



Supporting the
All-Atlantic Ocean Research
and Innovation Alliance

Deliverable 5.1: Communication and Outreach Strategy

Date: 30 October 2025

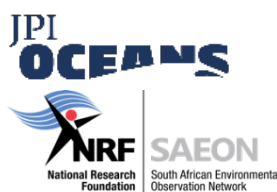


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Abbreviations and Acronyms

CSA: Coordination and Support Action

AAORIA: All-Atlantic Ocean Research and Innovation Alliance

Alliance: All-Atlantic Ocean Research and Innovation Alliance

HLB: High Level Board

SC: Steering Committee

Declaration: All-Atlantic Ocean Research and Innovation Declaration

BS: Belém Statement on Atlantic Research and Innovation Cooperation

GS: Galway Statement on Atlantic Ocean Cooperation

AORA: Atlantic Ocean Research Alliance

AANChOR: All-Atlantic Cooperation for Ocean Research and innovation

EU: European Union

EC: European Commission

GA: Grant Agreement

KPIs: Key Performance Indicators

WP: Work Package

R&I: Research and Innovation

GDPR: General Data Protection Regulation

Forum: All-Atlantic Ocean Research and Innovation Forum

Website: All-Atlantic Ocean Research and Innovation website

ECOP: Early Career Ocean Professional

Executive summary

This Communication and Outreach Strategy (D5.1) was prepared by the OKEANO CSA Communication Work Package (WP5) to guide the communication and dissemination activities of the All-Atlantic Ocean Research and Innovation Alliance (AAORIA). This Strategy illustrates effective communication by the OKEANO CSA around the All-Atlantic Ocean Research and Innovation Alliance goals and actions, while prioritising inclusivity and accessibility. It includes a range of communication channels, diverse tools, and a clear focus on engaging different Atlantic stakeholders, from scientists and politicians to the general public. Ultimately, this strategy provides means to increase the visibility and impact of AAORIA and its community through communication.

1. Introduction

Representatives of 17 organisations from Argentina, Belgium, Brazil, Cabo Verde, France, Germany, Ireland, Morocco, Norway, Portugal, South Africa, and Spain joined forces to establish the OKEANO Coordination and Support Action (CSA). Funded under Horizon Europe for the three-year period of 2024-2027, OKEANO is tasked with implementing the All-Atlantic Ocean Research and Innovation Alliance and Declaration, signed in 2022.

The All-Atlantic Ocean Research and Innovation Alliance Declaration marks a significant milestone in the journey towards the sustainable management of the Atlantic Ocean. The Declaration was signed in July 2022 to further boost collaboration between All-Atlantic countries, building on the foundations of the 2013 Galway Statement on Atlantic Ocean Cooperation and the 2017 Belém Statement on Atlantic Research and Innovation Cooperation. The Galway Statement was supported by the North Atlantic-focused Atlantic Ocean Research Alliance (AORA) CSA, which began in 2015. AORA was mandated to provide scientific, technical, and logistical support to the European Commission (EC) in developing and implementing a trans-Atlantic Marine Research Cooperation between the EU, the US and Canada. The Belém Statement represented a significant expansion of the Alliance, with the addition of the Southern Atlantic countries of Brazil and South Africa, and soon after Cabo Verde, Argentina and Morocco through Administrative Agreements with the EC. The implementation of the Belém Statement was tasked to the All Atlantic Cooperation for Ocean Research and innovation, the AANChOR CSA in 2018, with a more ambitious mandate to co-design and co-deploy bottom-up concrete long-term collaborative activities building on ongoing initiatives, reinforcing international cooperation between Europe and tropical and South Atlantic countries. AANChOR provided seed funding for the first development stages of selected Joint Pilot Actions and identified appropriate existing funding mechanisms and tools for their long-term sustainability. After the conclusion of the AANChOR CSA in 2023, OKEANO became the leading European-funded initiative to support the implementation of the All-Atlantic Ocean Research and Innovation Alliance and Declaration.

In line with the Alliance's guiding principle of *Connecting – Cooperating – Acting*, OKEANO aims to consolidate existing initiatives and transition the Alliance towards a long-term, sustainable, and impactful international partnership. Its overarching goal is to provide effective coordination and support for cooperation across the Atlantic Ocean, from pole to pole and from coast to coast, ensuring strong governance structures, enhanced dialogue, and the active engagement of all partner countries. OKEANO aims to facilitate dialogue and cooperation at local, national, and international levels, to consolidate existing initiatives and to tackle socio-environmental issues in the Atlantic region, such as climate change, biodiversity loss, pollution, ecosystem protection and restoration, and sustainable and inclusive ocean economies. This will lead to the further establishment, engagement and mobilisation of the All-Atlantic community, a diverse and inclusive group of Atlantic marine stakeholders who are

involved in the planning, execution, dissemination and exploitation of Atlantic Ocean research and its outputs.

Furthermore, OKEANO's objectives align with the EU's priorities outlined in the European Mission Restore our Ocean and Waters by 2030 and its Atlantic-Arctic Lighthouse, the Horizon Europe Partnership for a climate-neutral sustainable and productive Blue Economy, the European Green Deal, and the international dimension of the EU Atlantic Action Plan. Internationally, OKEANO collaborates in delivering coordinated activities in the Atlantic Ocean with the UN Decade of Ocean Science for Sustainable Development 2021-2030, the UN Decade on Ecosystem Restoration, the OSPAR and Abidjan Conventions, the Convention on Biological Diversity, and the Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ), as well as G7 and G20 related activities, to name a few.

The OKEANO CSA builds on the previous All-Atlantic CSAs, AORA and AANChOR, and it aims to upscale their efforts such as the Joint Pilot Actions, Working Groups, R&I ocean-related projects that involve international cooperation in the Atlantic, and the involvement of ECOPs in previous initiatives such as the All-Atlantic Ocean Youth Ambassadors for the benefit of the All-Atlantic community. Similarly, the OKEANO Communication and Outreach Strategy builds upon the legacy of the previous two CSAs.

Effective communication is essential to achieving the objectives of the OKEANO CSA. It ensures cohesion across a geographically and institutionally diverse partnership and amplifies the impact of its activities beyond the consortium. This Communication and Outreach Strategy defines the framework through which OKEANO coordinates its internal and external communication activities. By setting clear objectives, key messages, and practical actions, this strategy supports engagement among partners, increases visibility at regional and international levels, and ensures that OKEANO's work contributes to lasting progress in Atlantic Ocean cooperation and sustainability.

2. Communicating the All-Atlantic Ocean Research and Innovation Alliance

The main objective of OKEANO is to support the All-Atlantic Ocean Research and Innovation Alliance and the 2022 All-Atlantic Ocean Research and Innovation Declaration. Its communication strategy is therefore first and foremost aligned with the communication and dissemination of the Alliance as a whole, with the dissemination of the CSA's own progress as a secondary aspect. For a cohesive narrative, this is reflected in the OKEANO branding as well (section **3. Visual Identity**).

Communication efforts led by OKEANO are primarily focused on informing its audience about various initiatives, projects, events, news, publications, and political decisions proposed by or pertinent to AAORIA and its Atlantic Partners, aiming to maximise the impact and engagement of the Alliance through vibrant and dynamic communication, dissemination, and outreach. Communication is instrumental in strengthening the All-Atlantic community, fostering diverse, accessible, and inclusive content input from the continents and cultures around the Atlantic, drawing on the capacity and knowledge of ECOPs and Indigenous Peoples.

The OKEANO consortium brings together partners with complementary expertise, extensive geographical coverage, and access to a broad network of stakeholders. OKEANO also works in close collaboration with stakeholders from countries not formally represented in the consortium, such as Canada, Ghana, Iceland, Senegal, and the United States of America, to ensure that inputs and participation are inclusive of all signatories to the All-Atlantic Declaration.

This section of the Communication Strategy presents three essential concepts: the target audience, the communication goals and the communication channels and implementation envisaged for a meaningful and impactful communication around the All-Atlantic Alliance (**Fig. 1**).

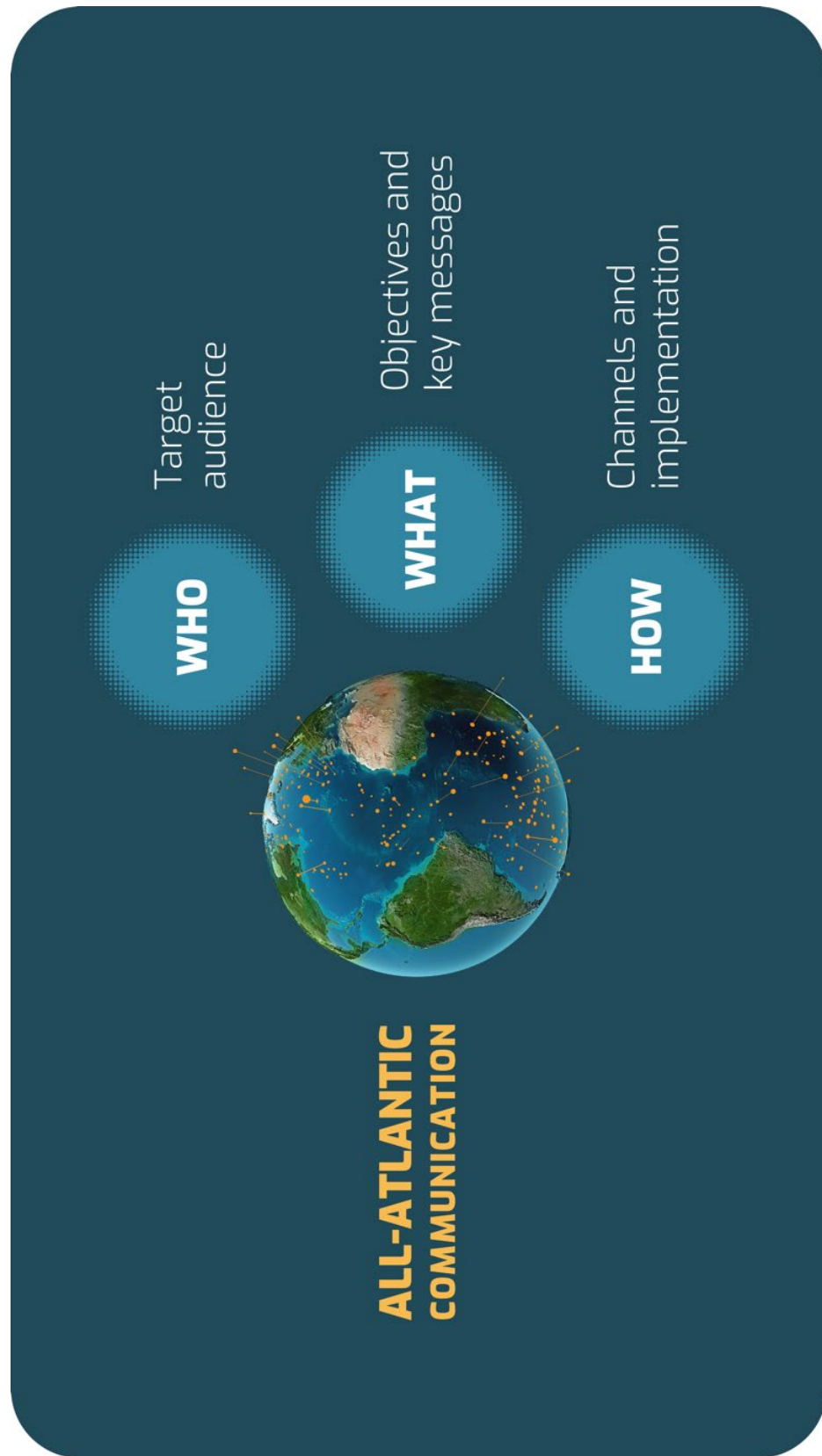


Figure 1. Essential concepts regarding the communication strategy.

2.1 Target Audience

Understanding OKEANO's target audience is crucial to identify their needs, preferences, and behaviours, to better tailor messages and choose appropriate communication channels. As a science diplomacy initiative, OKEANO's communication is primarily directed towards three main audience groups: the Research and Innovation (R&I) community, governance and policy actors, and society at large. Such varied audience requires targeted approaches. Communication efforts were therefore divided in percentages that match those adopted by the AANCHOR CSA, as they were deemed valuable and reflective of AAORIA's role in the international panorama (**Fig. 2**).

Geographically, the Alliance also strives to emphasise the research cooperation along and across the whole Atlantic, including polar regions. The priority lies in reaching AAORIA Partners and encouraging them to adopt a proactive approach in directly disseminating or sharing with the Communication Work Package (WP5) their news and achievements concerning the Atlantic Ocean. This collaboration also serves to further strengthen the Atlantic community. Particular attention is to be given to outreach towards Atlantic countries not yet involved in the Alliance, thus inspiring them to get involved.

OKEANO and the Alliance are also committed to inclusivity and accessibility across all communication activities. Efforts will prioritise the representation of underrepresented groups, promote youth and gender equality, and reduce linguistic and accessibility barriers by producing multilingual and accessible content. The Alliance seeks to ensure that its communication is understandable to stakeholders from diverse disciplines and cultural backgrounds, while recognising and valuing the contributions of Indigenous communities and newly engaged partners.

Interdisciplinarity is a prominent aspect of OKEANO and the Alliance. Therefore, despite the outlined target audiences requiring different approaches and channels, they do not represent a division, as OKEANO strives to promote a holistic communication that targets the various interfaces between science, policy and society.



Figure 2. OKEANO target audience division.

2.2 Communication Goals: objectives and key messages

As per the Grant Agreement (GA), OKEANO's Work Package (WP5) on Communication, Dissemination and Outreach is tasked to *"maximise the impact of the OKEANO project and to support communication of the All-Atlantic Ocean Research and Innovation Alliance through effective and engaging dissemination, exploitation and communication measures"*.

OKEANO communication is key to building of the All-Atlantic community by strengthening AAORIA's brand and visibility towards the public, who shall see within the entire Atlantic and connected polar regions a shared heritage, responsibility and opportunity. Any activity aligned with the Alliance and the Declaration should be promoted by OKEANO, namely relevant projects, initiatives, events, activities, and actions around the Atlantic Ocean. By being a provider of state-of-the-art marine science and diplomacy around the Atlantic Ocean, AAORIA communication efforts aim to enhance the Alliance's visibility in the international scene, while promoting an inclusive, accessible, and efficient collaborative sharing of knowledge and resources amongst all ocean stakeholders, ultimately leading to a more sustainable Atlantic Ocean.

The communication-specific objectives defined by the OKEANO Grant Agreement are summarised in **Figure 3**. The second row reflects the tasks of WP5 on All-Atlantic Communication, Dissemination and Outreach, namely:

- Task 5.1 Communication Strategy including Engagement, Exploitation and Dissemination
- Task 5.2 Corporate identity and materials with project branding-logo
- Task 5.3 Dissemination of All-Atlantic project and Alliance activities and outcomes
- Task 5.4 Providing an engaging All-Atlantic website
- Task 5.5 Audio-visual Atlantic-specific information formats

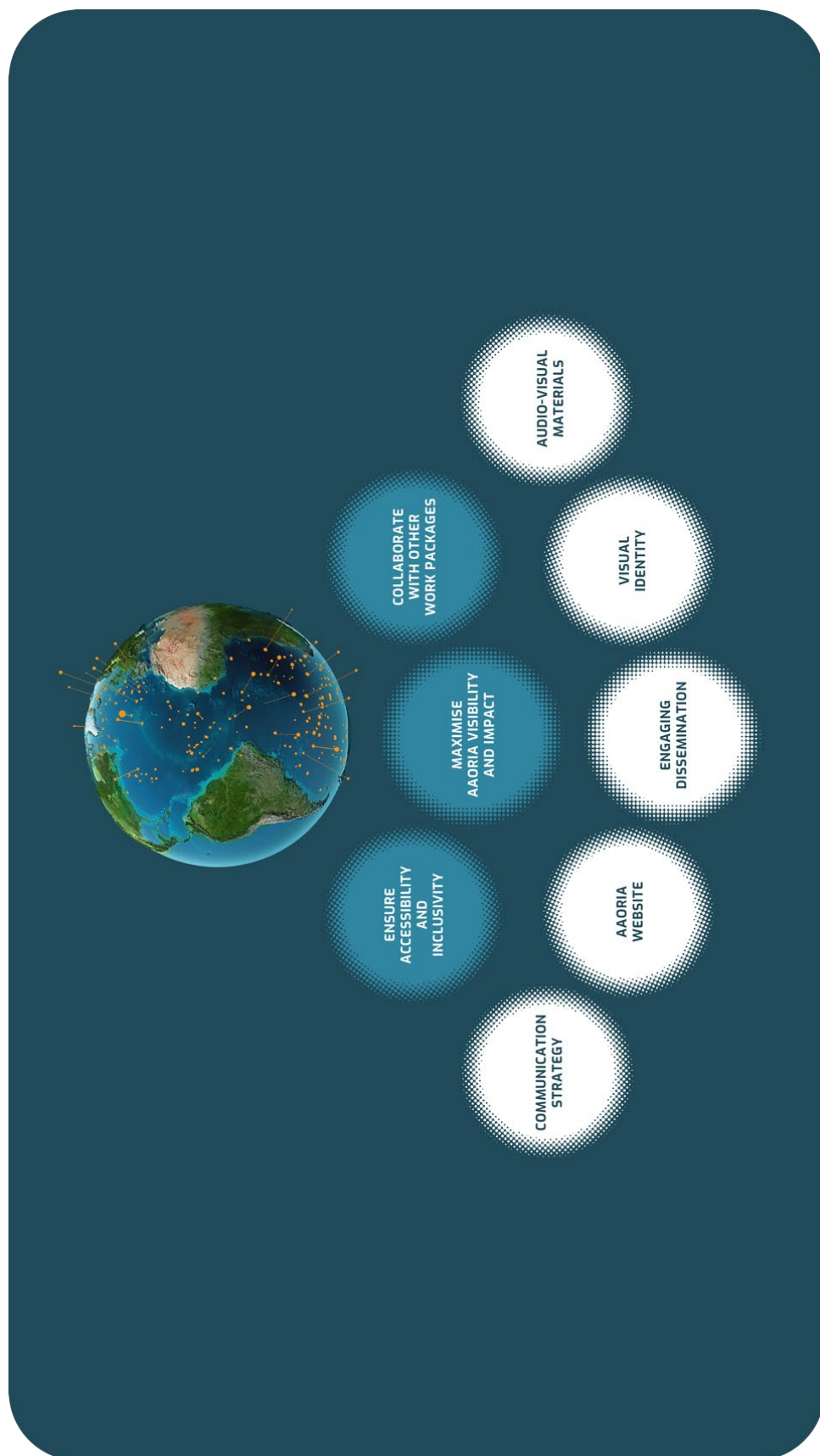


Figure 3. OKEANO objectives.

Given the many objectives, the crafting of clear, concise, and compelling messages and recognisable elements, both visually and textually, are essential to convey the intended response and engagement from the target audiences. Building on the two main communication purposes identified by AANCHOR for its communication activities, namely to inform and to inspire, OKEANO strives to add a third purpose: to involve.

INSPIRE

- First and foremost, OKEANO must inspire its audience so that they join the All-Atlantic community. Targeted “emotional hooks” building on experience, feeling and identity will get the public inspired and willing to learn more about the Atlantic Ocean. It is fundamental to reduce the gap between the great importance of the ocean and the limited knowledge and emotional connection that many people have with it. This can be achieved by showcasing the rich marine, biological and cultural diversity across the Atlantic, striving to include voices from underrepresented groups and showcasing inspiring success stories, best practices, innovative technologies, new programs and products, highlighting the collective benefits for society in having a sustainable Atlantic Ocean.

INFORM

- Secondly, while attention is high because of the emotional hooks, the audience must be informed about AAORIA and its initiatives. By showcasing Atlantic news and outcomes while still building upon the All-Atlantic community feeling and identity, scientific and political results can be presented in various ways according to specific target audiences.

INVOLVE

- Lastly, the communication activities carried out by OKEANO are to serve the third purpose: to involve. Much like the ‘Act’ within the AAORIA’s “*Connecting – Cooperating – Acting*” motto, this call to be involved aims to build an engaged ocean literate society that actively participates in the safeguarding of the Atlantic Ocean. Civil involvement is then valuable because it originates from a place of inspiration and information, as per the two previous purposes. Scientists, governance, and the general public have a common platform (the AAORIA website) to engage in collaborative Atlantic opportunities and calls for action.

These three elements are seen as part of a sequential All-Atlantic narrative and tie in nicely with the AAORIA motto: *Connecting – Cooperating – Acting*. These objectives constitute the *fil rouge* or central theme for the AAORIA communication campaigns and planned outcomes (**Fig. 4**).

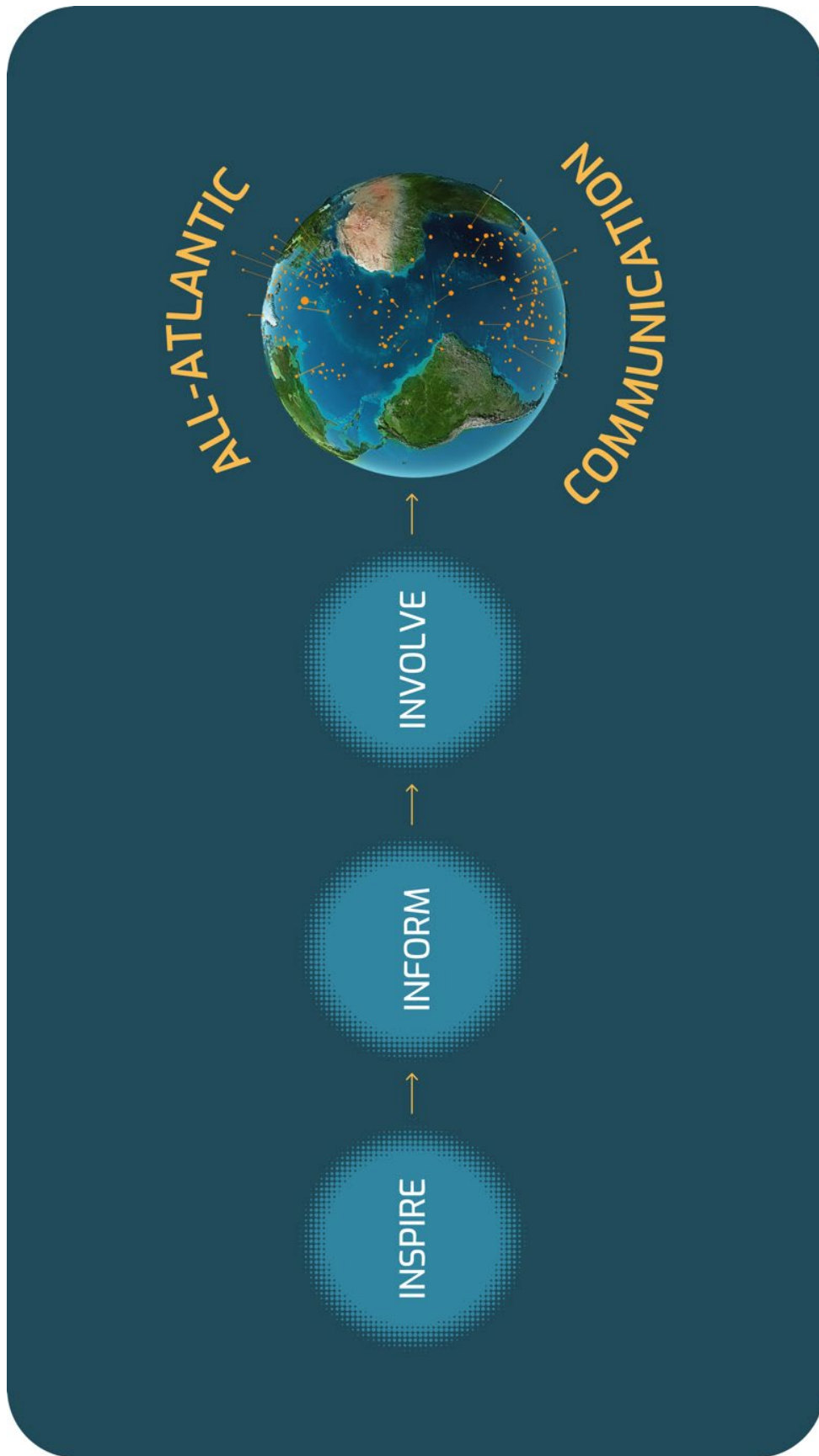


Figure 4. OKEANO communication key messages.

2.3 Communication channels and implementation

OKEANO communication activities are carried out across a wide range of communication channels and using different tools, as outlined below. Each channel has its own specific implementation, monitoring and Key Performance Indicators (KPIs). The KPIs outlined below are in line with current engagement results and similar Horizon Europe projects. Said KPIs will be periodically revisited and revised as appropriate. While KPIs are essential for tracking performance, they alone do not fully capture the impacts of the Alliance. However, they provide a necessary starting point for measuring progress and guiding improvements. Furthermore, qualitative indicators (e.g., stakeholder feedback, diversity of contributors, or engagement in key events) will also complement quantitative KPIs. Such qualitative indicators will better capture the multidimensional nature of communication impact.

2.3.1 Website

The All-Atlantic Ocean Research and Innovation Alliance website is essential for clear, high-impact external communication, helping to build a common understanding of AAORIA activities, objectives, legacy, and results, as well as establishing its textual and visual identity. It makes All-Atlantic knowledge and information accessible to scientists, policymakers, decision-makers, international organisations, and society across the Atlantic. In addition to serving as a platform for communicating and disseminating the project and the Alliance, the website also acts as a portal providing relevant information from the legacy of previous phases of AAORIA and its supporting CSAs. Furthermore, the website is interlinked with partners' institutional pages to strengthen cross-channel visibility and ensure a coherent All-Atlantic online presence.

The website is recognised as the main communication priority, with WP5 acting to:

- Optimise user experience by considering content, structure and readability;
- Update the information, visual identity and structure of the website under T5.4 to showcase the seamless shift from the AANChOR to the OKEANO CSA, for instance promoting the All-Atlantic Blue Intergenerational Programme and the All-Atlantic Coastal Resilience efforts (OKEANO WP3 on AAORIA activities including Atlantic Early Career Ocean Professional (ECOP) Communities and Capacity Building and WP4 on marine and maritime research and innovation (R&I) activities with Atlantic Stakeholders, respectively), as well as showcasing long-term All-Atlantic initiatives such as the Joint Pilot Actions and Working Groups;
- **Increase website content by encouraging all OKEANO and AAORIA Partners to regularly provide relevant news articles and events to be disseminated via the website;**
- Be fully accessible and inclusive by providing content in several languages (English, French, Portuguese and Spanish to begin with) and applying a design that makes the website accessible for people with visual impairments;



- Include an accessibility statement, outlining AAORIA's commitment to accessibility.

WP5 monitors the website analytics at least every year to have a correct baseline estimation of the website traffic. KPIs to be reached by the end of OKEANO (M36) are summarised in **Table 1**. Google analytics and MonsterInsights are used to measure said metrics.

It is proposed that traffic from the Coastal Resilience Hub and the Blue Intergenerational Programme Pilot Platform is included within the website metrics, as these platforms are considered part of OKEANO's communication interfaces. Further emphasis will be placed on expanding the online database of projects and resources (i.e., the content rows in **Table 1**) in tandem with WP2 on structured dialogue at local, national, international and multilateral levels until the end of the OKEANO CSA.

Table 1. KPIs regarding website analytics and content.

Website	Metrics	KPIs by M36 (Feb 27)
Analytics	Total users	5000
	New users	2000
	Routine users	3000
	Pageviews	10000
	Bounce rate	50-60%
	Average session duration	2min
Content	Database entries (projects, joint pilot actions, etc.)	200
	Resources (infographics, deliverables, factsheets, policy briefs, videos, brochures, research articles)	30
	News-items and events	100

2.3.2 Social media

Social media are the main channels for the regular digital communications performed by OKEANO, acting as the principal window to showcase what is happening in the All-Atlantic Ocean Research and Innovation community. Social media also redirect the audience towards the AAORIA website for further information.

The previous CSA established X (previously Twitter), Facebook and YouTube accounts for the Alliance, which continue to be used. All profiles were adapted to seamlessly shift from AANChOR to OKEANO, while still maintaining the All-Atlantic visual and textual identity. The official All-Atlantic hashtag (#AtlanticAll) is still used in AAORIA communications, while additional hashtags of events or themes are used to promote AAORIA and reach new followers.

In response to evolving trends and partner needs, WP5 launched a LinkedIn account in May 2024 to better engage professional audiences. A BlueSky account was also created in February 2025 to accommodate community members migrating there from X. There is currently no intention of the Alliance leaving X, as the platform remains a central channel to reach the community. However, stakeholder engagement on X is dropping, and the EC's position on whether to continue operating on X will also inform future decisions regarding its use. All platforms are currently maintained, with communications adapted accordingly. Each platform is used according to its strengths: X and BlueSky for concise event reporting and dynamic updates; Facebook for visual, longer-format posts to broader audiences; and LinkedIn for professional networks, with emphasis on event promotion and engagement.

The potential creation of an Instagram account is not under consideration, in order to avoid overlap with the All-Atlantic Youth Ambassador profile, which was previously used under AANChOR for ECOP-related activities but is no longer active.

Regular posts on all channels are organised as follows:

- X and BlueSky as main social media channels with an average of two-three organic posts per week from Monday to Friday;
- Facebook and LinkedIn as secondary channels with, on average, one to two longer organic posts per week;
- During holiday periods, this level of presence may be reduced temporarily. Such presence in terms of quantity of posts constitutes a similar working baseline from the AANChOR CSA.

YouTube is to be used *ad hoc* to share longer AAORIA videos and online event recordings, or to livestream events such as the All-Atlantic Forum.

The main communication language is English. However, with a similar approach as the one used for the AAORIA website, content can be provided in several languages in selected instances. Spanish, Portuguese and French will be the first languages considered due to their relevance for Southern Atlantic Partners, with the possibility of reposting content in different languages from all Partners. **All 17 Partners from the OKEANO consortium, as well as the Alliance Partners not involved in OKEANO, are responsible for providing relevant content on a rotation basis.** To strengthen communication bridges with all signatories of the All-Atlantic Declaration, OKEANO WP5 participates in the monthly All-Atlantic Steering Committee meetings, where we have nominated one communication focal point per All-Atlantic country not represented in the OKEANO consortium. Both measures ensures that dialogue remains open and inclusive, and that all AAORIA partners, regardless of formal OKEANO involvement, are actively engaged in shaping and disseminating the Alliance's messaging.



Examples of topics and general themes for content can be:

- All-Atlantic Forum
- Specific international events (e.g., UN Ocean Decade Conference)
- All-Atlantic Declaration (e.g., series on its seven priorities, or testimonies and profiles of signatories)
- AAORIA Partner success stories (e.g., research breakthroughs, paper publication, innovation, expeditions) and events concerning the Atlantic Ocean
- Joint Pilot Actions, Working Groups, R&I ocean-related projects that involve international cooperation in the Atlantic
- ECOPs involvement in AAORIA
- Progress reports on ongoing scientific research in various formats (e.g., meet the expert interviews, research behind-the-scenes, marine topic deep-dive such as ocean observation and data management, climate variability, pollution, sea level rise etc.)
- Environmental awareness about marine resources and biodiversity
- Scientific news from institutes, universities and organisations
- Cooperation and training opportunities
- Ocean Literacy
- Coastal communities
- Accessibility tips
- AAORIA motto "*Connecting-Cooperating-Acting*"

Such content can include any piece of information relevant to the Atlantic Ocean and/or the Alliance, namely an accomplishment, a piece of news, an event, a publication and so on. If such content is not used straight away, it will become part of a pool of content to be used when information flow is lower.



All OKEANO Partners are to implement this Communication and Outreach Strategy to their organisations' social media channels, engaging with AAORIA's posts, resharing them and tagging AAORIA's channels in relevant pieces of content, translating them in their local language when applicable or necessary. This will boost AAORIA's visibility to local stakeholders. Annex I contains a set of good practices that can guide Partners in maintaining consistency and effectiveness in their communication efforts.

WP5 monitors social media analytics at least every year. KPIs and content targets are summarised in **Table 2**. SocialPilot is used as tool to schedule posts across all platforms and monitor KPIs.

In light of X's new restrictions, analytics for this platform are now limited to follower counts unless premium access is obtained; the same limitation applies to BlueSky. Accordingly, the final KPI for 2027, originally set at 6,000 total followers on X, will be considered achieved if this figure is reached cumulatively across all platforms, including LinkedIn, BlueSky and Facebook.

The social media KPIs outlined in Table 2 are considered ambitious but achievable within the timeframe of the OKEANO CSA. The target of 6,000 total followers across platforms by M36 reflects a steady growth trajectory, supported by regular posting and partner contributions.

Table 2. KPIs regarding Social Media analytics and content.

	Metrics	KPIs by M36		
Social Media		X and BlueSky	Facebook	LinkedIn
Analytics	Reach	200 average, 20,000 total	100 average, 20,000 total	200 average, 35,000 total
	Followers	+15% yearly, 6,000 final followers across all platforms	+10% yearly	+30% yearly
	Interactions	+0.5%	10 average, 1,000 total	30 average, 10,000 total
Content	Regular posting	Three organic posts per week	One to two organic posts per week	

2.3.3 Newsletters

In agreement with General Data Protection Regulation (GDPR), the last issue of the AANChOR-operated newsletter was sent asking its subscribers to sign up to the new OKEANO newsletter, as it was not possible to access the contact details of previous AANChOR-operated newsletter subscribers. This inevitably caused a loss of subscribers, which is being recovered through a targeted social media campaign from AAORIA channels and OKEANO Partners. WP5 also requests all CSA Partners and relevant stakeholders to invite their own networks to subscribe to the OKEANO newsletter through their own network via newsletters, websites and social media.

The AAORIA newsletter is to be published every four months including a selection of news articles, announcements and events previously published on the website. *Ad hoc* newsletters will be published for specific announcements or large-scale events, e.g. the annual All-Atlantic Forum. KPIs, content targets and tools needed are summarised in **Table 3**.

While these KPIs aim for both a growing subscriber base and strong engagement metrics, it is important to acknowledge that these goals are ambitious and may require strategic prioritisation. WP5 will prioritise whether to focus on expanding the number of subscribers, even if engagement rates are lower, or whether to cultivate a smaller, highly engaged audience. Both approaches offer value: a broader reach increases visibility across the Atlantic, while deeper engagement fosters stronger community ties and more meaningful interactions.

Table 3. KPIs regarding newsletter analytics, content and tools needed.

Newsletter	Metrics	KPIs by M36
Analytics	Subscribers	1000
	Open rate	50%
	Click rate	10%
Content	Newsletter every four months	9 newsletters
Tools	Mailchimp	NA

2.3.4 Press Releases

Press releases can be issued after key events and achievements of the Alliance and, in specific cases, of OKEANO. Such statements will be high-level communications, in articulation with the European Commission Directorate-General for Research and Innovation (DG RTD) and the Alliance High Level Board and Steering Committee. For instance, a press release can announce key AAORIA updates such as new Partners joining the Alliance or detailed information about the outcomes of the All-Atlantic Fora. All CSA Partners and relevant stakeholders are invited to support the dissemination of such content by sharing the press releases with their own national and international networks.

At least three press releases are foreseen.

2.3.5 Audio-visual communication

A short video presenting the All-Atlantic Cooperation already exists focusing on the Belém Statement. The video is on the All-Atlantic YouTube channel. Building on its visual identity and communication style, an updated video is to be produced, showcasing the Alliance, the Declaration and OKEANO.

Further audio-visual communication will be used to reach out and engage with various public and private stakeholders, including civil society and youth from local communities all around the Atlantic. Leveraging on the well-established successful format of the AIR Centre's Networking Friday webinars, webinar contributions of relevance to Atlantic communities will be turned into professionally produced interview-style podcasts, with translation into English, Spanish, Portuguese and French, thus producing a growing archive of accessible knowledge. To leverage the cultural richness and diversity around the Atlantic, a All-Atlantic photo award competition was organised in 2025 to assure low-threshold citizen participation in the AAORIA and foster an elevated emotional connection with the scientific and political discourse.

At least one video, one photo and art award, two webinar series and five podcast episodes are foreseen under T5.5.

2.3.6 Deliverables, templates and *ad hoc* materials

Public OKEANO deliverables are shared on the website to ensure that the CSA's outcomes are widely accessible to the Atlantic community. A list of OKEANO and AAORIA branded templates to be used by every Atlantic Partner was created adhering to the visual identity, namely:

- Powerpoint slide decks for general presentations with various layouts for title slides, content slides, and conclusion slides for speaker presentations during events
- Branded word documents
- Template for events (banners, flyers, event programme agenda, signage, name tags and badges for attendees and staff and other promotional materials)
- Website graphics such as header and footer visuals and icons
- Social media graphics like profile picture and cover photo templates for different social media platforms and templates for regular posts, including variations for announcements, promotions, and quotes
- Video content branding such as intro and outro templates for video content posted on social media or website and lower third templates for adding subtitles or speaker names in videos
- Template for brochures and booklets
- Newsletter graphics
- General graphics pertinent to the visual identity such as a set of logos, illustrations and graphical elements to be used for all materials mentioned above

Ad hoc materials such as specific roll-up posters, factsheets, brochures and flyers will be produced to present and publicise the OKEANO CSA at different events.

All materials can be found on the OKEANO SharePoint for consortium use, and on [the All-Atlantic website](#) if publicly available.



**PARTNER
ACTION
NEEDED!**

2.3.7 Events

Besides the All-Atlantic Fora, all OKEANO Partners are to identify key events to represent the OKEANO CSA and the All-Atlantic Alliance to actively promote them at local, national and regional level. **Each Partner should represent the Alliance to at least one event during the project running and notify the WP5 at least a month in advance about its participation.**



**PARTNER
ACTION
NEEDED!**

Regarding the All-Atlantic Forum, a communication and media plan is created in tandem with the Forum organisers and all relevant WPs to cover pre, during and post-Forum activities.

2.3.8 Multipliers

To the OKEANO CSA, any relevant organisation and/or initiative that, through their own communication channels, can amplify the work of the All-Atlantic Alliance is seen as a multiplier. Examples of multipliers are OKEANO Partners, All-Atlantic Partners, ECOPs, AAORIA projects and Working Groups, various key global marine-related initiatives such as the UN Ocean Decade and the research community whose research area is the Atlantic Ocean (**Annex II**). Furthermore, partnerships with influencers from Atlantic countries, including those identifying as Indigenous, can help WP5 achieve its aims by leveraging on their well-established platforms.

All Partners are expected to support WP5 by acting as multipliers by engaging with Alliance content and leveraging their respective national and regional networks to maximise outreach and impact.



**PARTNER
ACTION
NEEDED!**

Similar to the previous two CSAs, OKEANO faces the challenge of communicating clear messages with diverse audiences spread across the Atlantic Ocean. Only through a strong network of multipliers can communication be truly effective.

2.3.9 Accessibility and inclusivity

The Alliance recognises the importance of inclusivity and accessibility in all its communication efforts. To ensure that OKEANO effectively reaches and resonates with diverse audiences, special consideration must be given to accommodating various needs and promoting equal access to information. This approach acknowledges that the Atlantic region encompasses a wide range of cultures, languages, and abilities, and that communication should reflect this diversity. To achieve this, OKEANO communications incorporate the following strategies:

- Integrate local narratives and cultural elements into the communication materials by including stories and perspectives from different regions and communities around the Atlantic, ensuring that both hemispheres and especially Indigenous Peoples are represented. This inclusive approach aims to create a sense of belonging and connection among stakeholders and audiences;
- Communication materials and events are designed with the D/deaf, blind, partially sighted and colourblind in mind (**Annex I**). Accessibility tools such as UserWay widgets and ScreenReader are recommended to facilitate access to digital content, while event organisation enables all accessibility requirements;
- OKEANO addresses ECOPs and fosters connections between experienced professionals and emerging talent, promoting intergenerational dialogue and ensuring that communication materials are designed to resonate across different experience levels;
- OKEANO creates accessible spaces, on and offline, where everyone feels valued and heard.

2.4 All-Atlantic communication cheat sheet

See Figure 5 for a summary of the points discussed in the communication strategy so far. This figure serves as an "All-Atlantic communication cheat sheet," designed for OKEANO and AAORIA Partners to view the communication strategy at a glance. It provides a quick reference to the target audience (who), the primary communication objectives (what), and the rationale and most effective means to reach them (how and why).

Figure 5. All-Atlantic communication cheat sheet (next page).

WHO

RESEARCH AND INNOVATION

GOVERNANCE

SOCIETY

WHAT

- Raise awareness on Atlantic-based research needs and opportunities
- Encourage collaboration between research institutions and business, and multidisciplinary cooperation amongst Atlantic Partners

- Promote multi level actions - intergovernmental, inter-institutional, etc.
- Support AAORIA in maintaining a strong All-Atlantic Community and its other science diplomacy efforts

- Ocean Literacy based approach to inspire society to protect the Atlantic
- Offer opportunities for citizen involvement in marine sciences

HOW

AAORIA website, Social Media, Newsletters, Audiovisual communication, Events, Multipliers and Deliverables

AAORIA website, Social Media, Newsletters, Press Releases, Audio-visual communication, Events and Multipliers

AAORIA website, Social Media, Newsletters, Audiovisual communication, Events, and Multipliers

WHY

INSPIRE, INFORM AND INVOLVE



ACCESSIBILITY

INCLUSIVITY

ECOPS
INVOLVEMENT

ATLANTIC
LANGUAGES
AND CULTURES

INDIGENOUS
KNOWLEDGE

GENDER
BALANCE

3. Visual Identity

The visual identity of the Alliance plays a crucial role in conveying its objectives and fostering unity among its diverse stakeholders by making the Alliance recognisable and creating a memorable brand that resonates with the audience. The AAORIA visual identity consists of a logo, colour palette, and typography. These core components were established prior to the OKEANO CSA and are not to be altered. To enhance this existing identity, WP5 has introduced additional on-brand design motifs and graphical elements, while also ensuring that these are modern and accessible, reinforcing the project's commitment to inclusivity.

The OKEANO-specific branding is intentionally more subtle. It features a simple typographic logo consistently paired with the tagline "supporting the All-Atlantic Ocean Research and Innovation Alliance". WP5 has chosen not to create a distinct visual identity for OKEANO, instead adopting the established branding of the Alliance to maintain a cohesive All-Atlantic narrative, avoid asset duplication, and leverage a design that stakeholders already recognise and trust. This approach reflects OKEANO's role in supporting the broader Alliance and acknowledges the All-Atlantic cooperation efforts before and beyond OKEANO (**Fig. 6**).

We recommend that all Partners install the Exo font, the official typeface for AAORIA communications, to ensure that templates display correctly across all devices and software. The font can be downloaded for free from Google Fonts.

The Alliance's colour palette consists of yellow (#f8bb50), teal (#3085a0), and dark blue (#1b4a59). These are provided as hex codes and should be applied consistently across all communications to maintain brand cohesion. Communication templates incorporating the logo, typography, and colour palette are available in the [AAORIA website library](#), and additional templates can be requested from the OKEANO WP5.



Figure 6. All-Atlantic Ocean Research and Innovation Alliance and OKEANO visual identity.

4. Input from OKEANO and AAORIA Partners



Consistent Partner input and structured communication is at the base of an effective All-Atlantic dissemination. **Shared spaces, practices, and time are key to this process, and proactive engagement from all Partners is strongly encouraged, specifically by sending updates on Partners' events and achievements to the Communication Work Package (WP5). Collaboration across WPs is also key to an efficient CSA.** WP5 is always available to consider new *ad hoc* additional communication requests when submitted with reasonable timing.

4.1 Actions and assets to ensure effective communication

- Communication assets such as logos, graphical materials and deliverables are publicly available through the [AAORIA website library](#), while additional resources for the OKEANO consortium can be found in the [shared Teams folder](#) instead.
- Each OKEANO and AAORIA Partner appoints a communication representative responsible for facilitating effective communication;
- Monthly meetings are held to ensure continuous dialogue and alignment among WP5 members and communication representatives;
- Partners regularly submit content to WP5 by responding to WP5 content requests using the [provided form](#), or by contacting WP5 directly.
- A [communication plan](#) outlines key focus areas for upcoming communication campaigns.

WP5 periodically reviews the communication plans, detailing to the Partners, at the WP5 meetings, the themes and concepts to be covered in upcoming communication campaigns. It is crucial to ensure geographical variation in our communications, highlighting contributions from all Partner countries.

Ultimately, to ensure we have the latest and most relevant content, all Partners should:

- Regularly update WP5 and engage with us to provide timely information on upcoming events and achievements;
- Tag AAORIA channels in all relevant social media posts;
- Check the All-Atlantic website and OKEANO SharePoint regularly for all essential communication materials.

If any further issues or questions arise, do not hesitate to contact lisa.picatto@jpi-oceans.eu.

4.2 Credit to funding

Acknowledgment of EU funding is an obligation in any communication activity carried out by OKEANO. All Partners are obliged to include the following text:

OKEANO is a Coordination & Support Action supporting the All-Atlantic Ocean Research and Innovation Alliance and Declaration. It has received funding from the European Union's Horizon Europe Research and Innovation Programme under Grant Agreement No. 101158065.



OKEANO is a Coordination & Support Action supporting the All-Atlantic Ocean Research and Innovation Alliance and Declaration. It has received funding from the European Union's Horizon Europe Research and Innovation Programme under Grant Agreement No. 101158065.

Any dissemination of results or outputs produced by the CSA must also indicate that it reflects only the author's view and that the European Commission is not responsible for any use that may be made of the information it contains.

When speaking, presenting, or communicating about OKEANO and the Alliance, partners must give due credit to EU funding by using the appropriate logos: “Funded by the European Union” and “Co-funded by the European Union”, respectively. This requirement applies to all forms of communication, including conferences, seminars, and workshops, as well as online and printed materials (e.g. brochures, leaflets, posters, presentations, websites, newsletters, and social media). **Please always display the “Funded by the EU” logo alongside the OKEANO logo, and the “Co-funded by the EU” logo when referring to the Alliance or using the AAORIA globe.** Examples are provided below.



**Funded by
the European Union**



**All-Atlantic Ocean Research
and Innovation Alliance**



**Co-funded by
the European Union**

4.3 GDPR compliance

Privacy and compliance with the General Data Protection Regulation (GDPR) are integral considerations within OKEANO. Compliance with GDPR is not just a legal requirement but also a commitment to our audience that their personal data is handled with the utmost care and transparency.

- All personal data collected through our communication channels, including surveys and event registrations, must be obtained with explicit consent from individuals;
- We adhere to the principle of data minimisation by collecting only the data that is necessary for the specific purpose at hand;
- Personal data is stored securely with access limited to authorised personnel only;
- Individuals have the right to access their data and request its deletion at any time.

5. Conclusion

OKEANO's Communication Strategy is designed to support the All-Atlantic Ocean Research and Innovation Alliance in its mission to build an All-Atlantic community that advances collaborative, outcome-oriented ocean research and innovation, so the Atlantic Ocean is conserved, sustainably used, and benefits people across from pole to pole. By employing a wide range of communication channels and impactful audio-visual content, OKEANO aims to connect with a diverse audience and engage all stakeholders across the Atlantic region. The Strategy emphasises clear, compelling messages that inspire, inform, and involve various sectors, including research and innovation, governance, and society at large. Through the coordinated efforts of all Partners and the active engagement of multipliers, OKEANO seeks to strengthen the All-Atlantic brand and foster a collaborative and inclusive community.

Annex I – Social Media good practices for Partners

General Good Practices

- Set clear goals for each post. Consider whether you want to inspire, inform, or involve your audience;
- Be on brand – both visually and textually;
- Be clear and concise. Avoid acronyms, abbreviations, and overly technical language. Use straightforward grammar;
- Doublecheck that your post has sound grammar, working links, appropriate content and creators are credited when necessary;
- Tailor your content and visuals to the norms and expectations of each platform.

Good Practices: X (formerly Twitter) and BlueSky

- Be succinct – X and BlueSky have a character limitation (around 280). Focus on concise and impactful messages, and use threads for extended content;
- X is ideal for quick updates – prefer this platform for live updates, rapid communication, and real-time engagement such as live-posting from an event;
- The marine community is quite active on X and now shifting to BlueSky – use these platforms to engage with industry, research, policymakers, politicians, EU and nation-state institutions;
- Tag the All-Atlantic profile to help WP5 in finding your posts and resharing them;
- Tag relevant accounts. You can tag up to 10 accounts per post to boost reach and engagement;
- Use hashtags (#) strategically. Apply at least one to maximum three #s per post to join relevant conversations or events. Using popular and trending hashtags can increase visibility and reach new audiences;
- Use emojis but maintain a professional (e.g. a calendar emoji to replace “the event will be held on the ...” is good, five smiley emojis in sequence is not as good);
- Use visuals and adhere to the latest best-fit dimensions defined by the platform. For X, visuals can be 1:1 or 16:9 (i.e., square or rectangular shaped, respectively).

Good Practices: Facebook

- Longer content is acceptable, but brevity is still preferred. Long posts can discourage readers, so keep them concise;
- Use Facebook for event promotion, reflections, and calls to action. It is suitable for engaging with communities and the general public;
- Hashtags have little relevance on Facebook;
- Tag the All-Atlantic profile to help WP5 in finding your posts and resharing them;
- Tag relevant accounts. There's no maximum limit on tags, so use this feature to expand your reach;
- Incorporate a variety of media, such as visuals, photos and videos, and relevant links;

- Adhere to the latest best-fit dimensions defined by the platform. For Facebook, prefer 16:9 visuals.

Good Practices: LinkedIn

- Maintain a professional context, as LinkedIn is a business-oriented platform. Focus on job-related topics, industry trends, and networking;
- Longer content is allowed, but concise messaging often performs better;
- Tag the All-Atlantic profile to help WP5 in finding your posts and resharing them;
- Tag relevant accounts. There's no set limit on tags, so you can tag colleagues, businesses, or influencers to expand your reach. Often tagging people as well as their organisations increases chances of post shares;
- LinkedIn favours a mix of professional visuals and informative text, including relevant links;
- Adhere to the latest best-fit dimensions defined by the platform. For LinkedIn, prefer 16:9 visuals.

General Accessibility Good Practices

- Use accessibility widgets. Incorporate tools like UserWay to add accessibility features to your social media and website content, offering users options to customise their viewing experience;
- Add descriptive alt text to images. Make it clear and informative to help screen reader users understand the image's context;
- Use readable font like Calibri or Arial and a high-contrast colour palette for text and background to aid those with low vision or colour blindness. Tools like Contrast Checker can help verify sufficient contrast;
- Provide clear, high-contrast subtitles or captions for videos to make them accessible to D/deaf users;
- Provide multiple formats for information, such as audio, text, and visuals, to cater to different accessibility needs.

Annex II – List of All-Atlantic communication multipliers

This table can be also found in the excel sheet in the OKEANO SharePoint, as it is regularly updated by WP5 and all OKEANO Partners with relevant social media handles of organisations and multipliers.

Country	Institution	Abbreviation	X	Facebook	LinkedIn	BlueSky	Website
/	All-Atlantic Ocean Research and Innovation Alliance & OKEANO CSA	AAORIA / OKEANO	AllAtlanticO	AllAtlanticOcean	All-Atlantic Ocean Research and Innovation Alliance	AllAtlanticO.bsky.social	https://allatlanticocean.org/
Ireland	Marine Institute	MI	MarineInst	Marine Institute - Foras na Mara	Marine Institute - Foras na Mara		https://www.marine.ie/
Belgium	Joint Programming Initiative on Healthy and Productive Seas and Oceans	JPI Oceans	jpioceans	jpioceans	jpioceans		https://jpi-oceans.eu/en
Brazil	Conselho Nacional de Desenvolvimento Científico e Tecnológico	CNPq	CNPq_Oficial	cnpq		cnpq-oficial.bsky.social	https://www.gov.br/cnpq/pt-br
Morocco	Ministere De L'enseignement Supérieur, De La Recherche Scientifique et de L'innovation	MERSRI					https://www.enssup.gov.ma/en
Norway	Havforskningsinstituttet	IMR		Havforskningsinstituttet			https://hi.no/hi/en
Portugal	Science Crunchers	SC	SciCrunchers	Science Crunchers	Science Crunchers	science-crunchers.bsky.social	https://sciencecrunchers.com
South Africa	Department of Science and Innovation South Africa	DSI	dsigovza	Department of Science and Innovation	Department of Science and Innovation		https://www.dst.gov.za/
South Africa	The National Research Foundation of South Africa	NRF-SAEON	NRF_News	National Research Foundation	The National Research Foundation of South Africa (NRF)		https://www.nrf.ac.za
Germany	Alfred-Wegener-Institut Helmholtz-Zentrum Für Polar- Und Meeresforschung	AWI	AWI_Media	Alfred-Wegener-Institut für Polar- und Meeresforschung			https://www.awi.de/en/
Spain	Consorcio para el diseño, construcción, equipamiento y explotación de la Plataforma Oceánica de Canarias	PLOCAN	plocan	Plataforma Oceánica de Canarias	Plataforma Oceánica de Canarias (PLOCAN)		https://plocan.eu/en

Country	Institution	Abbreviation	X	Facebook	LinkedIn	BlueSky	Website
Europe	European Commission – Directorate-General for Research and Innovation	DG RTD	EUSciencelInnov HorizonEU EU_MARE MSCActions	EUSciencelInnov	EU Science, Research and Innovation		https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/research-and-innovation_en
Canada	Fisheries and Oceans Canada	DFO	FishOceansCAN	Fisheries and Oceans Canada	Fisheries and Oceans Canada		https://www.dfo-mpo.gc.ca/index-eng.html
Canada	FRENCH Fisheries and Oceans Canada	DFO	PechesOceansCAN	Pêches et Océans Canada	Fisheries and Oceans Canada / Pêches et Océans Canada		https://www.dfo-mpo.gc.ca/index-fra.html
USA	National Oceanic and Atmospheric Administration	NOAA	NOAA	National Oceanic and Atmospheric Administration (NOAA)	National Oceanic and Atmospheric Administration (NOAA)	noaa.gov	https://www.noaa.gov/
/	UN Ocean Decade	/	unoceandecade	UN Ocean Decade	UN Ocean Decade	unoceandecade.bsky.social	https://oceandecade.org/
/	IOC UNESCO	IOC UNESCO	locUnesco	UNESCO Ocean	UNESCO Ocean		https://www.ioc.unesco.org/en
/	Early Career Ocean Professionals	ECOPs	OceanDecadeECOP	ECOP_Programme	Early Career Ocean Professionals		https://www.ecopdecade.org/
Ghana	Council for Scientific and Industrial Research	CSIR	csir_ghana	CSIR GHANA			https://www.csir.org.gh/index.php
Senegal							
Iceland	MATIS	MATIS	Matis	Matis	Matis Iceland		https://matis.is/en/
France	Institut Français de Recherche pour l'Exploitation de la Mer	IFREMER	Ifremer_fr	Ifremer		ifremer.bsky.social	https://www.ifremer.fr
Cape Verde	IMar - Instituto do Mar	IMAR		IMar - Instituto do Mar I.P.			https://www.governo.cv/?fbclid=IwARQj6RawB-SaELmLAtVJn69Ys35zmTRlxLtlp-5HuWuaLjlgFuDd3uReUU_aem_AWmb4ZrTV_Bxvy9iocf89eOETm6kB-k9KCrDBQl6eN9BcM8GyR99Nlanq3mxiWpWABtpwNa9u9dB_Gj5YPX4Wn7f
Germany	Konsortium Deutsche Meeresforschung / German Marine Research Consortium	KDM	Meeresforschung		KDM / Konsortium Deutsche Meeresforschung / German Marine Research Consortium		https://www.deutsche-meeresforschung.de/en/
Morocco	Université Ibn Tofail	UIT		Université Ibn Tofail	Université Ibn Tofail		https://www.uit.ac.ma/
Brazil	O Instituto Nacional de Pesquisas Oceânicas	INPO		INPO Oceanos	INPO - Instituto Nacional de Pesquisas Oceânicas		https://inpo.org.br/
Argentina	Ministerio De Ciencia, Tecnologia E Innovacion	MINCyT	innovacionar		Secretaria de Innovación, Ciencia y Tecnología		https://www.argentina.gob.ar/ciencia
Portugal	Associação para o Desenvolvimento do Atlantic International Research Centre	AIRcentre	AIRCentre_org		AIR Centre - Atlantic International Research Centre		https://www.aircentre.org/



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