute's accounts, which means that it is subject to the oversight of the Office of the General Auditor of Norway. The necessary conditions for the going concern of Norecopa are present.

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²¹ http://www.nsmsd.no

²² https://norecopa.no/media/ktoaajih/revidert-regnskap-2022.pdf

Regnskap og budsjett, Norecopa

Utgifter		Regnskap 2022	Budsjett 2022	Regnskap 2021
	Deltagelse på ecopas årsmete	0,00		0,0
_	Della escarios de desarro			
2	Drift av sekretariatet Boklarte utgifter til sekretærstillingen (Adrian Smith)	1 696 780,00	1 688 469.00	
	Bokferte utgifter til konsulent	1 788,80		1 683 200,0
	Kontorutgitter	40 030.01	15 049.00	10 519.2
	Kentoerskulstis	8 608.04		904.0
49	Kjop og eppgelesking av datemeskin og programusca	31 421,97	10 000,00	9 615.2
	Yrykningsutgifter			
	Materiale III dramatet	3 573,00		0,0
6	Øvrig informasjonsmateriale	7 581,44	10 000,00	1 113.5
7	Mediamsavgift ecopa	1 542,05	1 109,00	1 040.2
8	Fagilge meter	125 616,03	110 003,00	21 742,9
_	Name and the second sec			
9	Nettsider Lisenser og supportavtaler	122 093.91	100 000,00	22 125,0
	Videreutvikling og reparatjoner av nettsldene	213 595,00	174 000,00	157 600,00
11	Domenerogistrering	6 995,00	8 000,000	6 825,0
	Styremater, årsmate, haringer			
_	Reiseutoitler	1 611,16	2 000.00	1 391,9
	Assesse (gjeskriverlesere og Honociques perservate)			0,0
	Heringer og lignende	1 611,16	2 000,00	1 391,9
	Devertining Assesse Leaves made (livis del or mulig & antangare del)	0,00	0,00	0,0
- 14	Parameter / seems impro-pared decid inturing a princing and decid			0.00
	Øvrig faglig aktivitet	77 416,82	162 000,86	369 387,10
	Underling av 3ft pris. Annet Englig schold	30 267,56	31 000,00	30 764,50
	Pint NDS-Dig	30 967,50	111 000,00	335 392,60
	PREPARE for (inhalorshare (2022) (undisuseemate)		0,00	200 000.00
164	Elvrigs-sighter (2002: ACURS(T)	30 967,50	80 000,00 31 000,00	135 068.00
17	Copplaining as NCFiston	30 997,30	31 000/00	324,60
18	D49CH-Fish			0.00
19	Opegradering av nettaldane	and at sixt, 10 awarder	lagt If pkt. 10 overslor	ant 10 min 10 manufac
	Halpwa	16 181.76	20 000,00	3 230.00
	Xinteroversité		0,00	0,00
	Sum utgiller uten mildione til sekretærsklingan. Refunjoner i forbiedelse med invikate torsdag bos tektleri svenfør	602 037,22	590 149,00	678 359,73
um ut		2 258 817,22	2 278 609.00	2 363 839,73
ntekto				2 222 293,71
	Tildelinger			
	Taldedingger Afomskompenuetjon	-2 196 780,00	-2 188 460,00	-2 183 000,00
24	Trickword fra Stiansons, AL/SAB/Oprobenkyfreinens Fondrässand LAS	0,00	00,0	-154 379,00
25	Trakueld the hospilal Services	0,00		0,00
26	ENRICHFISH	0.00		0,00
27	Novo Nordisk + NSMSD-SAB+LAL+USDA+LVAV+ Rates+Sancti	0,00		0,00
	PREPARE	0,00		0.00
29	Medlemsavgift, fullt medlemskap	-80 000,00	-80 099,00	-80 900,00
30	Medlemsavgift, assosiert medlemskap Resultatet fra året for	-3 200,00	-3 400,00	-3 400,00
		-6 749,00	-6 749,09	50 190,00
um inc	tekter	-2 286 729,00	-2 278 609,00	-2 370 589,00
Fr				
esultat		-12 088,22	0,00	6 749.27

Ved Inngangen 8I 2022 var det følgende beløp på kontoen: 1) 289 033 kr til oppdalering av NORINA-detabusen 2) 100 000 kr til Drivvestrallarens Forskringsfarde til kraftegging av bruken av forseksfyr i Norga 3) 40 561 kr fra diverse kilder (forefesningshonorater, momskompensasjon, prispenger til Adrian Smith)

Ved utgangen av 2822 var det folgende belep på kontoen:

1) 166 935 kr til oppdatering av NORINA-databasen

2) 100 000 kr fra Dynvermetilanseens Forskningsfond

3) 15 200 kr fra diverse kilder

4) 107 68 kr (100.000 i danasjon fra Norsisk Samfunn Mot Smerteveldende Dyneforsak samt forelesningshonorarer fra Karolinska Institutot og Göteborgs Universitet
Bisanzmen 381 643 kr

Erklæring for regnskapet til Norecopa for 2022 Jeg har gjennomgått regnskapet for 2022 og har ikke funnet noe å utste på det oppsatte regnskap.

Oslo 27.3.2023

In Norecopa's experience, it is extremely difficult to run the organisation effectively with the 50% position that was originally covered by the Ministry's grant when Norecopa was founded. Therefore, Norecopa has turned to the Standing Parliamentary Committee on Business and Industry, which has been granting additional funding from the budget year 2013 onwards. This has lent Norecopa much greater effectiveness. The fact that Norecopa had a full-time secretarial position and NOK 500,000 for operating costs in 2022 gave the organisation the necessary leeway for achieving the milestones described in the first part of this Report.

Overview of external funding in 2022

- 1. The Standing Parliamentary Committee for Business and Industry's proposal for the State Budget for 2022 was approved by the Parliament, and Norecopa was allocated funding for a full-time secretarial position and NOK 500,000 towards its activities.
- 2. Norecopa's agreement with the Nordic Society Against Painful Animal Experiments²³ (NSMSD) for financing of the work on further developing the NORINA database²⁴ expired in 2020, but the Society donated an additional amount of NOK 100,000 to Norecopa in 2022. The funds were deposited in the donor account.
- 3. In 2021, Norecopa applied for funding to the Research and Development Fund of the Norwegian Animal Protection Alliance²⁵ in order to conduct an in-depth analysis of the statistics concerning the use of animals in research and testing in Norway. This analysis will complement the work that will be done as part of a work package in a project led by the Institute of Marine Research, as described above. The Fund granted Norecopa's application for NOK 100,000. The funds were deposited in the donor account at the end of December 2021 and were meant to be used in 2022. However, the work continued until February 2023, meaning that the funds were not used in 2022.
- 4. Norecopa's members contributed a total of NOK 83,200 in membership fees.
- 5. Norecopa's Secretary also received the amount of NOK 3,300 in fees for web-based lectures (in Germany and Sweden, respectively). This money was also deposited into the donor account.

Norecopa is extremely grateful for all of this aid.

3) Activities designed to further Norecopa's goals

Network of European 3R centres

Norecopa participates in a network of European 3R centres, referred to as *EU3Rnet*²⁶, which was established in 2019. EU3Rnet runs a COST Action²⁷, called IMPROVE²⁸, which is meant to

²³ http://www.nsmsd.no

²⁴ https://norecopa.no/NORINA

²⁵ https://dyrevern.no/dyrevern/the-norwegian-animal-protection-fund

²⁶ https://norecopa.no/3r-guide/eu3rnet

²⁷ https://www.cost.eu/about/about-cost

²⁸ https://www.cost.eu/actions/CA21139

finance the building of the network of 3R centres in Europe. The action group held its first meeting on 21 October 2022.

PREPARE guidelines for planning animal research and testing

In 2022, the PREPARE checklist was translated into 9 additional languages:

Bosnian, Catalan, Croatian, Estonian, Georgian, Hungarian, Slovak, Slovenian and Ukrainian

By the end of 2022, the PREPARE checklist was available in a total of 34 languages. Norecopa thanks its colleagues in these countries for their invaluable help with the translations.

The original article about PREPARE has now been read and/or downloaded from the journal website more than 28,000 times from its publication in 2017²⁹ and until the end of 2022, of which approx. 6,000 times during the reporting year.

PREPARE is also mentioned in the annual report of *Concordat on Openness on Animal Research*³⁰ for 2022. This is a statement signed by more than 120 research institutions in the UK. The annual report states that 80 of the institutions that signed the declaration recognise and support PREPARE. 46 institutions further announced that they were using PREPARE to support the ARRIVE guidelines for reporting animal testing. In addition, 19 research institutions have drawn up routines to ensure that the guidelines are followed by their researchers.

Presentations of Norecopa's resources at scientific meetings

Norecopa's Secretary gave the following presentations in 2022. In addition, three presentations, which will be discussed later on, were delivered at the FELASA Congress.

- 1. Can we improve both our scientific output and animal welfare? Experiences with planning animal studies³¹, Max Planck Institute, Freiburg, 19 January
- 2. The PREPARE guidelines: for better science, improved animal welfare and health & safety³², FRAME Training School, 28 January
- 3. PREPARE and ARRIVE: Planning and reporting animal studies³³, the Karolinska Institute, 31 January

²⁹ https://journals.sagepub.com/doi/metrics/10.1177/0023677217724823

³⁰ https://concordatopenness.org.uk/wp-content/uploads/2022/12/Concordat-on-Openness-Annual-Report-2022.pdf

³¹ https://norecopa.no/190122

³² https://norecopa.no/FRAME

³³ https://norecopa.no/310122

- 4. How can NORECOPA help researchers PREPARE for better science?³⁴ Webinar in a series on *Improving nonclinical research practices: way forward*, CroLASA in collaboration with SLAS, 16 February
- 5. PREPARE for fish research³⁵, Focus on Fish seminar at the Karolinska Institute, Stockholm, 23 February*
- 6. Webinar on a method of immobilisation of rodents (3-finger scruff technique) for international laboratory animal personnel in connection with the LAREF Forum³⁶, 2 March
- 7. The PREPARE and ARRIVE guidelines: How can we improve both our scientific output and animal welfare?³⁷ the Karolinska Institute, Stockholm, 31 March
- 8. Large Animal Resources³⁸, 7th Meeting of the Large Animal Research Network (LARN), 5 April 2022
- 9. The pathway to better research: PREPARE to ARRIVE³⁹, Gothenburg University, 6 April*
- 10. Three Rs and Three Ss for improving both our science and welfare: The pathway to better research⁴⁰, Mainz University, 24 April
- 11. The PREPARE guidelines: for better science, improved animal welfare and health & safety⁴¹, FRAME Training School, 28 April
- 12. Animal experiments and alternatives, lecture to the Risør Rotary Club, 2 May*
- 13. *Norecopa: Norway's Platform for the Three Rs: Replacement, Reduction and Refinement and a source of global 3R resources*⁴², Symposium on systematic reviews, US Medical Library Association, 24 May
- 14. Greeting to Finland's 3R centre FIN3R at its inauguration⁴³, 3 June
- 15. The pathway to better aquaculture research⁴⁴ at Aqua3R: National Workshop on 3Rs in Aquaculture Research, Ås, 9 June*
- 16. Experiences with planning animal studies: how to improve scientific output and animal welfare⁴⁵, virtual workshop on the ethics of wildlife research, Association for the Study of Animal Behaviour, 21 June
- 17. The pathway to better research: PREPARE to ARRIVE, in-house webinar for an international pharmaceutical company, 23 June

³⁴ https://norecopa.no/160222

³⁵ https://norecopa.no/230222

³⁶ https://norecopa.no/3r-guide/laboratory-animal-refinement-forum-laref

³⁷ https://norecopa.no/310322

³⁸ https://norecopa.no/LARN

³⁹ https://norecopa.no/060422

⁴⁰ https://norecopa.no/220422

⁴¹ https://norecopa.no/FRAME

⁴² https://norecopa.no/24 May

⁴³ https://norecopa.no/FIN3R

⁴⁴ https://norecopa.no/Aqua3R

⁴⁵ https://norecopa.no/ASAB

- 18. Focus on experimental animals⁴⁶, presentation to the Ministry of Agriculture and Food's hearing on the announced animal welfare communication, 27 June*
- 19. Use of laboratory animals in Norway: are there alternatives?⁴⁷ Arendalsuka, 18 August*
- 20. Use of PREPARE to identify refinements of severe models and procedures⁴⁸, RSPCA/Karolinska meeting, Focus on Severe Suffering, Stockholm, 24-25 August*
- 21. Let's PREPARE together to ARRIVE in better shape: how to plan animal experiments⁴⁹, poster at the Europhysiology Congress, Copenhagen, 16 September*
- 22. *The pathway to better animal research*⁵⁰, Applying Ethology (Animal Welfare Slack Workspace), 19 September
- 23. Improving of animal research: a team effort⁵¹, ANZLAA Congress, 21 September
- 24. *Experimental animals: the hidden cost*⁵², seminar on fish research, Litteraturhuset Oslo, 23 September*
- 25. An overview of guidelines for better preclinical research⁵³, EUSAAT Congress, Linz, 26 September*
- 26. How to improve scientific quality and animal welfare when planning animal studies⁵⁴, Congress on 3R Advances, India, 18 November
- 27. What do you want from Norecopa?⁵⁵ Meeting for animal welfare committees, 22 November*
- 28. Norecopa: Norway's national consensus platform for replacement, reduction and refinement of animal testing⁵⁶, DNV meeting about the proposed Governmental animal welfare report (*Stortingsmeldingen*), Oslo, 23 November*
- 29. PREPARE for Better Science⁵⁷, keynote presentation at the ACURET symposium, Nigeria, 1 December
- 30. Annual meeting of *ecopa* with a presentation of Norecopa's work during the past year, 8 December
- 31. *Norecopa: global 3R resources*⁵⁸, Swiss 3R technological and Science meeting, 12 December

Apart from meetings marked with an asterisk (*), participation in meetings was online. In addition, Norecopa's outgoing Board Chair, Bente Bergersen, presented a poster titled A

⁴⁶ https://norecopa.no/LMD/270622

⁴⁷ https://norecopa.no/Arendalsuka

⁴⁸ https://norecopa.no/RSPCA-KI

⁴⁹ https://norecopa.no/Europhysiology

⁵⁰ https://norecopa.no/Ethology

⁵¹ https://norecopa.no/ANZLAA

⁵² https://norecopa.no/kostnad

⁵³ https://norecopa.no/EUSAAT2022

⁵⁴ https://norecopa.no/3radvances

⁵⁵ https://norecopa.no/221122

⁵⁶ https://norecopa.no/231122

⁵⁷ https://norecopa.no/ACURET

⁵⁸ https://norecopa.no/121222

guide to practical tools for improving scientific validity, animal welfare, and health and safety at the UFAW conference in Edinburgh from 28–29 June.

Presentations at the FELASA Congress

Norecopa's Secretary took part in the FELASA Congress in Marseille, on 13–16 June. The Congress was attended by 1,600 participants, 600 exhibitors and 200 virtual participants from a total of 55 countries. Norecopa's Secretary held three oral presentations:

- 1. Using a Refinement Wiki to enhance communication⁵⁹
- 2. Norecopa: Working for global communication between all stakeholders⁶⁰
- 3. PREPARE for Fish Research⁶¹

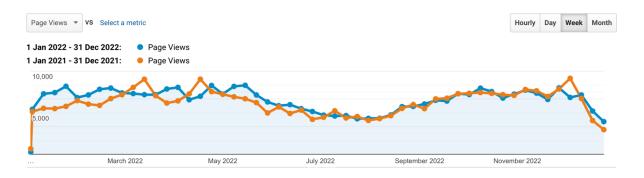
In addition, Norecopa funded room rental for a meeting of the *International Culture of Care Network*⁶² during the Congress.

Norecopa's work was cited in two of the three plenary lectures at the FELASA Congress.

Further development of Norecopa's website

Norecopa has had its own website, https://norecopa.no, since February 2008. In addition, the suffices .info, .com, .eu, .net, .org og .cn are registered for the domain name. Norecopa uses Google Analytics to monitor the use of the website.

Norecopa has engaged two companies, NetLab and Bitfarm, to maintain and develop the website. Norecopa has an operating and maintenance agreement with Bitfarm. The company Webhuset is used to register Norecopa's domains, and Getonnet provides the software for a discussion forum run by Norecopa (see below).



⁵⁹ https://norecopa.no/FELASA/Wiki

⁶⁰ https://norecopa.no/FELASA/global

⁶¹ https://norecopa.no/FELASA/Fish

⁶² https://norecopa.no/coc

Data from Google Analytics show that in 2022 the website had 343,754 visits from 186,372 unique users, who represented most countries in the world. The corresponding figures for 2021 were 326,500 visits from 163,955 unique visitors, representing increases of 5% and 14%, respectively. Thus, albeit somewhat reduced in 2022, the upward trend in the use of the website continues - the increases from 2020 to 2021 stood at 9% and 21%, respectively. In addition to these visits, there were over 6,400 file downloads from Norecopa's website, an increase of 20% compared to 2021.

Norecopa's website contains several databases. These include NORINA⁶³, which holds information on products that can replace or supplement the use of animals in education and training, and TextBase⁶⁴, which contains information on literature within laboratory animal science. In 2022, the Nordic Society Against Painful Experiments on Animals (NSMSD) resumed its aid to the work on maintaining and further developing these databases. Most of the work on updating NORINA and TextBase in 2022 was done by Elisabeth Pagels (employed by Bitfarm, Kristiansand). The work this year largely consisted of deleting information about old products that are no longer available and adding information about new products. Thus, the total number of entries in the databases is a product of these two processes. At the end of 2022, NORINA contained information about approx. 2,800 products, whereas TextBase had some 1,500 entries. These net figures are approximately the same as in 2021.

In addition to the website, Norecopa runs a closed discussion forum by email for those with special responsibility for the country's animal research facilities. As of today's date, this forum is the only channel whereby this group can discuss matters of common interest. In 2022, the forum had 45 members, the same as in 2021.

Norecopa continues to fund the operation of the website of the ENRICH Fish project⁶⁵, which was officially ended in 2017.

Dr. Karen Maciel de Oliveira has translated a text on Norecopa's website that describes an improvement in the rodent scruffing technique⁶⁶ into Portuguese⁶⁷.

Further development of Norecopa's Refinement Wiki

In collaboration with colleagues in Norway and abroad, Norecopa has greatly expanded its user-managed website (*Refinement Wiki*, wiki.norecopa.no) that was launched in 2020. At the end of 2022, there were 66 entries in the Wiki.

⁶³ https://norecopa.no/norina-database

⁶⁴ https://norecopa.no/textbase-database

⁶⁵ https://norecopa.no/fish/projects/enrich-fish

⁶⁶ https://norecopa.no/scruff

⁶⁷ https://norecopa.no/education-training/films-and-slide-shows/um-refinamento-da-tecnica-de-contencao

Incorporation of a dataset from the EU Commission

In 2022 Norecopa incorporated yet another dataset of 3R resources from the EU Commission's Joint Research Centre (JRC) into its website⁶⁸. The dataset was the result of an evaluation of 14,000 literature abstracts on advanced animal-free models for research into cardiovascular disorders published in 2022. The dataset contains 448 resources. Incorporating it into Norecopa's website makes it possible to conduct searches simultaneously with searches in Norecopa's resources, and to then apply various filters to narrow down the search result.

Norecopa's 3R prize

Norecopa received 2 nominations for its 3R prize⁶⁹. The prize, which consists of NOK 30,000 and a diploma, was awarded for the 11th time, after the Annual General Meeting held on 1 June. The winners were three researchers at the Norwegian Veterinary Institute in Ås: Anita Solhaug, Mona Gjessing and Hilde Sindre from the BIO-Direct group⁷⁰, for their work on developing cell lines for reducing the number of experimental animals in fish health studies. Presentations of the nominees⁷¹, the winners' lectures⁷² and the Award Committee's conclusions⁷³ can be found on Norecopa's website.

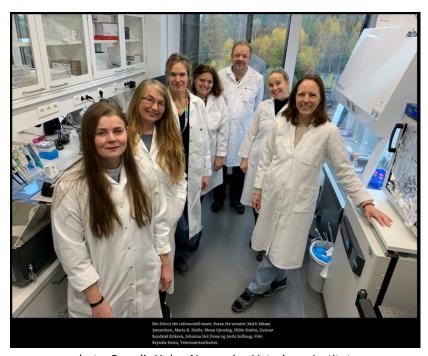


photo: Bryndis Holm, Norwegian Veterinary Institute

⁶⁸ https://norecopa.no/databases-guidelines/eu-commission-dataset-on-cardiovascular-disease-models

⁶⁹ https://norecopa.no/about-norecopa/3r-prize

⁷⁰ https://app.cristin.no/projects/show.jsf?id=642052

⁷¹ https://norecopa.no/media/hxubeorp/3r-prisutdeling 2022.pdf

⁷² https://norecopa.no/media/023ebjec/3r-pris-2022-biodirect-nvi.pdf

⁷³ https://norecopa.no/media/uiopp0tx/komiteens-innstilling-3r-pris-2022.pdf

The winners of the 2021 prize, Carlo Lazado and Elisabeth Ytteborg at Nofima in Ås, used their prize money to co-finance *Aqua3r 2022: National Workshop on 3Rs in Aquaculture Research* in Ås on 9 June⁷⁴.

Contact meetings

The Parliament and the Ministries

On 7 March, Norecopa sent identical letters to the Norwegian Ministry of Agriculture and Food and the Norwegian Ministry of Trade, Industry and Fisheries on the need to allocate more resources to the work on alternatives to animal testing in Norway. Questions regarding the case have also been asked in Parliament to the Trade, Industry and Fisheries by Rasmus Hansson from the Green Party (MDG). The answer was that this would be discussed with the Minister of Agriculture and Food in connection with the announced animal welfare report (*Stortingsmeldingen*).⁷⁵

Norecopa's Secretary attended the hearing on the animal welfare report held by the Ministry of Agriculture and Food in Oslo on 27 June, where he presented the need for a 3R centre⁷⁶. Norecopa submitted a written proposal, which was one of six proposals in support of a 3R centre⁷⁷.

In order to maintain political interest in the 3Rs and demonstrate the need to allocate more resources for developing alternatives to animal experiments, Norecopa's Secretary has maintained contact with Members of Parliament from several parties. Most of the enquiries were made by email to members of the Standing Parliamentary Committee for Business and Industry. An invitation to the Committee to meet with Norecopa in person was unfortunately rejected. On 25 April, Norecopa's Secretary had a meeting with State Secretary Wenche Westberg and two civil service representatives (Department Director Kristin Nummedal and Trade Director Odd Anders Nilsen) at the Ministry of Agriculture and Food, in order to promote the need for a physical 3R centre⁷⁸. On 8 September, he had a meeting with Olaug Bollestad from the Christian Democratic Party.

On 17 October, the Secretary made a statement⁷⁹ and submitted a memo⁸⁰ during the hearing of the Standing Parliamentary Committee on Business and Industry⁸¹ on the Government's budget proposal for 2023. It is this Committee that deals with the budget chapter for the Norwegian Veterinary Institute, which is where the government subsidy to Norecopa comes from.

⁷⁴ https://www.deltager.no/event/349124

⁷⁵ https://www.stortinget.no/no/Saker-og-publikasjoner/Sporsmal/Skriftlige-sporsmal-og-svar/Skriftlig-sporsmal/?qid=88389

⁷⁶ https://norecopa.no/media/nh2p1uuk/norecopa-lmd-høring-dyrevelferd-270622.pdf

⁷⁷ https://www.regjeringen.no/no/aktuelt/innspel-til-ny-dyrevelferdsmelding/id2926297

⁷⁸ https://norecopa.no/media/tkcdtjmj/norecopa-lmd-250422.pdf

⁷⁹ https://vimeo.com/761421281

⁸⁰ https://norecopa.no/media/bfgp1eew/norecopa-notat-næringskomitéen-2022.pdf

⁸¹ https://www.stortinget.no/no/Hva-skjer-pa-Stortinget/Horing/Horingsprogram/?dateid=10004935

The Norwegian National Experimental Animals Committee

Norecopa's Secretary has had sporadic contact with the National Committee for the Protection of Animals used for Scientific Purposes during the year, in order to discuss matters of common interest. He attended the Committee's meeting for Animal Welfare Organisations in Oslo on 17 November, where he presented Norecopa's work under the title: What do you want from Norecopa?82

Projects funded by the Norwegian Research Council

Norecopa's Secretary is taking part in two projects funded by the Norwegian Research Council:

- A project led by the Institute of Marine Research and titled WELFARE SEVERITY (Frameworks for classifying the welfare of farmed Atlantic salmon based upon the principles of severity assessment)⁸³
- A project led by the Norwegian Institute for Water Research (NIVA) titled SPHERTOX (Hepatic 3D spheroids: the next generation of testing in toxicology)⁸⁴

Other activities during 2022

Norecopa's Secretary has:

- 1. participated in the International Culture of Care Network, which was established after the FELASA congress in June 2016. He also maintains the website of the Network on Norecopa's platform (norecopa.no/coc).
- 2. been a Board Member of *ecopa* since 8 December 2022. During the reporting year, he invested a lot of time in providing assistance with the website of the organisation.

Norecopa's publications during 2022

Newsletters

Norecopa's Secretary published seven electronic newsletters in English for Norecopa's members as well as other interested parties. All of these are archived on Norecopa's website⁸⁵ and their content is searchable, which increases their value. The number of subscribers increased by 16% in 2022: from 1,107 subscribers to the first newsletter on 22 February to 1,287 subscribers to the last newsletter on 21 December.

⁸² https://norecopa.no/221122

⁸³ https://norecopa.no/species/fish/projects/severity-assessment-and-salmon-welfare

⁸⁴ https://norecopa.no/species/fish/projects/sphertox

⁸⁵ https://norecopa.no/news/newsletters



Scientific papers

Norecopa's Secretary was co-author of the following scientific papers published in 2022:

- Neuhaus W. et al. (2022): The Rise of Three Rs Centres and Platforms in Europe⁸⁶. Alternatives to Laboratory Animals. 50(2):90-120. doi:10.1177/02611929221099165
- Neuhaus W. *et al.* (2022): The current status and work of Three Rs centres and platforms in Europe⁸⁷. *Alternatives to Laboratory Animals*. 50(6):381-413. doi:10.1177/02611929221140909

He updated a paper about animal research that is part of the Research Library of the National Research Ethics Committees. The paper is available in both English⁸⁸ and Norwegian⁸⁹.

Norecopa's Secretary spent a lot of time in 2022 completing a chapter on the 3Rs, together with Dr. Jon Richmond from the UK, which is due to be published in the next edition of UFAW's textbook *Handbook on the Care and Management of Laboratory and Other Research Animals*⁹⁰. The book is due for publication in the spring of 2023. Several other publications are underway.

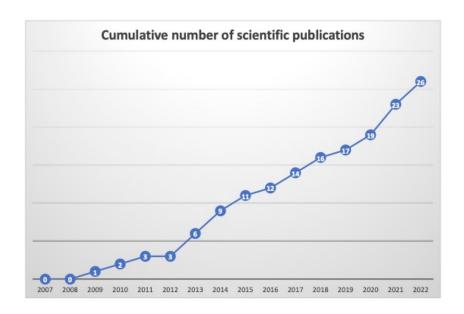
⁸⁶ https://journals.sagepub.com/doi/10.1177/02611929221099165

⁸⁷ https://journals.sagepub.com/doi/full/10.1177/02611929221140909

⁸⁸ https://www.forskningsetikk.no/en/resources/the-research-ethics-library/research-and-environment/animals-in-research

⁸⁹ https://www.forskningsetikk.no/ressurser/fbib/miljo/dyr

⁹⁰ https://www.ufaw.org.uk/animal-welfare-publications/the-ufaw-handbook-on-the-care-and-management-of-laboratory-and-other-research-animals



Opinion pieces and other articles

Norecopa invested a lot of time in 2022 in writing opinion pieces, in an attempt to strike a responsive chord among Norway's politicians to allocate more resources to the work with the 3Rs:

- Norecopa's Secretary was interviewed by the Nationen newspaper on 26 August⁹¹, based on Norecopa's proposal⁹² to the hearing of the Ministry of Agriculture and Food on 27 June about the animal welfare report which is due in 2024.
- Several posts from researchers at the Institute of Marine Research in September were followed up by an opinion piece on 14 September in the *Nationen*, which was written by Norecopa's Secretary and Board Chair, three researchers from the Norwegian Veterinary Institute and the Institute of Marine Research⁹³.
- On 8 October, Norecopa's Secretary, Board Chair and researchers from the Norwegian Veterinary Institute and the Institute of Marine Research published an article in *Dagens Næringsliv* ⁹⁴, where they pointed out that fish experiments are assessed according to the same severity categories as those for terrestrial animals.

A complete overview of these articles is available in Norecopa's newsletter no. 5/2022⁹⁵.

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⁹¹ https://norecopa.no/Nationen-260822

⁹² https://norecopa.no/media/nh2p1uuk/norecopa-lmd-høring-dyrevelferd-270622.pdf

⁹³ https://www.nationen.no/motkultur/debatt/vi-tenger-et-senter-for-forbedring-reduksjon-og-erstatning-av-dyreforsok

⁹⁴ https://www.dn.no/innlegg/havbruk/forskning/forsoksdyr/norge-bruker-over-to-millioner-forsoksdyr-i-aret/2-1-1323197

⁹⁵ https://norecopa.no/news/newsletters/5-2022

Norecopa's Secretary has also been interviewed several times:

- He was interviewed for a 40-minute animal testing-related podcast under the *Get Real* slogan⁹⁶, hosted by Dr. Cindy Buckmaster. The purpose of the series⁹⁷ is to disseminate information about animal trials and the challenges associated with that to the wider public. The podcast was part of a series titled *The RAW Truth*, the fourth instalment of which (*Checklists, Communications and Cures*) was the interview with Adrian Smith. Cindy Buckmaster also created a resource page⁹⁸ for the podcast as well as a page containing more general information about animal testing⁹⁹.
- He was also interviewed by the magazine of the American Anti-Vivisection Society (AAVS), AV Magazine¹⁰⁰. The interview was in connection with an article entitled The Complex Role of Lab Vets.
- He was further interviewed by the Norwegian Animal Protection Alliance's magazine, *Dyrevern*. The story, together with an introduction in the use of experimental animals in Norway, is published on Norecopa's website, with permission¹⁰¹.

Norecopa and social media

Norecopa has prepared a brochure describing the organisation and its activities. This can be downloaded as pdf files in English¹⁰² and Norwegian¹⁰³ and can be used freely.





Norecopa has updated the collection of discussions on improving care for laboratory animals and animal experiments originating from the Laboratory Animal Refinement Forum

⁹⁶ https://www.getreal.naiaonline.org

⁹⁷ https://www.getreal.naiaonline.org/episodes

⁹⁸ https://www.getreal.naiaonline.org/episode-responses/blog-post-title-one-2tpxa-8xj3t-wxzmb-w8zf6-x7k8p-8286t-jcxrb-fxw7x-4ar8l-gb7h3-3l77e-4jnng-gr2xr-6nnxd-8m5cd-n4hhp

⁹⁹ https://www.getreal.naiaonline.org/resources

¹⁰⁰ https://aavs.org/our-work/av-magazine

¹⁰¹ https://norecopa.no/media/4dik0bfv/dyrevern-1-2022.pdf

¹⁰² https://norecopa.no/media/cpgprhp5/norecopa-brochure.pdf

¹⁰³ https://norecopa.no/media/p0jhcurq/norecopa-brosjyre.pdf

(LAREF)¹⁰⁴. These are freely available on Norecopa's website and do not require you to be a member of LAREF¹⁰⁵.

What can a 3R centre do? Adrian Smith has written a memo about this, which can be used freely¹⁰⁶.

At the beginning of the year, 726 persons followed Norecopa's Facebook profile¹⁰⁷. By the end of the year, the figure had grown to approx. 760.

Norecopa has used Twitter more than Facebook this year. Norecopa's Twitter account (@norecopa)¹⁰⁸ has 1,000 followers and was viewed 38,200 times in 2022, compared with 87,700 in 2021. In addition, Adrian Smith has his own Twitter account with 700 followers, where the majority of posts deal with Norecopa. The posts there were viewed 39,800 times in 2022, compared with 56,700 times in 2021.

Norecopa has a LinkedIn page¹⁰⁹, and the Secretary also posts information about Norecopa on his own LinkedIn page¹¹⁰.

¹⁰⁴ https://norecopa.no/3r-guide/laboratory-animal-refinement-forum-laref

¹⁰⁵ https://norecopa.no/media/abxjwq00/laref-discussion-2002-2022.pdf

¹⁰⁶ https://norecopa.no/media/wazgqtt2/hva-kunne-et-3r-senter-gjort.pdf

¹⁰⁷ https://www.facebook.com/Norecopa

¹⁰⁸ https://twitter.com/norecopa

¹⁰⁹ https://www.linkedin.com/company/23545108

¹¹⁰ https://www.linkedin.com/in/adrian-smith-bb567b5a

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