



Agenda

1. Minutes of the last meeting and any matters arising
2. Report from SMT
3. Governing Board agenda (26-27 November)
4. AOB

Annexes:

- SIPRI's turnover 2014 – 2019
- Governing Board agenda
- Attendance list

MINUTES

1. Minutes of the last meeting and any matters arising

The minutes from last meeting were accepted without comments.

2. Report from SMT

SMT informed the RSC that (a) the budget has been pinned down in a provisional form; (b) the strategy of the institute was discussed at an away-day; (c) the PAD process is completed yet and when it has been SMT will review and discuss with RSC.

“SIPRI's turnover 2014 – 2019”

SMT provided additional details on the “SIPRI's turnover 2014 – 2019” graph that was circulated ahead of the meeting. The forecast turnover for 2018 is an increase over 2017's turnover but a little lower than previously expected. The 2019 budget shows a continued increase in turnover. Some 75% of the budget is already secured for the next year. For the 2/3 of the remaining 24 million there are already identified projects for which applications have been submitted, while for 10% of total turnover no project application has been submitted yet. There are two further areas of vulnerabilities. The first is that the 75% secured budget funds are distributed unevenly across the institute since only some people are 100% funded for 2019. It is a responsibility of the DoS to identify such gaps. The second area of vulnerability is that the budgeted surplus (1 million SEK) is still too low. As a good practice, SIPRI should reach 2% each year. Nonetheless, the general assessment of SMT is that this is a solid budget for an institution which is slowly growing.

The following discussion touched upon issues regarding both budget and budgeting:

- *Fundraising strategy and looking beyond 2019.* It was noted that 2019 looks good and that there are actually programmes in house that secured funds for 2-3 years. It would be good then to think with a long-term perspective while fundraising. However, the

more SIPRI grows, the more operational support it will need, including on fundraising itself. SMT agreed on the point that we should try to work with longer terms grants and adopt a more strategic planning. As the institute grows its infrastructure should grow accordingly but in reality, it is difficult to ensure that operations and research staff will expand at the same pace.

- *Budgeting issues:*

- i. *Overheads:* Following requests for clarifications, Lena and Maria provided explanations on what overheads should include while drafting a budget. Budget should always include coverage for research, finance and outreach; research staff should always make sure that overheads are included beyond these elements (e.g. Communication work should not be considered as part of the overheads);
- ii. *Time coverage:* It was noted that there is room for improvement on how researchers' plan the time that they are going to spend on a project when they draft a proposal. A few suggestions were shared including to account also for the time spent on drafting a project proposal; to consider how your work could be used in the next phase; to make full use of the hours budgeted so that the overheads would be covered indirectly. SMT also stressed the importance of not overlooking the knowledge development side of the research work: shifting from one project to the other without properly absorbing the knowledge gained or properly building on the research done will create challenges in the long term. In addition, researchers should always try to have an honest conversation with donors on what are the real costs of delivering a good product.

- *Budget forecasts:*

Following SMT's presentation on the budget forecasts, it was asked if it would be possible to have the budget uploaded on the intranet before the RSC. The reason is that some people may find useful to have a complete picture before entering related discussions at the meeting. SMT replied that this would be possible but that an in-depth discussion on the budget in the context of the RSC would not be sustainable and it may be more useful to have this issue addressed at the cluster meeting level. In addition, in case of further and more detailed questions, staff members could ask Maria and her team. Finally, SMT provided additional clarifications on the surplus and the reserves.

SIPRI Strategy

SMT reported on the developments of the SIPRI Strategy document which will be presented to the board meeting. This builds on the presentation that Dan gave to the board meeting last spring. The previous strategy focused on practical needs such as establishing the cluster structure, Job descriptions and the PAD process. The new strategy will focus more on the research work at SIPRI and what contribution the institute can make to a better global conversation on peace and security issues. As part of this exercise, it should be kept in mind that each component of the institute is linked to each other in terms of credibility and being able to be relevant and influential.

It was asked in this context if the idea of some type of endowment (raised in the past) was still on the table. SMT replied that efforts are still being made but without real progress to report.

3. Governing Board agenda (26-27 November)

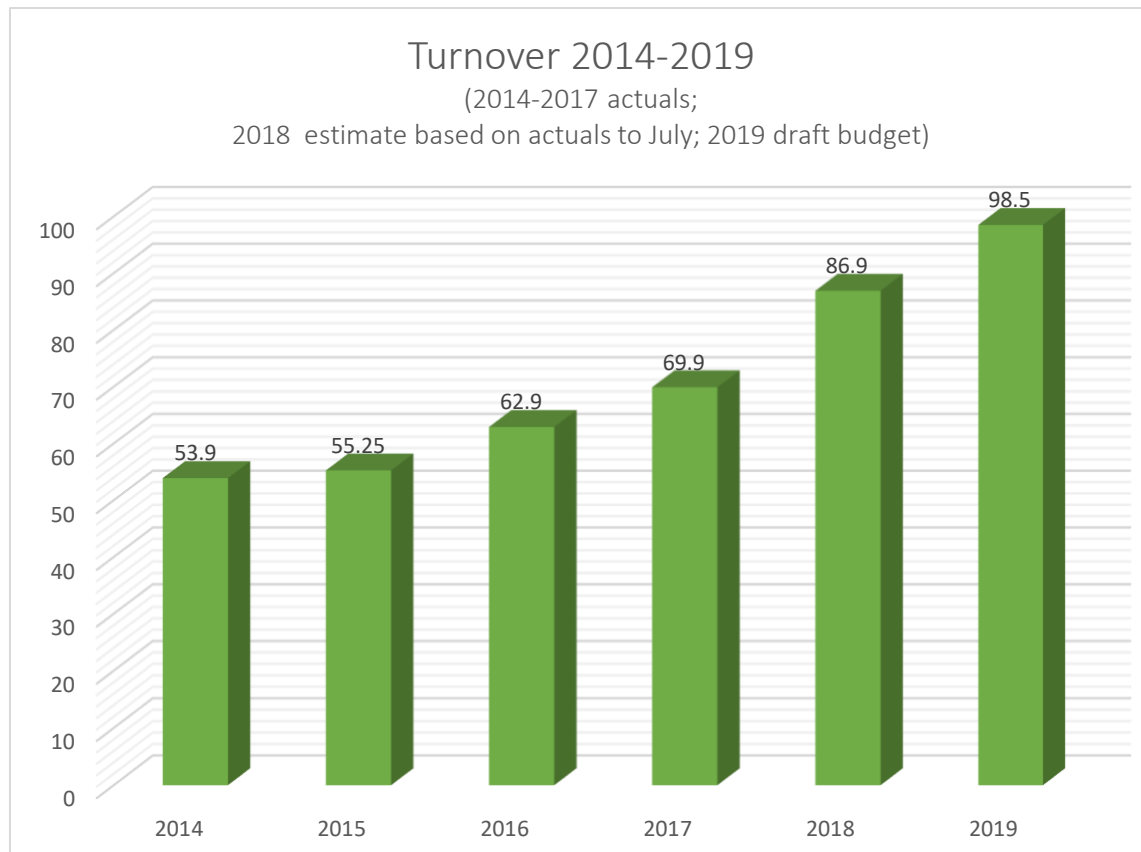
The Governing Board agenda was circulated ahead of the RSC. The lunch with the staff will be

arranged around seminars held by the members of the board and moderated by SIPRI staff. Mark will circulate a doodle where everyone will be able to book a slot for the seminars that they would like to attend. In this regard, people are encouraged to use common sense, i.e. if a seminar is fully booked, they shouldn't book themselves in. Conversely, if tables are a bit empty SIPRI staff should make sure that they are filled. The meeting with the Unions was not scheduled yet; SMT is exploring possible options. It was noted that the agenda foresees a discussion on cyber-security, even though SIPRI doesn't have specific research work focusing on this topic at the moment. Sibylle will take the lead on that.

SMT stressed that this will be an occasion to engage once more with the members of the board, giving them updates on SIPRI's current work and discuss future ideas. Therefore, SIPRI staff should make the best out of this opportunity. Mark will be participating in the governing board meeting (except one closed session) and is open to receive inputs from staff ahead of the meeting.

4. AOB

- *SIPRI lecture*. It was asked if there were any updates on the next SIPRI's lecture. Possible speakers now being considered are Lakhdar Brahimi, Christiana Figueres, Wolfgang Ischinger, John Kerry, Peter Maurer and Federica Mogherini. It would be ideal to have someone that has recognition also in Sweden (as the case of Hans Blix).
- *Health and Safety*. The health and safety officer reminded staff members that peanuts, nuts and fragrances/strong perfumes are **strictly forbidden** at SIPRI as some members of the staff have severe allergies to them. It was suggested to put a sign at the entrance too.
- *Cooperation Group*. The RSC representatives to the cooperation group have concerns that the role of the group may be unclear to some staff members. More specifically, staff didn't prove very proactive to requests for inputs and/or contributions. The RSC representatives also reminded the RSC that their role is assigned on a rotation basis (it is usually a 1-2 years appointment) and if someone would like to propose themselves as new candidates, they should come forward. It was agreed that this could be added as an agenda item in the next RSC meeting.



Draft agenda for the SIPRI Governing Board meeting 26-27 November 2018

SIPRI, Signalistgatan 9, Solna, Sweden

MONDAY NOVEMBER 26

Opening session – procedures (09.00-09.30)

- **Adoption of the Agenda**
- **Appointment of a minute checker**
- **Rules of procedures (for decision)**

Executive session (09.30-09.45)

- **To be held if needed**

Reports (Monday 09.45-11.00)

- **The Director's report**
- **The Deputy Director's report**
- **Update on Yearbook options (for decision)**
- **Update on Data protection**

Coffee break (11.00 -11.15)

Institute strategy 2019-2021 (Monday 11.15-12.45)

- **Presentation of updated three-year institute strategy 2019 – 2021**

Photo op (12.45-13.00)

Lunch with board members and all Sipri staff (13.00 -14.30)
(see below for details)

Budget and strategic funding (14.30 -15.30)

- **Presentation of SIPRI's budget 2019 and discussion on strategic financing of SIPRI**

Partnerships (15.30-16.00)

- **The club of Rome Climate Emergency Plan**

Departure with taxi from SIPRI 16.00

Open Meeting with the board at “Medelhavsmuséet” (17.00 -18.30)
Open to public. Theme: The State of the World

Dinner with Swedish stakeholders at Operakällaren (19.00-21.00)

TUESDAY NOVEMBER 27

Thematic discussion on SIPRI's research (09.30-10.30) **All staff will participate**

- **Global Registry on Violent Death (GReVD)**
- **Short presentation on SIPRI's work on cyber security and other newly emerged technologies (including Stockholm Conference)**

Coffee break (10.30-10.45)

Update on SIPRI's different dialogue tracks (10.45-11.30)

SIPRI lecture (11.30-12.00)

- **Discussion on options regarding next SIPRI lecturer**

Closing session (12.00-12.15)

- **Conclusions and next steps**

Lunch Ulriksdals Vårdshus (12.45-15.00)

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**Themes for informal lunch seminars at SIPRI for Board members and staff
Monday 26 November 13.00-14.30 at SIPRI**

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| Vladimir Baranovskiy/Patricia Lewis Arms control after the INF withdrawal Moderator: Shannon Kile | Jean-Marie Guéhenno Trends in armed conflict Moderator: Luc van de Goor |
| Lakhdar Brahimi Security developments in the middle east Moderator: Tytti Erastö | Jessica Tuchman Mathews US foreign policy in the age of Trump Moderator: Stephanie Blenckner |
| Jan Eliasson Human Rights and Conflict Moderator: Marina Caparini | Espen Barth Eide Climate Change, Peace and Conflict Moderator: Florian Krampe |

SIPRI
RESEARCH STAFF COLLEGIUM

List of Participants

Date: 16 NOVEMBER 2018

| | |
|------------------------|-----------------------------|
| 1. Giovanni Meletta | 2. Norel Ices |
| 3. Sibylle (Skype) | 4. Nen Tran |
| 5. Siemon Woreman | 6. John M. J. |
| 7. José Alvarado | 8. KAROLINA Eklöv |
| 9. Jartina Ielmi | 10. Tytti Erästä |
| 11. Yeonju Jung | 12. Helene Berger |
| 13. Petr Topychkanov | 14. Harri Thomas |
| 15. Alexandra Handache | 16. Oelle Pensom |
| 17. la Aky. | 18. qupy dyl. |
| 19. ilque Komzate | 20. Louise Edgren |
| 21. Michael Mehlburg | 22. Otilia Basse |
| 23. Ekaterina Klimenko | 24. Luc van de Gucht |
| 25. Shannen Young | 26. Mark Bromley |
| 27. Nikos Politis | 28. XXXXXXXXXXXX |
| 29. Elena Haapamäki | 30. Stephanie Rinder |
| 31. Pierre Lichstein | 32. AIDE FLEWANA (T) |
| 33. Alexandra Kuimova | 34. Gulzhan Asylbek kyzy |
| 35. Timo Smit (Skype) | 36. Shannon Kile |
| 37. GARY MELANTE | 38. Anshu Chelag |
| 39. Vincent Boulanger | 40. Lena Kappelin |
| 41. Annika TOBIE | 42. Kolja (skype) |
| 43. Anne Haan | 44. |