

Polhavet Arctic Ocean 2050

Communication and Strategic Plan



Cover photo: Trine Lise Sviggum Helgerud, Norwegian Polar Institute.

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Documentation

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Introduction

This document is divided into two parts that together ensure clear and coherent management of communication efforts in *Polhavet / Arctic Ocean 2050*:

PART 1 OVERALL STRATEGY	PART 2 IMPLEMENTATION & EVALUATION
Outlines the overall communication strategy, including long-term goals, priorities, and direction for the entire programme period.	Specifies how the strategy will be operationalized through annual plans, activities, and follow-up.

The two parts are intended to ensure that communication is both strategically grounded and practically achievable, with room for evaluation and adjustment over time. The plan is intended to function as a living document that will continue to evolve alongside the programme and the experience gained through the work.

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IMPLEMENTATION & EVALUATION

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PART 1

STRATEGIC FRAMEWORK

1. Purpose and role

Communication activities in *Polhavet / Arctic Ocean 2050* shall contribute to ensuring that the research is understood, relevant and applied in governance, policymaking and society.

Polhavet / Arctic Ocean 2050 brings together the breadth of the Norwegian research community in a joint, interdisciplinary research program. The programme will deliver fundamental and applicable knowledge and expertise that are urgently needed.

This ten-year programme will facilitate the development and implementation of updated management principles for the new blue Arctic Ocean.

Communication shall be an integrated part of the programme's societal mission and contribute to ensuring that knowledge reaches decision-makers and other key target groups.

1.1 Principles for communication activities

Communication activities in *Polhavet / Arctic Ocean 2050* are based on five overarching principles that provide direction for how communication is planned, prioritised and implemented across the six Research Themes of the program (Figure 1).

The principles are intended to ensure that communication is relevant, inclusive and knowledge-based, and that the research achieves impact in governance, policymaking and society.

These principles underpin the choices made in this strategy and shall guide the prioritisation of target groups, messages and measures in the planning and implementation of communication activities.

Societal relevance: contribute to ensuring that the research has high societal relevance and facilitate the use of knowledge.

Open: facilitate open and accessible knowledge sharing.

Inclusive: be inclusive and reflect diverse forms of knowledge and perspectives.

Dialogue: contribute to broad dissemination, public engagement and understanding of changes in the Arctic Ocean.

Team spirit: support collaboration and co-production between research, governance and society.

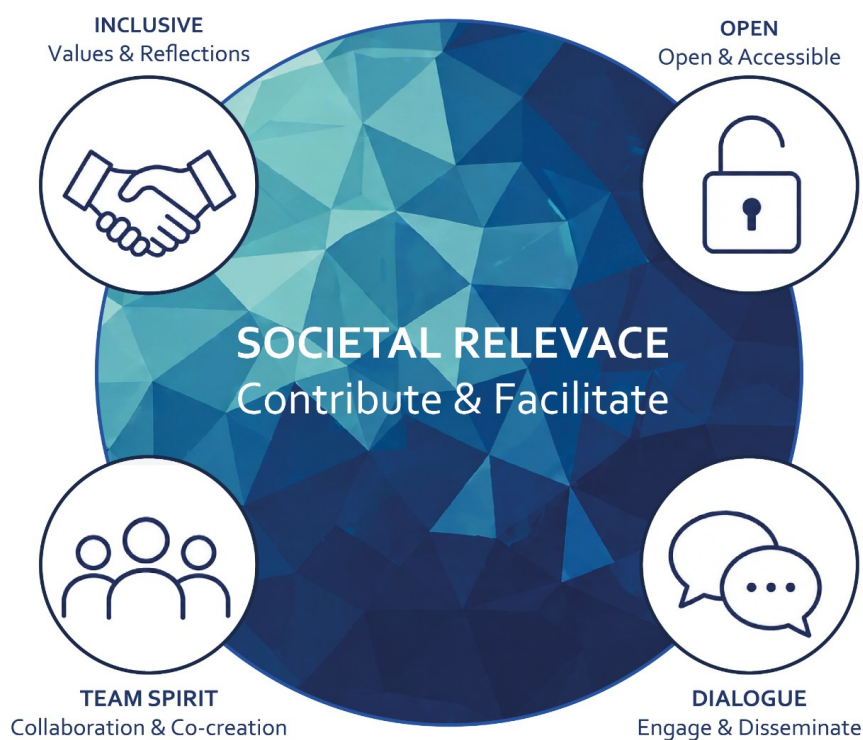


Figure 1: Societal relevance is the central connecting point for Arctic Ocean 2050 communication, linking open science and inclusive perspectives while creating dialogue that supports collaboration and team spirit. © Charlotte Stark, MET

1.2 Communication strategy and annual plans

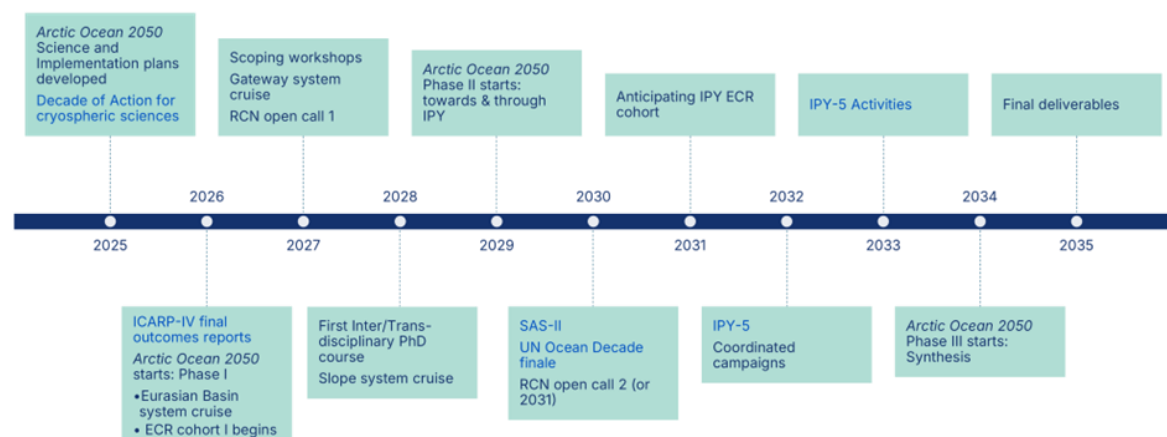
The communication strategy shall define the long-term objectives, priorities and overall direction for communication throughout the full programme period of *Polhavet / Arctic Ocean 2050*.

The strategy shall support the development of the programme through its different phases, and contribute to coherence between research activities, collaboration, communication and societal engagement over time.

Communication activities shall be adapted to the development of the programme and follow the overall phases of the programme period (Table 1).

Table 1: Programme phases of *Polhavet / Arctic Ocean 2050* and context of large international activities (light blue).

Year	2026–2028	2029–2033	2034–2035
Phase	Start-up and consolidation	Development towards and through IPY5	Synthesis of knowledge and results



The annual communication plan shall specify activities, deliverables and priorities for each individual year, based on the strategy, programme activities and developments in the surrounding society.

Communication activities shall be evaluated regularly, and the annual plans shall be continuously developed based on experience, evaluations, programme activities and relevant societal developments throughout the programme period.

2. Organisation, responsibilities and resources

With 18 institutions involved in *Polhavet / Arctic Ocean 2050*, the programme generates a substantial volume of research. This requires strong organisation and coordination of communication activities.

2.1 The communication adviser and coordination

A communication adviser will be appointed within the programme, with responsibility for leading and operationalising communication activities in close collaboration with the programme management and administration. The position will be organisationally connected to the programme management at UiT The Arctic University of Norway in Tromsø and form an integrated part of the programme's activities.

To ensure that communication becomes part of the planning and implementation of programme activities, the communication advisor shall participate in relevant meetings and processes within the programme. The role includes strategic advice related to communication and dissemination, as well as identifying communication opportunities and contributing to priorities.

Communication activities shall be developed in close interaction with the research activities of the programme. Research Theme RT6 has a particular role within the programme in supporting collaboration, co-production and dialogue with actors outside the programme, including governance authorities, industry, Indigenous representatives and other relevant partners. This work shall contribute to strengthening the connections between research, communication and engagement with society surrounding the programme.

2.2 Collaboration and participation in communication activities

The overall communication activities shall be coordinated through a communication group consisting of representatives from the partner institutions, led by the programme's communication advisor. The group shall contribute to the planning, production and targeted dissemination of content through relevant channels.

The communication group shall collaborate closely with Research Theme RT6 and the other research themes and activities within the programme in order to

strengthen the links between research, communication, events, workshops and dialogue with prioritised target groups.

Each partner institution is expected to contribute to communication activities through relevant academic and communication-related resources. This may include participation and meeting activities within the communication group, contributions to content development, and participation in the dissemination of programme activities and results.

The scope and organisation of contributions may vary between institutions but require active collaboration with the programme's communication advisor.

Participation in the shared communication activities provides opportunities for increased visibility of both research and institutions, stronger outreach towards prioritised target groups, access to shared resources, communication support and communication platforms within the programme. At the same time, it facilitates academic and collegial collaboration across institutions.

2.3 External communication

The communication adviser holds the overall responsibility for planning, coordinating and following up the programme's external communication activities. This includes prioritising target groups, messages, channels and measures in line with the communication strategy.

2.4 Internal communication

The communication adviser shall collaborate with and support the programme management by contributing structure, tools and facilitation for information sharing across institutions.

2.5 Responsibilities within the Programme

Communication directed towards priority target groups shall be coordinated and anchored in the programme's overall objectives. At the same time, researchers and partner institutions are responsible for contributing academic content and participating in the dissemination of programme activities and results.

This plan applies to the overarching and coordinated communication activities of *Polhavet / Arctic Ocean 2050*. In addition, each institution within the

consortium will integrate programme-related activities into its own communication work.

3. Objectives for communication activities

Communication activities in *Polhavet / Arctic Ocean 2050* shall contribute to making the research relevant, accessible and useful for priority target groups, while supporting the programme's societal mission.

Communication activities shall:

- make research results accessible and understandable
- contribute to ensuring that knowledge is used in decision-making processes
- strengthen collaboration between research, governance and society

3.1 Set of indicators

To ensure that communication activities are targeted and achieve the intended impact, a set of indicators has been developed for monitoring and evaluation purposes.

The indicators are structured around four main areas:

1. reach and visibility
2. use of research
3. dialogue and collaboration
4. internal mobilisation

The indicators shall provide a basis for assessing both activities and impact and contribute to learning and the continuous adjustment of communication activities throughout the programme period.

4. Priority target groups, stakeholders and knowledgeholders

Communication activities in *Polhavet / Arctic Ocean 2050* shall be directed towards target groups that are central to achieving the programme's objectives related to the use of research in governance, policymaking and society.

The prioritisation of target groups shall be based on the relevance of each activity and what the programme aims to achieve. Different target groups will require different messages, channels and communication formats.

Based on an internal survey (Appendix A), the following target groups have been identified as particularly important to the programme.

Table 2: Target organisations and groups for communication and outreach.

Decision-makers and governance actors (national and international)	This includes, among others, the Norwegian Parliament (Stortinget), ministries, directorates and the public sector, the Sámi Parliament (Sametinget), the Research Council of Norway, as well as relevant international processes and knowledge bodies (e.g. the UN system, IPCC and IPBES).
Pan-Arctic organisations and cooperation arenas	This includes key actors and processes such as the Arctic Council, AMAP, the Arctic Mayors Forum, the Indigenous Peoples' Secretariat (IPS), as well as international polar and climate initiatives (e.g. IASC, ISC and IPY5).
International research and funding actors	This includes international research collaborations and networks, programme partners, international funders (e.g. European Union and NERC), and global research programmes (e.g. WCRP and ISC).
Other relevant target groups	Media, local communities, industry, research environments and the education sector are important for ensuring broad dissemination, understanding and engagement related to developments in the Arctic Ocean.

Dialogue with stakeholders, knowledgeholders and collaboration partners

Polhavet / Arctic Ocean 2050 shall actively facilitate dialogue and knowledge sharing with relevant stakeholders, knowledgeholders and collaboration partners at both national and international levels. This includes governance actors, political processes, Indigenous organisations, industry, research communities and international collaborations.

Polhavet / Arctic Ocean 2050 shall recognise the distinction between stakeholders and rightsholders in its dialogue and engagement activities. Rightsholders, including Indigenous representatives and Sámi actors with rights connected to the use of marine and coastal areas, shall be engaged through long-term dialogue, respect for participation and involvement in relevant processes.

Stakeholders include actors with important interests related to developments in the Arctic Ocean, such as governance authorities, industry, research communities, organisations and other collaboration partners. Dialogue and collaboration with these groups shall contribute to knowledge sharing, reflection and the development of relevant and actionable knowledge for society.

Stakeholder engagement shall be long-term and adapted to developments within the programme and society more broadly. Priorities and specific activities shall be further detailed in the annual communication plans.

Note: The list is not exhaustive, and the prioritisation of target groups will vary depending on the purpose, activity and intended impact.

5. Geographic levels

Communication activities in *Polhavet / Arctic Ocean 2050* shall support the programme's objective of contributing to the knowledge base for governance, policymaking and society at multiple levels. Communication must therefore adapt messages, language and channels to national, Arctic and international target groups.

The choice of geographic level shall be guided by what the programme aims to achieve, who it seeks to reach, and the role research can play in different processes related to decision-making and collaboration. Priorities between the different levels shall be clear and linked to target groups, language and purpose. Figure 2 shows how *Polhavet / Arctic Ocean 2050* prioritises target groups across geographic levels.

GEOGRAPHIC LEVEL	PRIORITY TARGET GROUPS	OTHER TARGET GROUPS	RELEVANT ARENAS/ EVENTS
 NATIONAL Local relevance & proximity	Norwegian Parliament Ministries/Directorates Sámi organisations Research Council of Norway Industry	Research communities Institutions Press & broadcast media NGOs Schools	Arendalsuka Policy briefings & hearings Norwegian research conferences Media outreach & press events
 PAN-ARCTIC Collaboration & solutions in the Arctic	Arctic Council (AMAP, CAFF, PAME) Arctic Mayors Forum Indigenous Peoples' Secretariat (IPS) Research networks & collaborations	Indigenous organisations Governance actors & Cooperation forums Arctic arenas Media & community networks	Arctic Council meetings Arctic Frontiers Indigenous forums & workshops Community outreach & dissemination
 INTERNATIONAL Global impact & knowledge sharing	UN knowledge bodies (e.g. IPCC, IPBES) Science programs, net-works & collaboration partners International Polar Year 5 (IPY-5)	Research communities Collaboration partners International funding bodies (e.g. EU) Media & documentary producers	IPY-5 activities Global research conferences High level policy processes International media

Note: Target groups are not listed in prioritised order and may vary over time depending on context, relevance and programme development. Relevant arenas and events will also develop over time and depend on strategic priorities and opportunities.

Figure 2: Target audiences for Arctic Ocean 2050 communication and outreach at different spatial scales. © Charlotte Stark, MET

6. Language and visual identity

Language and visual design are key tools in *Polhavet / Arctic Ocean 2050's* communication activities and shall contribute to ensuring that messages are clear, recognisable and adapted to different target groups. The brand guidelines can be found in Appendix B.

Norwegian shall be used for national target groups, while English shall be used for international target groups. The use of Northern Sámi shall be considered where relevant and practically feasible. Language use shall comply with the Norwegian Language Act.

The visual identity shall be used consistently across all visual communication and contribute to recognition, credibility and coherence in the programme's communication activities.

The visual identity includes clear guidelines for fonts, logo usage and colours.

The profile shall be applied in all visual work and promotion of the programme.

7. Key messages

Communication activities in *Polhavet / Arctic Ocean 2050* shall be based on a set of overarching messages that provide a common direction across disciplines and activities.

The messages shall serve as practical communication anchors for developing targeted communication towards different audiences and contribute to ensuring that the research is understood and applied.

7.1 Core Messages

The core messages are developed based on the programme's objectives, the scientific plan, the programme's interdisciplinary approach, and input from internal processes and surveys conducted within the programme.

The four core messages are selected to provide a clear and coherent direction for communication from the programme, and to reflect key dimensions of *Polhavet / Arctic Ocean 2050*: the changes taking place in the Arctic Ocean, the interdisciplinary research approach, the societal relevance of the research, and Norway's role in the Arctic.

Four overarching core messages from the programme:

The Arctic Ocean is changing

- and it affects us all

The Arctic Ocean is undergoing rapid change, affecting ecosystems, resource availability and human activity in the Arctic region.

- *Outreach from the programme shall highlight what these changes mean in practice for governance, policy, industry and society, and why updated knowledge is needed.*

Examples:

- *Implications for fisheries and preparedness*
- *Climate change in the Arctic and global consequences*
- *Changes in sea ice, ecosystems and activity in the Arctic region*

Integrated knowledge

- creates better solutions

Polhavet / Arctic Ocean 2050 brings together the humanities, natural sciences and social sciences.

- *Outreach from the programme shall highlight the connections between climate, ecosystems, human activity and governance, and contribute to a more integrated understanding of developments in the Arctic Ocean.*

Examples:

- *Interactions between nature, policy and society*
- *Indigenous perspectives and local knowledge*
- *Interdisciplinary research on climate and resource management*

Useful knowledge

- from *Polhavet / Arctic Ocean 2050*

Research within the programme shall provide a foundation for better decision-making.

- *Outreach from the programme shall demonstrate how research results can be applied in practice, for example in governance, regulations, preparedness and planning, and help ensure that relevant knowledge reaches those who need it.*

Examples:

- *Knowledge base for policy development*
- *Research applied in governance and preparedness*
- *Scientific advice related to Arctic activity and resource use*

Norway in the Arctic

- a leading role

Through national and international collaboration, the programme shall strengthen Norway's role as a provider of knowledge about the Arctic.

- *Outreach from the programme shall highlight this role and contribute to collaboration and knowledge sharing across countries and institutions.*

Examples:

- *International research collaboration*
- *Norwegian research expeditions in the Arctic Ocean*
- *Norwegian contributions to global knowledge processes*

8. Channels and communication measures

The choice of channels and communication measures in *Polhavet / Arctic Ocean 2050* shall be guided by objectives, target groups and intended impact. Communication activities shall be targeted and prioritised and built on a clear connection between what the programme aims to achieve, who it seeks to reach, and which communication tools are most appropriate.

Meeting arenas, professional forums and targeted communication formats are key tools for reaching priority target groups such as decision-makers and governance actors. Digital channels and media shall support programme activities by highlighting research, sharing results and contributing to broader understanding.

The programme will use a combination of channels and communication measures, including:

- a website as the main channel for consolidated and quality-assured information
- social media for targeted communication and visibility
- press and media engagement to highlight relevant issues and results
- events, conferences and meeting arenas for dialogue and knowledge sharing

In addition, measures such as newsletters, communication training for researchers, media training, the development of templates and various dissemination formats may help strengthen the quality of communication activities. Other tools, such as collaboration with science media, educational resources and exhibitions, may be used where relevant.

For each communication measure, the following shall be defined:

- what the programme aims to achieve
- who the programme aims to reach
- which channel and format are best suited

This is necessary to ensure targeted, coordinated and effective communication. Target groups shall be prioritised based on their relevance to individual activities and measures.

8.1 Channel strategy

Digital channels, including the website and social media, shall support programme activities.

All communication activities shall maintain a clear connection between objectives, target groups and channels. The choice of channels and formats shall be based on what is most effective for reaching priority target groups and achieving the intended impact.

Website

The programme website shall serve as the main channel for consolidated and quality-assured information and function as a shared resource for all target groups.

Social Media

Social media shall be used strategically to reach different target groups with content adapted to each platform and format.

Examples include:

- **LinkedIn** for decision-makers, academic communities and institutions, using concise posts that build visibility over time
- **Instagram** for field communication and visual storytelling, particularly aimed at younger audiences, where sustained content production is important for maintaining attention
- **Bluesky** for short updates and dialogue with international research communities

Academic and political arenas

Participation in conferences and meeting arenas is important for reaching priority target groups and contributing to the uptake and use of research.

Examples include:

- Arendalsuka, an important political arena for engaging with decision-makers
- Arctic Frontiers, which functions both as a scientific conference and a political arena for engaging with researchers, knowledgeholders and decision-makers

Press and media relations

Press and media engagement shall be used actively to highlight research and results through planned media outreach with clear messaging and strong visual material. The programme will make active use of the Norwegian News Agency (NTB) press release distribution service.

Supplementary measures

Additional measures may be used where relevant and appropriate, such as documentary production, communication from fieldwork and collaboration with arts and cultural actors.

For decision-makers, important communication tools will include policy briefs, meetings and other dialogue arenas, as well as participation in relevant conferences.

Digital channels shall support activities by highlighting content and contributing to broader distribution.

In addition to the programme's own channels, communication activities in *Polhavet / Arctic Ocean 2050* shall be strengthened through the use of communication channels and platforms belonging to partner institutions where relevant. This includes websites, social media, press activities, events and other established dissemination arenas within the institutions.

Coordinated use of these channels shall contribute to wider reach, increased visibility and better utilisation of existing resources and audiences across the consortium.

8.2 Coordination and Sharing of Content

To strengthen visibility, reach and the shared profiling of the programme, content from *Polhavet / Arctic Ocean 2050* shall be shared and redistributed across consortium institutions where relevant.

Coordinated sharing of content through the programme's own channels and those of partner institutions shall contribute to stronger impact among priority target groups and ensure better utilisation of existing communication platforms and networks.

When publishing content, shared practices shall, where relevant, be applied for:

- crediting the programme and collaboration partners
- tagging and linking between institutions and channels
- use of the visual identity and graphic profile
- coordination of publishing times and key messages

The programme shall facilitate the efficient sharing of content, resources and publishing plans between institutions throughout the programme period.

9. Planning research expeditions

Research expeditions constitute a central part of the research activities in *Polhavet / Arctic Ocean 2050* and represent important opportunities for communication, documentation and visibility of the programme's work. Expeditions provide access to research activities and collaborations that can contribute to strengthening understanding, relevance and engagement related to developments in the Arctic Ocean.

Communication related to expeditions shall be planned and coordinated and used strategically to highlight research, collaboration and knowledge development across disciplines and institutions. Expeditions may also contribute to strengthening Norway's role as a provider of knowledge about the Arctic Ocean through international visibility and collaboration.

Prior to expeditions, consideration shall be given to how communication activities can support the programme's objectives and priority messages.

This may include:

- planning communication milestones and content production during the expedition
- assessing media interest and potential press activities before, during and after expeditions
- assessing participation from journalists and international media where practically feasible
- identifying content that may be reused in communication, reporting and programme documentation

Where relevant, communication activities shall be linked to larger national and international processes, meeting arenas and current societal discussions in order to strengthen visibility and relevance.

Where practically feasible, efforts shall be made to facilitate participation from communication staff at partner institutions during expeditions. Participation shall be assessed based on capacity, available space on board and relevance for communication and documentation purposes.

9.1 Coordination of communication related to expeditions

Communication activities related to expeditions shall be prepared and coordinated through collaboration between the communication adviser and the

communication group, in dialogue with relevant academic environments and expedition leadership. The purpose is to ensure strong alignment between activities, key messages, target groups and channel selection before, during and after expeditions.

Coordination shall include, among other things:

- prioritisation of communication opportunities and target groups
- coordination of content production and publishing
- planning of photography, video and other documentation
- assessment of press and media activities
- coordination of sharing and redistribution of content across institutions

The scope of communication activities shall be adapted to the size, relevance and available resources of each individual expedition.



PART 2

IMPLEMENTATION & EVALUATION

10. Annual communication plan

The annual communication plan shall operationalise the overarching strategy and ensure that communication activities are targeted, coordinated and practically achievable.

The plan shall be based on programme priorities, available resources and key activities such as expeditions, events and publications.

The plan shall specify:

- priority objectives and target groups for the year
- key messages and themes
- planned activities and deliverables
- responsibilities and timelines

The plan shall be realistic and include clearly defined priority areas for the relevant year.

10.1 Overview plan for planned communication activities

The overview plan shall provide a consolidated overview of key programme activities, such as expeditions, events, conferences, workshops and exhibitions across Research Themes and institutions.

The purpose is to ensure strong coordination, clear prioritisation and efficient use of resources across communication and academic activities.

The plan shall facilitate close collaboration between communication staff and those responsible for planning and carrying out activities, ensuring that communication is integrated early in the planning process and supports the programme's objectives and key messages.

Example of design:

Event	Short description	Key message & theme	Date	Target group
Arendalsuka, Norway	Polhavet / Arctic Ocean 2050 will participate with its own event	There is a strong need for increased knowledge about the Arctic Ocean.	11. August 2026	Decision-makers
Arctic Circle Assembly 2026, Iceland	The largest arena for international dialogue and cooperation on the Arctic, Reykjavik, Iceland	Norway takes a leading role in Arctic Ocean research. Strengthening collaboration with partners.	October 2026	International collaboration partners
Arctic Frontiers, Norway	An international meeting arena for research, policy, business, Arctic communities, Tromsø	TBD	January 2027	TBD

10.2 Publishing plan for content production

The publishing plan shall provide an overview of planned content production throughout the year and ensure that communication activities are coordinated, relevant and well timed in relation to programme activities and results.

The plan shall include stories, research results and milestones to be communicated, and contribute to ensuring that content is developed with clear objectives, target groups and key messages. It shall also support priority themes and ensure consistent and strategic visibility throughout the year.

Example of design:

Story/Title (Type of content)	Description/ key message/ target group	Author & researcher(s)	Publication date
Annual minimum sea ice extent (Op-eds/ Press release)	Info: 15. September, Arctic Ocean sea ice reaches its annual minimum extent. Key message 1: We are witnessing the beginning of changes that will affect society for decades to come. Target group: Decision Makers and Media.	Chair of the Board and Programme Director jointly	Mid-September

10.3 Annual wheel for activities and external connections

The annual wheel shall provide a consolidated and visual overview of activities, milestones and communication work throughout the year. It shall serve as a tool for planning, coordination and follow-up of activities across the programme.

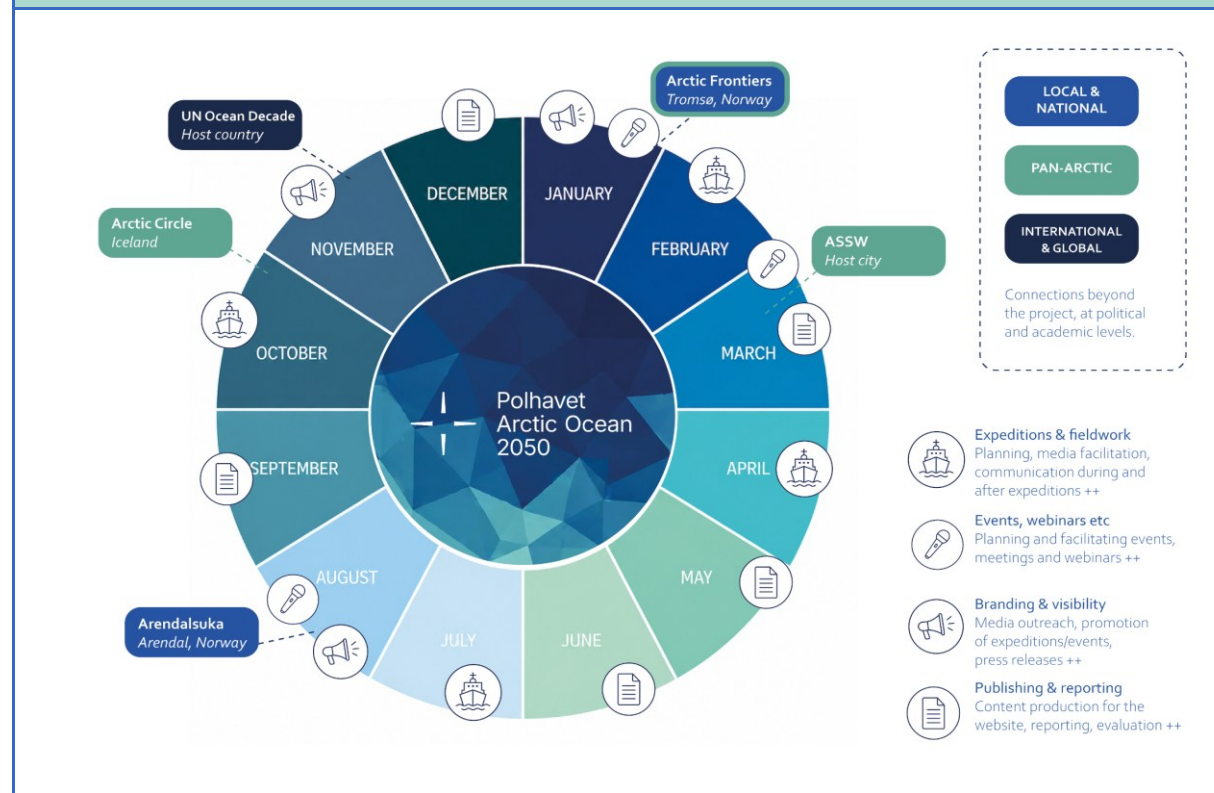
The annual wheel shall be developed in collaboration with the programme management and the communication group, and include key elements such as expeditions, events, publications and important external arenas.

The annual wheel (see figure under) shall also be used to identify and follow up relevant external events, processes and meeting arenas that may contribute to strengthening the visibility, relevance and impact of communication activities.

It shall contribute to ensuring strong alignment between activities, key messages and target groups, and provide a basis for prioritising efforts and resources.

Example of design & format:

An annual wheel can take many forms*, but its main purpose is to provide a clear overview of the programme's key activities and priorities throughout the year.



**Annual overviews may also be presented as Gantt charts, flow charts etc.*

11. Evaluation and learning

Communication activities shall be evaluated regularly using both quantitative and qualitative indicators.

Where relevant, the evaluation shall also include indicators related to interdisciplinary collaboration, co-production and interaction with stakeholders and rights holders, in line with the programme's objectives related to knowledge development, collaboration and societal relevance.

The evaluation shall, among other things, provide insight into:

- reach and visibility
- the extent to which research is used in relevant contexts
- dialogue and collaboration with prioritised target groups

11.1 Indicators for monitoring and evaluation

Parameter 1: Reach and visibility

- website traffic (visits, downloads)
- reach and engagement on social media
- media coverage (number of stories, reach, quality)
- participation in events and meetings

Parameter 2: Use of research

- references to research in policy documents, reports or assessments
- use of research results in governance processes or by collaboration partners
- demand for academic contributions (presentations, panels, input, meetings)

Parameter 3: Dialogue and collaboration

- number and quality of meetings with priority target groups
- feedback from target groups (qualitative assessment)
- establishment of new collaborations or continuation of existing ones
- co-production activities with stakeholders and rights holders

Parameter 4: Internal mobilisation

- number of contributions from researchers and partners to communication activities (stories, interviews, opinion pieces)
- use of shared templates, tools and channels within the programme
- participation in communication activities (e.g. events, media training, dissemination activities)
- contributions to interdisciplinary dissemination and collaboration across disciplines and institutions
- contributions to planned content production (in line with the publishing plan)
- degree of coordination and collaboration between institutions

Example of design and content:

Parameter	Measure	Indicators	Goal
1. Reach & Visibility	How effectively do communication activities and publications reach target groups?	Website traffic (visits, downloads) Reach and engagement on social media Media coverage (number of stories, reach, quality) Participation in events and meetings	Assess visibility and distribution
2. Use & uptake of research	To what extent is knowledge being applied?	References in policy documents and reports Use in governance processes or by collaboration partners Demand for academic contributions (presentations, input, meetings)	Measure impact and influence
3. Dialogue & collaborations	Quality of engagement with target groups	Number and quality of meetings with priority target groups Feedback from target groups New or continued collaborations	Assess relationships and relevance
4. Internal mobilisations	To what extent does the programme function effectively internally?	Contributions from researchers to communication activities Use of templates and shared channels Participation in communication activities	Ensure implementation capacity and coordination

11.2 Follow-up and continuous improvement

The results of the evaluation shall be used to:

- adjust communication priorities
- further develop key messages and channel selection
- strengthen measures that demonstrate strong impact

The evaluation results shall be used to further develop communication activities and provide a basis for adjustments to both the strategy and the annual communication plans.

12. Further reading

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13. Appendix

Appendix A: User survey for Polhavet / Arctic Ocean 2050 members

Appendix B: Branding guidelines Polhavet / Arctic Ocean 2050

Rapport

Polhavet/Arctic Ocean 2050 Communication strategy

Innhold

What group in Polhavet/Arctic Ocean 2050 are you part of?	3
Goals: what should we accomplish with communications in Arctic Ocean 2050?	3
Other goals:	4
Audience: who should we target with our communication?	5
Other audiences:	6
Where: What geographic scope should the audience entail?	6
Other geographic scopes:	6
Language(s): In which language(s) should we be communicating?	7
Other languages:	7
Messages: What messages are we aiming to get across?	8
Other messages:	8
Format: How are we going to distribute our message?	9
Other relevant formats:	9
Channels and venues: where are we going to distribute that message? Where do we want to be present as a program?	10
Other channels:	10
What else is important for you in terms of communication for Polhavet/Arctic Ocean 2050?	11
Name	12

✔ What group in Polhavet/Arctic Ocean 2050 are you part of?

Antall svar: 37

Svar	Antall	% av svar	Diagram
International Advisory Board	11	29.7%	29.7%
Institutional Contact	9	24.3%	24.3%
Program Board	2	5.4%	5.4%
Program Lead	5	13.5%	13.5%
Research Theme Lead	10	27%	27%

Please rate each listed choice for every given question:

- 0 (not relevant at all)
- 1(least important/relevant) to 5 (most important/relevant)

☰ Goals: what should we accomplish with communications in Arctic Ocean 2050?

Rader	0	1	2	3	4	5
INFORM about key findings of our research						
INFLUENCE in favor of the key findings of our research						
COLLABORATE (e.g. with other researchers , organizations) in the same field or across fields						
PROMOTE the consortium institutions , scientists in the program						

Rader	0	1	2	3	4	5
INFORM about key findings of our research	0	0	0	0	5	32
INFLUENCE in favor of the key findings of our research	1	1	4	6	15	10
COLLABORATE (e.g. with other researchers , organizations) in the same field or across fields	0	0	1	8	16	12
PROMOTE the consortium institutions , scientists in the program	0	3	2	13	12	7

T= Other goals:

Antall svar: 10

Svar

Help highly specialized participants to describe their conclusions in a way that can be understood in other disciplines.

I think the key thing for me is what does good look like - so in UK-speak - if this was an impact case study what would be the impact and significance we would wish to see as a group? And how wide would this be? Are there things we would wish to champion e.g. science diplomacy, sustainable usage of Arctic Ocean, avoidance of conflict, informing and shaping policy agendas. And what evidence are we going to collect right from the start to track and trace our progress?

Please take my reply to question 2 with a grain of salt, since I am unsure about what you mean by influence in favor of key finding in our research. I believe in clear and pedagogic information, and from that informed decision making should come.

RAISE AWARENESS about the Arctic. 4.
ATTRACT more funding for Arctic research. 4.
I interpreted "INFLUENCE in favor" as "PROMOTE the uptake of key findings".

SHARE DATA & KNOWLEDGE (4)

Inspire (e.g.Capacity building for the next generation of Arctic researchers)...5

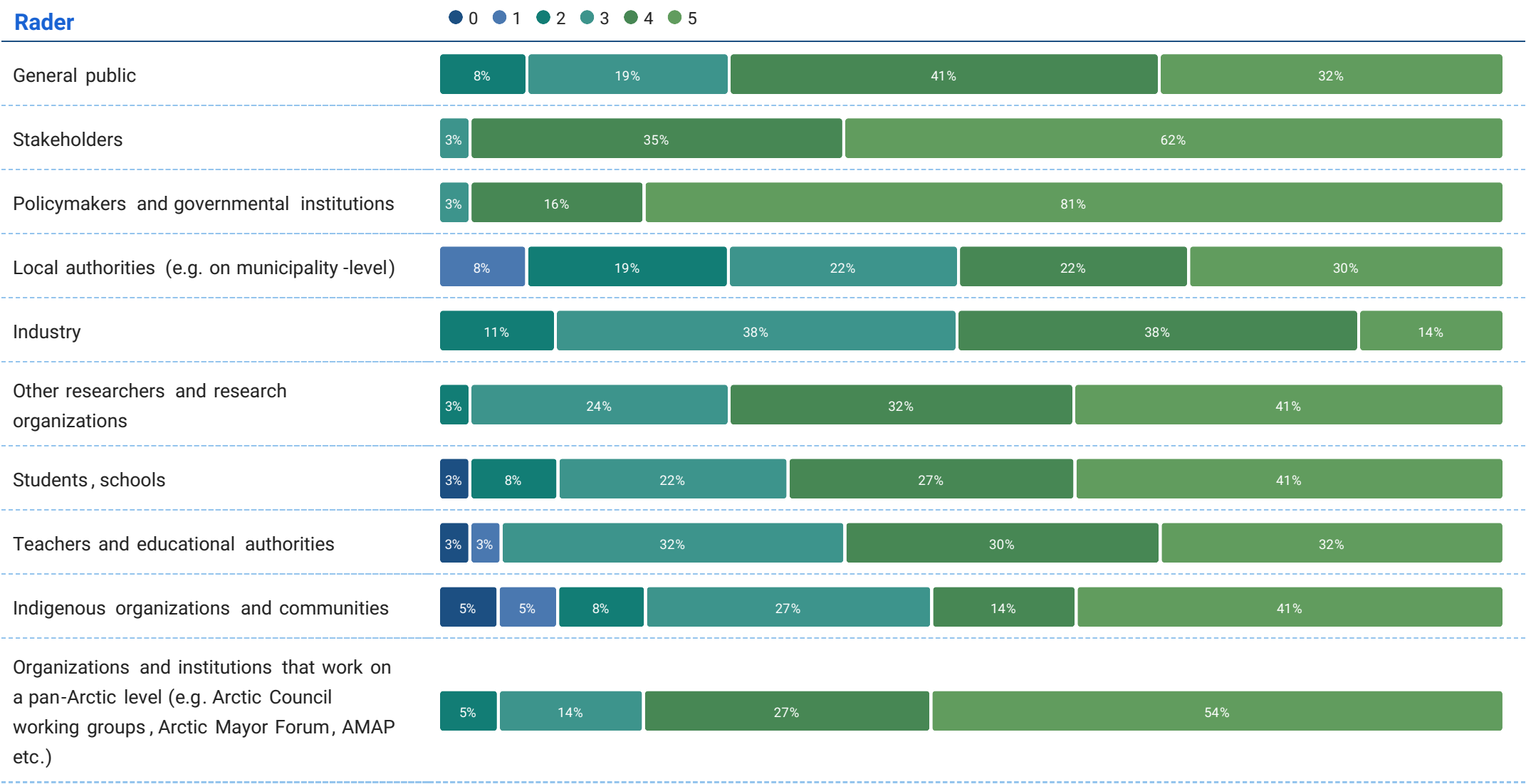
5, Attract keen young pupils and students that will focus on solving key Arctic challenges and will be an important resource for IPY-5 and beyond. Our future Arctic ambassadors

Educate the public and decision makers (nationally and internationally) about the importance of Arctic change and the need to prepare for the far-reaching consequences of the ongoing changes.

SHOWCASE the relevance of the science produced to society – not only for actionable use, but also for knowledge security, culture, and sustaining curiosity for observation and learning. This curiosity drives innovation, strengthens collaboration, and supports an intellectually engaged society. Raking (5)

I didn't understand the second question (INFLUENCE). If it means to set the research and public interest/understandig agenda regarding hot topics of the Arctic, then yes – 5

≡ Audience: who should we target with our communication ?



Rader	● 0	● 1	● 2	● 3	● 4	● 5
General public	0	0	3	7	15	12
Stakeholders	0	0	0	1	13	23
Polymakers and governmental institutions	0	0	0	1	6	30
Local authorities (e.g. on municipality -level)	0	3	7	8	8	11
Industry	0	0	4	14	14	5
Other researchers and research organizations	0	0	1	9	12	15
Students, schools	1	0	3	8	10	15
Teachers and educational authorities	1	1	0	12	11	12
Indigenous organizations and communities	2	2	3	10	5	15
Organizations and institutions that work on a pan-Arctic level (e.g. Arctic Council working groups , Arctic Mayor Forum, AMAP etc.)	0	0	2	5	10	20

T= Other audiences:

Antall svar: 5

Svar

Organizations and institutions that work on a global level (e. g. IPCC, IMO, IOC, WCRP)

The key thing is you need to prioritise who are low, medium and high importance audiences.

"Stakeholders" could be anybody to me.

Funding agencies both national and international (e.g. Funders Forum)... 5

key media/journalists and others communicating to a broad audience /or targeted on particularly relevant audience) – 5

Where: What geographic scope should the audience entail?

Rader

0 1 2 3 4 5



Rader

0 1 2 3 4 5

Rader	0	1	2	3	4	5
Norway	0	0	0	1	3	33
Nordic countries	1	0	0	4	13	19
Arctic countries	1	0	0	3	11	22
Global	0	0	2	13	15	7

T= Other geographic scopes:

Antall svar: 4

Svar

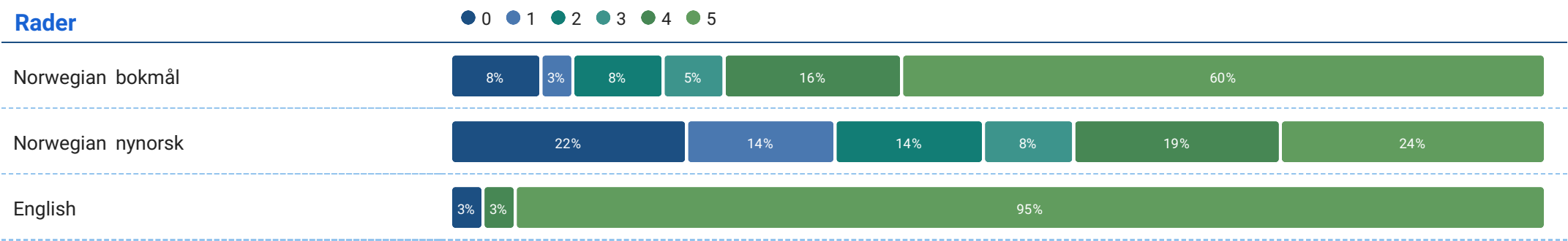
1. EU + Iceland, Norway, UK (i. e. European fisheries nations) (5)
2. Signatories to the NEFAC and OSPAR conventions. (These conventions can implement governance beyond national jurisdiction within PH2050's focus area) (5)

I would really focus on the global - rather than focus on Arctic/Nordic states - for me this is an opportunity for Norway to act like a middle power.

Europe....5

European

☰ Language(s): In which language(s) should we be communicating?



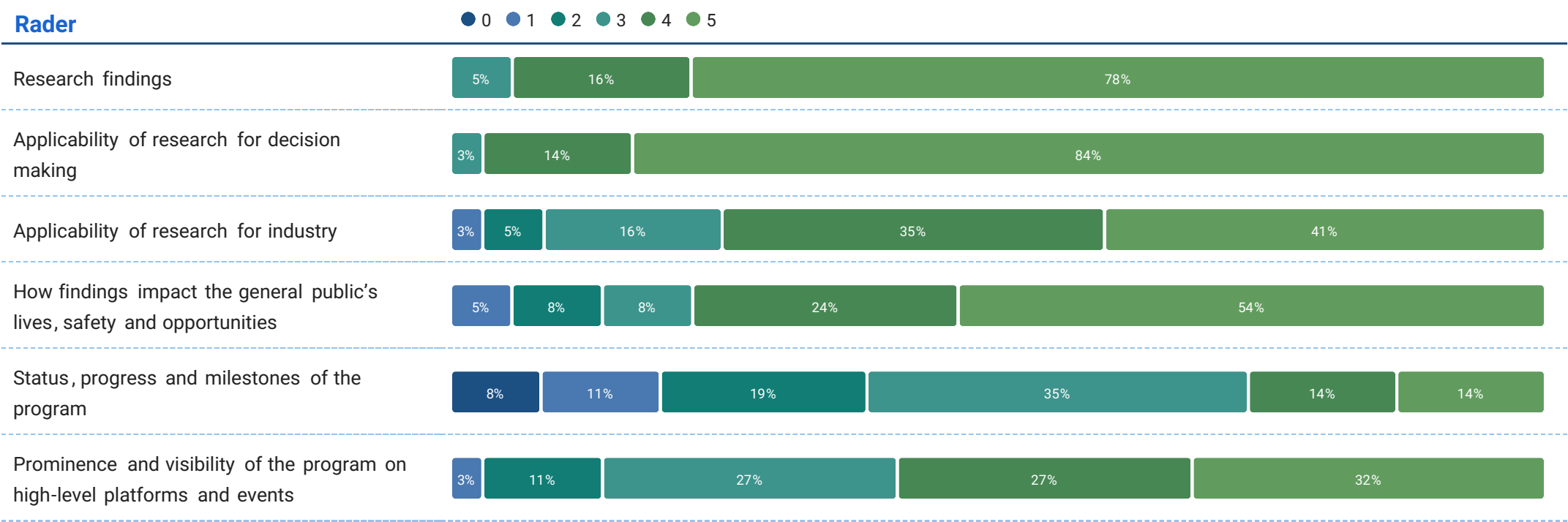
Rader	● 0	● 1	● 2	● 3	● 4	● 5
Norwegian bokmål	3	1	3	2	6	22
Norwegian nynorsk	8	5	5	3	7	9
English	1	0	0	0	1	35

☰ Other languages:

Antall svar: 8

Svar
Samisk
Comment: It should not matter if bokmål or nynorsk is used; individual researchers should decide
Sami for select information
I see the need for bilingual communication (English & Norwegian), and then I think UiT should simply follow its own policies with regards to bokmål vs. nynorsk
We need to communicate in the language that the target audience of each specific message speaks. That will be different for national and international audiences. (5)
The real issue is how much you translate for Chinese and other non-English audiences.
I have no real opinion regarding the communication in Norwegian, so take my 2 as a neutral standpoint.
can not comment on Norwegian...so please disregard my answers

Messages: What messages are we aiming to get across?



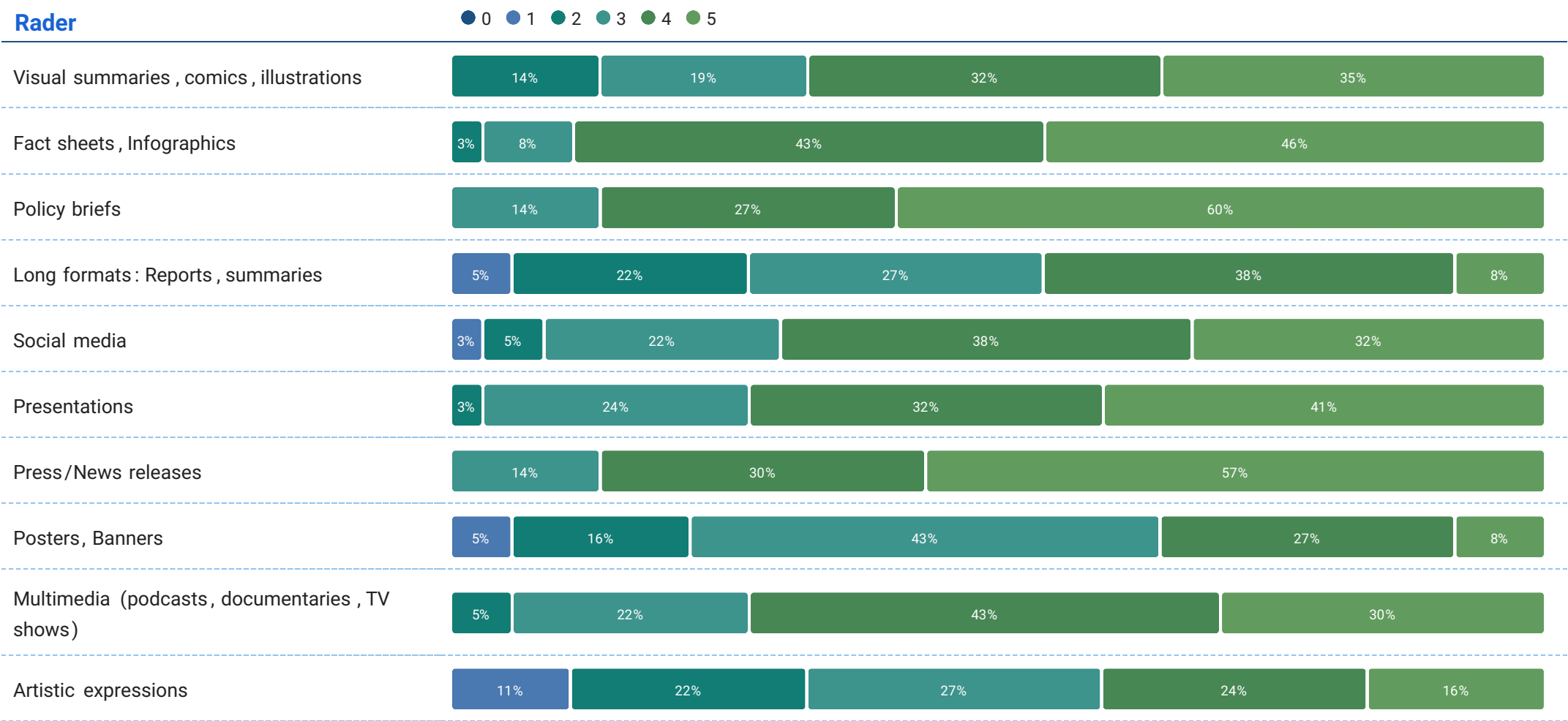
Rader	0	1	2	3	4	5
Research findings	0	0	0	2	6	29
Applicability of research for decision making	0	0	0	1	5	31
Applicability of research for industry	0	1	2	6	13	15
How findings impact the general public's lives, safety and opportunities	0	2	3	3	9	20
Status, progress and milestones of the program	3	4	7	13	5	5
Prominence and visibility of the program on high-level platforms and events	0	1	4	10	10	12

Other messages:

Antall svar: 1

Svar
Importance of the Arctic system to countries beyond the Arctic ...5

Format: How are we going to distribute our message?



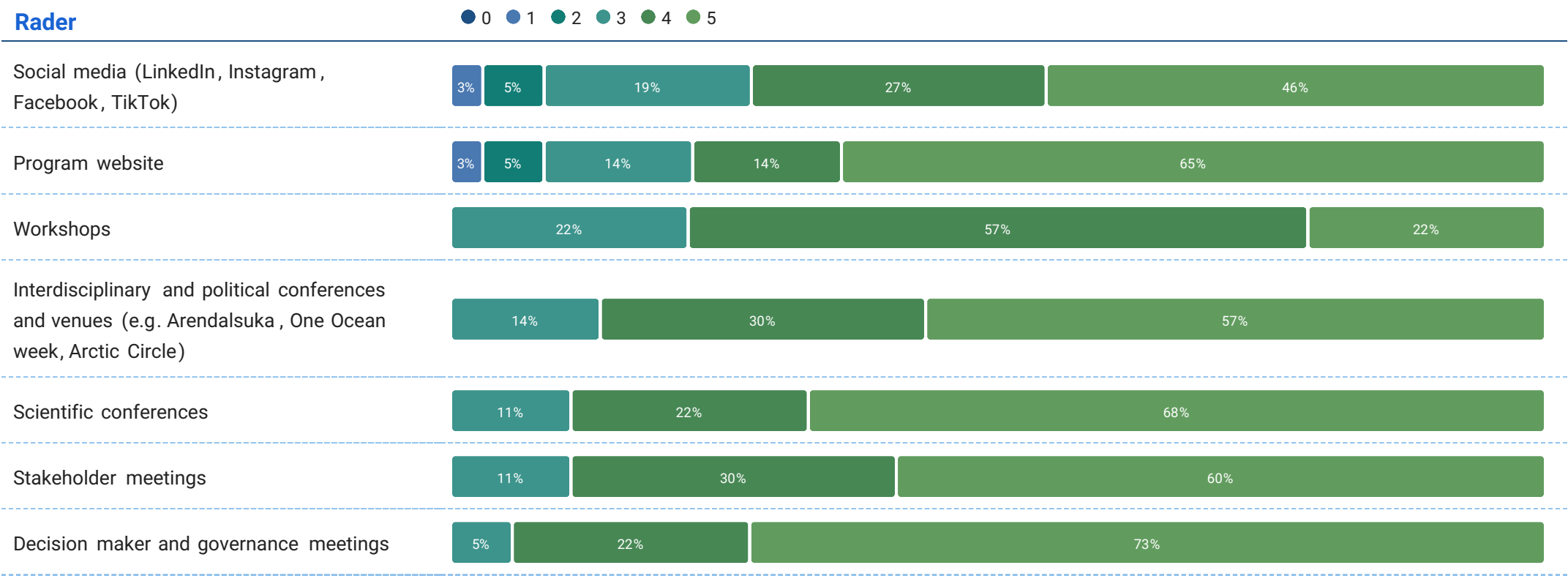
Rader	0	1	2	3	4	5
Visual summaries , comics , illustrations	0	0	5	7	12	13
Fact sheets , Infographics	0	0	1	3	16	17
Policy briefs	0	0	0	5	10	22
Long formats : Reports , summaries	0	2	8	10	14	3
Social media	0	1	2	8	14	12
Presentations	0	0	1	9	12	15
Press /News releases	0	0	0	5	11	21
Posters, Banners	0	2	6	16	10	3
Multimedia (podcasts, documentaries , TV shows)	0	0	2	8	16	11
Artistic expressions	0	4	8	10	9	6

Other relevant formats:

Antall svar: 2

Svar
documentary films!
Live feeds and interviews from Arctic fieldwork...5

Channels and venues: where are we going to distribute that message? Where do we want to be present as a program?



Rader	0	1	2	3	4	5
Social media (LinkedIn, Instagram , Facebook, TikTok)	0	1	2	7	10	17
Program website	0	1	2	5	5	24
Workshops	0	0	0	8	21	8
Interdisciplinary and political conferences and venues (e.g. Arendalsuka , One Ocean week, Arctic Circle)	0	0	0	5	11	21
Scientific conferences	0	0	0	4	8	25
Stakeholder meetings	0	0	0	4	11	22
Decision maker and governance meetings	0	0	0	2	8	27

Other channels:

Antall svar: 2

Svar

Considering the size of the program, I think you should be at all of the above venues.

venues at local Arctic communities....5

What else is important for you in terms of communication for Polhavet/Arctic Ocean 2050?

Antall svar: 11

Svar

Being inclusive.

Clear messages, line up media for press releases, excellent photos and graphics

The success of the program will be assessed by:
1. achieving the program goals
2. the quality of research in an international context
3. value of results to decision makers (including within industry)
4. how we assert Norway's leading role in research and management
Effective and diverse forms of communication play a key role in all of these

The items/options included in this survey indicate that there is good consideration going into the different possibilities for communication. I think what will be most key will be matching the purpose, platform and target audience together. For example, if the purpose of a communication piece is to influence government actors, then this would likely be done through a policy brief versus social media. In contrast, a fun field work story intended for a general audience (that has informing and/or promoting as a main purpose) would fit well on social media. I was unsure what the purpose type "collaborate" meant (in the list of INFORM, INFLUENCE, COLLABORATE, PROMOTE), as it was unclear if this meant communicating collaboration that is already happening or if the purpose is to foster new collaboration through communication. Naturally, an important aspect of the comms plan should also be to prioritise what types of information, purpose and audience are the most important, as naturally there will not be time and resources for everything.

I think we need targeted communication. After identifying who is interested in specific results we need to evaluate how to reach them. This is likely more effective than developing a general strategy for the whole program. We could for example have a routine where authors must tell the Comms Team which organisations (based on a check list) they think will be most interested in each new publication.

Tracing and tracking evidence of that impact and reach of the comms and identifying early on what is our strategic narrative as a project.

I think it is important to have a dedicated communication person joining relevant expeditions.

It was difficult to prioritize among the many options. Given the scale of the project, it should be possible to distribute communication across several different platforms and target most of the audience you mentioned. It would be fantastic to include an artist-in-residence program within Arctic Ocean 2050. The Swedish Polar Research Secretariat has worked with this concept since its early years, and it has proven to be an effective way to reach a much broader audience for research outcomes while also adding a new dimension to the project's legacy.

Highlight the synergies with other international actions.

Data accessibility and transparency

Engagement should be the most important objective in our outreach activities

Antall svar: 14

Svar

Dorothy Dankel, RT6 lead

David Thomas

Bodil

Shigeto Nishino

Paul Renaud

Sarah Strand (APECS / UiT)

Paul A. Dodd

Klaus Dodds

Martin Jakobsson

Laurent Bertino

Eun Jin Yang

Jeremy Wilkinson

Arild Sundfjord

Maria Grigoratou, EPB



Polhavet Arctic Ocean 2050

Content

Background

Logo

Colour

Typography

Guidelines

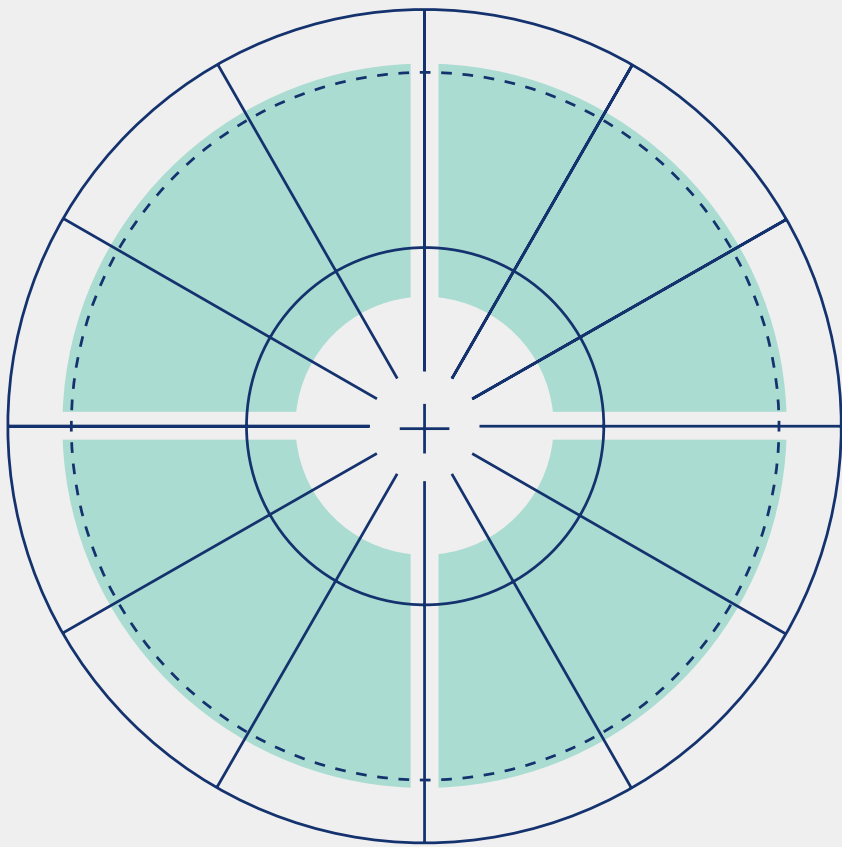
In use

Background

The logosymbol is based on a concept that was the winning entry in an internal logo competition for Polhavet 2050. The concept is geographically anchored in the Arctic Ocean map, using circles and directional lines as a foundation. This concept was further refined through a clear stylisation of the central point. The symbol gives the association to the pole star, a guiding star. In addition, the lines indicate the connections of the sub-Arctic regions to the high Arctic, covering the different geopolitical spheres.

The result is a symbol that references focus, navigation and coordination. The symbol is robust and confident, without being restrictive to the various disciplines embraced by our overarching mission – research for sustainable Arctic Ocean Management.

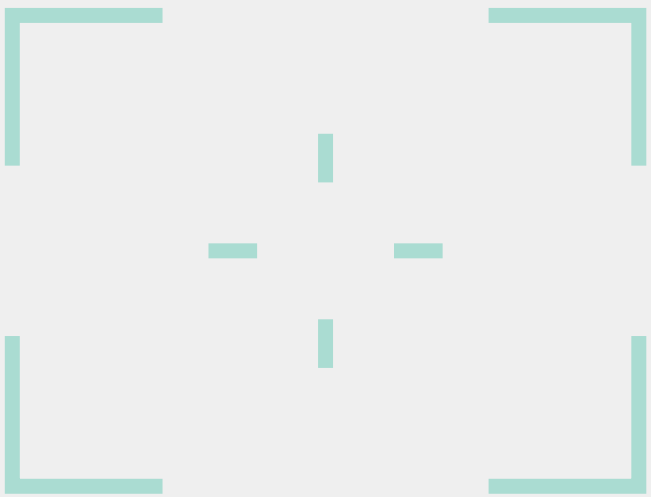
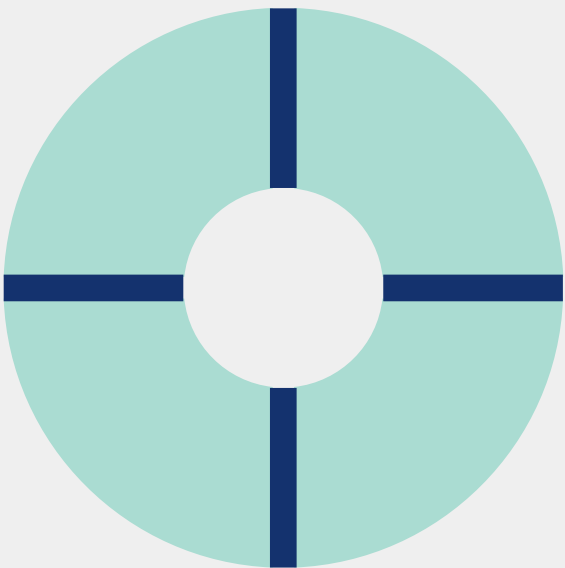
This brand guidelines document outlines how the logo, colours and typography are to be used for Arctic Ocean 2050.



Map and orientation



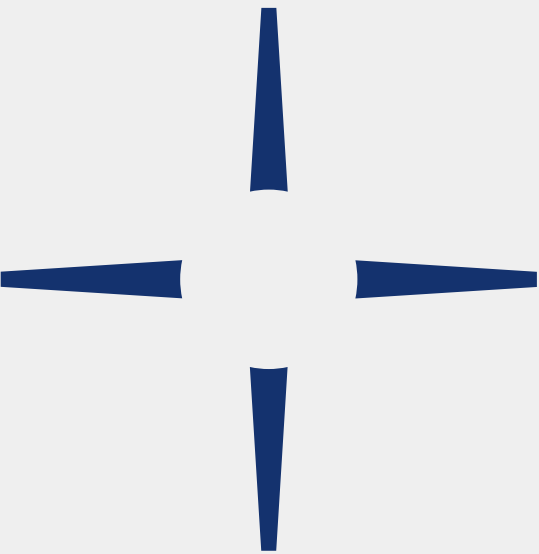
Highlighted sectors from the winning competition entry



Focus point



North star



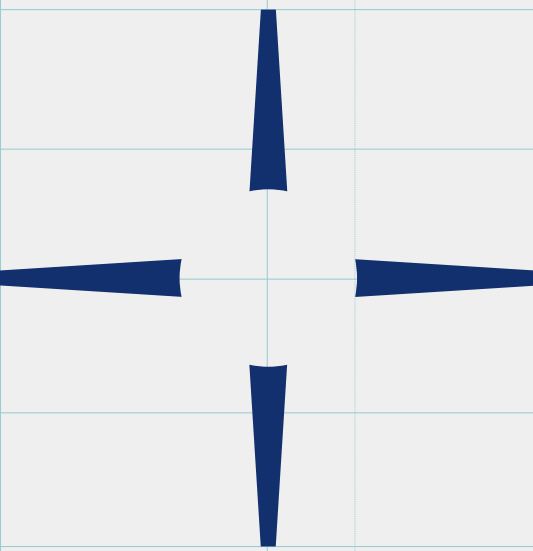
Final symbol

Logo

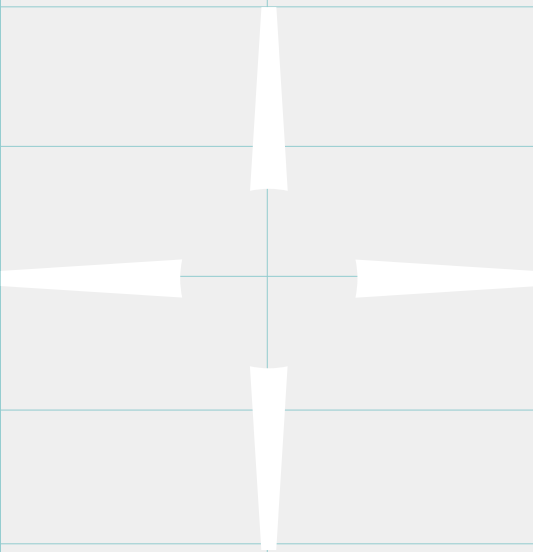
The logo consists of a symbol and a wordmark. This fixed lockup must always be used. Both the Norwegian and the international names are included in the same set-up to minimize the number of logo versions.

The logo is available in our brand colours: Deep Blue and Ice White. Deep Blue is the color of the deep ocean – and that of the future Arctic Ocean, while Ice White evokes the cold ice cover of today and the past. Always use the version that provides the highest level of contrast and legibility. The original logo artwork must be used at all times and must never be altered or modified.

For optimal impact, the logo should always be positioned within a defined area of clear space. Maintaining this clear space ensures maximum visibility and legibility across all applications.



Polhavet
Arctic Ocean
2050



Polhavet
Arctic Ocean
2050

Typography

Inter is a functional and neutral typeface, with high readability and a wide glyph set.

Inter is a Google Font and is free to use. Download the font files here: <https://fonts.google.com/specimen/Inter>

When there is the need for a system typeface which requires no special license and is available on all computers, our fallback choice is Aptos.

Research for a sustainable ocean management

Inter Light

AaBbCcDdEeFfGGgHhIiJjKkLlMmNnOo
PpQqRrSsTtUuVvWwXxYyZzÆæØøÅå
11234567890?1(@);,.
← ↑ → ↻ ⤵ ⤶ ⊕ ⊗ ⊞ ✓

Inter Regular

AaBbCcDdEeFfGGgHhIiJjKkLlMmNnOo
PpQqRrSsTtUuVvWwXxYyZzÆæØøÅå
11234567890?1(@);,.
← ↑ → ↻ ⤵ ⤶ ⊕ ⊗ ⊞ ✓

Inter Semibold

AaBbCcDdEeFfGGgHhIiJjKkLlMmNnOo
PpQqRrSsTtUuVvWwXxYyZzÆæØøÅå
11234567890?1(@);,.
← ↑ → ↻ ⤵ ⤶ ⊕ ⊗ ⊞ ✓

Fallback type

When there is the need for a system typeface which requires no special license and is available on all computers, our fallback choice is Aptos.

Research for a sustainable ocean management

Aptos Display – headlines

AaBbCcDdEeFfGGgHhIiJjKkLlMmNnOo
PpQqRrSsTtUuVvWwXxYyZzÆæØøÅå
11234567890?1(@);,.
←↑→↗→✓

Aptos Text Regular – text

AaBbCcDdEeFfGGgHhIiJjKkLlMmNnOo
PpQqRrSsTtUuVvWwXxYyZzÆæØøÅå
11234567890?1(@);,.
←↑→↗→✓

Aptos Text – Semibold

AaBbCcDdEeFfGGgHhIiJjKkLlMmNnOo
PpQqRrSsTtUuVvWwXxYyZzÆæØøÅå
11234567890?1(@);,.
←↑→↗→✓

Typography in use

Polhavet uses the Inter typeface across all applications — including headlines, body text, and small-scale infographics. Contrast should be created through variations in weight, style, and size to achieve balanced layouts and visual tension.

Whitespace should be used actively, and the principles of the predefined layout grid must be followed to ensure readability and a consistent visual expression.

On white or light backgrounds, all text should appear in Deep Blue. On dark backgrounds, text should be reversed to Ice White and/or Cool Gray.

Highlights
Inter 400
Optical size: 32

Fallback:
Aptos Display

05/02

Headline
Inter 400
Optical size: 32

Fallback:
Aptos Display

Sustainable

Headline
Inter 400
Optical size: 14

Fallback:
Aptos Text Reg.

A new Arctic Ocean requires new knowledge and insight into changes, how they interact and links to areas further south.

Info
Inter 400
Optical size: 14

Fallback:
Aptos Text Reg.

Polhavet | Arctic Ocean | 2050

Colour

The colour palette reflects our mission — research for sustainable Arctic Ocean management. Our visual identity combines a saturated blue inspired by the depths of the ocean with lighter supporting tones drawn from the Arctic’s cool environment.

Our primary colours are Deep Blue and Ice White. Together they create strong contrast, clarity, and openness across all layouts, supporting readability and a clean visual expression. Deep Blue is used for all text on light backgrounds as well as key visual elements.

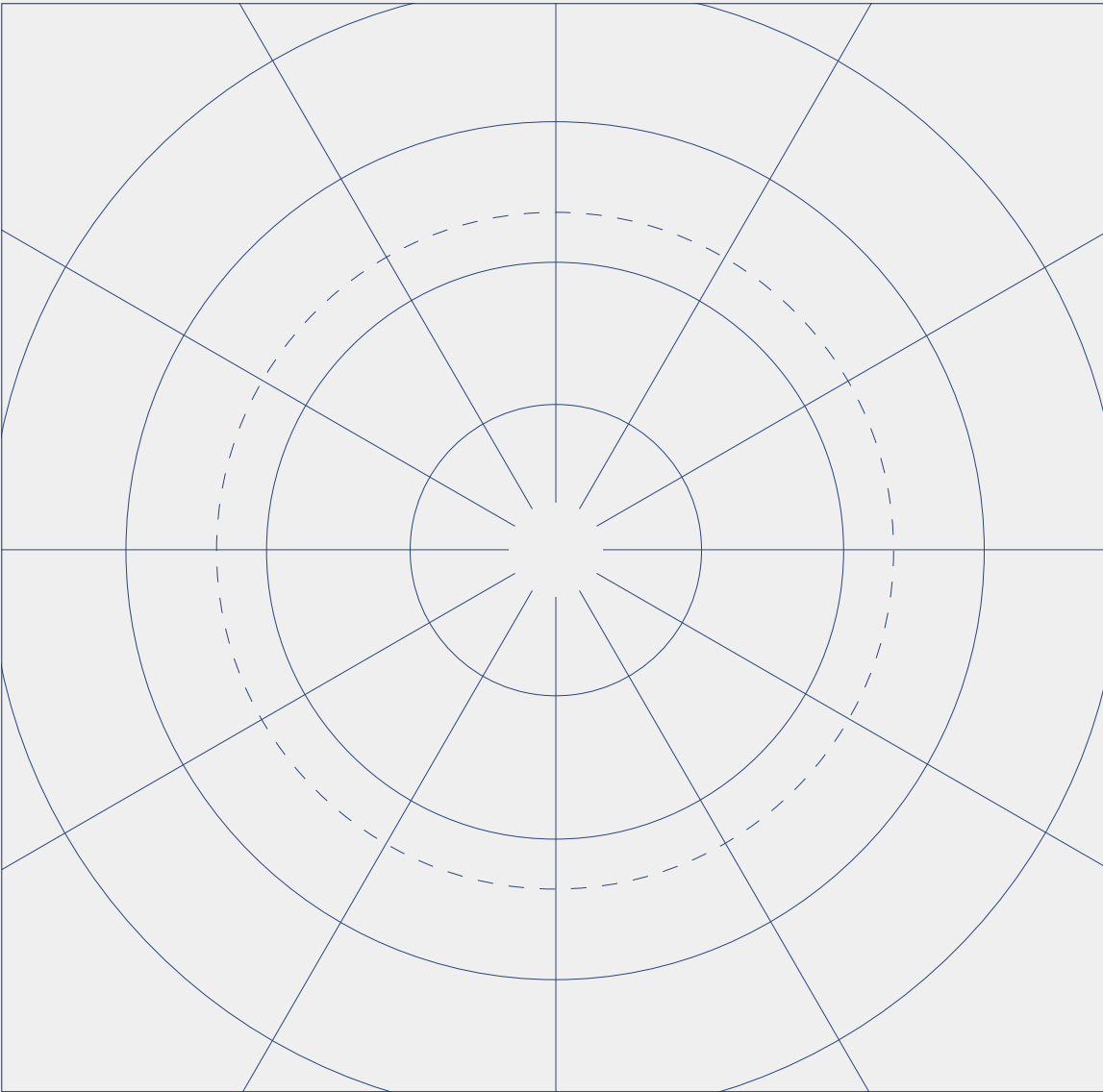
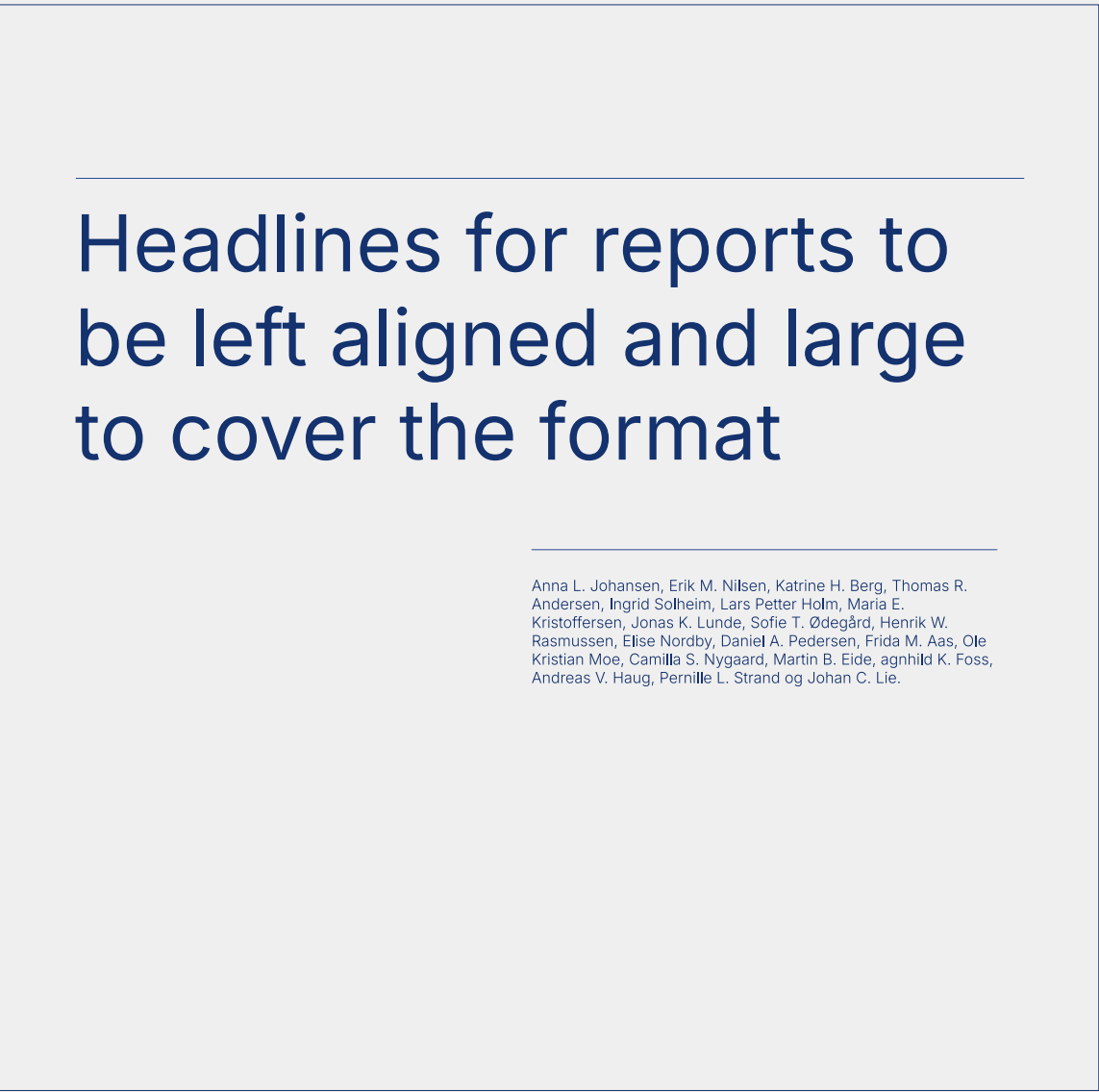
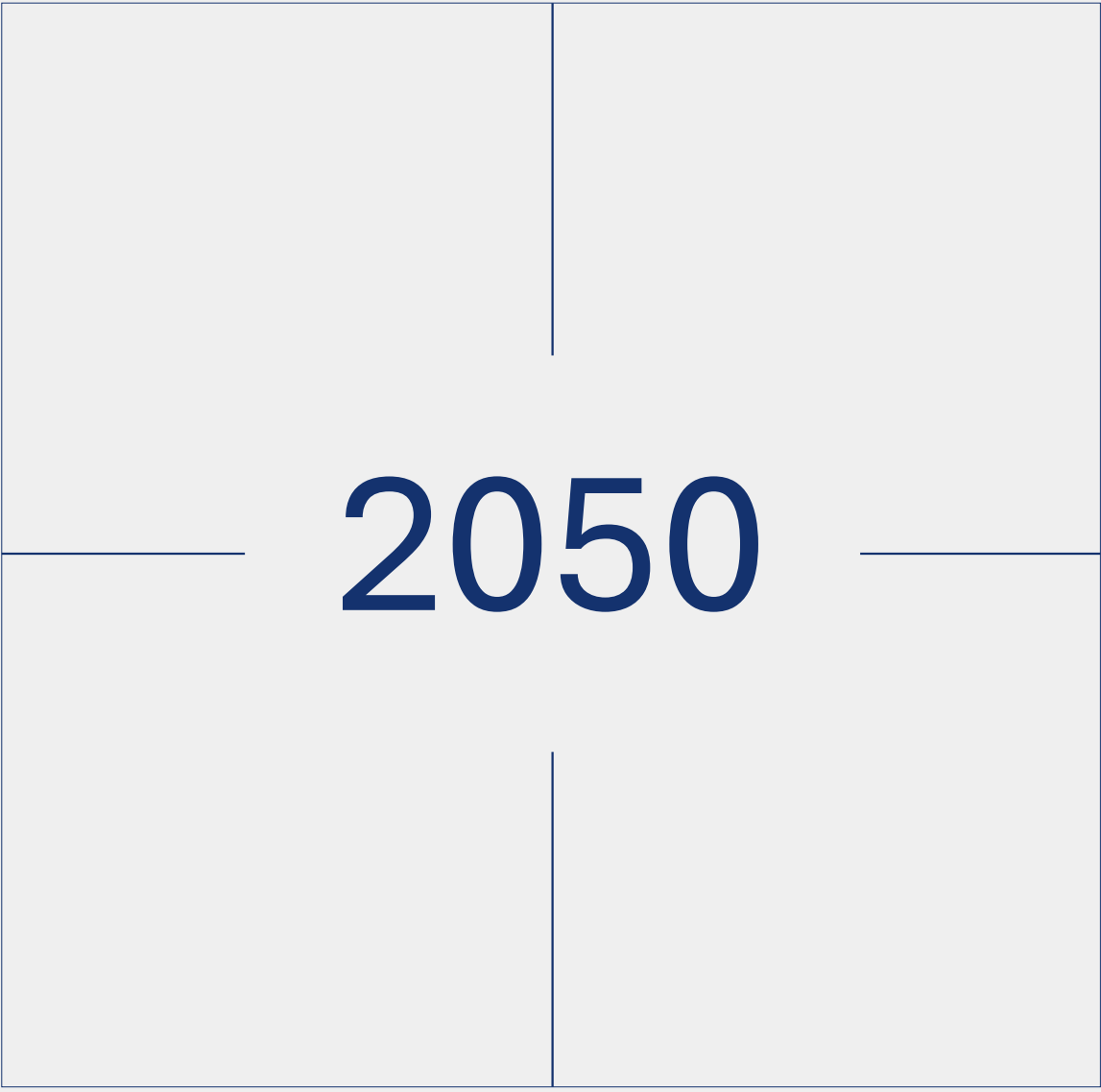
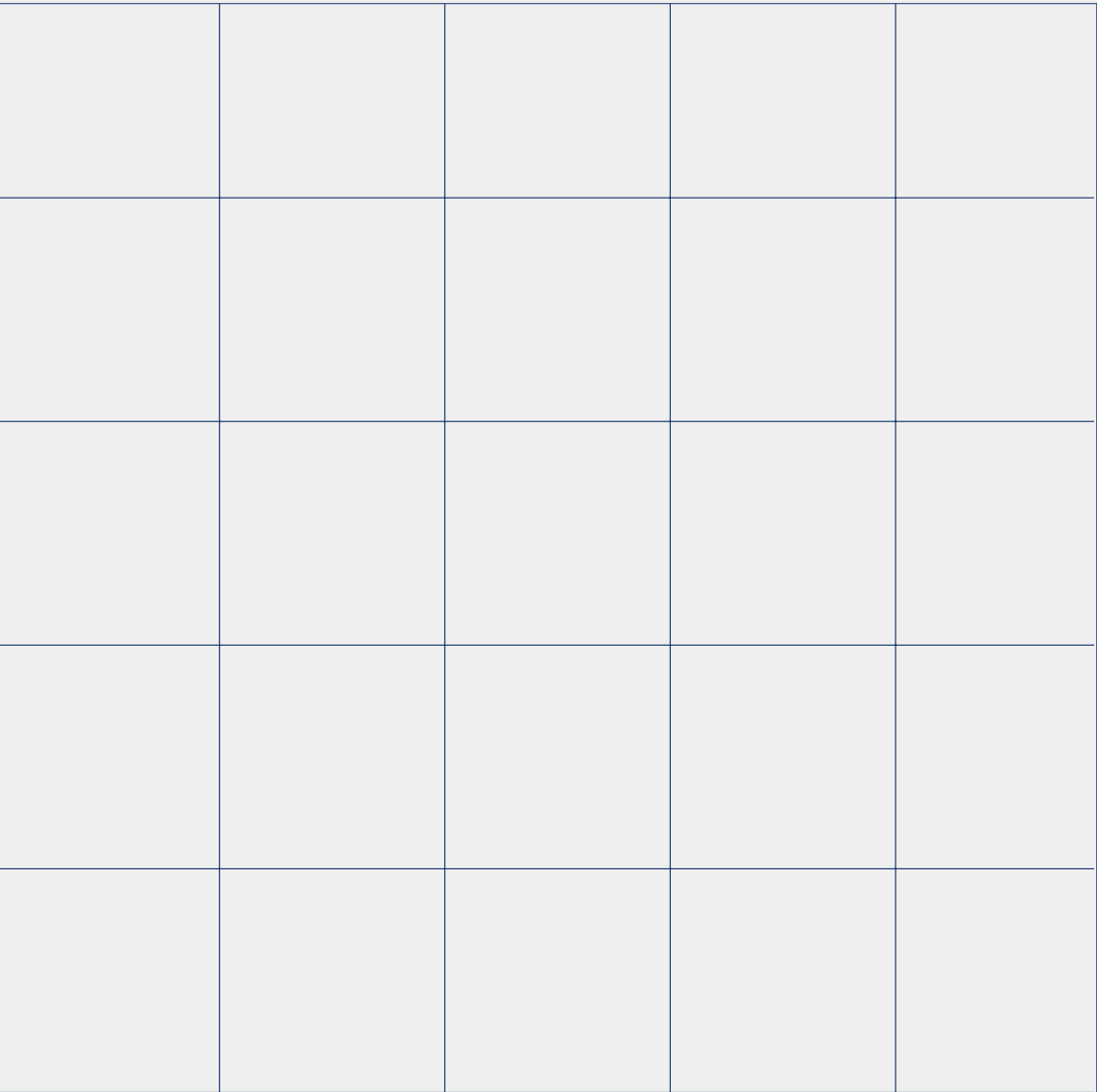
The supporting colours add variation and depth to the palette. They may be used to highlight sections or individual elements while maintaining a controlled and cohesive visual language.

PRIMARY Deep Blue #14326d RGB20 50 110 CMYK100 75 0 45 PMS294		
PRIMARY Ice white #ffffff RGB255 255 255 CMYK0 0 0 0	Ice green #aadcd2 RGB170 220 210 CMYK35 0 20 0 PMS4162	
Ocean Blue #0050c3 RGB0 80 195 CMYK100 65 0 2 PMS2935		Cool gray #e1e1e1 RGB225 225 225 CMYK10 7 5 0 PMSCool Gray 1

Brand elements

Our brand identity is centred around the graticule — the Arctic’s grid lines. Both in the logo and in supporting brand elements, these lines serve as a metaphor for mapping and exploration. They represent focus, structure, orientation, and shared reference points.

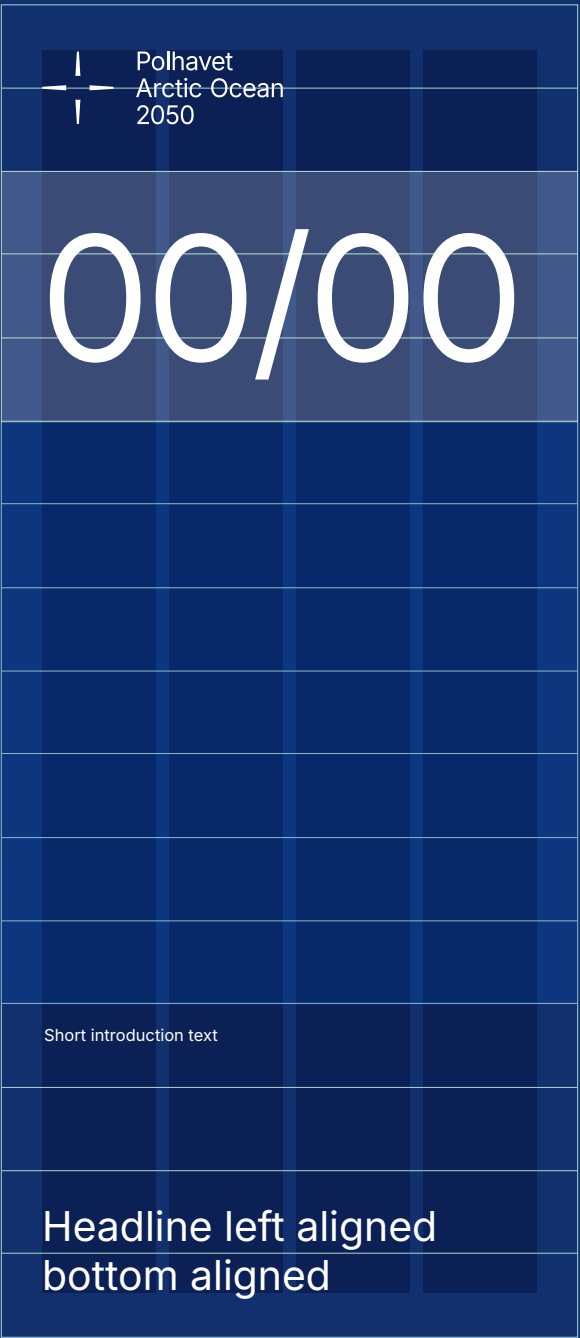
In practical applications, lines and divisions act as subtle organisers: they reduce visual noise, define formats, and create clear, coherent templates. The result is a system that feels both precise and open — structured, yet exploratory.



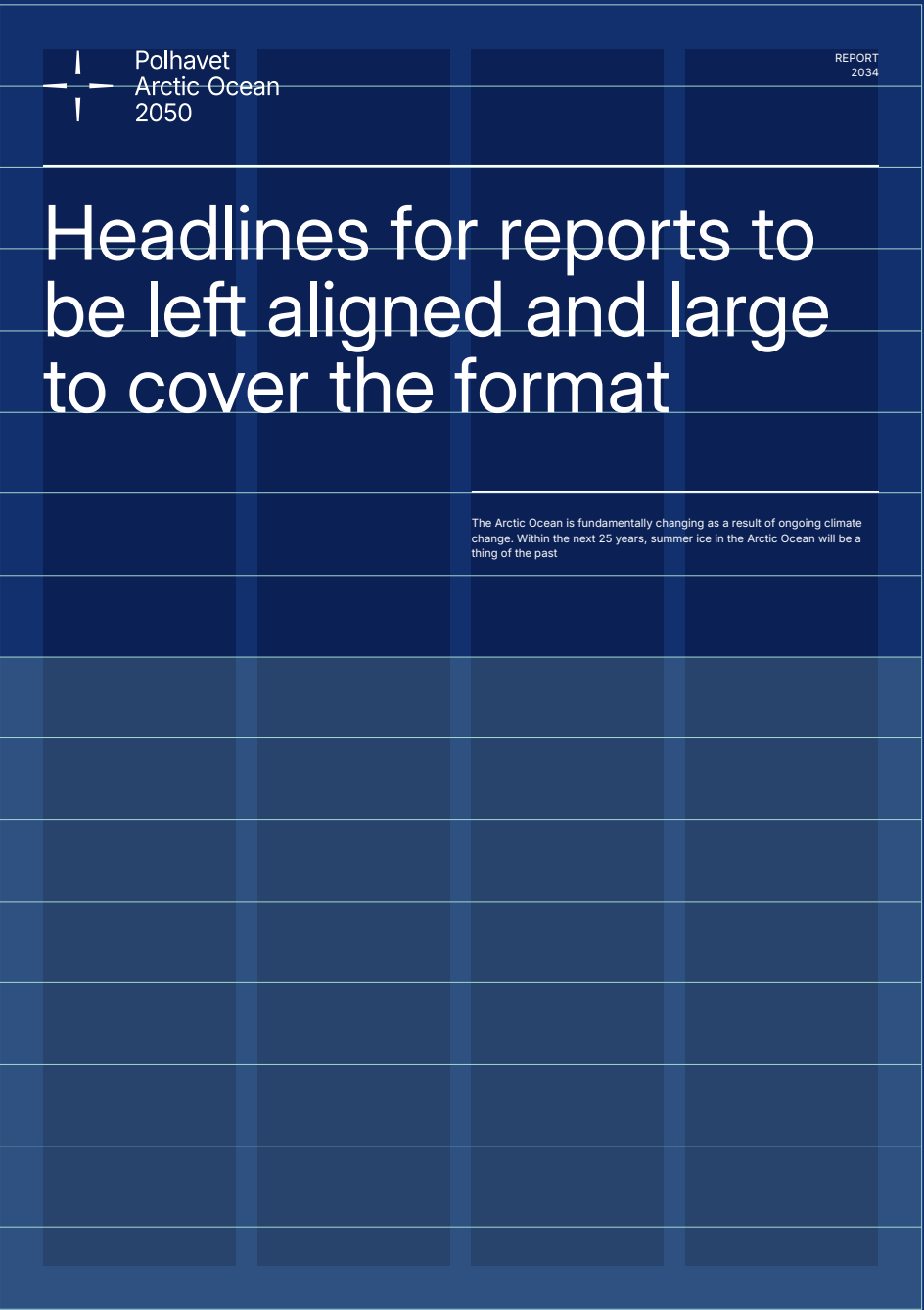
Guidelines

The layout is based on a flexible modular grid that adapts across vertical, horizontal, and square formats. This creates a coherent visual expression across print and digital applications, while allowing both text and images to scale and reposition without breaking alignment or proportions.

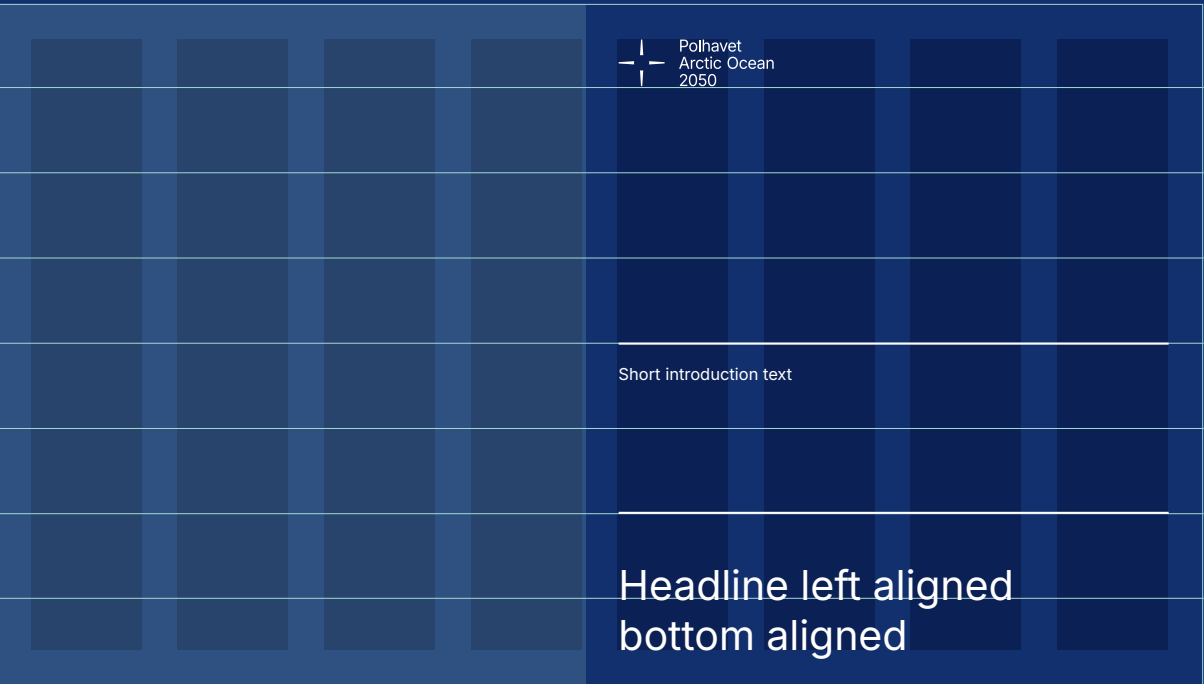
Generous margins and spacing support a calm, editorial rhythm and allow the content to breathe.



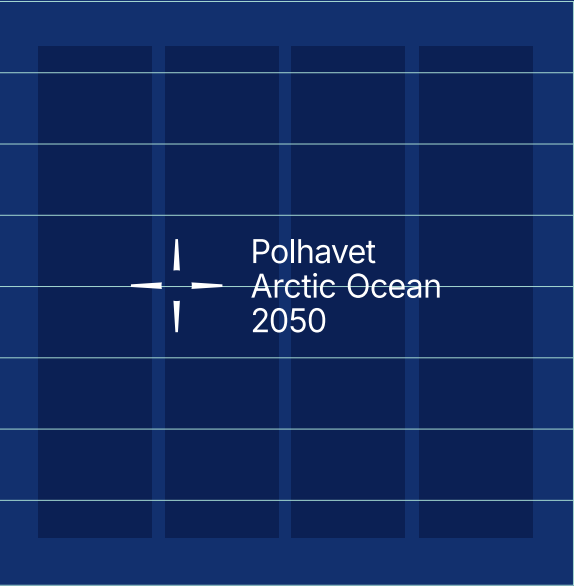
Vertical 4 / 16



A formats 4 / 16

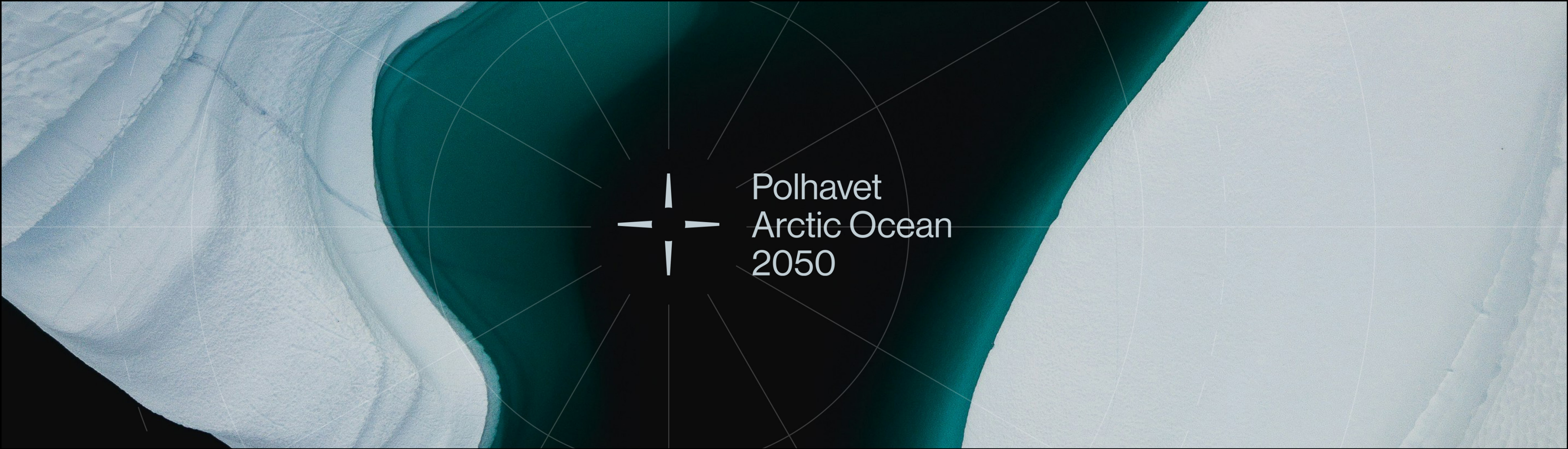


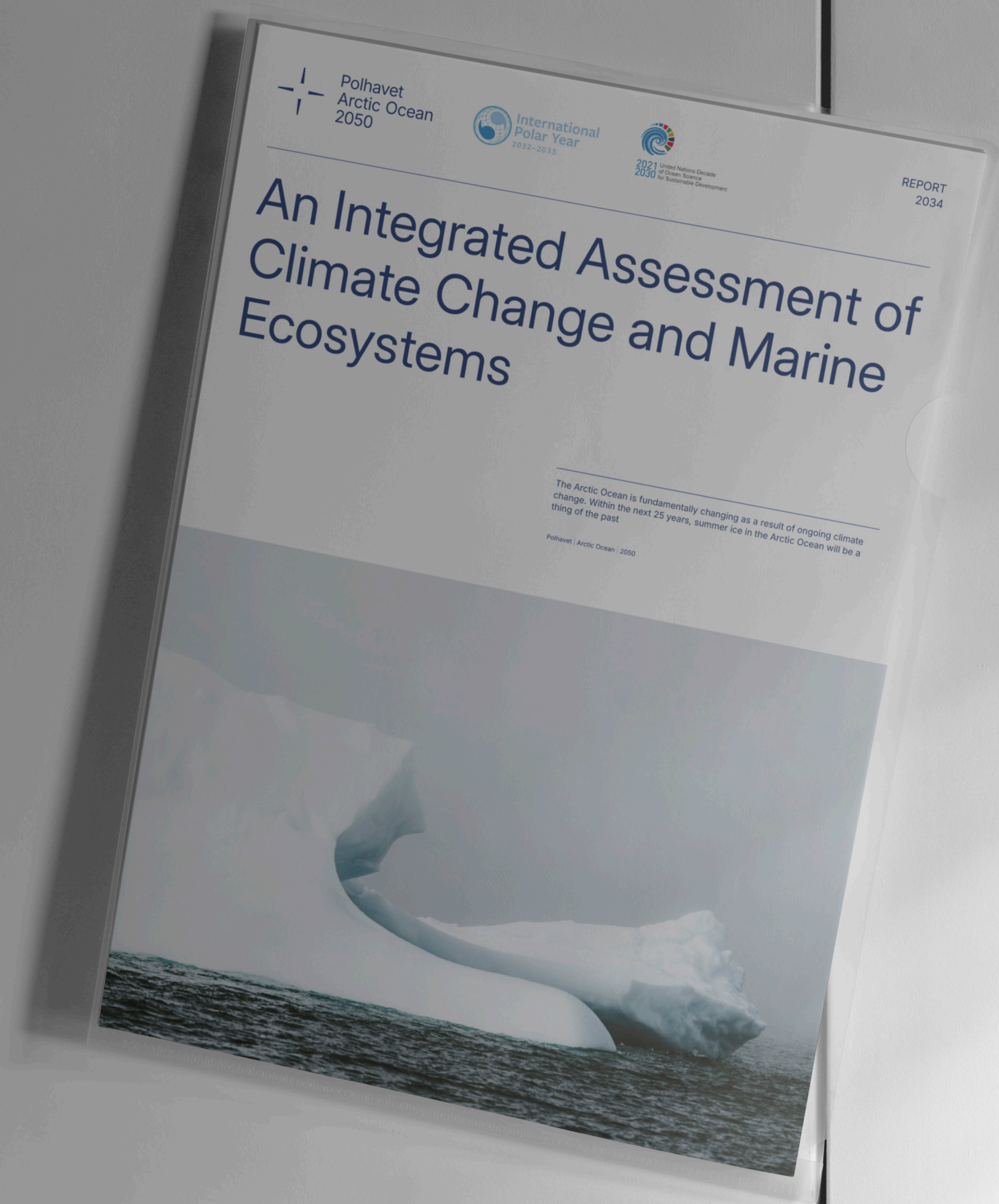
Horizontal 8 / 8



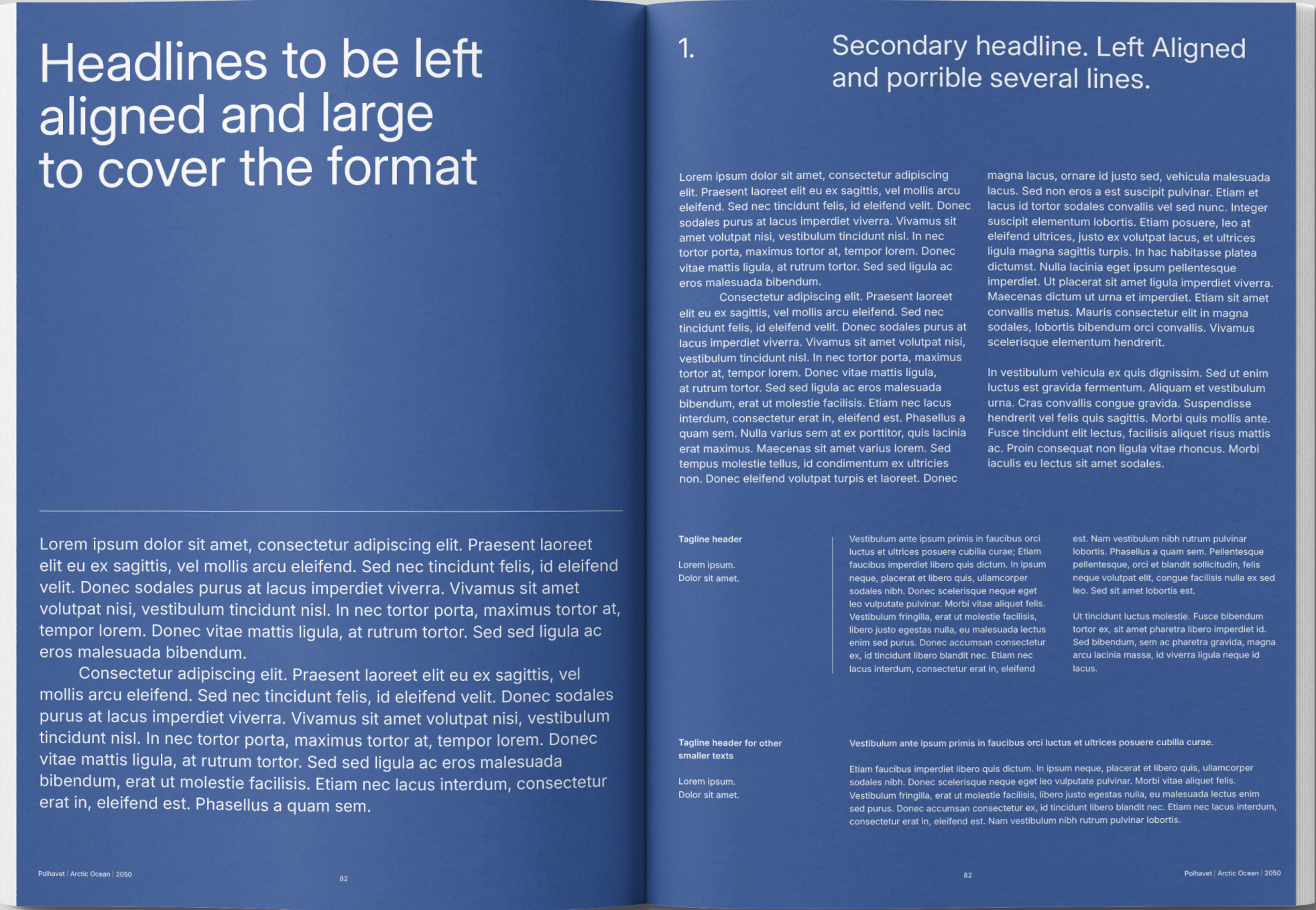
Square 4 / 8

In use











Polhavet Arctic Ocean 2050

Brand guidelines
Version 01
February 2026