

Research Staff Collegium

Tuesday 7 May 2019, 10:30

Note-taker Alexandra Kuimova



Agenda

1. Minutes of the last meeting and any matters arising
2. Report from SMT
3. Next Governing Board (27-28 May):
 - Draft Agenda
 - Board members: possible candidates
4. Institute strategy 2019-2024
5. AOB

Appended:

- Governing Board agenda
- Institute strategy 2019-2024
- Attendance list

MINUTES

1. Minutes of the last meeting and any matters arising

No comments from last meeting. No matters arising.

2. Report from SMT

The SMT reported that over the last couple of months much work has been done on i) the 2019 Stockholm Forum on Peace and Development ii) the coming Governing Board Meeting iii) the Institute Strategy iv) the Stockholm Security Conference (October 2019).

The SMT informed the RSC that the HEAT (Hostile Environment Awareness) training has been lined up. SIPRI staff who are travelling to unsafe places will be asked to undertake this training. The SMT has already received several applications to get this training.

In addition, the SMT asked the RSC to be more careful and observant about room bookings at SIPRI and about clearing up after meetings. The increasing number of events require an increasing level of internal cooperation and coordination.

Similar points apply to the publishing process. It is important to include publishing plans in project applications and involve the Communications Team in the planning at that early stage.

Sibylle reported that she has nominated the following candidates for the Ypres prize:

- Domenico Lucano
- Campaign against killer robots
- Rolf Ekéus

Sigrún reported on the possibility for SIPRI to apply for a three-year strategic grant from

the Swedish MFA. The SMT has already started discussions on the substance. Sigrún noted that it is important to get an input on this issue from the three clusters.

3. Governing Board (27-28 May)

3.1 Draft Agenda

Sigrún presented the agenda for the Governing Board meeting. The agenda includes the following items:

First day:

- Presentation of updated five-year institute strategy 2019 – 2024
- Photo opportunity
- Thematic lunches presenting selected SIPRI research activities. The clusters have been asked to come up with two different themes each.
- Update on SIPRI's different dialogue tracks and discussion on SIPRI's partnerships
- Update on the Stockholm Forum on Peace and Development 14-16 May 2019
- SIPRI Lecture with H.E. Michelle Bachelet
- Dinner with Swedish stakeholder

Second day:

- Open meeting of Board and all available SIPRI staff to discuss:
 - o Armament and disarmament and preparations for the NPT Review Conference 2020
 - o China's Belt and Road Initiative
 - o Environment for Peace 2022
- New Governing Board Member. Discussion on options regarding new board member after Lakhdar Brahimi
- Meeting with Union Representatives

Mark suggested to take forward the issues that had been discussed with the Governing Board at the previous meetings (for example, new mechanisms of fundraising, staff training, work environment).

3.2 Board members: possible candidates

Options regarding new board members/replacements have been discussed during the RSC. Successors need to be identified for Lakhdar Brahimi (whose mandate ended in 2019), Dewi Fortuna Anwar (stepping down in 2020) and Vladimir Baranovsky (in 2021). In addition, there is a room for one more Board member.

Potential candidates for replacements:

To replace Lakhdar Brahimi, SIPRI will probably need someone from the Middle East or North Africa. The SMT has identified three names as viable candidates to replace Lakhdar Brahimi:

- Mohammad ElBaradei, former DG IAEA
- Hanan Ashrawi, a Palestinian leader, legislator, activist, an official spokesperson of the Palestinian delegation to the Middle East peace process
- Thuraya Obaid, the Executive Director of the United Nations Population Fund and an Under-Secretary General of the United Nations from 2000 to 2010

Given that there are currently two GB members from South and Southeast Asia (Dewi Fortuna Anwar Radha Kuma), there is an interest in recruiting someone from Northeast Asia or/and Latin America. The Director suggested to recruit someone from Russia to replace Vladimir

Baranovsky. The Director suggested the IMEMO Director Feodor Voitlovsky.

The Director noted the importance of maintaining gender and age balance and invited the RSC to suggest additional names that can be approached to join the Governing Board.

The following names have been additionally suggested by the RSC:

- Linda Jakobsson, the founder of the China Programme at SIPRI
- Michelle Bachelet, High Commissioner for Human Rights
- Juan Manuel Santos Calderón, former President of Colombia, the sole recipient of the 2016 Nobel Peace Prize
- Igor Ivanov, President of the Russian International Affairs Council

4. Institute strategy 2019-2024

The director presented the updated draft institutional strategy for the five-year period from 2019 until 2024. The new strategy offers a narrative that includes an institution's identity and aims and explains the institution to itself and to the world.

The following items were highlighted during the presentations:

- The summary of SIPRI's main strengths, weaknesses, opportunities and challenges
- SIPRI mission and priorities
- SIPRI Research profile (Armament and Disarmament cluster; Conflict, Peace and Security cluster; Peace and Development cluster)
- SIPRI Convening power and research dissemination
- Peace research capacity and Operations

In the strategy, the name of cluster 2 has been changed to Conflict, Peace and Security. In addition, the SMT agreed that it will be useful to have an annex to the strategy paper with a description of each cluster.

The new strategy was well-received by the RSC.

Additional comments from the RSC:

- The RSC stressed the importance to raise/develop a discussion on a carbon footprint.
- The RSC asked about opportunities for further research dissemination: podcast, audio taping seminars. The Communications informed the RSC that there is an internal discussion about the issue, however, at the moment SIPRI cannot do it professionally.
- The RSC suggested that the issues of policy transparency and political accountability could be included in the context of the global conversation SIPRI seeks.

5. AOB

No other business



Draft agenda for the SIPRI Governing Board meeting 27-28 May 2019

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SIPRI, Signalistgatan 9, Solna, Sweden

SUNDAY MAY 26

Informal dinner 19.30 Ulla Winbladh restaurant

MONDAY MAY 27

Opening session – procedures (09.00-09.30)

- Adoption of the Agenda
- Appointment of a minute checker

Executive session (09.30-09.50)

Reports (Monday 09.50-10.50)

- The Director's report
- The Deputy Director's report

Coffee break (10.50 -11.05)

Institute strategy 2019-2024 (Monday 11.05-12.45)

- Presentation of updated five-year institute strategy 2019 – 2024 (for decision)

Photo op (12.45-13.00)

Lunch with board members and Sipri staff (13.00 -14.30)

Update on SIPRI's different dialogue tracks (14.30-15.15)

Partnerships (15.15-15.45)

- Discussion on SIPRI's partnerships

Update from the Stockholm Forum on Peace and Development 14-16 May 2019

Departure with taxi from SIPRI 16.15

SIPRI Lecture with H.E. Michelle Bachelet, High Commissioner for Human Rights (17.45-20.15)

Venue: Musikaliska, downtown Stockholm

17.45-18.10 VIP room with Governing Board Members and selected guests

18.10 Arrival of the Royal Court

18.30 to be seated

Dinner with Swedish stakeholders at Operakällaren (20.15-22.00)

TUESDAY MAY 28



Thematic discussion on SIPRI's research (09.30-11.00) All staff invited to participate

- Armament and disarmament and preparations NPT2020
- China's Belt and Road Initiative
- Environment for Peace 2022

Coffee break (11.00-11.15)

New Governing Board Member (11.15-11.45)

- Discussion on options regarding new board member after Lakhdar Brahimi

Meeting with Union Representatives **Topic? (11.45-12.15)**

Closing session (12.15-12.30)

- Conclusions and next steps

Lunch Ulriksdals Vårdshus (13.00-14.30)



SIPRI STRATEGY 2019 – 2024

DAN SMITH

May 2019

DRAFT

1. INTRODUCTION

A strategy is a guide into the future, setting out objectives and explaining what is necessary to meet them. It therefore offers a narrative that includes an institution's identity and aims and explains the institution to itself and to the world. That makes a strategy much more than a plan and a set of targets.

The predecessor to this strategy was adopted in 2016. Its results offer a platform on which we can build for the coming period. The timeframe for this strategy is five years. When adopted, it will be accompanied by a set of indicators and a quick benchmarking exercise to establish a basis for monitoring progress in implementing it.

2. SIPRI in 2019: Strengths, Weaknesses, Opportunities, Challenges

Developing a strategy begins with assessing where we are now and in what condition. SIPRI's key **strengths** are:

- We have a clear goal with an ethical core - to contribute to disarmament, peace and security and to do so with empirically sound research and insightful analysis.
- We have a well structured research programme under three broad headings. It includes both our traditional strengths and recently added priorities that reflect changes in the security agenda over the past five decades.
- We have succeeded in ensuring that our main activities, including research priorities, are strategy-driven rather than demand-led.
- We have impressive outreach with a large footprint for an institute of our size. SIPRI has a global reputation as a trustworthy source of data and analysis and is a well known brand within our field.
- We have significant convening power to dialogues and exchanges of many kinds.
- We have a positive relationship with the relevant Swedish government and parliamentary institutions.

On the other hand, SIPRI's key **weaknesses** are:

- SIPRI has grown but is small relative to other institutes with which we are often compared; we lack capacity in some areas of importance for our research priorities.
- Our growth has not eliminated overstretch in key areas within our three functional divisions – research, operations and outreach. We do a lot with little – sometimes too much with too little, at personal cost.
- Tight resources leaves limited funds for investing in new research projects and areas.

- Related to this, SIPRI has a relatively narrow (albeit slightly expanding) funding base.

The international political context offers SIPRI important **opportunities**:

- The global security horizon remains bleak but as the importance of international institutions comes into sharper focus, perceived need for SIPRI outputs of all kinds is increasing and likely to continue to do so.
- Growing awareness of the complex causes and dynamics of violent conflicts is encouraging some policy-makers and practitioners to place increasing emphasis on the value of sound evidence and nuanced analysis as the basis for policy.
- The same awareness of complexity also leads some policy-makers and practitioners to appreciate the need for analysis that integrates issues previously held separate like climate and security.
- The SDGs and the Paris Climate agreement establish the need to be able to measure progress on a broad range of indicators, some of which SIPRI is well placed to do.

There are, however and as ever, **challenges**, in the face of which we need to keep certain objectives in clear focus:

- Above all, we need to maintain the quality of our research, ensuring our research staff has the capacity, resources and support needed to continue doing an outstanding job.
- We need additional resources because increased complexity requires additional expertise, care and analysis; it is expensive to do complex analysis carefully.
- Growth, while necessary, carries risks that need to be managed. We must avoid ballooning – sudden spurts of growth followed by equally sudden deflation.
- It is also important to manage the risk of growth feeding overstretch in outreach and operations as much as in research.
- SIPRI's higher profile and greater visibility increases the potential costs of error and inexactitude in our research outputs.

The grid summarises SIPRI's main strengths, weaknesses, opportunities and challenges.

Strengths: we have <ul style="list-style-type: none"> - Clear goal and firm ethical foundations - Well structured research programme - Main activities strategy-driven - Impressive outreach, good reputation - Significant convening power - Good standing in Sweden 	Weaknesses: but we also have <ul style="list-style-type: none"> - Limited size - Overstretch in several functions - Limited investment possibilities - Narrow (albeit expanding) funding base
Opportunities: we see <ul style="list-style-type: none"> - Global insecurity highlights need for SIPRI products - Return to evidence-based policy - Appetite for integrative analysis - SDGs and Paris Climate Accord require ability to measure progress 	Challenges: we need <ul style="list-style-type: none"> - To maintain quality - To have more resources - To control growth and avoid ballooning - To prevent growth feeding overstretch - To recognise the risks and requirements of higher profile and greater visibility

3. SIPRI MISSION 2019 – 2021

Our goal is to contribute to improved prospects for disarmament, peace and security by carrying out empirically sound research and insightful analysis. This goal also expresses our ethical basis: a commitment both to peace and to undertaking research in a fair-minded and unbiased way, producing data that are as accurate as possible, basing our analysis and conclusions on the evidence, wherever it takes us.

Our overall goal produces a four-part purpose to shape SIPRI's work:

- To carry out applied research on security, peace and conflict;
- To disseminate our data, analysis and conclusions including evidence-based recommendations for policy;
- To use our authoritative reputation to convene dialogues; and
- To help build capacity for peace research in other countries and regions.

Taking this as our starting point, three strategic questions arise:

- In the current security landscape, with the crisis of arms control, the risks entailed in intensified geopolitical rivalries, the pressure of climate change, the difficulties of achieving equitable and sustainable development, what changes do we think are worthwhile and feasible?
- What part does SIPRI, as a research centre, have in trying to achieve them?
- What do we need to do – how best to organise ourselves – in order to do our part?

Our answers to those three strategic questions could be as follows:

- We want a global conversation on human security and international stability. We want diverse voices to participate and be heard in a conversation that takes evidence seriously and values dialogue and the international rule of law. We want the conversation to include both hard security concerns and human security, both great power rivalry and arms control, and the pressure of climate change and inequality on fragile states and poor countries. We want gender issues in both conflict escalation and peace-making to get explicit priority, with an emphasis not just on international institutions passing the right resolutions, but also on the action required to implement them. We want all forms of violence to be addressed both in understanding insecurity and in work to develop peaceful societies. We want this conversation to take the achievements of multilateral cooperation as a starting point, such as the Agenda 2030 with its Sustainable Development Goals (SDGs), the Paris Climate Agreement and the array of arms control agreements.
- SIPRI's part in this conversation will be
 - To generate evidence and analysis for use in the conversation; and
 - To convene gatherings of different kinds, ranging from private dialogue meetings to large public conferences and forums.

Our data and analysis are for all to use, unbiased and as accurate as possible. Based on the data, we will offer clarity on complex technical and normative issues, so as to facilitate a broad range of participation; this is not to be a dialogue of experts only. We will contribute on both urgent and long-term policy issues, with an approach that persistently underlines the importance of dialogue, international law and their underlying values. Further, we will support the diversity of the conversation in how

we do research and how we convene dialogue. We do not see our voice as the most important in the conversation. We have a role and hope to be acknowledged and respected for it but we often facilitate dialogue without requiring the spotlight.

- To be able to participate in and contribute to this global conversation in these ways, the top priority is to maintain the reliability of our research and data and to keep disseminating them actively. It is the core of our credibility as a convenor of important gatherings. Part of maintaining the quality of our research is that we keep renewing the freshness of all our activities and outreach, with diversity among staff, Board and Associates contributing a range of perspectives and insights. This will both help us sustain and be sustained by our continuing intellectual and political independence. A further condition of our independence is organisational and financial consolidation with, as much as we can, a planning horizon that is longer than just one or two years.

4. PRIORITIES

SIPRI is well equipped to play a part in that global conversation. But the conversation is limping badly at present. Insecurity and confrontation are rising, the nature of violence and conflict is evolving, the architecture of international arms control is crumbling, and respect for human rights and international law is facing sharp challenges. Put simply, for that conversation to happen the way we think it ought to, we and others need to strengthen our contribution to it. We need to be better equipped to do our ambitions justice.

4.1 Research

SIPRI's identity and reason for existence are bound up in doing research that, by making issues of conflict and peace, arms and disarmament more comprehensible, makes a transition towards greater security possible. It has always been SIPRI's guiding belief that this is best done by – and most trusted when it comes from – an independent body. The first aspect of the institute's strategy, therefore, is to maintain the independence and excellence of our research. SIPRI works closely with some policy actors but does not identify with them. SIPRI accepts research funding from a variety of sources including governments but is not bought by them. SIPRI makes proposals for policy implementation but does not take a partisan stance with them.

To maintain independence and excellence, SIPRI's strategy for research has six keynotes:

- **Stability:** SIPRI will maintain research capacity on issues that are of lasting concern, rather than letting capacity flow and ebb with short-term project grants.
- **Evolving portfolio:** At the same time, SIPRI will ensure its research portfolio evolves to reflect changes in the security horizon; SIPRI will look to the international security agenda of today and tomorrow rather than focus on yesterday.
- **Policy linkage:** SIPRI will ensure its research addresses international policy actors, to alert them to issues of concern, to provide the evidence that ought to underpin policy, and to offer actionable proposals when appropriate.
- **Accessibility:** SIPRI uses open source data and our data methodologies are accessible online. All data and research findings are openly and publicly communicated.

- **Convening:** SIPRI will continue to use its convening power for large public gatherings and for private high-level forums. This aspect of SIPRI's work is facilitated by its authoritative reputation and supported by expertise on the subject matter.
- **Partnership:** SIPRI neither can nor wants to do everything alone. We will continue to enter partnerships to conduct research, to convene dialogues of different kinds and to link to policy actors.

We continue with three clusters of research, each one a conglomeration of distinct research programmes. They are summarised below and in the three grids.

1. The Armament and Disarmament cluster looks at symptoms of insecurity and attempts to control them. It covers work on hard security issues – including basic data on arms, military spending, the arms business, technological change and its strategic implications – and on disarmament and arms control. The data provision managed in this cluster is the golden core of SIPRI's strong international reputation. The programmes are also notable for peeling open complex technical and legal issues, to explain them with accessible concepts and terminology. The cluster supports high-level private dialogues and shares responsibility for the annual Stockholm Security Conference.

Building on these programmes, in the coming years we will retain our strengths in data management, in monitoring arms control agreements and their implementation, and in exploring the implications of newly emerged technologies in cyber security, AI, robotics, and others. We will focus more than before on these issues in specific geographic regions. It will be important to research the intersection of newer and older technologies and to explore the degree to which existing legal and institutional frameworks are adequate to a changing technological horizon and the degree to which adaptation and innovation are required.

To fulfil these aims, new capacity is required in newly emerged technologies, chemical and biological weapons (CBW) and in international law, and additional capacity to strengthen the current databases.

Armament and Disarmament cluster	
<p>Current and continuing:</p> <ul style="list-style-type: none"> - Databases on military spending, arms transfers and arms production; - Disarmament, arms control and non-proliferation – negotiations, treaties, implementation; - Nuclear, chemical and biological weapons and policies; - Newly emerged technologies with security and arms control implications; - Transfer controls for arms and dual-use items - Support for high-level, private dialogues - Stockholm Security Conference 	<p>Planned new:</p> <p>Focus on:</p> <ul style="list-style-type: none"> - Intersections of newly emerged and mature technologies - Adaptation of institutional and legal frameworks to new technologies - Specific geographies – Middle East, northeast Asia, southeast Asia, Africa - Arms control verification issues <p>Capacity needs:</p> <ul style="list-style-type: none"> - Strengthened on AI, cyber insecurity and other technologies - Strengthened on the current databases - Rebuilt in CBW research capacity - New in international law

2. The Conflict, Peace and Security cluster looks at influences upon security, at the dynamics and consequences of insecurity, and at attempts to minimize insecurity, manage conflicts and develop peace processes. It covers our work on regional insecurities, conflicts, peace support operations and peace processes. In focus are Europe, the Sahel, especially Mali, as well as Northeast Asia and the strategic implications of the Chinese Belt and Road Initiative. The Peace Operations database covers all operations, whatever the authority under which they are established, and disaggregates the data by gender. The cluster shares responsibility for the annual Stockholm Security Conference.

Building on these programmes, in the coming years we will generalise the methodology used in Mali to explore perceptions of peacebuilding so it can be used in other countries. On the Middle East and North Africa, we will bring together SIPRI's research strengths on militarisation and on the impact of climate change with a focus on governance. We will link some of our regions of current concern by focussing on the Horn of Africa and Indian Ocean and we will broaden our work on geo-economics and security in Asia. We will undertake thematic research across the different programmes on gender inclusivity in both peace operations and the negotiation of peace processes. (TBC: We will also explore a knowledge partnership on assessing risk and scenario-building with the UNHCR.)

Conflict, Peace and Security cluster	
Current and continuing: <ul style="list-style-type: none"> - Mali and Lake Chad region: divergent perspectives on peacebuilding – data on what people think and want; - Northeast Asia and the nuclear weapons issue in the Korean peninsula; - The strategic and security implications of China's Belt and Road Initiative; - European security in a changing environment; - Peace support operations database and analysis with gender disaggregation - Stockholm Security Conference 	Planned new: <ul style="list-style-type: none"> - Generalise use of Mali research methodology - Programme on Middle East and North Africa on the intersection of geopolitics, governance and climate change; - Research on arms flows in Horn of Africa/Indian Ocean - Broader research on geo-economics and security in Asia - Work on gender in peace processes - (Work with UNHCR on risk assessment and scenario building) Capacity needs: <ul style="list-style-type: none"> - Strengthened on China and Asia Security - Broadened on Sahel/West Africa - New MENA programme - (Risk assessment and scenario building)

3. The Peace and Development cluster looks at the long-term causes of insecurity and at the possible foundations for sustainable peace in different regions and countries. It covers our work on climate change and risk, governance including in the security sector, gender relations and the prospects for peace or conflict. It explores the relationship between humanitarian assistance, development and peacebuilding. It includes assessing the impact of

peacebuilding. It provides the platform for SIPRI co-convening the annual Stockholm Forum on Peace and Development with the MFA.

Building on these programmes, in the coming years our climate risk work will engage with the African Union and European Union. We will produce a major report in 2022 on security-related risks of environmental deterioration and policy responses at the intersection of peace and the environment. We will develop our new knowledge partnership with the World Food Programme, researching the links between humanitarian aid, development assistance and peacebuilding, and contribute to the new Lancet Commission on health, gender and security. Building on our Lancet Commission participation, we will expand our work on gender inclusivity in peacebuilding, in parallel with research on gender in peace operations and peace processes referred to above. In a major new initiative, we will establish the Global Registry on Violent Deaths as a global resource to monitor progress on reducing violent deaths. This will be an important contribution to monitoring progress on the SDGs, specifically target 16.1 on reducing violence.

Peace and Development	
Current and continuing: <ul style="list-style-type: none"> - Stockholm Forum on Peace and Development, co-convened annually with the Swedish MFA; - Climate change and risk: focus on links and on engagement with policy makers for best responses, primarily the UN - Security and justice reform in insecure environments as part of the state-society relationship - Gender-awareness and social inclusivity in peace processes - Relationship between peace and prosperity, measurement and impact of peacebuilding 	Planned new: <ul style="list-style-type: none"> - Extend policy engagement of climate risk work to AU and EU; - Major report in 2022 on security-related risks of environmental deterioration and evidence on best responses - Knowledge partnership with the World Food Programme, on humanitarian/development/peace interface; - Work as part of Lancet Commission on health, gender and security; - Gender inclusivity in peacebuilding - The Global Registry on Violent Deaths – database to monitor progress on SDG 16.1 (reducing violent deaths) Capacity needs: <ul style="list-style-type: none"> - Strengthened data management - Staff support for 2022 report

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The body of researchers we want at SIPRI in order to fulfil these ambitions and this strategy will have a combination of qualities. Professional excellence, a commitment to SIPRI's values and the personal ambition to work with colleagues to make a positive difference for world peace – these are the basics.

In addition, we need diversity in the research staff – of gender and national identity, of background and opinion, of age and specialisation – both as a good in itself and because it

helps maintain research quality and equips us better to take part in a global conversation. We require the cast of mind and the discipline to ensure the most widespread dissemination of research and the best engagement with policy actors. There needs to be a permanent curiosity that persistently takes researchers onto the next question, the new angle, the deeper background. The renewal and refreshing of the research agenda also needs an entrepreneurial spirit that can transform ideas and glimpsed possibilities into fully fledged research projects and programmes.

In recruitment, professional development and performance management, we will continue to aim for the optimum balance between these qualities in SIPRI's research staff.

4.2 Convening

SIPRI's role in the conversation on security is both with its own voice, based on research and analysis, and as by convening various kinds of dialogue and exchange. SIPRI's convening power grows from its authoritative reputation in research and data. SIPRI convenes:

- The annual Stockholm Forum on Peace and Development;
- The annual Stockholm Security Conference (SSC);
- A range of smaller meetings – public presentations, roundtables, seminars, training and capacity building;
- Private dialogue meetings to discuss difficult problems in a safe space.

The Forum and the SSC are major annual undertakings:

- SIPRI co-convenes the Stockholm Forum on Peace and Development with the Swedish MFA. It explores the intersection of conflict, insecurity, poverty, development and peacebuilding and has become a key gathering for the international constituency concerned with these issues. It is the responsibility of the Peace and Development cluster.
- SIPRI convenes the Stockholm Security Conference (SSC) to bring the perspective of common security to bear on key hard security issues. Responsibility is shared between the Armament and Development and the Conflict and Peace clusters.

Both the Forum and the SSC are linked to our research interests and supported by our expertise. Many but not all of the smaller activities are also specifically linked to research expertise and to disseminating conclusions and recommendations arising from research. In other cases, we continue to provide a forum for discussing important perspectives on issues and regions that may not be in sharp focus in our research programme.

SIPRI will not take on additional, major recurring public events such as the Forum and the SSC. We will continue to build both. To sustain the SSC, we will invite other organisations to join us as partners in the work, just as we have in the case of the Forum. We will also continue to build our Stockholm audience for public events of different kinds.

In private spaces, SIPRI will focus on:

- Dialogue on security and especially nuclear issues in the Gulf region;
- Dialogue on security and especially nuclear issues on the Korean Peninsula;
- Networking with likely interlocutors for dialogue on security in Russia and Europe.

Contact with certain governments, groups and individuals, who are seen by some others as illegitimate actors, can generate controversies. Yet such contact is often necessary as part of convening dialogue. We will navigate these sensitivities carefully. Our independence and our reputation for even-handedness and fair-mindedness are important assets in doing so.

Some of the global conversation we seek will happen online. The possibilities that SIPRI's platforms such as its reports and film series offer for bring together diverse range of insights and views on a contentious issue generate a virtual convening power that we will try to nurture and develop further.

4.3 Outreach

SIPRI has a global footprint. Both data and analysis are widely picked up by media, policy makers, opinion leaders and researchers. We increasingly hold or join activities in countries and regions where we are doing research, for example, in the Sahel/West Africa region, or along the route of the 21st Century Silk Road, or in the Black Sea Region as part of a project on nuclear trafficking. One testament to our strong reputation is that SIPRI receives multiple invitations for cooperation and partnership.

The landscape for dissemination is changing constantly. While the *Yearbook* remains a celebrated flagship, we now publish very few other books. Instead, reports and a variety of other formats (thinkpieces, briefings, backgrounders, comments, blogs etc) that are actively promoted both through meetings and online through social media have become major dissemination vehicles. Livestreaming of our events and short films based on interviews are also important instruments of outreach.

Though SIPRI has a voice and will participate in the global conversation, we do not take institutional positions. SIPRI does not limit researchers' freedom of expression except by insisting that conclusions expressed in SIPRI publications are closely tied to the evidence, that any policy recommendations that flow from them are similarly evidence-based, and that the work is of a quality that helps sustain SIPRI's work and reputation.

Looking ahead, we will search all the time for new and creative ways of disseminating research data and analysis. We will use diverse means to connect with diverse audiences. While we will continue to build our media profile in Sweden, we will also put further emphasis on holding or joining events in the areas in or on which we are working as well as on making use of virtual space for exchange and dialogue.

Our partnerships will increase and we will make careful strategic choices about where and with whom to engage, evaluating carefully both what we can contribute and how we benefit from cooperation and partnership.

It will be increasingly important to ensure that SIPRI has the capacity to comment on issues that are in the media spotlight. To be effective, our outreach will require both the publication of well-grounded research and an ability to respond quickly to media queries and, indeed, to feed and grow the media appetite for comment from SIPRI. Our commentary will focus on the background to current high-profile issues. We will avoid involvement in controversies between political parties but will not refrain from comment based on evidence, UN policy and treaty commitments, even if that is controversial in some circles.

4.4 Peace research capacity

SIPRI's databases provide some of the important infrastructure for research all round the world. By recruiting internationally for fixed-term positions and by hosting interns and guest researchers from a wide range of countries, SIPRI helps in individual intellectual and professional development. Directly or indirectly, these core activities can help in building peace research capacity in other countries. By working in partnership with other institutions, SIPRI also contributes to their development and capacity building and benefits in turn.

Working from this foundation, it is SIPRI's goal to be more both more ambitious and more systematic in contributing to building research capacity in other countries, especially in the Global South. SIPRI will emphasise the capacity building possibilities in partnerships with other institutes and will seek to bring more researchers from the Global South to positions as guest researchers and on staff for fixed periods.

4.5 Operational

As a general objective in Operations, we have been aiming to build an institutional infrastructure that is fit for purpose. As SIPRI has grown, the capacity for financial management and administrative support has grown more or less at pace. HR support and performance management are consistent and proving to be effective. Recruitment procedures emphasise both professional quality and contribution to the collective life of the institute. We have improved management transparency. We have developed a training offer for staff that includes line management, presentation and moderation skills, and personal security in hostile environments.

We will continue on this path, ensuring that we have the organisational infrastructure to support our ambition. We will maintain an inclusive management style based on trust, mutual responsibility and participation. Recently introduced financial procedures have sharpened budget monitoring. We will roll out new financial software to further modernise and support financial management. We will enlarge the training offer to include skills for fundraising, data presentation, and for project and financial management.

A further goal in Operations is to take a strategic approach to fundraising so as to carve out our own path. There are two aspects to this:

- We aim to avoid dependence on short-term grants in which researchers act as consultants. Short-term grants can be advantageous if they are part of a broad funding base but we will emphasise longer term grant support as much as possible.
- We need a more diverse funding base, in project/programme funding and in core support if possible.

In human resources, we will seek to enhance diversity in recruitment. We will make SIPRI as welcoming as possible to candidates from different parts of the world and different backgrounds. We will explore prospects for grants to support a special fund for recruitment that expands regional diversity. To be sure that research staff contribute fully to the institute's outreach, we will ensure that among researchers who are recruited, there are ones who can express their findings in media-friendly form and who are well-informed about what is needed in order to find a policy audience.



RESEARCH STAFF COLLEGIUM

LIST OF PARTICIPANTS

Date: 7 May 2019

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4. Timo Smit	22. SUYOUN JANG
5. Katarina Eklund	23. Elena Hacquard
6. MARINA CAPARIN	24. Nikos Politis
7. Dylan O'Jriscoll	25. Cecilie Basse
8. Capomotti Enzo	26. Klara Soderqvist
9. Zoi Gorman	27. Schania Blomkvist
10. Joao Lopes	28. Mares Kaeu
11. Nam Tian	29. Ulla Hurlberg Nielsen
12. Vane Aringua Moraa	30. Elin Elmgren
13. Ching, Yu-Hsien	31. Harri Thomas
14. Ole Persson	32. Luc van de Groot
15. Juneseo Hwang	33. Frederic Daudon
16. Monica Chinchilla	34. Stasine of allin
17. Gylzhan Asylbek kyzy	35. Dölja Brockmann (SKY/PE)
18. Elizabeth Smith	36. Florian Krause

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38. Jiayi Zhan (skype)	60.
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40. Mamadou Bodran	62.
41. José Alvarado	63.
42. Yeonju Jung	64.
43. Mark Bromley	65.
44. Noel Coey	66.
45. Caroline Delgado	67.
46. Klimenko Ekaterina	68.
47. Siemon Wezeman	69.
48. Pieter Wezeman	70.
49. Shannen Young	71.
50. SIKRIN RAWET	72.
51. DAN SMITH	73.
52. Carina D. Falk	74.
53. Fiona Koehler	75.
54. Dan Smith	76.
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