BALTIC AND NORTH SEA COORDINATION AND SUPPORT ACTION (BANOS CSA)

Deliverable 3.2

A holistic map of the programme's stakeholders

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Executive summary

The Baltic and North Sea Coordination and Support Action (BANOS CSA) is preparing a framework for the joint Baltic Sea and North Sea Research and Innovation Programme (BANOS) by the end of spring 2021. A stakeholder analysis will allow the BANOS CSA consortium to understand who its stakeholders are and what the nature of the stakeholders' relationship is to the future BANOS programme. The goal of task 3.2 '*Forming a comprehensive analytic map of the future BANOS programme's stakeholders'* is to explore and map the stakeholder landscape and gauge the strength of the stakeholders' potential relationship to BANOS.

A typical stakeholder analysis process consists of four consecutive steps. First, the shared goal is determined (cf. D1.1 '*Scope of the future programme*'). In a second and third step, the stakeholders are identified and their relationships are analysed (D3.2 '*Map of stakeholders*', this report). For the final step, an engagement plan is formulated (cf. D3.5 '*Communications strategy'*).

A **bottom-up desktop study** was carried out based on the intelligence gathering in the ongoing BONUS Art. 185 communication strategy for the Baltic Sea, while expanding the coverage to the North Sea area. A typology was developed for the classification (R&I, industry, policy…) and mapping of stakeholders and stakeholder groups. Stakeholders were identified through targeted web searches and queries in marine databases. In addition, a bibliometric search was conducted to detect complementary expertise and stakeholders that may not be obtained through web searches. To map the stakeholders' relationship towards the future BANOS programme, the stakeholders were scored on the degree of power and claim for urgency they might exert over the programme, as perceived by the consortium. Based on these attributes, stakeholders were assigned to four quadrants, each potentially requiring a different engagement strategy. Although this scoring was completed for all transnational stakeholders, further consultation of experts will be required to complete this approach for the national-level stakeholders, if such a degree of completeness is deemed necessary. These approaches were revised and complemented during an **interactive top-down exercise** that took place at the third meeting of the Forum of Programme Managers in June 2019, resulting in a completed and agreed list of stakeholders, ranked according to the impact they can have on the implementation of the future programme. A **final review** of the updated list and ranking of stakeholder groups was carried out by the Steering Committee by November 2019.

This mapping exercise has identified a list of 848 stakeholders, classified according to typology and geographic scope. Priority key stakeholder groups were mapped that can be strategically targeted in the future programme towards research and innovation actions, knowledge transfer and uptake, and inform other programmatic and communication and engagement plans. Hence, task 3.2 provides the necessary input for task 3.4 '*Forming the future BANOS programme's stakeholder platforms'* and task 3.5 '*Adapting the communications and engagement strategy to fit the future BANOS programme*'.

However, the current stakeholder map is not intended as an ultimate resource. The shared goal of the BANOS programme may change over time, and more specific goals will emerge through further refinement of the programme's scope and sculpting of the SRIA. Therefore, new stakeholders may be added as appropriate and the relation of a specific stakeholder or group of stakeholders towards the programme may vary over time depending on the different stages and objectives of the programme's activities.

Introduction

The Baltic and North Sea Coordination and Support Action (BANOS CSA) is preparing a framework for the joint Baltic Sea and North Sea Research and Innovation Programme (BANOS) by the end of spring 2021. Effective communications and stakeholder engagement are viewed in BANOS CSA as key elements for successfully delivering the future BANOS programme, and will therefore be enacted through several tasks as part of BANOS CSA WP3 *'Communications, dissemination and stakeholder engagement'*. A stakeholder analysis will allow the BANOS CSA consortium to understand who its stakeholders are and what the nature of the stakeholders' relationship is to the future BANOS programme, since stakeholders are not equally involved in or impacted by the programme. Task 3.2 *'Forming a comprehensive analytic map of the future BANOS programme's stakeholders'* is designed to address this necessary first step in stakeholder engagement. The specific goal of this task is to explore and map the stakeholder landscape and gauge the strength of the stakeholders' linkages to the future programme. This report, deliverable 3.2, presents the final results of the activities carried out to accomplish the task 3.2.

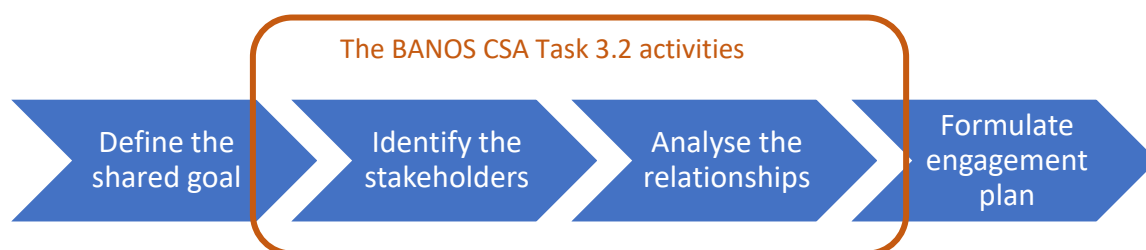A typical **stakeholder analysis process** consists of four consecutive steps (Figure 1).

Figure 1. The different steps of a stakeholder analysis process. Task 3.2 of the BANOS CSA project focuses on step 2 and 3 in this process.

In a first step, the shared goal is identified. For BANOS, this is defined by the scope of the future programme: what it is trying to achieve with its services, what research and innovation domains will be developed in the BANOS Strategic Research and Innovation Agenda (SRIA), what specific measures will reinforce the future programme's lasting impact etc. A clear definition of the outcome or output envisaged by the future programme is needed to find the common goal for the stakeholders. Since completion of the SRIA is not planned within the timeframe of task 3.2, the results of task 1.1 *'Scoping the strategic framework for the future programme'* are put forward as the shared goal. Three strategic objectives make up the scope of the future programme, each underpinned by multiple specific objectives.

- ▪ HEALTHY SEAS AND COASTS, with the aim to increase the ecosystem resistance and resilience by better understanding the natural processes and how they are affected by human activities.

- ▪ SUSTAINABLE BLUE ECONOMY, with the aim to optimise the use of marine resources while minimizing the negative impact through understanding the cumulative effects of human activities on marine ecosystem functioning.

- ▪ HUMAN WELLBEING, with the aim of establishing an ecosystem-based marine governance, including early engagement of all appropriate stakeholders.

According to the scoping exercise, these three strategic objectives are critical for delivering on European marine and maritime strategies and policies (e.g. Blue Growth Strategy, MSFD etc.) in the North Sea and Baltic Sea regions. However, the outcome of task 1.1 is not definitive, and no clear boundaries have been set at this point in the process. The specific objectives as well as the themes of research and innovation to be addressed by the future programme will be further defined and adjusted

to new insights during stakeholder and expert consultations to further develop the SRIA. Elements that will be taken into account are new developments in research policy (e.g. Horizon Europe Clusters and partnerships[1]), political trends in macroregions and macroregional strategies, and new insights from the BANOS CSA tasks. Therefore, mapping has been carried out in a broad, inclusive manner, adhering to the general goal of the future programme 'to enhance joint research and innovation efforts in the Baltic Sea and North Sea Region'. The shared goal can be further specified once the tasks within WP 1 '*Strategic research and innovation agenda (SRIA)*' and WP 2 '*Implementation modalities*' will get shape.

The present task addresses the second and third step of the stakeholder analysis process (Figure 1). The second step, identification of stakeholders, can yield a comprehensive list of all institutes that will be actively involved in the future programme, or whose interests may be affected as a result of the execution of the programme. A classification of individual stakeholders in stakeholder groups is likely to support a comprehensive exercise. It can provide information on the typology of individual stakeholders (research, industry, policy etc.), improve the accessibility of the database for queries, and serve as a guideline to ensure proper representation of all stakeholder groups.

The key aim of the third step is to understand the nature of the relationships between the SRIA/future programme and each stakeholder, with the purpose to prioritise the engagement plan accordingly. A number of commonly used tools for assessment of stakeholder relationships are available (e.g. Mitchell et al. 1997; Cameron et al. 2011; Savage et al. 2011). A slightly modified version of the method developed by Mitchell et al. (1997) was previously adopted in the ongoing BONUS Art. 185 programme (i.e. a programme and its legacy that are used as the basis when building the successor programme BANOS). This widely used method was originally developed in a business context but has broader relevance. Developed to assess a stakeholder's salience to the organisation/programme based on consideration of the attributes *legitimacy*, *power* and *urgency* (Cf. *Methodology*), the method is used here to quantify the strength of the stakeholders' linkages to the future BANOS programme.

The final step of the stakeholder analysis process builds on the information developed during previous steps. It promotes coordination and communication activities by setting out how the stakeholders can be involved in the future programme. It takes into account the nature of the relationships between the programme and the different stakeholders. Hence, task 3.2 will provide the necessary input for task 3.3 '*Mapping and analysis of related transnational initiatives and co-operation potentials in the North Sea and the Baltic Sea*', task 3.4 '*Forming the future BANOS (i.e. BANOS) programme's stakeholder platforms*' and task 3.5 '*Adapting the communications and engagement strategy to fit the future BANOS (i.e. BANOS) programme*'.

Methodology

The stakeholder mapping exercise of task 3.2 is carried out in two consecutive phases: first, a bottom-up desktop study which covers the identification of stakeholders, including a bibliometric search, and mapping of their relationship to the future programme, and second, a top-down review exercise to gather input from the BANOS CSA's Forum of Programme Managers (FPM) and the Steering Committee (SC).

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[1] COM proposal on specific partnerships for the ocean and seas (see partnership for 'a climate neutral, sustainable and productive Blue Economy')

Bottom-up desktop study

Stakeholder identification

A desktop study has been carried out to identify the stakeholders and stakeholder groups based on the intelligence gathering in the ongoing BONUS Art. 185 communication strategy for the Baltic Sea, while expanding the coverage to the North Sea area. An existing list prepared by the BONUS EEIG for the BONUS Art. 185 Programme was used for the Baltic Sea region. Targeted internet searches and queries in marine databases were the primary means to identify the stakeholder groups and individual stakeholders in the North Sea region. Strategic websites summarising e.g. responsible authorities for specific science-policy topics were consulted. Stakeholders were only considered if they were perceived to be in a position to influence progress towards the shared goal or as being themselves impacted by this progress. A complete list of consulted sources is included in Annex A. A few examples of resources used are:

- Members and partners of JPI Oceans, the European Marine Board, OSPAR, ICES, the European MSP Platform.
- IOC - Global Ocean Science Report 2017 and the survey responses to the GOSR-II (2019)
- DG MARE - Workshop Strategic Cooperation on Blue Growth in the North Sea 2016
- A list of funding agencies was prepared by ANR for T2.2 of the BANOS CSA and integrated in this stakeholder identification exercise.

An initial classification of stakeholder groups with reference to different geographic scales (national, macroregional, European and global) and typologies (funding bodies, policy, industry, research and innovation community etc.) was drafted based on the previous experiences of some European marine initiatives (EMAR2RES 2011; JPI Oceans 2013; BONUS EEIG 2015). This draft version was extensively refined and adjusted during the mapping process. The final classification (cf. *Results*) was ratified by the BANOS CSA FPM and SC during the FPM3/SC2 meetings in Copenhagen on 6 June 2019, and subsequently used to allocate each individual stakeholder to its most appropriate category. During the desktop study, additional stakeholder-specific information was captured, such as the individual stakeholder's website and publicly available contact information.

The key importance of media and knowledge brokers as a whole to the future BANOS programme should be acknowledged, with regard to the visibility and potential impact this programme aims to generate. Considering the very unique operational dynamics of this stakeholder group, it was decided that it would be more efficient to define and identify the stakeholders of this group at a later time when the framing of the programme is more advanced, i.e. being launched. Hence the media sector is not included in the current study. For example, building on the BONUS Art. 185 legacy and its (limited) communication resources, media departments of the BONUS members and their respective media networks are amongst key channels enabling engagement with different media on programme level. Equally, BONUS-funded projects are encouraged at the project level to make the best use of their respective institution's media departments and in turn their respective networks. This is an efficient way of operation in the fast-changing and evolving media landscape in which keeping up current and up-to-date networks is dependent on very labour intensive efforts. This pragmatic approach will benefit the future BANOS programme.

Bibliometric analysis

The aforementioned 'stakeholder identification' provides an efficient methodology to identify stakeholders that are specifically involved in the marine or maritime research and innovation field. However, there are also large research institutions (e.g. universities) that do not specifically have a marine focus but may still be very active in this field of research. In order to also capture these institutions as stakeholders, a bibliometric study was conducted to complement the results of the stakeholder identification exercise. The bibliometric study was executed in Scopus (www.scopus.com,

Elsevier), an international abstract and citation database of peer-reviewed literature. All data was retrieved on April 18, 2019.

In a first step, a list with marine and maritime keywords (Annex B) was compiled and extensively refined. This list was used to query the title, abstract and keywords of the peer-reviewed literature included in Scopus (1861-2019) for each of the North and Baltic Sea countries[2]. Great care had to be taken to enable the selected keywords to generate meaningful results. Hence, only keywords with a predominantly marine or maritime meaning were withheld. Terms like 'vessel' or 'port' were removed from the list. In order to fine-tune the list of keywords, the results for the case of Belgium were compared with the results of a detailed marine bibliometric study that is conducted annually by the Flanders Marine Institute (VLIZ) (Pirlet et al. 2018). Based on this comparison, the keywords were further refined, although a slight overestimation is still included in the results as some terms such as 'marine' are also used in other context, e.g. 'marine geological outcrops on land'.

It should be duly noted that the applied methodology has a number of limitations. On the one hand, the results of the current bibliometric study are not exhaustive and contain a limited number of false positives (cf. supra). On the other hand, it is clear that not all research activities result in A1 papers which are included in SCOPUS. National-level publications, project reports, policy advice, grey literature, etc. were not taken into account in this bibliometric study. Moreover, certain research fields have specific literature databases (e.g. Inspec) which were not queried for the purpose at hand. Given these considerations, the current bibliometric study should be regarded as an initial horizon scanning which allows to identify the major marine research stakeholders of the countries involved in BANOS. In addition, the results also offer insight in the expertise which is present in these countries and provide an initial picture of the existing marine and maritime research collaborations in the North Sea and Baltic Sea regions.

For each country, 15 institutes with the highest number of marine and maritime publication hits were compiled with the results of the first stakeholder identification exercise. The extent of transnational collaboration between any two countries was assessed using the amount of shared co-authorship as a proxy.

Analysis of stakeholders' relationship to the BANOS programme

For the purpose of mapping priority key stakeholders for the future programme, a method was used considering the attributes *legitimacy*, *power* and *urgency* (Mitchell et al. 1997), which were defined as follows:

- **Legitimacy**: "A generalised perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, definitions." The bases for legitimacy can be individual, organisational, and/or societal.
- **Power**: "A relationship among social actors in which one social actor, A, can get another social actor, B, to do something that B would not have otherwise done." The bases for power can be 'Coercive-force/threat', 'Utilitarian-material/incentives' and/or 'Normative-symbolic influences'.
- **Urgency**: "The degree to which stakeholder claims call for immediate attention."

In alignment with the earlier BONUS Art. 185 approach, stakeholders were mapped according to how they score on each attribute. In the context of the future programme, all stakeholders included in the results of the desktop study were considered to have strong legitimacy. Therefore, no individual scores were applied for this attribute. For both the *power* and *urgency* attribute, a scale of 1 to 5 (1 = least, 5

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[2] 14 countries (BE, DK, EE, FR, DE, LV, LT, NL, NO, PL, SE, and UK as BANOS CSA member countries, FI as an observer, and RU)

= most) was used to map stakeholders according to how they are rated on these attributes (Figure 2). The output of the analysis is a ranking of every stakeholder based on a *power-urgency* relationship, indicating the degree to which the stakeholders may impact the implementation of the future programme or may be impacted themselves by the programme. The stakeholders allocated to the top quadrant (high power and high urgency) will be particularly useful for engagement towards the implementation of the BANOS programme.
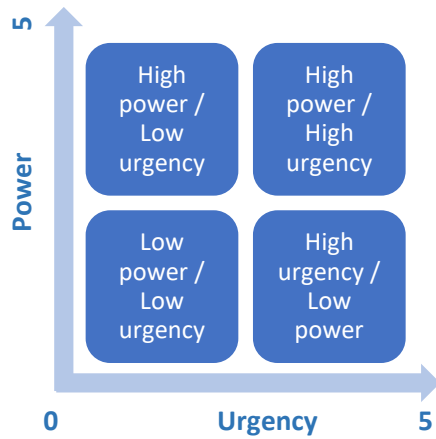
Figure 2. Framework for the analysis of stakeholders' relationships to the future programme. The positioning of stakeholders along the power-urgency axes represents their respective importance for strategic targeting in the engagement plan.

Top-down review exercise

An interactive top-down review exercise took place at the BANOS CSA FPM in June 2019, to achieve a stakeholder list and ranking that is supported by all the members of the BANOS CSA consortium. This exercise provided the BANOS CSA programme managers and members of the SC with an opportunity to review, correct and add to the existing stakeholder lists. Participants were also invited to advise on the *power-urgency* rankings, according to the impact each stakeholder can have on the implementation of the future programme, and to comment on the draft classification of stakeholder typologies.

Before the interactive review exercise on June 6 took place, a set of instructions was distributed among the programme managers and members of the SC, including a preliminary list of stakeholders and a draft classification ('*Setting the scene for the tasks to be carried out on 6 June 2019 by the BANOS CSA Steering Committee*'). During the exercise, large-sized *power-urgency* charts were posted on the walls of the venue. Participants could displace or add missing macroregional, European and global stakeholders to these charts with post-it notes, allowing intuitive *power-urgency* scoring and simultaneous correction of missing or surplus stakeholders. Lists of national stakeholders were handed to national representatives for the same purpose. Participants were also given the chance to submit an electronic revision, especially from the perspective of their national expertise, by June 28, 2019. These revisions were collected by the task leader (Flanders Marine Institute – VLIZ) and integrated into a final draft that was approved at the fourth FPM taking place on 6 November 2019.

Results

Identification of stakeholders and stakeholder groups

The final classification of stakeholders (Table 1) consists of four different stakeholder types, further partitioned in 20 different stakeholder groups. Besides this classification and for ease of recognition, some stakeholders are additionally assigned to one or more of three complementary groups: 1. BONUS members, 2. BANOS CSA members and strategic partners, and 3. research institutes that are identified through the bibliometric study.

Table 1. Classification of stakeholders according to types and groups

Type	Group	Examples
Research and innovation community	Research performing institute	IFREMER, GEOMAR, NIOZ, VLIZ
	University	University of Copenhagen, the Polish Naval Academy, the Sven Lovén Centre for Marine Infrastructure
	Research infrastructure network	ESFRIs, GOOS, Copernicus
	Research and innovation network	EUROMARINE, EFARO, SCOR, EMB
	Academic association	KDM, EMSEA, ABS
Industry	Company	SSPA, SJE, Technopolis Group
	Company (innovation) clusters	Blauwe Cluster, Maritime UK, the Danish Energy Innovation Cluster, Maritime by Holland
	Technology platform	Waterborne TP, European Technology and Innovation Platform on Wind Energy
	Trade association	ECSA, EuDA, OEE
(Governmental) policy	Funding agency	BELSPO, IFD, RVO, Innovate UK
	EU funding programme	Interreg Baltic Sea region programme
	Science, technology and innovation ministries and administration	EWI, BMBF
	(Marine and maritime) ministries and administration	BMEL, RWS
	Intergovernmental bodies	OSPAR, HELCOM, JPI Oceans, OECD
	Advisory body	ISC, ICES
	Other public authority	Ports, city councils
	United Nations	IOC, UNEP
	EU institutions and services	EMSA, EFCA, DG MARE
Civil society	Private funding body and thrust fund	Rockefeller Foundation, BalticSea2020
	NGO	WWF, SAR, GFF
Complementary groups	Institutes in bibliometric top 15	Indicated in lists with *
	BANOS CSA members and strategic partners	Indicated in lists with **
	BONUS members	Indicated in lists with ***

A total number of 848 stakeholders were identified, including those resulting from the bibliometric study (Annexes C-F). A draft version of that list, containing 772 stakeholders, was subjected to a review phase with input from the FPM, at which point 24 stakeholders were discarded and 100 stakeholders were added. Figures 3-5 provide a breakdown of the 848 stakeholders by type, group and geographical scale, respectively. Stakeholders from the research and innovation community are represented best, mainly through universities and other research performing institutes. The policy field is represented mostly through national ministries and their administrations, and funding agencies. Companies, company innovation clusters and trade associations in equal parts make up the industrial share of stakeholders. Most stakeholders' activities are predominantly conducted within national borders. About 13% of identified stakeholders operate on a European-wide scale. Another 9% act on a global interest, and 4% of stakeholders focus on a particular macroregion, which most often translates to the North Sea and/or Baltic Sea basins.
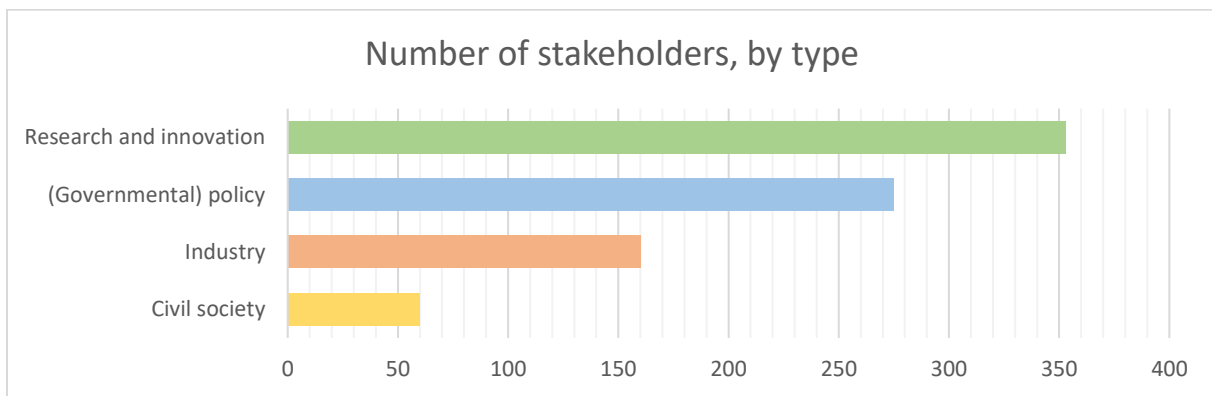
Figure 3. Number of identified stakeholders, divided by type.

Figure 4. Number of identified stakeholders, divided by group.
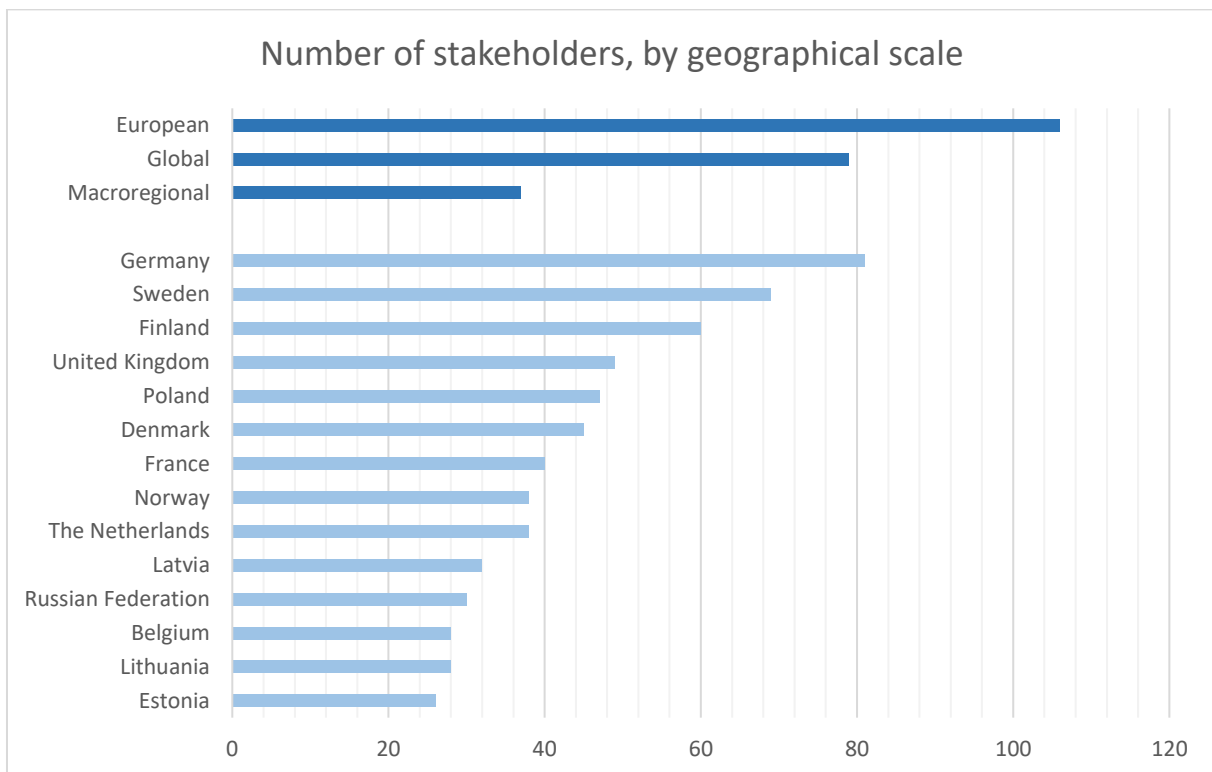
Figure 5. Number of identified stakeholders, divided by geographical scale.

Results of bibliometric analysis

The Scopus query, conducted in April 2019, yielded a total of 428,079 publications for the 14 countries evaluated in this study (Figure 6). The number of publications retrieved per country ranges from 715 to 140,366. Our query identified the United Kingdom as the most active contributor to marine and maritime research (140,366 publications), followed by Germany (85,097 publications) and France (80,958 publications). Collaboration is most extensive between the United Kingdom, Germany and France, with 9,410 shared publications between the UK and Germany, 8,439 between the UK and France, and 6,174 between Germany and France. The subject areas of the publications, as determined by Scopus, are shown in Figure 7. Altogether, 942 affiliations were listed for the recovered set of publications. Of these affiliations, 210 were added to the stakeholder list –insofar as they weren't already included– corresponding to the 15 institutes with the highest publication output for each of the 14 countries. The stakeholders identified through this bibliometric study consist of universities (125) and other research performing institutes (78), along with a few large companies such as Maersk and Equinor.

Figure 6. Based on the results of the bibliometric study, an overview of marine A1 scientific publications (included in SCOPUS) and transnational collaboration (in terms of co-authorship) for the BANOS CSA member countries is provided[3]. Circles are geographically centred for each country bordering the North and Baltic Seas, and sized according to their publication output related to marine and maritime topics. Connections between circles are sized in proportion to the amount of shared authorship between countries.

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[3] More information on the bibliometric study and the limitations of the applied approach is given in the *Methodology* section.
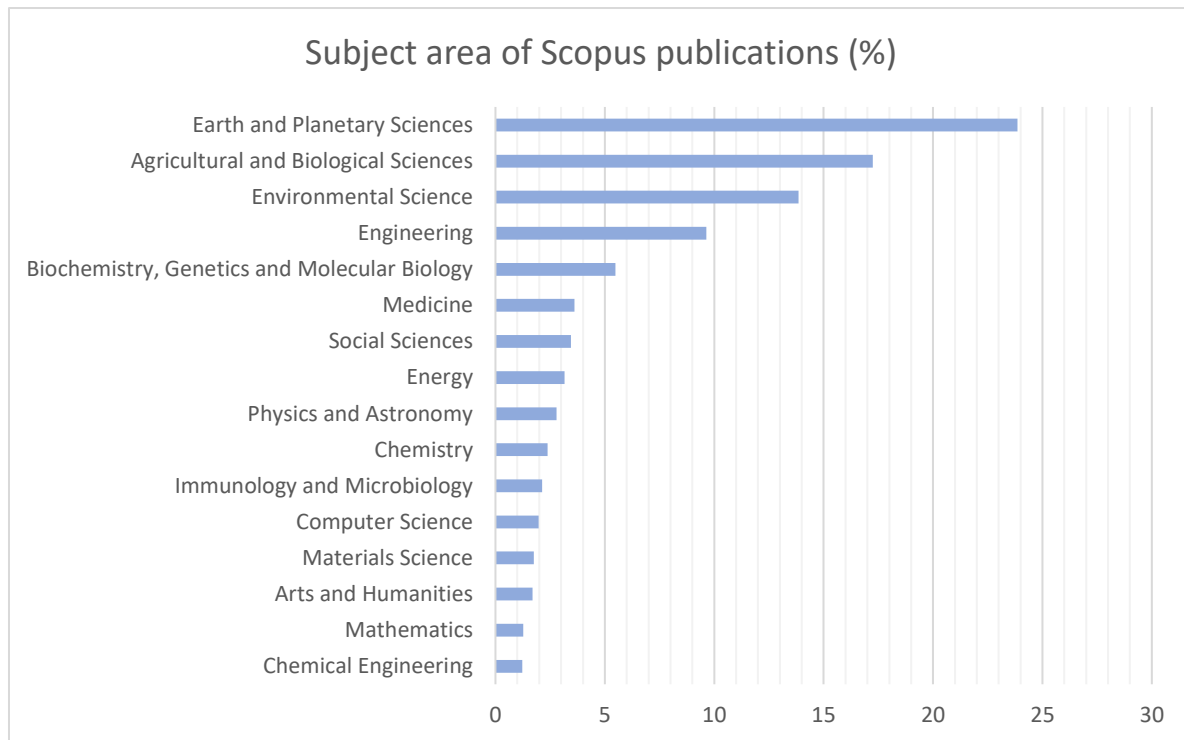
Figure 7. Subject areas of the marine- and maritime-related publications, displayed in percentages. Assignment of publications to subject areas was done by Scopus. Fractions smaller than 1% are not shown.

Stakeholders' relationship to the BANOS programme

All 222 transnational stakeholders (i.e. macroregional, European and global) have been scored for their *power* and *urgency* attributes as perceived by the BANOS CSA consortium. Projected onto a *power-urgency* chart (Figure 8), the largest share of stakeholders (78) are situated in the bottom quadrant (low urgency / low power). The top quadrant, considered as having both high *power* and high *urgency*, contains 69 stakeholders. Another 45 and 30 stakeholders were assigned to the high *urgency* and high *power* quadrants, respectively. See Annex G for a detailed breakdown of transnational stakeholders per quadrant. Figure 9 displays a selected number of transnational stakeholders on a *power-urgency* chart as examples, to provide comparative context when considering any single stakeholder. For the national-level stakeholders, 25% were scored (158 out of 626). The results for the national-level assessment will not be further detailed in this report (see *Discussion*).
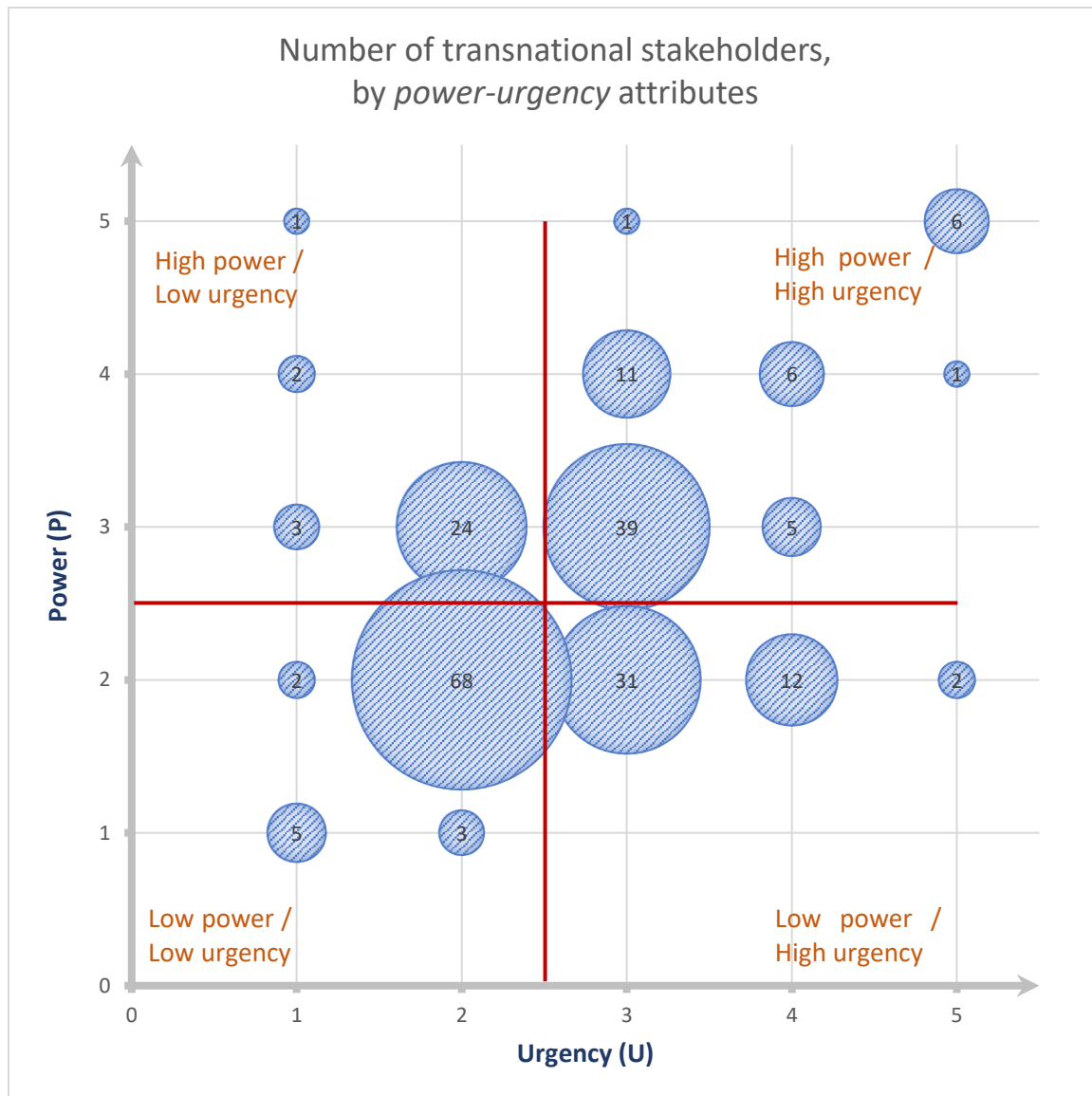
Figure 8. Number of transnational stakeholders (i.e. with a macroregional, European or global scope), grouped by power and urgency towards the BANOS programme as perceived by the BANOS CSA consortium. Circle areas are proportional to the number of stakeholders that received a power and urgency score corresponding to the respective coordinates on the chart. The red lines divide the chart in four quadrants: a top quadrant (P≥3, U≥3), a high power quadrant (P≥3, U<3), a high urgency quadrant (P<3, U≥3), and a bottom quadrant (P<3, U<3). Each quadrant potentially warrants a tailored engagement strategy (see Discussion). For a complete list of the power-urgency scores attributed to the transnational stakeholders, see Annex G.
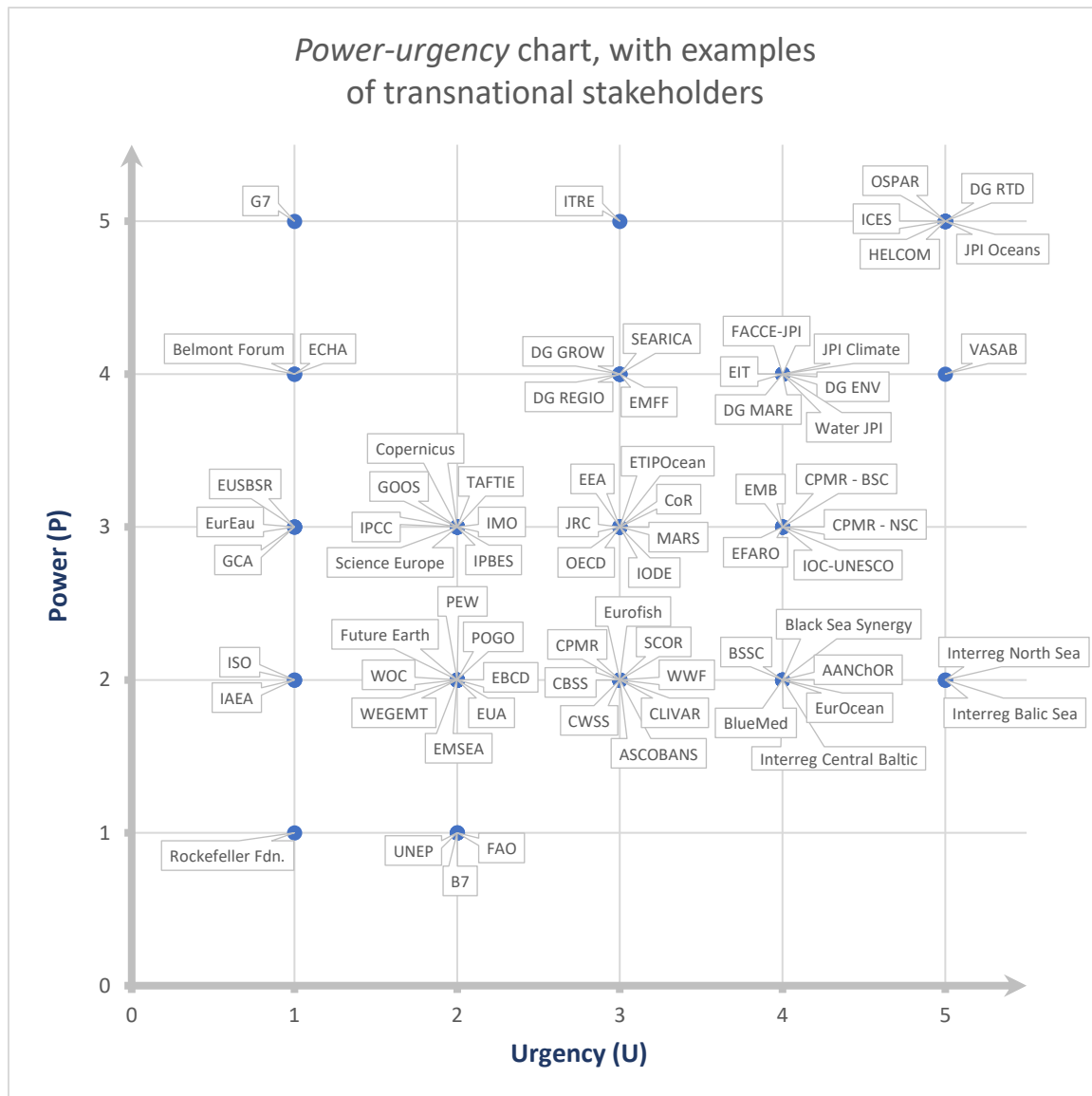
Figure 9. Power-urgency chart, displaying a selection of transnational stakeholders (i.e. with a macroregional, European or global scope). Stakeholders are positioned along the axes based on their power and urgency towards the BANOS programme, as perceived by the BANOS CSA consortium. The stakeholders displayed on this chart are limited to an arbitrary subset of the 222 transnational stakeholders identified in this report (Annexes C-E). This figure is meant to provide example results of the analysis of stakeholder's relationships to the BANOS programme, as well as to provide context when considering the power and urgency attributes of any given stakeholder. For a complete list of the power-urgency scores attributed to the transnational stakeholders, see Annex G.

Discussion

The shared goal of the BANOS programme may change over time, and more specific goals will emerge through further refinement of the programme's scope and sculpting of the SRIA. Therefore, the development of a stakeholder map for BANOS is intended to stretch beyond the duration of this task. The stakeholder map that is presented within the current deliverable should be treated as a living document, to be updated at regular intervals. Stakeholders may be added as appropriate and the scoring of the *power* and *urgency* attributes for a specific stakeholder or group of stakeholders may vary over time depending on the different stages and objectives of the programme. As a result, appropriate stakeholder interactions formulated in an engagement plan can also change over time.

Power and *urgency* scoring has been carried out for all transnational stakeholders (i.e. macroregional, European and global, see Annex G), enabling a comprehensive stakeholder analysis for these groups and subsequent selection of stakeholders with the highest priority for early engagement. We did not envision the same level of completeness for the assignment of scores to national stakeholders. Such an exercise requires extensive participation of national experts, perhaps yielding too limited practical value at this stage of the programme. Therefore, contribution from the FPM to national-level scoring was asked and encouraged but most attention was directed towards transnational scoring rather than national scoring. As such, one in four national stakeholders have been scored with contribution and validation of consortium members. Any missing national scores can be supplemented in future stages of the programme, if required for specific engagement needs.

The *power-urgency* chart adopted in this study offers a simple yet elegant approach to stakeholder management. The chart is divided in quadrants that each require different engagement strategies (Figure 10). Mitchell et al. (1997) propose an active engagement attitude towards the stakeholders in the top quadrant, whereas those in the bottom quadrant would only require passive reaction. While this is true in general, all BANOS stakeholders in the bottom quadrant can be considered as deserving potential engagement depending on the needs that arise with specific goals during the programme. Stakeholders in the 'High power / Low urgency' quadrant are typically a group that needs to be kept satisfied, whereas those in the 'High urgency / Low power' quadrant need to be kept informed. With this framework, the list of stakeholders composed in this task and their respective *power* and *urgency* attributes can serve as a starting point for BANOS CSA task 3.5, the development of an engagement plan for the BANOS programme.
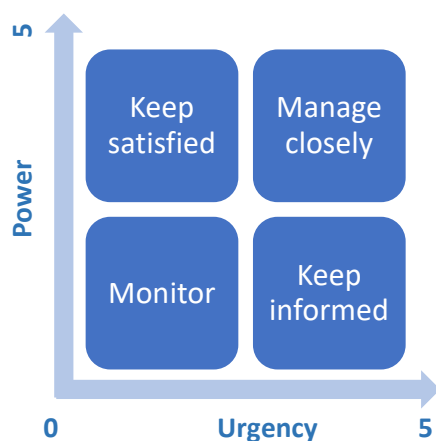
Figure 10. Each quadrant of the power-urgency chart requires a different engagement strategy.

The results of this study also support progress of task 3.3. The aim of task 3.3 '*Mapping and analysis of related transnational initiatives and co-operation potentials in the North Sea and the Baltic Sea*' is to assess the current policy context with regard to transnational scientific cooperation in Europe, and to arrive at a set of mechanisms for efficient cooperation with the most relevant stakeholders. To that

end, the *power-urgency* scoring can be used to identify the stakeholders of highest priority and engage with them early on to discuss possible cooperation mechanisms.

Consulted literature

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Annexes

Annex A: Queried sources for stakeholder identification

#	Source	URL
1	List prepared by BONUS EEIG	
2	BONUS – Communications and Outreach Strategy 2015	
3	BANOS CSA D2.2 – list of funding agencies	
4	JPI Oceans – members	http://www.jpi-oceans.eu/about/jpi-oceans/member-countries
5	JPI Oceans – Communication Plan 2013	http://www.jpi-oceans.eu/library?refid=239533
6	OSPAR – contracting parties	https://www.ospar.org/organisation/contracting-parties
7	OSPAR – observer organisations	https://www.ospar.org/organisation/observers
8	ICES – members	https://www.ices.dk/community/groups/Pages/Members.aspx?Acronym=COUNCIL&showemail=1
9	EMB – members	http://www.marineboard.eu/members
10	EMB – Future Science Brief N° 2 April 2017	http://marineboard.eu/sites/marineboard.eu/files/public/publication/EMB_FSB2_2018_Web_v1.pdf
11	DG MARE – Workshop Background Paper: Strategic Cooperation on Blue Growth in the North Sea, 2016	https://ec.europa.eu/maritimeaffairs/sites/maritimeaffairs/files/docs/body/strategic-cooperation-on-blue-growth-in-the-north-sea_en.pdf
12	IOC-UNESCO – Global Ocean Science Report 2017	https://unesdoc.unesco.org/ark:/48223/pf0000250428
13	European MSP Platform – national MSP authorities	https://www.msp-platform.eu/msp-practice/countries
14	ENMC – members	https://enmc.eu/members/
15	EMBRC – partners	http://www.embrc.eu/partners
16	Europêche – members	http://europeche.chil.me/our-members
17	WOC – partnerships & key stakeholders	https://www.oceancouncil.org/about-us/accreditations/
18	Seas At Risk – members	https://seas-at-risk.org/about-us/members.html
19	Results from bibliometric study	
20	Input from BANOS CSA Forum of Programme Managers and Steering Committee (Cf. *Top-down review exercise*)	

Annex B: Scopus keywords bibliometric study

Keywords

abyssal	harbour	sea level
baltic sea	jellyfish	sea water
beach	mariculture	seabed
blue biotechnology	marine	seabird
blue economy	maritime	seaport
blue energy	mussel	seawall
blue growth	mussels	seawater
blue tourism	nautica	seaweed
coastal defense	nautical	shark
coastal erosion	naval construction	sharks
coastal protection	north sea	shellfish
coastal tourism	ocean	ship
coastal zone	oceanic	shipbuilding
deep sea	oceanographic	shipping
desalination	oceanography	submarine
estuaries	oceans	tidal energy
estuarine	offshore	wave energy
estuary	oyster	wave tank
fisheries	oysters	whale
fishing	sandbank	whales
harbor	sandbanks	

Query string

TITLE-ABS-KEY ("coastal protection" OR "Coastal defense" OR "Coastal zone" OR "Coastal erosion" OR "Coastal tourism" OR shipping OR ship OR shipbuilding OR "Blue Economy" OR "Blue Growth" OR estuary OR estuarine OR estuaries OR ocean OR oceans OR oceanic OR oceanography OR oceanographic OR desalination OR "deep sea" OR "North Sea" OR seabed OR "tidal energy" OR "Wave energy" OR "wave tank" OR harbor OR harbour OR fisheries OR fishing OR marine OR maritime OR "naval construction" OR nautical OR nautica OR mariculture OR offshore OR submarine OR beach OR shellfish OR seawall OR seaport OR seabird OR "Sea level" OR "Sea water" OR seawater OR abyssal OR Sandbank OR Sandbanks OR "Blue Tourism" OR "Blue Biotechnology" or "Blue Energy" OR Shark Or Sharks Or Whale Or Whales OR jellyfish OR mussel OR mussels or oyster or oysters or seaweed OR "Baltic Sea")

Annex C: Global institutes

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	Advisory body	Global Ocean Forum	GOF
(Governmental) policy	Advisory body	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	IPBES
(Governmental) policy	Advisory body	International Council for the Exploration of the Sea **	ICES
(Governmental) policy	Advisory body	International Science Council	ISC
(Governmental) policy	Intergovernmental body	All AtlaNtic Cooperation for Ocean Research and innovation	AANChOR
(Governmental) policy	Intergovernmental body	Atlantic Ocean Research Alliance	AORA
(Governmental) policy	Intergovernmental body	Belmont Forum	
(Governmental) policy	Intergovernmental body	Convention on Biological Diversity	CBD
(Governmental) policy	Intergovernmental body	Convention on the Conservation of Migratory Species of Wild Animals	CMS
(Governmental) policy	Intergovernmental body	Global Center on Adaptation	GCA
(Governmental) policy	Intergovernmental body	Group of Seven	G7
(Governmental) policy	Intergovernmental body	International Atomic Energy Agency	IAEA
(Governmental) policy	Intergovernmental body	International Commission for the Conservation of Atlantic Tunas	ICCAT
(Governmental) policy	Intergovernmental body	International Seabed Authority	ISA
(Governmental) policy	Intergovernmental body	International Whaling Commission	IWC
(Governmental) policy	Intergovernmental body	Organisation for Economic Co-operation and Development	OECD
(Governmental) policy	United Nations	Food and Agriculture Organization of the United Nations	FAO
(Governmental) policy	United Nations	Intergovernmental Oceanographic Commission of UNESCO	IOC-UNESCO
(Governmental) policy	United Nations	Intergovernmental Panel on Climate Change	IPCC
(Governmental) policy	United Nations	International Maritime Organization	IMO
(Governmental) policy	United Nations	Joint Group of Experts on the Scientific Aspects of Marine Environmental Protection	GESAMP
(Governmental) policy	United Nations	United Nations Division on Ocean Affairs and the Law of the Sea	UN-DOALOS
(Governmental) policy	United Nations	United Nations Environment Programme	UNEP
(Governmental) policy	United Nations	United Nations Framework Convention on Climate Change	UNFCCC
(Governmental) policy	United Nations	World Maritime University	WMU
(Governmental) policy	United Nations	World Meteorological Organization	WMO
Civil society	NGO	Bellona	
Civil society	NGO	BirdLife International	
Civil society	NGO	Environmental Investigation Agency	EIA
Civil society	NGO	Greenpeace	
Civil society	NGO	International Dialogue on Underwater Munitions	IDUM
Civil society	NGO	International Fund for Animal Welfare	IFAW
Civil society	NGO	International Organization for Standardization	ISO
Civil society	NGO	International Union for Conservation of Nature	IUCN
Civil society	NGO	Marine Stewardship Council	MSC
Civil society	NGO	Ocean & Climate Platform	
Civil society	NGO	Oceana	

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

Civil society	NGO	Pew Charitable Trusts	PEW
Civil society	NGO	Project AWARE Foundation	
Civil society	NGO	Whale and Dolphin Conservation	WDC
Civil society	NGO	World Animal Protection	
Civil society	NGO	World Ocean Network	WON
Civil society	NGO	World Wide Fund for Nature	WWF
Civil society	Private funding body and thrust funds	Alfred P. Sloan Foundation	
Civil society	Private funding body and thrust funds	Rockefeller Foundation	
Industry	Technology Platform	International Council of Marine Industry Associations	ICOMIA
Industry	Trade association	Central Dredging Association	CEDA
Industry	Trade association	International Association of Classification Societies	IACS
Industry	Trade association	International Association of Dredging Contractors	IADC
Industry	Trade association	International Association of Geophysical Contractors	IAGC
Industry	Trade association	International Association of Independent Tanker Owners	INTERTANKO
Industry	Trade association	International Cable Protection Committee	ICPC
Industry	Trade association	International Chamber of Shipping	ICS
Industry	Trade association	International Council on Mining and Metals	ICMM
Industry	Trade association	International Desalination Association	IDA
Industry	Trade association	International Organization of Oil and Gas Producers	IOGP
Industry	Trade association	International Petroleum Industry Environment and Conservation Association	IPIECA
Industry	Trade association	Nautical Institute	
Industry	Trade association	Royal Institution of Naval Architects	RINA
Industry	Trade association	Sustainable Shipping Initiative	SSI
Industry	Trade association	World Association for Waterborne Transport Infrastructure	PIANC
Industry	Trade association	World Ocean Council	WOC
Research and innovation	Research and innovation network	Climate and Ocean: Variability, Predictability and Change	CLIVAR
Research and innovation	Research and innovation network	Future Earth	
Research and innovation	Research and innovation network	Future Earth Coasts	
Research and innovation	Research and innovation network	International Hydrographic Organization	IHO
Research and innovation	Research and innovation network	International Marine Minerals Society	IMMS
Research and innovation	Research and innovation network	Partnership for Observation of the Global Oceans	POGO
Research and innovation	Research and innovation network	Petroleum Environment Research Forum	PERF
Research and innovation	Research and innovation network	Scientific Council for Oceanographic Research	SCOR
Research and innovation	Research infrastructure network	Global Climate Observing System	GCOS
Research and innovation	Research infrastructure network	Global Ocean Observations Systems	GOOS
Research and innovation	Research infrastructure network	Global Sea Level Observing System	GLOSS
Research and innovation	Research infrastructure network	Group on Earth Observations	GEO
Research and innovation	Research infrastructure network	Group on Earth Observations Biodiversity Observation Network	GEO BON
Research and innovation	Research infrastructure network	International Ocean Carbon Coordination Project	IOCCP
Research and innovation	Research infrastructure network	International Oceanographic Data and Information Exchange	IODE
Research and innovation	Research infrastructure network	World Climate Research Programme	WCRP
Research and innovation	Research performing institute	Stockholm Environment Institute	SEI

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

Annex D: European institutes

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	Advisory body	Conference of Peripheral Maritime Regions	CPMR
(Governmental) policy	Advisory body	European Marine Board	EMB
(Governmental) policy	Advisory body	European University Association	EUA
(Governmental) policy	Advisory body	Institute for Sustainable Development and International Relations	IDDRI
(Governmental) policy	Advisory body	League of European Research Universities	LERU
(Governmental) policy	Advisory body	Scientific, Technical and Economic Committee for Fisheries	STECF
(Governmental) policy	Advisory body	Standing Committee on Agricultural Research	SCAR
(Governmental) policy	EU funding programme	European Maritime and Fisheries Fund	EMFF
(Governmental) policy	EU institution	Competitiveness Council	COMPET
(Governmental) policy	EU institution	Council of the EU Working Party on Research	
(Governmental) policy	EU institution	Delegation of the European Union to Russia	
(Governmental) policy	EU institution	Directorate General for Maritime Affairs and Fisheries	DG MARE
(Governmental) policy	EU institution	Directorate-General Environment	DG ENV
(Governmental) policy	EU institution	Directorate-General for Agriculture and Rural Development	DG AGRI
(Governmental) policy	EU institution	Directorate-General for Climate Action	DG CLIMA
(Governmental) policy	EU institution	Directorate-General for External Policies	DG EXPO
(Governmental) policy	EU institution	Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs	DG GROW
(Governmental) policy	EU institution	Directorate-General for Regional and Urban Policy	DG REGIO
(Governmental) policy	EU institution	Directorate-General for Research and Innovation	DG RTD
(Governmental) policy	EU institution	Enterprise Europe Network	
(Governmental) policy	EU institution	European Centre for the Development of Vocational Training	Cedefop
(Governmental) policy	EU institution	European Chemicals Agency	ECHA
(Governmental) policy	EU institution	European Commission Legal Service	
(Governmental) policy	EU institution	European Committee of the Regions	CoR
(Governmental) policy	EU institution	European Environment Agency	EEA
(Governmental) policy	EU institution	European External Action Service	EEAS
(Governmental) policy	EU institution	European Fisheries Control Agency	EFCA
(Governmental) policy	EU institution	European Institute of Innovation and Technology	EIT
(Governmental) policy	EU institution	European Maritime Safety Agency	EMSA
(Governmental) policy	EU institution	European MSP Platform	
(Governmental) policy	EU institution	European Parliament Committee on Industry, Research and Energy	ITRE
(Governmental) policy	EU institution	Executive Agency for Small and Medium-sized Enterprises	EASME
(Governmental) policy	EU institution	Office of the Member of the Parliament Heidi Hautala	
(Governmental) policy	EU institution	Office of the Member of the Parliament Krišjānis Kariņš	
(Governmental) policy	EU institution	Research Executive Agency	REA
(Governmental) policy	Intergovernmental body	BiodivERsA	
(Governmental) policy	Intergovernmental body	Co-operative Programme for Monitoring and Evaluation of the Long-range Transmission of Air Pollutants in Europe	EMEP

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

(Governmental) policy	Intergovernmental body	European Sea Ports Organisation	ESPO
(Governmental) policy	Intergovernmental body	International Organisation for the Development of Fisheries and Aquaculture in Europe	Eurofish
(Governmental) policy	Intergovernmental body	Joint Progamming Initiative Connecting Climate Knowledge for Europe	JPI Climate
(Governmental) policy	Intergovernmental body	Joint Progamming Initiative Water Challenges for a Changing World	Water JPI
(Governmental) policy	Intergovernmental body	Joint Programming Initiative Healthy and Productive Seas and Oceans **	JPI Oceans
(Governmental) policy	Intergovernmental body	Joint Programming Initiative on Agriculture, Food Security and Climate Change	FACCE-JPI
(Governmental) policy	Intergovernmental body	The European Network of Innovation Agencies	TAFTIE
Civil society	NGO	Birdlife Europe	
Civil society	NGO	Coastal & Marine Union	EUCC
Civil society	NGO	European Bureau for Conservation and Development	EBCD
Civil society	NGO	European Environmental Bureau	EEB
Civil society	NGO	Fern	
Civil society	NGO	Friends of the Earth Europe	FoEE
Civil society	NGO	Intergroup on Climate Change, Biodiversity and Sustainable Development	
Civil society	NGO	Seas At Risk	SAR
Civil society	NGO	Seas, Rivers, Islands and Coastal Areas Intergroup	SEARICA
Civil society	NGO	Surfrider Foundation Europe	
Civil society	NGO	The Black Fish	
Industry	Company	Technopolis Group	
Industry	Company (innovation) cluster	European Network of Maritime Clusters	ENMC
Industry	Technology Platform	European Aquaculture Technology and Innovation Platform	EATIP
Industry	Technology Platform	European Technology and Innovation Platform Bioenergy	ETIP Bioenergy
Industry	Technology Platform	European Technology and Innovation Platform for Ocean Energy	ETIPOcean
Industry	Technology Platform	European Technology and Innovation Platform on Wind Energy	ETIPWind
Industry	Technology Platform	European Technology Platform for Advanced Engineering Materials and Technologies	EuMaT
Industry	Technology Platform	European Technology Platform on Sustainable Mineral Resources	ETP SMR
Industry	Technology Platform	Farm Animal Breeding and Reproduction Technology Platform	FABRE TP
Industry	Technology Platform	NetWorld2020 European Technology Platform	NetWorld2020 ETP
Industry	Technology Platform	Waterborne Technology Platform	WATERBORNE TP
Industry	Trade association	Committee of Professional Agricultural Organisations - General Confederation of Agricultural Cooperatives	COPA-COGECA
Industry	Trade association	Confederation of European Maritime Technology Societies	CEMT
Industry	Trade association	European Aggregates Association	UEPG
Industry	Trade association	European Boating Association	EBA
Industry	Trade association	European Community Shipowners´ Associations	ECSA
Industry	Trade association	European Council for Maritime Applied R&D	ECMAR
Industry	Trade association	European Dredging Association	EuDA
Industry	Trade association	European Union of National Associations of Water Suppliers and Waste Water Services	EurEau

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

Industry	Trade association	Europêche	
Industry	Trade association	Eurospace	
Industry	Trade association	Ocean Energy Europe	OEE
Industry	Trade association	Oil Companies' European Organization for Environment Health and Safety	Concawe
Industry	Trade association	Pelagic Freezer-Trawler Association	PFA
Industry	Trade association	PlasticsEurope	
Industry	Trade association	Shipyards' & Maritime Equipment Association	SEA Europe
Industry	Trade association	Union of the Electricity Industry	Eurelectric
Industry	Trade association	WindEurope	
Research and innovation	Academic association	European Association of Universities in Marine Technology and related Sciences	WEGEMT
Research and innovation	Academic association	European Marine Science Educators Association	EMSEA
Research and innovation	Research and innovation network	European Aquaculture Society	EAS
Research and innovation	Research and innovation network	European Centre for Information on Marine Science and Technology	EurOcean
Research and innovation	Research and innovation network	European Consortium for Ocean Research Drilling	ECORD
Research and innovation	Research and innovation network	European Fisheries and Aquaculture Research Organisation	EFARO
Research and innovation	Research and innovation network	European Marine Research Network	EuroMarine
Research and innovation	Research and innovation network	European Regions Research and Innovation Network	ERRIN
Research and innovation	Research and innovation network	Science Europe	
Research and innovation	Research infrastructure network	Copernicus	
Research and innovation	Research infrastructure network	Eurofleets	EuroFleets
Research and innovation	Research infrastructure network	European component of the international Argo global ocean observing system	Euro-Argo
Research and innovation	Research infrastructure network	European Global Ocean Observing System	EuroGOOS
Research and innovation	Research infrastructure network	European Marine Biological Research Centre	EMBRC-ERIC
Research and innovation	Research infrastructure network	European Marine Observation and Data Network	EMODnet
Research and innovation	Research infrastructure network	European Multidisciplinary Seafloor and Water Column Observatory	EMSO
Research and innovation	Research infrastructure network	European Network of Marine Research Institutes and Stations	MARS
Research and innovation	Research infrastructure network	European Ocean Observing System	EOOS
Research and innovation	Research infrastructure network	European Research Vessel Operators	ERVO
Research and innovation	Research infrastructure network	LifeWatch-ERIC	
Research and innovation	Research performing institute	European Food Safety Authority	EFSA
Research and innovation	Research performing institute	Joint Research Centre	JRC
Research and innovation	University	College of Europe	

Annex E: Macroregional institutes

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	Advisory body	Baltic Development Forum	
(Governmental) policy	Advisory body	Conference of Peripheral Maritime Regions - North Sea Commission	CPMR - NSC
(Governmental) policy	Advisory body	North Atlantic Marine Mammal Commission	NAMMCO
(Governmental) policy	Advisory body	Conference of Peripheral Maritime Regions - Baltic Sea Commission	CPMR - BSC
(Governmental) policy	EU funding programme	EU Strategy for the Baltic Sea Region	EUSBSR
(Governmental) policy	EU funding programme	Interreg Baltic Sea Region	
(Governmental) policy	EU funding programme	Interreg Central Baltic Programme	
(Governmental) policy	EU funding programme	Interreg France (Channel) England	Interreg FCE
(Governmental) Policy	EU funding programme	Interreg North Sea Region Programme	
(Governmental) policy	EU funding programme	Interreg Öresund-Kattegat-Skagerrak	Interreg OKS
(Governmental) policy	Funding agency	NordForsk	
(Governmental) policy	Intergovernmental body	Agreement on the Conservation of Small Cetaceans of the Baltic, North East Atlantic, Irish and North Seas	ASCOBANS
(Governmental) policy	Intergovernmental body	B7 Baltic Sea Islands Network	B7
(Governmental) policy	Intergovernmental body	Baltic Marine Environment Protection Commission - Helsinki Commission **	HELCOM
(Governmental) policy	Intergovernmental body	Baltic Organisations Network for Funding Science **	BONUS EEIG
(Governmental) policy	Intergovernmental body	Baltic Sea Fisheries Forum	BALTFISH
(Governmental) policy	Intergovernmental body	Black Sea Synergy	
(Governmental) policy	Intergovernmental body	BlueMed Initiative	BlueMed
(Governmental) policy	Intergovernmental body	Commission on the Protection of the Black Sea Against Pollution	BSC
(Governmental) policy	Intergovernmental body	Common Wadden Sea Secretariat	CWSS
(Governmental) policy	Intergovernmental body	Convention for the Protection of the Marine Environment of the North-East Atlantic **	OSPAR
(Governmental) policy	Intergovernmental body	Council of the Baltic Sea States	CBSS
(Governmental) policy	Intergovernmental body	Municipalities for Sustainable Seas	KIMO
(Governmental) policy	Intergovernmental body	Nordic Council of Ministers	
(Governmental) policy	Intergovernmental body	North Atlantic Salmon Conservation Organization	NASCO
(Governmental) policy	Intergovernmental body	North East Atlantic Fisheries Commission	NEAFC
(Governmental) policy	Intergovernmental body	Vision and Strategies around the Baltic Sea	VASAB
Civil society	NGO	Baltic Environmental Forum Group	BEF Group
Civil society	NGO	Centrum Balticum	
Civil society	NGO	Coalition Clean Baltic	CCB
Civil society	NGO	EP Informal Baltic Sea Group	
Civil society	NGO	Sea First Foundation	SFF
Research and innovation	Research and innovation network	Baltic Earth	
Research and innovation	Research and innovation network	Baltic Nest Institute	BNI
Research and innovation	Research and innovation network	Baltic Sea Science Congress	BSSC
Research and innovation	Research infrastructure network	Baltic Operational Oceanographic System	BOOS
Research and innovation	Research infrastructure network	North West Shelf Operational Oceanographic System	NOOS

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

Annex F: National (including local and regional) institutes

The following country-specific stakeholder lists are included:

- Belgium
- Denmark
- Estonia
- Finland
- France
- Germany
- Latvia
- Lithuania
- Norway
- Poland
- Russian Federation
- Sweden
- The Netherlands
- United Kingdom
- Other: Austria, Canada, Greece, Iceland, Ireland, Italy, Luxembourg, Spain, USA

Belgium

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Federal Public Service Health, Food Chain Safety and Environment	FPS Public Health
(Governmental) policy	(Marine and maritime) ministries and administration	Federal Public Service Mobility and Transport	FPS Mobility and Transport
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Representation of Belgium to the EU	
(Governmental) policy	Funding agency	Belgian Science Policy Office	BELSPO
(Governmental) policy	Funding agency	Flanders Innovation & Entrepreneurship	VLAIO
(Governmental) policy	Funding agency	National Fund for Scientific Research	F.R.S.–FNRS
(Governmental) policy	Funding agency	Research Foundation - Flanders	FWO
(Governmental) policy	Science, technology and innovation ministries and administration	Department of Economy, Science & Innovation	EWI
Civil society	NGO	Natuurpunt	
Industry	Company	eCOAST	
Industry	Company (innovation) cluster	Belgian Offshore Cluster	BOC
Industry	Company (innovation) cluster	Blue Cluster	DBC
Research and innovation	Research performing institute	Flanders Interuniversity Institute for Biotechnology*	VIB
Research and innovation	Research performing institute	Flanders Marine Institute **	VLIZ
Research and innovation	Research performing institute	Flanders Research Institute for agriculture, fisheries and food*	ILVO
Research and innovation	Research performing institute	Flemish Institute for Technological Research*	VITO
Research and innovation	Research performing institute	Research Institute for Nature and Forest*	INBO
Research and innovation	Research performing institute	Royal Belgian Institute of Natural Sciences*	RBINS
Research and innovation	Research performing institute	Royal Museum for Central Africa*	RMCA
Research and innovation	University	Catholic University of Leuven*	KU Leuven
Research and innovation	University	Free University of Brussels*	ULB
Research and innovation	University	Ghent University*	UGent
Research and innovation	University	University of Antwerp*	UA
Research and innovation	University	University of Liège*	ULiège
Research and innovation	University	University of Louvain*	UCLouvain
Research and innovation	University	University of Mons*	UMONS
Research and innovation	University	University of Namur*	UNamur
Research and innovation	University	Vrije Universiteit Brussel*	VUB

Denmark

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Danish Agricultural Agency	
(Governmental) policy	(Marine and maritime) ministries and administration	Danish Maritime Authority	DMA
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Environment and Food	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Foreign Affairs of Denmark	UM
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Representation of Denmark to the EU	

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

(Governmental) policy	Funding agency	Danish National Research Foundation	DNRF
(Governmental) policy	Funding agency	Independent Research Fund Denmark	DFF
(Governmental) policy	Funding agency	Innovation Fund Denmark ** ***	IFD
(Governmental) policy	Other public authority	North of Denmark EU Office, House of Mid & North Denmark	
(Governmental) policy	Other public authority	South Denmark European Office	SDEO
(Governmental) policy	Science, technology and innovation ministries and administration	Danish EU Research Liaison Office	DANRO
Civil society	NGO	Danish Society for a Living Sea	
Civil society	NGO	Danmarks Naturfredningsforening	DNF
Industry	Company	Billund Aquaculture A/S	
Industry	Company	BIOFOS A/S	
Industry	Company	DHI Water - Environment - Health*	
Industry	Company	GRAIN Wood A/S	
Industry	Company	Hjarnø Havbrug A/S	
Industry	Company	KSK Aqua Aps.	
Industry	Company	LiqTech International A/S	
Industry	Company	Maersk Group*	
Industry	Company	Ørsted A/S	
Industry	Company	Vestas Wind Systems A/S	Vestas
Industry	Company (innovation) cluster	Energy Innovation Cluster	
Industry	Company (innovation) cluster	Future Food Innovation	
Industry	Company (innovation) cluster	Fyns Maritime Klynge	
Industry	Company (innovation) cluster	House of Energy	
Industry	Company (innovation) cluster	MARCOD	
Industry	Company (innovation) cluster	Maritime Development Center	MDC
Industry	Trade association	Wind Denmark	
Research and innovation	Research performing institute	Danish Institute for Fisheries Research	DIFRES
Research and innovation	Research performing institute	Danish Meteorological Institute*	DMI
Research and innovation	Research performing institute	Geological Survey of Denmark and Greenland*	GEUS
Research and innovation	Research performing institute	Greenland Institute of Natural Resources*	GINR
Research and innovation	University	Aalborg University*	AAU
Research and innovation	University	Aarhus University*	AU
Research and innovation	University	National Institute of Aquatic Resources	DTU Aqua
Research and innovation	University	National Veterinary Institute	DTU Vet
Research and innovation	University	Niels Bohr Institute*	
Research and innovation	University	Roskilde University*	DUC
Research and innovation	University	Technical University of Denmark*	DTU
Research and innovation	University	University of Copenhagen Geological Museum*	
Research and innovation	University	University of Copenhagen Zoological Museum*	
Research and innovation	University	University of Copenhagen*	KU
Research and innovation	University	University of Southern Denmark*	SDU

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

Estonia

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Estonian Maritime Administration	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Economic Affairs and Communications	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Environment	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Rural Affairs	
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Representation of Estonia to the EU	
(Governmental) policy	Funding agency	Enterprise Estonia	EAS
(Governmental) policy	Funding agency	Estonian Research Council ***	
(Governmental) policy	Other public authority	Tallinn EU Office	
(Governmental) policy	Science, technology and innovation ministries and administration	Estonian Liaison Office for EU RTD	ELO
(Governmental) policy	Science, technology and innovation ministries and administration	Ministry of Education and Research	
Industry	Company	Flydog Solutions LLC	
Research and innovation	Research performing institute	Estonian Academy of Sciences*	
Research and innovation	Research performing institute	Estonian Environmental Research Centre*	EERC
Research and innovation	Research performing institute	Geological Survey of Estonia*	
Research and innovation	Research performing institute	National Institute of Chemical Physics and Biophysics*	NICPB
Research and innovation	University	Estonian Biocentre*	EBC
Research and innovation	University	Estonian Institute of Zoology and Botany*	
Research and innovation	University	Estonian Marine Institute*	
Research and innovation	University	Estonian Maritime Academy*	
Research and innovation	University	Estonian University of Life Sciences*	EMÜ
Research and innovation	University	Institute of Ecology and Earth Sciences*	
Research and innovation	University	Institute of Ecology, Tallinn*	
Research and innovation	University	Tallinn University of Technology*	TalTech
Research and innovation	University	Tallinn University*	TLÜ
Research and innovation	University	Tartu Observatory*	
Research and innovation	University	University of Tartu*	UT

Finland

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Centres for Economic Development, Transport and the Environment	ELY Centres
(Governmental) policy	(Marine and maritime) ministries and administration	Finnish National Agency for Education	EDUFI
(Governmental) policy	(Marine and maritime) ministries and administration	Finnish Safety and Chemicals Agency	Tukes
(Governmental) policy	(Marine and maritime) ministries and administration	Finnish Transport Infrastructure Agency	FTIA
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Agriculture and Forestry	MMM

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Economic Affairs and Employment	MEAE
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of the Environment	YM
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Representation of Finland to the EU	
(Governmental) policy	(Marine and maritime) ministries and administration	Prime Minister's Office Finland	
(Governmental) policy	Funding agency	Academy of Finland ***	AKA
(Governmental) policy	Funding agency	Business Finland	BF
(Governmental) policy	Other public authority	Association of Finnish Local and Regional Authorities	
(Governmental) policy	Other public authority	City of Helsinki	
(Governmental) policy	Other public authority	City of Turku	
(Governmental) policy	Other public authority	Helsinki EU Office	
(Governmental) policy	Other public authority	IT Centre for Science	CSC
(Governmental) policy	Other public authority	Parliament of Finland	
(Governmental) policy	Other public authority	Tampere Region EU Office	
(Governmental) policy	Other public authority	Turku-Southwest Finland European Office	
(Governmental) policy	Other public authority	West Finland European Office	WFEO
(Governmental) policy	Science, technology and innovation ministries and administration	Ministry of Education and Culture	OKM
Civil society	NGO	Baltic Sea Action Group	BSAG
Civil society	Private funding body and thrust funds	Baltic Institute of Finland	BIF
Civil society	Private funding body and thrust funds	John Nurminen Foundation	
Civil society	Private funding body and thrust funds	Maj and Tor Nessling Foundation	
Industry	Company	Alfons Håkans Oy Ab	
Industry	Company	Furuno Finland Oy	
Industry	Company	Gala Mare Oy	
Industry	Company	Image Soft Oy	
Industry	Company	Oy Mageia Ab	
Industry	Company	Wärtsilä Oy	
Industry	Company	Wello Oy	
Industry	Trade association	Central Union of Agricultural Producers and Forest Owners	MTK
Industry	Trade association	Confederation of Finnish Industries	EK
Research and innovation	Research and innovation network	The Council of Finnish Academies	CoFA
Research and innovation	Research performing institute	e2 Tutkimus	
Research and innovation	Research performing institute	Finnish Environment Institute*	SYKE
Research and innovation	Research performing institute	Finnish Geospatial Research Institute	FGI
Research and innovation	Research performing institute	Finnish Institute of International Affairs	FIIA
Research and innovation	Research performing institute	Finnish Meteorological Institute*	FMI
Research and innovation	Research performing institute	Geological Survey of Finland*	GTK
Research and innovation	Research performing institute	Helsinki University Hospital*	HUS
Research and innovation	Research performing institute	National Institute for Health and Welfare	THL
Research and innovation	Research performing institute	Natural Resources Institute Finland*	Luke
Research and innovation	Research performing institute	Pellervo Economic Research	PTT

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

Research and innovation	Research performing institute	VTT Technical Research Centre of Finland*	
Research and innovation	University	Aalto University*	
Research and innovation	University	Åbo Akademi University*	
Research and innovation	University	Archipelago Research Institute	
Research and innovation	University	Lappeenranta University of Technology*	LUT University
Research and innovation	University	Novia University of Applied Sciences	
Research and innovation	University	Tvärminne Zoological Station*	
Research and innovation	University	University of Eastern Finland*	UEF
Research and innovation	University	University of Helsinki*	UH
Research and innovation	University	University of Jyväskylä*	
Research and innovation	University	University of Lapland	
Research and innovation	University	University of Oulu*	
Research and innovation	University	University of Tampere	UTA
Research and innovation	University	University of Turku*	UTU
Research and innovation	University	University of Vaasa	

France

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Conservatoire du littoral	CELRL
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry for Europe and Foreign Affairs	MEAE
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry for the Ecological and Solidary Transition	MTES
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Agriculture and Food	MAA
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Representation of France to the EU	
(Governmental) policy	Advisory body	North Sea Advisory Council	NSAC
(Governmental) policy	Funding agency	Agency for Environment and Energy Management	ADEME
(Governmental) policy	Funding agency	French Development Agency	AFD
(Governmental) policy	Funding agency	National Research Agency **	ANR
(Governmental) policy	Science, technology and innovation ministries and administration	Ministry of Higher Education, Research and Innovation	MESRI
Civil society	NGO	France Nature Environnement	
Civil society	NGO	Robin des bois	
Industry	Company	Engie S.A.	
Industry	Company	Veolia Environment S.A.	
Industry	Company (innovation) cluster	Aquimer	
Industry	Company (innovation) cluster	Cluster Maritime Français	CMF
Industry	Company (innovation) cluster	Pôle Mer Bretagne Atlantique	
Industry	Company (innovation) cluster	Pôle Mer Méditerranée	
Industry	Trade association	Comité National de la Conchyliculture	CNC
Industry	Trade association	Comités Régionaux de la Conchyliculture	CRC
Industry	Trade association	Confédération des Industries de Traitement des Produits des Pêches Maritimes et de l'Aquaculture	CITPPM
Industry	Trade association	Union des Armateurs á la Pêche de France	UAPF

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Research and innovation	Academic association	Marine Universities of France	UM
Research and innovation	Research and innovation network	Alliance Nationale de Recherche pour l'Environnement	AllEnvi
Research and innovation	Research performing institute	Agence française pour la biodiversité	
Research and innovation	Research performing institute	Alternative Energies and Atomic Energy Commission*	CEA
Research and innovation	Research performing institute	French National Centre for Scientific Research*	CNRS
Research and innovation	Research performing institute	French Research Institute for Exploitation of the Sea* **	IFREMER
Research and innovation	Research performing institute	Institut de Physique du Globe de Paris*	IPGP
Research and innovation	Research performing institute	Laboratory for Sciences of Climate and Environment*	LSCE
Research and innovation	Research performing institute	Mediterranean Institute of Oceanography*	MIO
Research and innovation	Research performing institute	National Institute of Agricultural Research*	INRA
Research and innovation	Research performing institute	National Museum of Natural History, France*	MNHN
Research and innovation	Research performing institute	Research Institute for Development*	IRD
Research and innovation	University	Aix-Marseille University*	AMU
Research and innovation	University	Paul Sabatier University*	UPS
Research and innovation	University	Sorbonne University*	
Research and innovation	University	University of Bordeaux*	
Research and innovation	University	University of Montpellier*	
Research and innovation	University	University of Western Brittany*	UBO

Germany

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Federal Institute for Geosciences and Natural Resources	BGR
(Governmental) policy	(Marine and maritime) ministries and administration	Federal Maritime and Hydrographic Agency	BSH
(Governmental) policy	(Marine and maritime) ministries and administration	Federal Ministry for Economic Affairs and Energy	BMWi
(Governmental) policy	(Marine and maritime) ministries and administration	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	BMU
(Governmental) policy	(Marine and maritime) ministries and administration	Federal Ministry of Food and Agriculture	BMEL
(Governmental) policy	(Marine and maritime) ministries and administration	Federal Ministry of Transport and Digital Infrastructure	BMVI
(Governmental) policy	(Marine and maritime) ministries and administration	State Chancellery of the State Schleswig-Holstein	
(Governmental) policy	Funding agency	German Federal Environmental Foundation	DBU
(Governmental) policy	Funding agency	German Research Foundation	DFG
(Governmental) policy	Other public authority	European Liaison Office of the German Research Organisations	KoWi
(Governmental) policy	Other public authority	German Association of Towns and Municipalities	DStGB
(Governmental) policy	Science, technology and innovation ministries and administration	Bremen Senator for Science and Ports	
(Governmental) policy	Science, technology and innovation ministries and administration	Federal Ministry of Education and Research	BMBF
(Governmental) policy	Science, technology and innovation ministries and administration	Hamburg Ministry of Science, Research and Equality	BWFG

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(Governmental) policy	Science, technology and innovation ministries and administration	Ministry for Science and Culture Lower Saxony	MWK
(Governmental) policy	Science, technology and innovation ministries and administration	Ministry of Education, Science and Culture of Mecklenburg-Vorpommern	
(Governmental) policy	Science, technology and innovation ministries and administration	Schleswig-Holstein Ministry of Education, Science and Cultural Affairs	
Civil society	NGO	Association for Environment and Nature Conservation Germany	BUND
Civil society	NGO	Nature And Biodiversity Conservation Union	NABU
Industry	Company	Brockmann Consult GmbH	
Industry	Company	EvoLogics GmbH	
Industry	Company	HYDRO-BIOS Apparatebau GmbH	
Industry	Company	INNOMAR Technologie GmbH	
Industry	Company	Konsberg Maritime Contros GmbH	
Industry	Company	Oeko-Institut	
Industry	Company	Outotec GmbH	
Industry	Company	s.Pro GmbH	
Industry	Company	Schiffbau-Versuchsanstalt Potsdam GmbH	SVA
Industry	Company	SJE Ecohydraulic Engineering GmbH	SJE
Industry	Company	The Hamburg Shipmodel Basin	HSVA
Industry	Company (innovation) cluster	Center of Maritime technologies e.V.	CMT
Industry	Company (innovation) cluster	Deutsches Maritimes Zentrum	DMZ
Industry	Company (innovation) cluster	Logistik-Initiative Hamburg	
Industry	Company (innovation) cluster	Maritime Cluster Northern Germany	MCN
Industry	Company (innovation) cluster	Mechanical Engineering Industry	VDMA
Industry	Company (innovation) cluster	Renewable Energy Hamburg Cluster	EEHH
Industry	Company (innovation) cluster	Schleswig-Holstein Renewable Energy Network Agency	EE.SH
Industry	Company (innovation) cluster	Verband für Schiffbau und Meerestechnik e.V.	VSM
Industry	Company (innovation) cluster	WindenergieAgentur Bremerhaven e. V.	WAB
Industry	Trade association	Deutscher Fischerei-Verband e.V.	
Industry	Trade association	German Shipowners' Association	VDR
Research and innovation	Academic association	German Marine Research Consortium	KDM
Research and innovation	Research and innovation network	Deutsche Allianz für Meeresforschung	DAM
Research and innovation	Research and innovation network	Ecologic Institute	
Research and innovation	Research performing institute	Alfred Wegener Institute for Polar and Marine Research*	AWI
Research and innovation	Research performing institute	DIALOGIK	
Research and innovation	Research performing institute	Fraunhofer-Gesellschaft	FhG
Research and innovation	Research performing institute	German Aerospace Center*	DLR
Research and innovation	Research performing institute	German Environment Agency	UBA
Research and innovation	Research performing institute	German Federal Agency for Nature Conservation	BfN
Research and innovation	Research performing institute	German Federal Institute of Hydrology	BfG
Research and innovation	Research performing institute	GFZ German Research Centre for Geosciences*	GFZ
Research and innovation	Research performing institute	Helmholtz Centre For Environmental Research	UFZ
Research and innovation	Research performing institute	Helmholtz Centre for Ocean Research Kiel*	GEOMAR

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Research and innovation	Research performing institute	Helmholtz-Zentrum Geesthacht, Centre for Materials and Coastal Research*	HZG
Research and innovation	Research performing institute	Institute for Advanced Sustainability Studies	IASS
Research and innovation	Research performing institute	Johann Heinrich von Thünen Institute	THÜNEN
Research and innovation	Research performing institute	Kiel Institute for the World Economy	IfW
Research and innovation	Research performing institute	Leibniz Centre for Tropical Marine Research	ZMT
Research and innovation	Research performing institute	Leibniz Institute for Baltic Sea Research*	IOW
Research and innovation	Research performing institute	Max Planck Institute for Marine Microbiology	
Research and innovation	Research performing institute	Potsdam Institute for Climate Impact Research	PIK
Research and innovation	Research performing institute	Research Centre Jülich ** ***	JÜLICH
Research and innovation	Research performing institute	Senckenberg Research Institute, Wilhelmshaven	
Research and innovation	University	Hamburg University of Technology	TUHH
Research and innovation	University	Heidelberg University*	
Research and innovation	University	Johannes Gutenberg University Mainz*	
Research and innovation	University	Leibniz University Hannover	
Research and innovation	University	Ludwig Maximilian University of Munich*	LMU
Research and innovation	University	Osnabrück University	
Research and innovation	University	Technical University Braunschweig	TU Braunschweig
Research and innovation	University	University of Applied Science Wismar	HWI
Research and innovation	University	University of Bremen*	
Research and innovation	University	University of Cologne*	
Research and innovation	University	University of Göttingen*	GAU
Research and innovation	University	University of Greifswald	UG
Research and innovation	University	University of Hamburg*	UHH
Research and innovation	University	University of Kiel*	
Research and innovation	University	University of Münster	WWU
Research and innovation	University	University of Oldenburg*	
Research and innovation	University	University of Rostock	UR

Latvia

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Agriculture	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Economics of the Republic of Latvia	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Environment	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Regional Development and Local Government	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Transport, Maritime Department	
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Representation of Latvia to the EU	
(Governmental) policy	Advisory body	Latvian Environmental Investment Fund	KPFI
(Governmental) policy	Funding agency	State Education Development Agency	SEDA
(Governmental) policy	Other public authority	Freeport of Riga Authority	
(Governmental) policy	Other public authority	Freeport of Ventspils Authoriy	

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(Governmental) policy	Other public authority	Latvian Coast Guard Service	LCGS
(Governmental) policy	Other public authority	Liepaja Special Economic Zone Authority	LSEZ
(Governmental) policy	Other public authority	Riga Planning Region	
(Governmental) policy	Science, technology and innovation ministries and administration	Higher Education Quality Evaluation Centre	HEQEC
(Governmental) policy	Science, technology and innovation ministries and administration	Latvian Council of Science	
(Governmental) policy	Science, technology and innovation ministries and administration	Ministry of Education and Science ***	
Industry	Company	AKTiiVS Ltd.	
Research and innovation	Research performing institute	Institute of Agricultural Resources and Economics*	AREI
Research and innovation	Research performing institute	Institute of Food Safety, Animal Health and Environment*	BIOR
Research and innovation	Research performing institute	Institute of Physical Energetics, Latvian Academy of Sciences*	
Research and innovation	Research performing institute	Latvian Academy of Sciences*	
Research and innovation	Research performing institute	Latvian Fish Resources Agency*	LFRA
Research and innovation	Research performing institute	Latvian Fisheries Research Institute*	LFRI
Research and innovation	Research performing institute	Latvian State Forest Research Institute Silava*	SILAVA
Research and innovation	University	Latvia University of Life Sciences and Technologies*	LLU
Research and innovation	University	Latvian Institute Of Aquatic Ecology*	LIAE
Research and innovation	University	Latvian Maritime Academy*	LMA
Research and innovation	University	Riga Stradiņš University*	RSU
Research and innovation	University	Riga Technical University*	RU
Research and innovation	University	University of Daugavpils*	DU
Research and innovation	University	University of Latvia*	LU
Research and innovation	University	Ventspils University College*	

Lithuania

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Environmental Protection Agency	AAA
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Agriculture	ŽŪM
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Environment	AAM
(Governmental) policy	Funding agency	Agency for Science, Innovation and Technology	MITA
(Governmental) policy	Funding agency	Environmental Projects Management Agency	APVA
(Governmental) policy	Funding agency	Research Council of Lithuania ***	LMT
(Governmental) policy	Other public authority	Geological Survey of Lithuania*	LGT
(Governmental) policy	Other public authority	Kuršių Nerija National Park Administration	
(Governmental) policy	Other public authority	Lithuanian Hydrometeorological Service	LHT
(Governmental) policy	Other public authority	Seaside Regional Park Administration	
(Governmental) policy	Other public authority	Seimas of the Republic of Lithuania	Seimas
(Governmental) policy	Other public authority	State Service for Protected Areas	SSPA

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

Type	Grouping	Stakeholder	Acronym
(Governmental) policy	Science, technology and innovation ministries and administration	Ministry of Education, Science and Sport	ŠMSM
Research and innovation	Research performing institute	Center for Physical Sciences and Technology*	FTMC
Research and innovation	Research performing institute	Coastal Research and Planning Institute	CORPI
Research and innovation	Research performing institute	Institute of Botany, The Nature Research Centre*	
Research and innovation	Research performing institute	Lithuanian Energy Institute*	LEI
Research and innovation	Research performing institute	Lithuanian Research Centre for Agriculture and Forestry*	LAMMC
Research and innovation	Research performing institute	The Nature Research Centre*	GTC
Research and innovation	University	Agriculture Academy*	VMU
Research and innovation	University	Aleksandras Stulginskis University*	
Research and innovation	University	Kaunas University of Technology*	KTU
Research and innovation	University	Klaipėda University*	KU
Research and innovation	University	Lithuanian Maritime Academy*	LMA
Research and innovation	University	Lithuanian University of Health Sciences*	LSMU
Research and innovation	University	Mykolas Romeris University*	
Research and innovation	University	Vilnius Gediminas Technical University*	VGTU
Research and innovation	University	Vilnius University*	

Norway

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Climate and Environment	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Trade, Industry and Fisheries	NFD
(Governmental) policy	(Marine and maritime) ministries and administration	Mission of Norway to the European Union	
(Governmental) policy	(Marine and maritime) ministries and administration	Norwegian Directorate of Fisheries	
(Governmental) policy	Funding agency	Research Council of Norway **	RCN
(Governmental) policy	Science, technology and innovation ministries and administration	Research Council of Norway Brussels Office	RCN
Industry	Company	DNV GL*	
Industry	Company	Equinor*	
Industry	Company	NORBIT Group AS	
Industry	Company (innovation) cluster	Energy Valley	
Industry	Company (innovation) cluster	GCE Blue Maritime Cluster	
Industry	Company (innovation) cluster	GCE Node	
Industry	Company (innovation) cluster	GCE Ocean Technology	
Industry	Company (innovation) cluster	Kongsberg Innovasjon	
Industry	Company (innovation) cluster	Maritimt Forum Norway	
Industry	Company (innovation) cluster	NCE Aquaculture	
Industry	Company (innovation) cluster	NCE Aquatech Cluster	
Industry	Company (innovation) cluster	NCE Maritime CleanTech	
Industry	Company (innovation) cluster	NCE Seafood Innovation Cluster	
Industry	Company (innovation) cluster	NCE Tourism Fjord Norway	

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Industry	Company (innovation) cluster	Smart Water Cluster	
Industry	Trade association	Smart Water Norway - Vannklyngen	
Research and innovation	Academic association	Norwegian Marine University Consortium	NMU
Research and innovation	Research performing institute	Foundation for Scientific and Industrial Research*	SINTEF
Research and innovation	Research performing institute	Geological Survey of Norway*	NGU
Research and innovation	Research performing institute	Institute of Marine Research*	IMR
Research and innovation	Research performing institute	Norwegian Institute for Nature Research*	NINA
Research and innovation	Research performing institute	Norwegian Institute for Water Research*	NIVA
Research and innovation	Research performing institute	Norwegian Polar Institute*	NPI
Research and innovation	Research performing institute	Norwegian Institute for Agricultural and Environmental Research	Bioforsk
Research and innovation	Research performing institute	Uni Research AS	
Research and innovation	University	Norwegian University of Life Sciences*	NMBU
Research and innovation	University	Norwegian University of Science and Technology*	NTNU
Research and innovation	University	University Centre in Svalbard*	UNIS
Research and innovation	University	University of Bergen*	UiB
Research and innovation	University	University of Oslo*	UiO
Research and innovation	University	University of Stavanger*	UiS
Research and innovation	University	University of Tromsø - The Arctic University of Norway*	UiT

Poland

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Agriculture and Rural Development	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Infrastructure	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Investment and Economic Development	
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Representation of Poland to the EU	
(Governmental) policy	(Marine and maritime) ministries and administration	State Water Farm Polish Waters	Wody Polskie
(Governmental) policy	Funding agency	National Centre for Research and Development ***	NCBR
(Governmental) policy	Funding agency	National Fund for Environmental Protection and Water Management	NFEP&WM
(Governmental) policy	Funding agency	National Science Centre	NCN
(Governmental) policy	Other public authority	Eastern Poland Euro-Office	
(Governmental) policy	Other public authority	Maritime Office in Gdynia	
(Governmental) policy	Other public authority	Maritime office in Szezecin	
(Governmental) policy	Other public authority	Marshal's Office of Pomeranian Voivodeship	
(Governmental) policy	Other public authority	Polish Science Contact Agency of the Polish Academy of Sciences	PolSCA
(Governmental) policy	Other public authority	The Association of Sea Cities and Municipalities	
(Governmental) policy	Science, technology and innovation ministries and administration	Ministry of Entrepreneurship and Technology	
(Governmental) policy	Science, technology and innovation ministries and administration	Ministry of Science and Higher Education	
Civil society	NGO	Local fishing groups	LGR

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Civil society	NGO	MARE Foundation	MARE
Industry	Company	Astri Polska Sp. z o. o.	
Industry	Company	NOA Sp. z o.o.	
Industry	Company	Phage Consultants	
Industry	Company	POMInnO Sp. z o. o.	
Industry	Company (innovation) cluster	Baltic Sea & Space Cluster	BSSC
Research and innovation	Research performing institute	Centre for Ecological Research of the Polish Academy of Sciences	
Research and innovation	Research performing institute	Institute for Ecology of Industrial areas	IETU
Research and innovation	Research performing institute	Institute of Hydro-Engineering, Polish Academy of Sciences	IBW PAN
Research and innovation	Research performing institute	Institute of Meteorology and Water Management, National Research Institute	IMGW-PIB
Research and innovation	Research performing institute	Institute of Oceanology of the Polish Academy of Sciences*	IO PAN
Research and innovation	Research performing institute	Institute of Soil Science and Plant Cultivation, State Research institute	IUNG
Research and innovation	Research performing institute	Maritime Institute in Gdansk	MIG
Research and innovation	Research performing institute	National Marine Fisheries Research Institute*	
Research and innovation	Research performing institute	Polish Academy of Sciences*	PAN
Research and innovation	Research performing institute	Polish Geological Institute*	PGI
Research and innovation	Research performing institute	Roman Kozlowski Institute of Paleobiology of the Polish Academy of Sciences*	
Research and innovation	University	Adam Mickiewicz University in Poznań*	UAM
Research and innovation	University	AGH University of Science and Technology*	
Research and innovation	University	Gdańsk University of Technology*	GUT
Research and innovation	University	Gdynia Maritime University*	
Research and innovation	University	Jagiellonian University*	
Research and innovation	University	Maritime University of Szczecin*	
Research and innovation	University	Polish Naval Academy	
Research and innovation	University	University of Gdańsk*	
Research and innovation	University	University of Szczecin*	
Research and innovation	University	University of Warmia and Mazury in Olsztyn	UWM
Research and innovation	University	University of Warsaw*	
Research and innovation	University	Warsaw University of Life Sciences	
Research and innovation	University	West Pomeranian University of Technology, Szczecin*	ZUT

Russian Federation

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Mission of the Russian Federation to the European Union	
(Governmental) policy	Funding agency	Russian Foundation for Humanities	RFH
(Governmental) policy	Funding agency	Russian Foundation for Basic Research	RFBR
Research and innovation	Research performing institute	A. P. Karpinsky Russian Geological Research Institute	VSEGEI
Research and innovation	Research performing institute	A.N. Severtsov Institute of Ecology and Evolution, Russian Academy of Sciences*	
Research and innovation	Research performing institute	Arctic and Antarctic Research Institute*	AARI

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Research and innovation	Research performing institute	Atlantic Branch of P. P. Shirshov Institute of Oceanology, Russian Academy of Sciences	
Research and innovation	Research performing institute	Atlantic Research Institute of Fisheries & Oceanography	
Research and innovation	Research performing institute	Far Eastern Branch of the Russian Academy of Sciences*	FEB RAS
Research and innovation	Research performing institute	G. B. Elyakov Pacific Institute of Bioorganic Chemistry, Far Eastern Branch of Russian Academy of Sciences*	
Research and innovation	Research performing institute	Geological Institute of the Russian Academy of Sciences*	GIN RAS
Research and innovation	Research performing institute	Institute of Applied Physics of the Russian Academy of Sciences*	IAP RAS
Research and innovation	Research performing institute	Institute of Cytology, Russian Academy of Sciences	INC RAS
Research and innovation	Research performing institute	Institute of Numerical Mathematics, Russian Academy of Sciences	INM RAS
Research and innovation	Research performing institute	National Scientific Center of Marine Biology, Far Eastern Branch, Russian Academy of Sciences*	
Research and innovation	Research performing institute	P. P. Shirshov Institute of Oceanology, Russian Academy of Sciences*	IO RAS
Research and innovation	Research performing institute	Russian Academy of Sciences*	RAS
Research and innovation	Research performing institute	Scientific Research Center for Ecological Safety of the Russian Academy of Sciences	SRCES RAS
Research and innovation	Research performing institute	Siberian Branch of the Russian Academy of Sciences*	SB RAS
Research and innovation	Research performing institute	St. Petersburg Branch of State Oceanographic Institute	
Research and innovation	Research performing institute	St.Petersburg Branch, P.P. Shirshov Institute of Oceanology, Russian Academy of Sciences	
Research and innovation	Research performing institute	V.I. Il'ichev Pacific Oceanological Institute*	
Research and innovation	Research performing institute	Winogradsky Institute of Microbiology, Russian Academy of Sciences	
Research and innovation	Research performing institute	Zoological Institute of the Russian Academy of Sciences*	
Research and innovation	University	European University at St. Petersburg	EUSP
Research and innovation	University	Far Eastern Federal University*	FEFU
Research and innovation	University	Moscow State University*	MSU
Research and innovation	University	Peter the Great St. Petersburg Polytechnic University	POLYTECH
Research and innovation	University	Russian State Hydrometeorological University	RSHU
Research and innovation	University	Saint Petersburg State University*	SPbU

Sweden

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Infrastructure	
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of the Environment	
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Representation of Sweden to the EU	
(Governmental) policy	(Marine and maritime) ministries and administration	Swedish Agency for Marine and Water Management ** ***	SwAM
(Governmental) policy	(Marine and maritime) ministries and administration	Swedish Civil Contigencies Agency	MSB
(Governmental) policy	Funding agency	Sweden's Innovation Agency	VINNOVA
(Governmental) policy	Funding agency	Swedish Energy Agency	
(Governmental) policy	Funding agency	Swedish Environmental Protection Agency ***	SEPA

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(Governmental) policy	Funding agency	Swedish Foundation for International Cooperation in Research and Higher Education	STINT
(Governmental) policy	Funding agency	Swedish International Development Cooperation Agency	Sida
(Governmental) policy	Funding agency	Swedish National Space Agency	SNSA
(Governmental) policy	Funding agency	Swedish Radiation Safety Authority	SSM
(Governmental) policy	Funding agency	Swedish Research Council	VR
(Governmental) policy	Funding agency	Swedish Research Council for Environment, Agricultural Sciences and Spatial Planning ** ***	Formas
(Governmental) policy	Funding agency	Swedish Research Council for Health, Working Life and Welfare	Forte
(Governmental) policy	Other public authority	North Sweden Regional Office	
(Governmental) policy	Other public authority	Region Skåne, Department for Regional Development	
(Governmental) policy	Other public authority	Stockholm Region EU Office	
(Governmental) policy	Other public authority	Swedish Institute	SI
(Governmental) policy	Science, technology and innovation ministries and administration	Ministry of Enterprise and Innovation	
(Governmental) policy	Science, technology and innovation ministries and administration	Swedish Research and Innovation Office	
Civil society	NGO	Svenska Naturskyddsföreningen	SSNC
Civil society	Private funding body and thrust funds	BalticSea2020	
Civil society	Private funding body and thrust funds	Knowledge Foundation	KKS
Civil society	Private funding body and thrust funds	Knut and Alice Wallenberg Foundation	KAW
Civil society	Private funding body and thrust funds	Royal Swedish Academy of Sciences	
Civil society	Private funding body and thrust funds	Swedish Foundation for Humanities and Social Sciences	RJ
Civil society	Private funding body and thrust funds	Swedish Foundation for Strategic Environmental Research	Mistra
Civil society	Private funding body and thrust funds	Swedish Foundation for Strategic Research	SSF
Industry	Company	Maritimas AB	
Industry	Company	Primozone Production AB	Primozone
Industry	Company	SocEco Analysis & Education AB	SocEco
Industry	Company	SSPA Sweden AB	SSPA
Industry	Company	Sweden Water Research AB	
Industry	Company	Vattenfall AB	
Industry	Company	Veolia Water Technologies	
Industry	Company (innovation) cluster	Maritime Cluster of West Sweden	
Industry	Company (innovation) cluster	Maritimt Forum Sweden	
Industry	Company (innovation) cluster	Swedish Maritime Technology Forum	SMTF
Industry	Trade association	Södra	
Industry	Trade association	Swedish Shipowners' Association	
Research and innovation	Research performing institute	IVL Swedish Environmental Research Institute	IVL
Research and innovation	Research performing institute	National Veterinary Institute	SVA
Research and innovation	Research performing institute	Nordregio	
Research and innovation	Research performing institute	Research Institutes of Sweden	RISE

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

Research and innovation	Research performing institute	Swedish Defence Research Agency	FOI
Research and innovation	Research performing institute	Swedish Institute for the Marine Environment	SIME
Research and innovation	Research performing institute	Swedish Meteorological and Hydrological Institute*	SMHI
Research and innovation	Research performing institute	Swedish Royal Museum of Natural History*	
Research and innovation	University	Chalmers University of Technology*	
Research and innovation	University	Evolutionary Biology Centre*	EBC
Research and innovation	University	Gävle University College	
Research and innovation	University	Gotland University	
Research and innovation	University	Karolinska Institute*	KI
Research and innovation	University	KTH Royal Institute of Technology*	KTH
Research and innovation	University	Linköping University*	LiU
Research and innovation	University	Linnaeus University*	LNU
Research and innovation	University	Luleå University of Technology	
Research and innovation	University	Lund University*	
Research and innovation	University	Södertörn University	SH
Research and innovation	University	Stockholm Resilience Centre	SRC
Research and innovation	University	Stockholm University Baltic Sea Centre	
Research and innovation	University	Stockholm University*	
Research and innovation	University	Sven Lovén Centre for Marine Infrastructure*	
Research and innovation	University	Swedish University of Agricultural Sciences*	SLU
Research and innovation	University	Umeå University*	
Research and innovation	University	University of Gothenburg*	
Research and innovation	University	University of Skövde	
Research and innovation	University	Uppsala University*	

The Netherlands

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Agriculture, Nature and Food Quality	LNV
(Governmental) policy	(Marine and maritime) ministries and administration	Ministry of Infrastructure and Water Management	
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Representation of the Netherlands to the EU	
(Governmental) policy	(Marine and maritime) ministries and administration	Rijkswaterstaat	RWS
(Governmental) policy	Funding agency	Netherlands Enterprise Agency	RVO
(Governmental) policy	Funding agency	Netherlands Organisation for Scientific Research **	NWO
(Governmental) policy	Other public authority	Netherlands house for Education and Research	Neth-ER
Civil society	NGO	Good Fish Foundation	GFF
Civil society	NGO	Stichting De Noordzee	
Civil society	NGO	Wadden Sea Society	
Industry	Company	Agricult B.V.	
Industry	Company	Arcadis	
Industry	Company	Ocean Grazer B.V.	
Industry	Company	Royal Boskalis Westminster N.V.	Boskalis
Industry	Company	Royal Dutch Shell plc	Shell

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Industry	Company	Royal HaskoningDHV	
Industry	Company (innovation) cluster	Maritime by Holland	NML
Industry	Company (innovation) cluster	Water Alliance	
Industry	Trade association	Dutch Fishermen's Association	
Industry	Trade association	VisNed - Landelijke kotterorganisatie	VisNed
Research and innovation	Research performing institute	Deltares*	
Research and innovation	Research performing institute	Dutch Institute for Fundamental Energy Research	DIFFER
Research and innovation	Research performing institute	Maritime Research Institute Netherlands	MARIN
Research and innovation	Research performing institute	Naturalis Biodiversity Center*	
Research and innovation	Research performing institute	Netherlands Institute for Sea Research*	NIOZ
Research and innovation	Research performing institute	Netherlands Organisation for Applied Scientific Research*	TNO
Research and innovation	Research performing institute	Royal Netherlands Meteorological Institute*	KNMI
Research and innovation	University	Delft University of Technology*	TU Delft
Research and innovation	University	HAS University of Applied Sciences	
Research and innovation	University	Institute for Marine and Atmospheric Research Utrecht*	IMAU
Research and innovation	University	Leiden University*	LEI
Research and innovation	University	Radboud University Nijmegen*	RU
Research and innovation	University	University of Amsterdam*	UvA
Research and innovation	University	University of Groningen*	UG
Research and innovation	University	University of Twente*	UT
Research and innovation	University	Utrecht University*	UU
Research and innovation	University	Vrije Universiteit Amsterdam*	VU
Research and innovation	University	Wageningen University & Research*	WUR

United Kingdom

TYPE	GROUPING	STAKEHOLDER	ACRONYM
(Governmental) policy	(Marine and maritime) ministries and administration	Department for Business, Energy & Industrial Strategy	BEIS
(Governmental) policy	(Marine and maritime) ministries and administration	Department for Environment, Food & Rural Affairs	Defra
(Governmental) policy	(Marine and maritime) ministries and administration	Department for International Development	DFID
(Governmental) policy	(Marine and maritime) ministries and administration	Marine Management Organisation	MMO
(Governmental) policy	(Marine and maritime) ministries and administration	Permanent Representation of the United Kingdom to the EU	
(Governmental) policy	(Marine and maritime) ministries and administration	Scottish Government European Union Office	SGEUO
(Governmental) policy	(Marine and maritime) ministries and administration	Scottish Government, Marine Scotland Directorate	
(Governmental) policy	Advisory body	Advisory Committee on Protection of the Sea	ACOPS
(Governmental) policy	Funding agency	Biotechnology and Biological Sciences Research Council	BBSRC
(Governmental) policy	Funding agency	British Academy	British Academy
(Governmental) policy	Funding agency	Engineering and Physical Sciences Research Council	EPSRC
(Governmental) policy	Funding agency	Innovate UK	
(Governmental) policy	Funding agency	Invest Northern Ireland	INI

* Institutes in bibliometric top 15; ** BANOS CSA members and strategic partners; *** BONUS members

(Governmental) policy	Funding agency	Natural Environment Research Council *	NERC
(Governmental) policy	Funding agency	Science and Technology Facilities Council	STFC
(Governmental) policy	Funding agency	UK Research and Innovation	UKRI
(Governmental) policy	Other public authority	UK Research Office	UKRO
Civil society	NGO	Marine Conservation Society	MCS
Industry	Company (innovation) cluster	Industrial Biotechnology Innovation Centre	IBioIC
Industry	Company (innovation) cluster	Innovation Centre for Sensor and Imaging Systems	CENSIS
Industry	Company (innovation) cluster	Marine South East	
Industry	Company (innovation) cluster	Maritime UK	
Industry	Company (innovation) cluster	North East Process Industry Cluster	NEPIC
Industry	Company (innovation) cluster	Oil & Gas Innovation Centre	OGIC
Industry	Company (innovation) cluster	Orkney Renewable Energy Forum	OREF
Industry	Company (innovation) cluster	Scottish Aquaculture Innovation Centre	SAIC
Research and innovation	Research and innovation network	Marine Alliance for Science and Technology for Scotland	MASTS
Research and innovation	Research and innovation network	Marine Biological Association	MBA
Research and innovation	Research and innovation network	Scottish Association for Marine Science	SAMS
Research and innovation	Research performing institute	British Antarctic Survey*	BAS
Research and innovation	Research performing institute	Centre for Doctoral Training in Offshore Renewable Energy	IDCORE
Research and innovation	Research performing institute	Centre for Environment, Fisheries and Aquaculture Science **	Cefas
Research and innovation	Research performing institute	Institute of Marine Engineering, Science & Technology	IMarEST
Research and innovation	Research performing institute	National Oceanography Centre*	NOC
Research and innovation	University	European Centre for Environment and Human Health, University of Exeter Medical School	
Research and innovation	University	Imperial College London*	
Research and innovation	University	University College London*	UCL
Research and innovation	University	University of Aberdeen*	
Research and innovation	University	University of Bristol*	UoB
Research and innovation	University	University of Cambridge*	
Research and innovation	University	University of East Anglia*	UEA
Research and innovation	University	University of Edinburgh*	
Research and innovation	University	University of Exeter	
Research and innovation	University	University of Hull	
Research and innovation	University	University of Leeds*	
Research and innovation	University	University of Liverpool*	
Research and innovation	University	University of Oxford*	
Research and innovation	University	University of Plymouth*	
Research and innovation	University	University of Southampton*	

Other: Austria, Canada, Greece, Iceland, Ireland, Italy, Luxembourg, Spain, USA

COUNTRY	TYPE	GROUPING	STAKEHOLDER	ACRONYM
Austria	Industry	Company	AirborneHydroMapping GmbH	AHM
Canada	Research and innovation	University	Carleton University	
Greece	Research and innovation	Research performing institute	Hellenic Centre for Marine Research	HCMR

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Greece	Research and innovation	University	University of the Aegean	
Iceland	(Governmental) policy	Funding agency	Icelandic Centre for Research	RANNÍS
Ireland	Research and innovation	Research performing institute	Marine Institute	
Italy	Research and innovation	Research performing institute	National Research Council	CnR
Luxembourg	(Governmental) policy	Science, technology and innovation ministries and administration	Luxinnovation	
Spain	Research and innovation	Research performing institute	Centre d'Investigació i Desenvolupament - Consejo Superior de Investigaciones Cientificas	CID-CSIC
Spain	Research and innovation	University	Mediterranean Institute for Advanced Studies	IMEDEA
United States of America	Research and innovation	University	Massachusetts Institute of Technology, Department of Biological Engineering	MIT BE
United States of America	Research and innovation	University	University of Connecticut, Department of Pathobiology and Veterinary Science	
United States of America	Research and innovation	University	University of Maryland Center for Environmental Science	
United States of America	Research and innovation	University	University of Minnesota College of Biological Sciences	UMN
United States of America	Research and innovation	University	University of Rhode Island	URI

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TRANSNATIONAL STAKEHOLDERS – HIGH POWER / HIGH URGENCY	ACRONYM	P	U	P+U
Convention for the Protection of the Marine Environment of the North-East Atlantic	OSPAR	5	5	5
Baltic Marine Environment Protection Commission - Helsinki Commission	HELCOM	5	5	5
Directorate-General for Research and Innovation	DG RTD	5	5	5
Baltic Organisations Network for Funding Science	BONUS EEIG	5	5	5
International Council for the Exploration of the Sea	ICES	5	5	5
Joint Programming Initiative Healthy and Productive Seas and Oceans	JPI Oceans	5	5	5
Vision and Strategies around the Baltic Sea	VASAB	4	5	4.5
European Parliament Committee on Industry, Research and Energy	ITRE	5	3	4
Directorate General for Maritime Affairs and Fisheries	DG MARE	4	4	4
Directorate-General Environment	DG ENV	4	4	4
European Institute of Innovation and Technology	EIT	4	4	4
Joint Progamming Initiative Connecting Climate Knowledge for Europe	JPI Climate	4	4	4
Joint Progamming Initiative Water Challenges for a Changing World	Water JPI	4	4	4
Joint Programming Initiative on Agriculture, Food Security and Climate Change	FACCE-JPI	4	4	4
Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs	DG GROW	4	3	3.5
Directorate-General for Regional and Urban Policy	DG REGIO	4	3	3.5
Seas, Rivers, Islands and Coastal Areas Intergroup	SEARICA	4	3	3.5
Directorate-General for Agriculture and Rural Development	DG AGRI	4	3	3.5
Directorate-General for Climate Action	DG CLIMA	4	3	3.5
Directorate-General for External Policies	DG EXPO	4	3	3.5
European Maritime and Fisheries Fund	EMFF	4	3	3.5
Intergroup on Climate Change, Biodiversity and Sustainable Development		4	3	3.5
EP Informal Baltic Sea Group		4	3	3.5
Competitiveness Council	COMPET	4	3	3.5
Council of the EU Working Party on Research		4	3	3.5
Intergovernmental Oceanographic Commission of UNESCO	IOC-UNESCO	3	4	3.5
Conference of Peripheral Maritime Regions - North Sea Commission	CPMR - NSC	3	4	3.5
European Marine Board	EMB	3	4	3.5
European Fisheries and Aquaculture Research Organisation	EFARO	3	4	3.5
Conference of Peripheral Maritime Regions - Baltic Sea Commission	CPMR - BSC	3	4	3.5
International Oceanographic Data and Information Exchange	IODE	3	3	3
Organisation for Economic Co-operation and Development	OECD	3	3	3
European Environment Agency	EEA	3	3	3
Joint Research Centre	JRC	3	3	3
European Maritime Safety Agency	EMSA	3	3	3
European Food Safety Authority	EFSA	3	3	3
European Fisheries Control Agency	EFCA	3	3	3
European Network of Marine Research Institutes and Stations	MARS	3	3	3
European Aquaculture Society	EAS	3	3	3
European Global Ocean Observing System	EuroGOOS	3	3	3
European Ocean Observing System	EOOS	3	3	3
European Research Vessel Operators	ERVO	3	3	3
European Marine Observation and Data Network	EMODnet	3	3	3
European Multidisciplinary Seafloor and Water Column Observatory	EMSO	3	3	3

European component of the international Argo global ocean observing system	Euro-Argo	3	3	3
European Marine Biological Research Centre	EMBRC-ERIC	3	3	3
LifeWatch-ERIC		3	3	3
Waterborne Technology Platform	WATERBORNE TP	3	3	3
European Aquaculture Technology and Innovation Platform	EATIP	3	3	3
European Technology and Innovation Platform on Wind Energy	ETIPWind	3	3	3
NetWorld2020 European Technology Platform	NetWorld2020 ETP	3	3	3
Farm Animal Breeding and Reproduction Technology Platform	FABRE TP	3	3	3
European Technology Platform on Sustainable Mineral Resources	ETP SMR	3	3	3
European Technology Platform for Advanced Engineering Materials and Technologies	EuMaT	3	3	3
European Technology and Innovation Platform Bioenergy	ETIP Bioenergy	3	3	3
European Committee of the Regions	CoR	3	3	3
European MSP Platform		3	3	3
Executive Agency for Small and Medium-sized Enterprises	EASME	3	3	3
European Commission Legal Service		3	3	3
NordForsk		3	3	3
Stockholm Environment Institute	SEI	3	3	3
European External Action Service	EEAS	3	3	3
Research Executive Agency	REA	3	3	3
European Centre for the Development of Vocational Training	Cedefop	3	3	3
European Regions Research and Innovation Network	ERRIN	3	3	3
BiodivERsA		3	3	3
Enterprise Europe Network		3	3	3
European Technology and Innovation Platform for Ocean Energy	ETIPOcean	3	3	3
Eurofleets	EuroFleets	3	3	3

TRANSNATIONAL STAKEHOLDERS – HIGH POWER / LOW URGENCY	ACRONYM	P	U	P+U
Group of Seven	G7	5	1	3
Belmont Forum		4	1	2.5
European Chemicals Agency	ECHA	4	1	2.5
Joint Group of Experts on the Scientific Aspects of Marine Environmental Protection	GESAMP	3	2	2.5
Intergovernmental Panel on Climate Change	IPCC	3	2	2.5
World Meteorological Organization	WMO	3	2	2.5
International Maritime Organization	IMO	3	2	2.5
Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	IPBES	3	2	2.5
Group on Earth Observations Biodiversity Observation Network	GEO BON	3	2	2.5
Global Climate Observing System	GCOS	3	2	2.5
World Climate Research Programme	WCRP	3	2	2.5
Global Sea Level Observing System	GLOSS	3	2	2.5
Global Earth Observation System of Systems	GEO	3	2	2.5
Global Ocean Observations Systems	GOOS	3	2	2.5
Copernicus		3	2	2.5
Baltic Operational Oceanographic System	BOOS	3	2	2.5
North West Shelf Operational Oceanographic System	NOOS	3	2	2.5
The European Network of Innovation Agencies	TAFTIE	3	2	2.5
International Council of Marine Industry Associations	ICOMIA	3	2	2.5

United Nations Division on Ocean Affairs and the Law of the Sea	UN-DOALOS	3	2	2.5
International Ocean Carbon Coordination Project	IOCCP	3	2	2.5
United Nations Framework Convention on Climate Change	UNFCCC	3	2	2.5
International Science Council	ISC	3	2	2.5
PlasticsEurope		3	2	2.5
Union of the Electricity Industry	Eurelectric	3	2	2.5
Science Europe		3	2	2.5
Marine Stewardship Council	MSC	3	2	2.5
European Union of National Associations of Water Suppliers and Waste Water Services	EurEau	3	1	2
EU Strategy for the Baltic Sea Region	EUSBSR	3	1	2
Global Center on Adaptation	GCA	3	1	2

TRANSNATIONAL STAKEHOLDERS – LOW POWER / HIGH URGENCY	ACRONYM	P	U	P+U
Interreg North Sea Region Programme		2	5	3.5
Interreg Baltic Sea Region		2	5	3.5
European Marine Research Network	EuroMarine	2	4	3
European Centre for Information on Marine Science and Technology	EurOcean	2	4	3
Interreg Central Baltic Programme		2	4	3
Baltic Earth		2	4	3
Baltic Nest Institute	BNI	2	4	3
Baltic Sea Science Congress	BSSC	2	4	3
Interreg Öresund-Kattegat-Skagerrak	Interreg OKS	2	4	3
Interreg France (Channel) England	Interreg FCE	2	4	3
BlueMed Initiative	BlueMed	2	4	3
Black Sea Synergy		2	4	3
Atlantic Ocean Research Alliance	AORA	2	4	3
All AtlaNtic Cooperation for Ocean Research and innovation	AANChOR	2	4	3
Scientific Council for Oceanographic Research	SCOR	2	3	2.5
Conference of Peripheral Maritime Regions	CPMR	2	3	2.5
Greenpeace		2	3	2.5
World Wide Fund for Nature	WWF	2	3	2.5
International Union for Conservation of Nature	IUCN	2	3	2.5
Shipyards' & Maritime Equipment Association	SEA Europe	2	3	2.5
European Council for Maritime Applied R&D	ECMAR	2	3	2.5
Confederation of European Maritime Technology Societies	CEMT	2	3	2.5
European Dredging Association	EuDA	2	3	2.5
Nordic Council of Ministers		2	3	2.5
Committee of Professional Agricultural Organisations - General Confederation of Agricultural Cooperatives	COPA-COGECA	2	3	2.5
Convention on Biological Diversity	CBD	2	3	2.5
Convention on the Conservation of Migratory Species of Wild Animals	CMS	2	3	2.5
International Commission for the Conservation of Atlantic Tunas	ICCAT	2	3	2.5
International Whaling Commission	IWC	2	3	2.5
Global Ocean Forum	GOF	2	3	2.5
Agreement on the Conservation of Small Cetaceans of the Baltic, North East Atlantic, Irish and North Seas	ASCOBANS	2	3	2.5
Common Wadden Sea Secretariat	CWSS	2	3	2.5

North Atlantic Marine Mammal Commission	NAMMCO	2	3	2.5
North Atlantic Salmon Conservation Organization	NASCO	2	3	2.5
Europêche		2	3	2.5
Municipalities for Sustainable Seas	KIMO	2	3	2.5
Baltic Development Forum		2	3	2.5
Future Earth Coasts		2	3	2.5
Baltic Environmental Forum Group	BEF Group	2	3	2.5
Coalition Clean Baltic	CCB	2	3	2.5
Council of the Baltic Sea States	CBSS	2	3	2.5
Ocean & Climate Platform		2	3	2.5
Baltic Sea Fisheries Forum	BALTFISH	2	3	2.5
International Organisation for the Development of Fisheries and Aquaculture in Europe	Eurofish	2	3	2.5
Climate and Ocean: Variability, Predictability and Change	CLIVAR	2	3	2.5

TRANSNATIONAL STAKEHOLDERS – LOW POWER / LOW URGENCY	ACRONYM	P	U	P+U
International Hydrographic Organization	IHO	2	2	2
Partnership for Observation of the Global Oceans	POGO	2	2	2
Scientific, Technical and Economic Committee for Fisheries	STECF	2	2	2
Standing Committee on Agricultural Research	SCAR	2	2	2
Pew Charitable Trusts	PEW	2	2	2
Bellona		2	2	2
The Black Fish		2	2	2
Oceana		2	2	2
Coastal & Marine Union	EUCC	2	2	2
European Marine Science Educators Association	EMSEA	2	2	2
European Association of Universities in Marine Technology and related Sciences	WEGEMT	2	2	2
European Consortium for Ocean Research Drilling	ECORD	2	2	2
European Network of Maritime Clusters	ENMC	2	2	2
European Community Shipowners´ Associations	ECSA	2	2	2
WindEurope		2	2	2
International Association of Classification Societies	IACS	2	2	2
International Organization of Oil and Gas Producers	IOGP	2	2	2
World Ocean Council	WOC	2	2	2
Ocean Energy Europe	OEE	2	2	2
European Bureau for Conservation and Development	EBCD	2	2	2
International Seabed Authority	ISA	2	2	2
Future Earth		2	2	2
North East Atlantic Fisheries Commission	NEAFC	2	2	2
World Maritime University	WMU	2	2	2
Institute for Sustainable Development and International Relations	IDDRI	2	2	2
World Ocean Network	WON	2	2	2
Co-operative Programme for Monitoring and Evaluation of the Long-range Transmission of Air Pollutants in Europe	EMEP	2	2	2
BirdLife International		2	2	2
Central Dredging Association	CEDA	2	2	2
European Boating Association	EBA	2	2	2
Friends of the Earth Europe	FoEE	2	2	2

European Sea Ports Organisation	ESPO	2	2	2
International Cable Protection Committee	ICPC	2	2	2
International Chamber of Shipping	ICS	2	2	2
International Dialogue on Underwater Munitions	IDUM	2	2	2
World Association for Waterborne Transport Infrastructure	PIANC	2	2	2
Oil Companies' European Organization for Environment Health and Safety	Concawe	2	2	2
Seas At Risk	SAR	2	2	2
European Aggregates Association	UEPG	2	2	2
World Animal Protection		2	2	2
Pelagic Freezer-Trawler Association	PFA	2	2	2
Fern		2	2	2
Centrum Balticum		2	2	2
Technopolis Group		2	2	2
Commission on the Protection of the Black Sea Against Pollution	BSC	2	2	2
College of Europe		2	2	2
Eurospace		2	2	2
European Environmental Bureau	EEB	2	2	2
Environmental Investigation Agency	EIA	2	2	2
International Fund for Animal Welfare	IFAW	2	2	2
Project AWARE Foundation		2	2	2
Sea First Foundation	SFF	2	2	2
Surfrider Foundation Europe		2	2	2
Whale and Dolphin Conservation	WDC	2	2	2
Birdlife Europe		2	2	2
European University Association	EUA	2	2	2
League of European Research Universities	LERU	2	2	2
Royal Institution of Naval Architects	RINA	2	2	2
Petroleum Environment Research Forum	PERF	2	2	2
International Association of Independent Tanker Owners	INTERTANKO	2	2	2
Sustainable Shipping Initiative	SSI	2	2	2
International Association of Geophysical Contractors	IAGC	2	2	2
International Petroleum Industry Environment and Conservation Association	IPIECA	2	2	2
International Council on Mining and Metals	ICMM	2	2	2
International Marine Minerals Society	IMMS	2	2	2
International Association of Dredging Contractors	IADC	2	2	2
Nautical Institute		2	2	2
International Desalination Association	IDA	2	2	2
International Atomic Energy Agency	IAEA	2	1	1.5
International Organization for Standardization	ISO	2	1	1.5
Food and Agriculture Organization of the United Nations	FAO	1	2	1.5
United Nations Environment Programme	UNEP	1	2	1.5
B7 Baltic Sea Islands Network	B7	1	2	1.5
Alfred P. Sloan Foundation		1	1	1
Rockefeller Foundation		1	1	1
Office of the Member of the Parliament Heidi Hautala		1	1	1
Office of the Member of the Parliament Krišjānis Kariņš		1	1	1
Delegation of the European Union to Russia		1	1	1