

Minute taker: Noel Kelly

Time: 14:30-15:45PM

SIPRI Armament and Disarmament Cluster Meeting

Zoom virtual meeting, Monday 7 December 2020

Participants:

Sibylle Bauer, Maria Kaemmerle, Lena Kappelin, Simone Bunse, John Batho, Elin Elmgren, Lucie Béraud-Sudreau, Andrea Eduardo Varisco, Kolja Brockmann, Giovanna Maletta, Laura Robin, Shannon Kile, Vitaly Fedchenko, Tytti Erästö, Petr Topychkanov, Lucie Béraud-Sudreau, Nan Tian, Pieter Wezeman, Siemon Wezeman, Diego Lopes Da Silva, Alexandra Kuimova, Alexandra Marksteiner, Vincent Boulanin, Laura Bruun, Luke Richards, Ekaterina Klimenko, Martina Selmi, Nikos Politis, Elin Elmgren

Agenda

- Updates from Operations
- Updates from Outreach (Communications and Editorial)
- Updates from Sibylle/SMT/EUNPDC
- Reports from other Clusters
- Presentations:
 - Arms Production Data Launch - Lucie
 - Peace and Development Forum 2021 - Simone
- Discussion - budgeting/planning and project implementation and lessons learned during the Covid-19 pandemic. (please see the feedback document attached)
- AOB

**Congratulations to the AMEX team on the arms industry data launch and much appreciation to Communications/Outreach for all their assistance in the preparation and promotion of this data launch.

**Congratulations to Alexandra Kuimova on promotion to Researcher in the AMEX Programme.

Updates from Operations – Maria and Lena

Time to prepare for the years end! Before going on vacation make sure all invoices are in and you have put in your timesheets and expenses for 2020.

Updates from Outreach (Communications and Editorial) - Stephanie

The last SIPRI newsletter will be sent on Wednesday December 16 and after December 18 Outreach and Editorial will be on leave. The team are back on January 11.

List of forthcoming publications:

- Kolja: EU Sanctions on the DPRK - Online topical backgrounder (11 December 2020)
- Andrea: Post-Shipment (online publication; 17 December 2020)
- Lucie: Emerging Suppliers – Insights Paper (latest publication date 18 December 2020)
- Nan: New Chinese Estimates – Insights Paper (January 2021)

Updates from EUNPDC/SMT – Sibylle and Giovanna

EUNPDC – Giovanna

On 27 November the information below of a few upcoming EU Non-Proliferation and Disarmament papers was circulated to the cluster.

1. 'The Nuclear Cyber Nexus: Intangible Proliferation and Arms Control' by Dr. Alexi Drew: first draft was due on 30 November.
2. 'Global nuclear order in flux? Five emerging and disruptive technology challenges for Europe' by Prof. Andrew Futter: first draft due by 14 December.
3. 'Policy Intervention in ASAT Testing' by Nivedita Raju: first draft due by 20 December.
4. A paper on CBRN is also coming at the end of 2020, and an e-mail with details about this publication is forthcoming. Ina Anthony will be reviewer.

We plan to have external reviewers for each one of these papers but please let me know if you would like to read them too and provide additional comments, so that I can send you the first drafts when they arrive.

SMT - Sibylle

It is reporting time and Sibylle reminded the cluster we need to submit a report on our use of the UD strategic grant. The deadline to send the A&D section to Joakim is on 22 January, and

Sibylle has requested team leaders send information about what their teams have done by the 15 January. Sibylle will send out an e-mail and template so that reports are all in a similar format.

Sibylle along with Joakim will have an informal conversation with NIS-US on Thursday 10 January to catch up on their current priorities in advance of their meeting with SIPRI on 27 January. If something new emerges Sibylle will be in touch.

We now have the possibility to use remote interns, but no one has so far taken this option up and we are encouraged to consider this now. This information now needs to be made clear on the website.

Report from other Clusters:

Conflict, Peace and Security – Ekaterina.

On a follow up to the Stockholm Security Conference 2020, please note all session videos will shortly be available via the SIPRI YouTube channel.

Peace and Development – Martina.

Simone will report on the Peace and Development forum for 2021 and all in the A&D cluster are encouraged to consider sending in submissions for sessions.

Presentation about updated Arms Production Data release - Lucie Béraud-Sudreau

This year the AMEX team did something different and choose not just to look at the top 100 but examined the international presence of the arms industry. The stories the media have been picking up on include that American companies are still the biggest in the top 25 companies and dominate the world's arms industry but for the first time the Chinese arms industry is included. A lot of credit for this goes to Nan and Fei for the work carried out last year. The Russian arms company sales are going down and this reflects a slowdown in Russian military mobilization over the past few years. A Middle Eastern company called EDGE appears in the top 25 ranking for the first time. EDGE, based in the United Arab Emirates (UAE), was created in 2019 from the merger of more than 25 smaller companies.

The other aspect of the launch mentioned was about the international presence of the arms industry and was based on a lot of data work done by Alexandra Marksteiner with help from Diego. They tried to examine where some of the largest companies have a presence with either production sites or maintenance, training and services around the world. Two key findings can be taken:

- It is mostly American and European companies that have a broad international presence with many transatlantic links.
- The companies are now very much based in the global south or lower income countries. Read the paper to learn more! Insights paper: <https://bit.ly/37JuUp8>

Peace and Development Forum 2021 – Simone Bunse

Simone Bunse is the Content Manager for the Stockholm Forum on Peace and Development and Researcher at SIPRI. Simone wanted to remind everybody of what the objectives are for the annual Peace and Development forum and explain what and why the topic was chosen? In the past there have not been too many proposals from the A&D cluster but the call for proposals

is open with a deadline of December 22. Main objectives include, to respond to knowledge and research demands, to help fill knowledge gaps, and facilitate dialogue between key peace and development stakeholders. The title for the 2021 forum being held on 4-6 May is '*Promoting Peace in the Age of Compound Risk*'. This title was chosen after conversations with the Swedish MFA and an effort of continuity from this year's forum '*Sustaining Peace in the Time of Covid-19*'. We are seeing a possible post-pandemic world that is more violent and less democratic and the forum aims to capture this complexity and need for a reassessment.

In addition to examining this added complexity and longer-term implications triggered by Covid-19 there will be a regional emphasis. The regional emphasis will be peace and security in Eastern Europe and Central Asia. A reason given for this regional selection is Sweden will take over the Chair of the OSCE in 2021.

The final emphasis will be on the challenges and opportunities connected to new technologies and efforts in peace building. The cyber unit of the Department for European Security of the Swedish Ministry of Foreign Affairs is teaming up with the Stockholm Forum to do some sessions during their OSCE Cyber Conference taking place during the first day of the Forum on May 4, so there will be some joint sessions.

The Stockholm Peace and Development Forum is always an opportunity to showcase SIPRI's research and the type of policy recommendations we generate. In the past they tried to accommodate as many SIPRI panels as possible. They are aiming for 40-45 panel sessions next year. You can have more than one proposal for a session but there are no promises that all can be accommodated. The organisers will seek out the most developed ideas that are closed to the MFA's interests. As a cluster we are encouraged to reach out for more information or if we have additional questions please contact Simone and Martina.

Discussion - budgeting/planning and project implementation and lessons learned during the Covid-19 pandemic. (the feedback document will be attached to these minutes as annex 1 - PDF)

The main theme for this discussion is about budgeting/planning and project implementation, including lessons learned during the pandemic. Moreover, in advance of this meeting a request was circulated to all cluster staff for feedback about things that positively or negatively impacted project work during 2020. The information was compiled in single document and circulated to staff and the most pertinent points picked out for discussion during this meeting.

Highlights:

How to budget the time you are going to spend on a certain product? There are different ways to calculate based on salary or consultancy fees and this is another issue. However, an issue highlighted based on experience is people often allocate insufficient staffing budget and are over optimistic about the time it will take to complete a project or tasks within. One should plan for contingencies as there are always potential obstacles with a project. Once you take out vacation and public holiday days one sees the actual working days and take into consideration one is expected to do other tasks and participate in institutional life - then it's clear no one can work a 100% on a project. One needs to be realistic and calculate how many hours one spends on each project. We still see too much project cost overruns so more realistic time planning is needed.

What kind of outputs to plan for? There are many different options including SIPRI on-line and print format options and indeed visually SIPRI offer different film opportunities. (Documents from our Communications department listing these different opportunities have been circulated to the cluster and will be included again as an annex-2 to these minutes).

The key questions to ask when considering written research output is who do you want to read it? Who is going to read it? How should you design your work in order to achieve your goals? Who is your target audience? Is there a forum or blog on-line you want to reach then perhaps not everything may need to go through SIPRI and you publish through the forum or blog to target the audience wanted? Connected to this is also the length of your report – and particularly for policy makers – not everyone has time or wants to read books or lengthy reports. Not everything needs to be a long-written report that only a limited audience might read. Clear and concise is what most often works best for policy makers.

On the matter of recruitment in general or for a specific project one should note this can be a lengthy process and can often take longer than one realises. Therefore, really take into consideration what type of input a new recruit will have time to make in your project.

On the issue of how much time goes into delivering what is promised to the funder always include the time it takes to engage with the funder and the various demands. Always coordinate with the Grants Manager, Communications and Editorial in planning your project.

Be realistic about travel and events in 2021. What should we do about travel? Do we need to travel, also given the environmental impact? When do we think we can travel again? What are the financial implications as costs of tickets may increase? These are known unknowns right now. We can do a lot more now virtually than ever before and funders may appreciate this and saving money to spend in other areas. We need to think creatively!

Stephanie gave feedback from Communications explaining all the various communication options on offer at SIPRI (please see annex 2 - PDF) and has requested help from researchers to be informed about the various platforms and newsletters being used by researchers in SIPRI. What are you reading? What are your peers reading? What is your target audience reading? Where are they accessing it? Communications can help package your material and promote it through various alternative networks if at all possible. However, researchers need to reach out to Communications with this information and Stephanie and Caspar in particular can help package your research output for your target audience.

The PMT has been implemented to help us plan and monitor our project progress and indeed is a very useful record for both planning, reporting and lessons learned purposes (even if just internally). Even if one finds it cumbersome researchers are encouraged to work it as ultimately is a tool that helps us plan and monitor in a systematic way.

AOB

The next A&D Cluster meeting is on 11 January 2021 at 2:30PM. Further meetings are already planned for 1 February and 1 March and all start at 2:30PM.

Enjoy the upcoming holiday season everyone and we hope to see you all again in 2021!

Annex 1 - A&D Cluster Meeting, 7 December – Feedback

The main theme of our next cluster meeting being planned is budgeting/planning and project implementation, including lessons learned during the pandemic.

We asked you to mention 1-3 things that positively or negatively impacted your project work during 2020.

We really appreciate all of you taking the time to respond to this exercise and no comments were ignored! What I tried to do was edit out lengthy language or repeated points and where possible amalgamate comments into one. I also tried to separate out the positive from the negative in relation to budgeting/planning and project implementation and more general comments here are at the end of this document.

All comments were valuable to us and again, a big THANK YOU to all who responded!

Here are the responses!

Positives:

- Learning to adjust budgets and plans on the fly. Planned activities (travel, meetings etc.) had to be cancelled but the budget would need to be spent in other ways. Finding new ways to use the given budget was a great learning experience.
- Finding creative and effective ways to use the resources that not only kept the standard of SIPRI's work but also improvements.
- Managing projects from afar (remotely) and using new tools (project management tool / app) to manage activities in a project is a positive in how future projects can be managed.
- The wonders of zoom and working in online documents: Extremely positively surprised how much can be done online and remote.
- Project work with many different components (desk-review, conferences, interview) > I am motivated by variation and interaction with outside actors.
- Daily communication and check-ins with project manager and colleagues: while not having the same value as the informal project discussions and reflections we would have had in-person, daily check-ins and an informal line of communication has served as a great alternative.
- A positive thing is that SIPRI became more self-sufficient, so to speak. Our skills in broadcasting events definitely improved. A good example was the set-up of a studio in our own building to broadcast the 2020 Stockholm Security Conference. These skills will certainly be useful in the future.
- The introduction of the project management guidelines and PPT is a welcomed development in the right direction. If adhered to, these guidelines with the PPT

combined help provide a roadmap and bring a structure and accountability in the process, planning, and deliverables of projects.

- PPTs: I see the value of them as a guide on the different activities and tasks that need to be done in the course of a project – in particular when you join already existing projects and need to understand what tasks had been done and what needed to be done.
- Planning the project: While we tend to think about the ideal time a person would need to dedicate to a project, it might not always be possible to dedicate all the allocated time to a project: you might end up securing more (or less) projects than expected (hence changing or switching allocated time), and/or a person can work on different projects at the same time. Options are involving staff from other programmes; bringing in consultants for short periods to cover work peaks; hiring new staff, even for one year.
- Schedule projects longer than one year (if possible) and detach them from the usual solar year length to avoid overburden (us and editorial) toward the end of the year, also considering that if projects end all at the same time, new funds need to be raised all at the same time too.
- The last 9 months have shown how well virtual workshops can work and how virtual meetings can rope in so many more interesting participants than physical meetings. Improving technology and learning how to use it and how to 'act' in virtual meetings is needed but bright future.
- Need to plan for more time for paper revisions following the reviews, it took more time than expected to take in correction and revisions from both editors and reviewers.
- In terms of implementing, what we should really ask ourselves is whether we really need to travel that much as part of our projects. Although I do suffer myself from 'Zoom-fatigue', I think that it could be widely accepted from now on that not all meetings will need to be in person. This also applies to key informant interviews (KIIIs). In my opinion this is not only important for environmental reasons but also in terms of workload: travel requires time which is not always sufficiently reflected in the way we budget for projects. This also affects planning and budgeting (for 2021 at least).
- In terms of budgeting, we should consider adding some more time for IT support in case of digital events or money to buy more Zoom/or other platform subscriptions.
- Positive note: the availability, help, and professionalism of Lena/Nikos and all staff in the Operations team and the fantastic support of the Communications and Editorial teams!!!*****

Negatives/Could do better/ Questions?/Or just lessons learned

- Do you want to help stop re-inventing the wheel? Every completed project should end with an internal de-brief meeting (include not just the research staff involved but representatives from the Finance/Grants team and Outreach/Comms/Editorial) and a

brief report written up (1-2pages max) of what was achieved and what were the lessons learned.

- Clashing deadlines, resulting in very stressful periods that could have been avoided by better planning.
- **When preparing concept notes:** coordinate with editors for a review of the proposal when possible (however editors already have their dance card full, so it's difficult to ask under tight deadlines).
- Bouncing ideas back and forth is harder digitally. Sometimes, a 30-minute in-person meeting can solve problems that an endless e-mail chain just can't. The pandemic made these productive encounters rarer. The lack of interaction with colleagues in the Institute (in particular, with the colleagues from other clusters) made new ideas sharing, formal and informal discussions of current and future projects difficult or not possible at all.
- Going from live field research and interview to more desk research definitely change the way the project had to be planned, time allocated and outcomes reassessed. This took valuable time away that could have been used on the project itself. Naturally the change in project activities could have a negative impact on the project itself.
- Challenges for field research and conferencing.
- PPTs are: Shall we keep them regularly updated? Shall we use them to report to our line managers and check them regularly as a project unfolds? And, if this is the expectation, we should consider to budget in the projects time for keeping them up to date and regularly discuss them in meetings.
- Need to plan for more time for paper revisions following the reviews, it took more time than expected to take in correction and revisions from both editors and reviewers.
- Are there some other possible, feasible, outputs of projects that can be alternative to a publication? For instance, a series of videos, a workshop, a conference, creation of a training package, etc. The reason why I am asking is that sometimes I am trying to think about and envisage possible extra activities/deliverables that would make a project longer. Often, the main solution is to think about publishing a paper series, or other smaller publications in addition to the ones already planned. However, I realise that this could burden editorial, so perhaps it would be good to have a sense of different alternative outputs that will have a lower impact on the work of editorial and that we can also and regularly consider when planning a project.

Lesson learned:

1) planning fallacy and 2) knowledge and expectation alignment.

#Challenge 1 ‘planning fallacy’

It was the mother of not all but most of the problems that my team and I encountered in the implementation of projects.

Definition: "The **planning fallacy** is a phenomenon in which predictions about how much time will be needed to complete a future task display an optimism bias and underestimate the time needed."

Here are three practical lesson learned.

- **Less is more.** Plan for fewer/smaller deliverables. Better to focus on quality than quantity. That requires taking time, in the beginning, to consider what is essential to have a policy impact. The 'why' question is essential to parse out what is really needed versus what is not.
- **Sequence properly.** Avoid promising several deliverables that are due on the same dates, and avoid delivery in period where we know that editorial will be swamped.
- **Plan for a worst-case scenario.** Planning should include known obligations and obstacles that affect availabilities but also do a *pre-mortem*, as a way to identify possible obstacles that might create delays and problem in the implementation of the project.

#Challenge 2 Knowledge and expectation alignment, especially in cross-programme collaboration

Lessons learned:

- Align views and expectations as early as possible in the project design and implementation and to capture decisions in writing.
- Find regular opportunities for the team to check progress against agreed objectives and use methods to foster a more integrated, collaborative and iterative intellectual process
- Not all the activities in an employee's job description are related to projects. How do we budget for these extra activities to avoid that these might be done overtime or at the detriment of the time allocated to a project? Shall we budget extra time in projects for such activities (i.e.: participating in the life of the Institute, fundraising for other projects, etc.) explicitly or implicitly (i.e.: by budgeting for more time than needed)?

Obstacles:

- In terms of existing projects, the pandemic has had repercussions in terms of 'diverting' funds from travel/events to other budget lines and mostly staff time (e.g. in the case of the UD project on SALW assistance). In this specific case, this meant adding more outputs than originally foreseen but also uncertainty on the final product that could have been delivered (e.g. a blog or a paper? But there is a lot of difference in terms of time and planning between the two).
- In terms of planning: All these changes meant that the original plan made for the project needed to be adjusted several times which I think it's never ideal (good to have some flexibility but this was really stressful). I am not sure this is a real challenge or obstacle because at the moment we planned projects that were implemented in 2020, we couldn't foresee this situation, this was unprecedented.
- In terms of budgeting for future projects, the obvious obstacles include whether (at least for 2021) we should actually plan for events and travel. Another challenge is whether we will be able to secure the same amount of funding from the donors that have supported us before (e.g. UNSCAR will not be able to fund projects up to 100K as in

the past, which really poses dilemmas on what you can achieve for less money, the problem of underselling yourselves just to get the grant, etc.).

In short: The obstacles faced were disruption in planning made before; increased workload and stress related to the consequence of shifting around funds and uncertainty on the deliverables and future funding (both in terms of what to include in the budget and the level of support that we will be able to secure).

General comments and pandemic work experiences

- Despite the challenges brought by the pandemic, the A&D cluster Programmes remain pro-active and productive (thanks to good management + employees' endless dedication to work).
- I applaud the organisers, participants and supporters of the P&D Forum and the SSC. That was a very brave and definitely right decision to organise the conferences in a virtual format.
- The physical work environment at home is in most cases not up to the standards of the office or expected/demanded in Sweden and it seems difficult to fix that (proper chairs, tables, screens, etc) - not just my own direct experience but observations of others or comments from others.
- Most research project work can be done from home, using internet.
- Administration of project deliverables, time spent etc. can be done from home
- The lack of personal meetings that stimulate creative conversations in teams and between teams.
- The lack of ad hoc/ spontaneous personal contacts ('coffee machine talk') that stimulate creative conversations in teams and between teams

Annex 2 - SIPRI online output formats overview

Type of output	Tone	Target audience	Purpose	Format	Length (words)	Editorial and chain of command	Turn around time	Output
COMMENTARY PIECES	<i>General: The SIPRI Style Guide forms the basis for all of these commentary pieces, but with simplification or exceptions for products edited by communications staff only. The ownership and responsibility of the document is with the author.</i>							
(Timely) Essay - Cutting-edge assessment to a timely topic	Journalistic (Op-ed style), staying close to facts	Media, policy and public	To provide data or analysis that contributes to an ongoing debate	Text with headers, photo, info graphics welcome, hyperlinks or footnotes optional	800 - 1200	Editorial team (second read/edit)	1-5 days	Website, social media and newsletter, targeted mailing optional
Expert (lengthy) quote - Fast response to media on the day	Authoritative (formal but not academic)	Media and policy	Timely, responsive (published within 24 hours of a major event) evidence-based assessment without all the evidence	A couple of paragraphs of text, hyperlinks or footnotes optional	100 - 500	Communication staff only, in close contact with management and the identified expert on that issue to draft the comment	4 hours - 1 day	directly to <u>media</u> , in exception only: website, social media, ...
Topical backgrounder - In depth behind the scenes take on an issue	Authoritative (formal but not academic)	Researchers, policy and public	Provides timely overview of key background information on a new policy or event and an expert assessment of its implications.	Text with headers, no footnotes, hyperlinks, photos and graphics optional (if there is time)	Max 2500	Editorial team (second read/edit) Team leaders sign off for their staff	3-5 days	Website, social media, newsletter, mailing optional
Blog - Communicate a new idea. Can be a result of a study, an outcome of a workshop or an opinion	Personable, lively, staying close to facts	Public (should be interesting for researchers and policy)	To bring a recent finding or result to a wider audience. This can be a result from your research, an informed opinion or a policy recommendation	Text with headers, photos or graphics required, hyperlinks recommended, no footnotes	Max 1500	Communications team; Team leaders need to approve content for junior staff. (No language check by the editors)	3-5 days	Website, social media, newsletter

SIPRI INSTITUTIONAL PIECES	<i>The SIPRI Style Guide forms the basis for all of these institutional pieces. The ownership and responsibility of the document is within the communications team.</i>							
Press releases- - launch SIPRI's new data and output	Factual, authoritative	Media	To draw attention to new information, data, or publication issued by SIPRI. Meant to feed media's needs primarily. Put together by or in close cooperation with SIPRI communications staff	Text and subheadings, any graphs, tables etc. separate additions	Flexible	Editorial team (second read/edit) Final sign-off by expert and communications, management informed ahead	5 days	Website, social media, <u>media</u> , newsletter
SIPRI Statements - The Institute speaks	Factual, authoritative	Media and peers, Policy, Public	To put out an institutional announcement, congratulation, position	Text and subheadings, any graphs, tables etc. separate additions	200 - 800	Editorial team (second read/edit) Final sign-off by management	1h if time sensitive	Website, social media, <u>media</u> or experts, newsletter
Announcements (publications / other)	Factual, authoritative	Experts	To inform about a new publication, new tool or any other expert output	Publication blurb with information on author and partners	200 - 500	Editorial team (second read/edit) Final sign-off by expert and communications	5 days	Website, social media, newsletter, <u>targeted mailing</u>
News and events - feature what we do, where and with whom	Factual, attractive, selling SIPRI	Peers, Policy, Public	Feature issues, location, SIPRI involvement, partners	Text and subheadings, photos	Less than 300 words	Communication staff only	2-3 days	Website, <u>newsletter</u>

SIPRI print output formats overview

Type of output and numbers published	Tone	Target audience	Purpose	Format and cost	Length pages/ words	Editorial and chain of command	Turn around time	Output
OUP-SIPRI PUBLICATIONS	<i>General: According to our agreement with Oxford University Press (OUP), all publications that 'can reasonably be typeset to make a book of at least 100 pages' will be published by OUP. The SIPRI Style Guide forms the basis for all of these publications.</i>							
SIPRI Yearbook	authoritative and independent; academic	politicians, diplomats, scholars and journalists	First take on history for SIPRI's core research agenda	Book: Printed, published and distributed by OUP – online and print; translated into Arabic, Chinese, Russian, Ukrainian – summaries in many other languages Cost: 3 million SEK	600-800 pages	Internal review by SIPRI staff; external referee (for SIPRI authors); each chapter edited twice; managing editor – Director of Publications	6-9 months (6 months editing)	750-800 copies purchased by SIPRI; copies distributed to the core list of SIPRI contacts and exchange libraries; also to Programme contacts
SIPRI Monographs	a widely respected, authoritative series; long shelf life; worldwide distribution	politicians, diplomats, scholars and journalists	Can be on any subject of SIPRI research; the result of long-term, considered research; aim to set the standard for future research on their subject	Book: May be multi-author collections; Printed, published and distributed by OUP Cost: 250 page monograph – 500,000 SEK	200-350 pages	External referee (for non-SIPRI authors) and in-house review; each chapter edited twice; managing editor – Director of Publications	12-18 months (6-8 months editing)	400 copies purchased by SIPRI; copies distributed to the core list of SIPRI contacts and exchange libraries
SIPRI Research Reports	Concise, timely and authoritative sources of information	politicians, diplomats, scholars and journalists	A series of reports on urgent arms control and security subjects; New findings as well as easily accessible collections of official documents and data	Book: Printed and published by OUP; hardback distributed by OUP; online distribution by SIPRI Cost: 150 page Research Report – 300,000 SEK	100-200 pages	External referee (for non-SIPRI authors) and in-house review; each chapter edited twice; managing editor – Director of Publications	10-12 months (3-4 months editing)	400 copies purchased by SIPRI; copies distributed to the core list of SIPRI contacts and exchange libraries
SIPRI Chemical and Biological Warfare Studies Last published in 2001	authoritative and independent; academic	specialists in CBW arms control; politicians, diplomats, scholars and journalists	Primarily for specialists in CBW arms control and for people engaged in other areas of IR or security affairs who could benefit from a deeper understanding of CBW matters	A4 Book: Printed and published by OUP; online distribution by SIPRI Cost: 100 page Study – 200,000 SEK	100-150 pages	External referee (for non-SIPRI authors) and in-house review; each chapter edited twice; managing editor – Director of Publications	10-12 months (3-4 months editing)	400 copies purchased by SIPRI; copies distributed to the core list of SIPRI contacts and exchange libraries

SIPRI PUBLICATIONS <i>The SIPRI Style Guide forms the basis for all of these publications</i>									
SIPRI Policy Papers	Factual, authoritative	politicians, diplomats, scholars and journalists	A series of brief reports, with policy recommendations, on topical arms control and security issues	S5 – black & white; paperback; print if budget allows and online Cost: 32 page Policy Paper (500 copies printed) – 90,000 SEK	25-50 pages	External referee (for non-SIPRI authors) and in-house review; edited twice; managing editor – Director of Publications	2-4 months (2-4 weeks editing)	printed copies distributed to the core list of SIPRI contacts and exchange libraries; Website, social media, media, newsletter	
SIPRI Insights on Peace & Security	Factual, authoritative	politicians, diplomats, scholars and journalists	Outline new areas of research, with original analysis and recommendations. Equivalent in quality to a yearbook chapter	A4 – 2-4 colour; print if budget allows and online Cost: 20 page Insights Paper (200 copies printed) – 40,000 SEK	8-20 pages	External referee (for non-SIPRI authors – as required) and in-house review; edited twice; managing editor – Director of Publications	1-3 months (5-10 days editing)	printed copies distributed as required; Website, social media, media, newsletter	
SIPRI Background Papers	Factual, authoritative	politicians, diplomats, scholars and journalists	Brief overviews of any subject of SIPRI research; little or no new analysis or recommendations	A4 – 2-4 colour; print if budget allows and online Cost: 16 page Background Paper (100 copies printed) – 27,000 SEK	8-20 pages	In-house review; edited twice; managing editor – Director of Publications	0.5-2 months (5-10 days editing)	printed copies distributed as required; Website, social media, media, newsletter	
SIPRI Policy Briefs	Factual, authoritative - may be written in a more journalistic style	politicians, diplomats, scholars and journalists	Brief opinion pieces on a topical subject and must contain recommendations	A4 – 2-4 colour; print if budget allows and online Cost: 8 page Policy Brief (100 copies printed) – 17,000 SEK	2-8 pages	In-house review; edited twice; managing editor – Director of Publications	0.5-1 month (3-10 days editing)	printed copies distributed as required; Website, social media, media, newsletter	
SIPRI Fact Sheets	Factual, authoritative - may be written in a more journalistic style	Journalists, politicians, diplomats and scholars	Presentation of original SIPRI data or original collations of non-SIPRI information	A4 – 2-4 colour; print if budget allows and online Cost: 8 page Fact Sheet (100 copies printed) – 17,000 SEK	2-8 pages	In-house review; edited twice; managing editor – Director of Publications	0.5-1 month (5-10 days editing)	printed copies distributed as required; Website, social media, media, newsletter	
SIPRI Discussion Papers	Factual, authoritative - may be written in a more journalistic style	Especially targeted to inspire and feed into a concrete event discussion	Presents initial thoughts, ideas and concepts to be aimed to be developed and discussed in connection to either a physical or an electronic discussion	A4 – 2-4 colour; print if budget allows and online Cost: 8 page Fact Sheet (100 copies printed) – 17,000 SEK	Ca 32 pages	In-house review; edited twice; managing editor – Director of Publications	0.5-1 month (5-10 days editing)	printed copies distributed as required; Website, newsletter and social media in connection to the event	

SIPRI Working Papers	Factual, authoritative - may be written in a more journalistic style	These papers are to be considered as a draft in progress	This format is an option in a situation where the Funder requires a product under a sharp deadline while the product could not be properly finalized to SIPRI standards	A4 word with a nice coloured cover	Ca 50 pages	Minimum one in-house review and one editorial run	0.5-1 month (5-10 days editing)	Only very limited printed copies to a very targeted purpose, website and newsletter, no promotion
Other publications (Excludes EU NPC Publications)	As required		Aim to publish all SIPRI output in any form needed—conference papers, handbooks, project reports, maps, co-publications etc	As required		As required		printed copies distributed as required; Website, social media, media, newsletter

SIPRI film: our different opportunities

Since 1/2016	Reflection	<p><u>Conceptual</u>: continuing the Year of Reflection series</p>	<p>Featuring SIPRI experts; introducing a new <u>topic</u> max 5 min</p>	With Andy
Umbrella film for a series Since 3/2017	Spotlight	<p><u>News/editorial</u>: A VIP (Foreign Minister) visiting, sharing insights</p>	<p>Featuring guests visiting SIPRI or other VIP; focus on the <u>person</u>, max 5 min</p>	In-house
Since 4/2017	Peace Points	<p><u>News/editorial</u>: SIPRI Director comments on current developments</p>	<p>Dan in a personal online blog version, focus on current burning topics, max 5 min</p>	In-house
Since 12/2017	Searchlight	<p><u>Educational/Discussion</u> i.e. Article 36 and risks posed by emerging technology</p>	<p>Featuring SIPRI experts and network partners; various <u>shades of a topic</u>, max 10 min</p>	With Andy
Since 8/2017	[Identity]	<p><u>Branding</u>: Forum Film, SSC Recap film etc., this is one-off</p>	<p>Featuring larger SIPRI events where film is part of the report, branding and memory of it</p>	With Andy

Nov 2020

SIPRI film: our different opportunities II

Since
9/2020

Conversation

News/editorial: SIPRI
colleagues on new
reports and initiatives

**Featuring SIPRI experts; below 2
min, for social media**

In-
house

Since
9/2020

EP film series

WILD MIX: this series
unites various videos by
topic, not by format

**Featuring SIPRI experts, panelists,
topics, as appropriate**

In-
house

Nov 2020