

Vision and Identity working group

Members: Jetta Gilligan Borg, Rachel Irwin, Neil Ferguson, Siemon Wezeman, Aaron Dunne, Stephanie Blenckner, D. A. Cruickshank

The working group decided that its mandate was best achieved by elaborating a framework for a statement of SIPRI's vision, mission and values. This follows a standard model, which was touched on in the inception day.

In the following drafts, we've identified the core content and structure of the vision, mission and values, but we leave the final choice to a different group after further, wider discussion.

Draft visions

The group thought that an outward-looking vision, which describes an idealistic state of the world towards which SIPRI should strive (e.g. 'A world of peace and moderate military spending levels'), was preferable to a vision that described a goal for SIPRI alone (e.g. 'Becoming the best peace research institute in Solna').

The following three models are intended to suggest, first, outline grammatical structures for the vision and, second, choices for the content (i.e. the words to fit into the chosen structure).

Vision model 1

This version would consist of a single sentence of the grammatical form '*A world in which NOUN is VERBed, NOUN is VERBed and NOUN is VERBed*'. There should be some sense of logical progression from the first to the last NOUN–VERB pair.

(a) '*A future/world in which threats to [peace and] security/stability are identified/prevented/reduced, [violent] conflicts/disputes are resolved*

peacefully, and the impact [of instability/insecurity] on societies is alleviated/reduced/minimized

‘WORD/WORD’ indicates a choice of words; ‘[WORD]’ indicates an optional word.

One choice of options would lead to the vision ‘*A world in which threats to security are identified, conflicts are resolved peacefully and the impact of insecurity on society is minimized.*’

(b) Other threefold logical progressions could be

Identify threats to security → remove causes of those threats → avoid violent conflict

or

Identify threats to security → minimize the effect of those threats on society → peaceful resolution

Vision model 2

This model consists of a simple list of three nouns or noun phrases.

(a) ‘*Conflict resolution, arms control* and a sustainable peace*’

* Or, e.g., ‘disarmament’ or ‘arms reduction’

(b) ‘*Peace, security and deconfliction**’

* This isn’t a real word. We need one word that means ‘the removal of conflict’.

Vision model 3

This model is a much simpler, and shorter, sentence with a single aim.

‘*A world where threats to peace and security are reduced/resolved through peaceful means*’

Draft missions

Again, there are three proposed models. The activities identified for inclusion in the mission statement were: research, analysis, transparency, dialogue, providing information, capacity building, making recommendations.

Mission model 1

This takes the form of a single, grammatical sentence that lists our activities, with a possible brief mention of our audience.

'SIPRI performs policy-relevant research [and analysis], encourages/promotes transparency, facilitates dialogue and provides authoritative information [to a global audience]'

In this example, the activities aren't necessarily listed in a progressive order.

Mission model 2

This model looks to the SIPRI Statutes for a statement of our core mission, followed by an elaboration of what it means today.

'SIPRI's mission is "to conduct scientific research on questions of conflict and cooperation of importance for international peace and security, with the aim of contributing to an understanding of the conditions for peaceful solutions of international conflicts and for a stable peace". To do this, we

- *collect and publish data*
- *undertake analysis*
- *make recommendations*
- *facilitate dialogue, and*
- *build capacity*

for a global audience of policymakers, researchers, media and the interested public.'

Mission model 3

This model again looks to the Statutes, but treats the mission given there as being equal to the others.

‘SIPRI’s mission is to

- *undertake/perform policy-relevant research and activities “on questions of conflict and cooperation of importance for international peace and security, with the aim of contributing to an understanding of the conditions for peaceful solutions of international conflicts and for a stable peace”*
- *promote transparency [through XXXX]*
- *facilitate dialogue [between/among XXXX] and*
- *provide authoritative information to a global audience of policymakers, researchers, media and the interested public*

Draft values

Identifying SIPRI’s shared values has proven harder than drafting a vision or mission. The staff survey included a question requesting words that respondents associated with SIPRI’s values.



There was some debate about the meaning and applicability of many of these words and whether the values should have an inward or outward focus.

There are three basic models for value statements:

- a list single words that represent the entity's values
- a list of words followed by an explanation of meaning and/or how the value applies to the organisation
- a structured narrative that associates values with specific activities

An example of the third model using some of the words from the staff survey could look like the following:

'Our/SIPRI's values

An institution that is

- *respected for its independence*
- *non-partisan*
- *...*

Research and activities that are

- *empirical*
- *policy relevant*
- *innovative*
- *...*

Publications that are

- *reliable and authoritative*
- *timely and accessible*
- *...*

A work environment that

- *values diversity of opinion, expertise and experience*
- *supports innovation*
- *...*