

**What is blocking us/opportunities:**

- **Strategic thinking**

- Limited actual, and no budgeted, time to think strategically or write proposals. With more emphasis on fundraising for projects, writing proposals and strategic thinking would need to be included in funded working hours. Further, there is a need for SMT to see the value of the “10% strategic thinking” and to make a distinction between knowledge as a competence (to be maintained and expanded/innovated) and knowledge as product (applied in projects). Without investment in knowledge as an asset (the organization's intellectual resources: information, ideas, understanding, learning, databases, or various types of skills, expertise, and capabilities of an organization's workforce).
- If more cross-cluster work should happen, more guidance and coordination from SMT is needed. The cluster has the capacity for cross-cluster work, but SMT must think about how we should do projects. When it comes to thematic collaboration, the SSC is a good example of how we have succeeded with this collaboration in the past. But recently, there is also more cooperation between programmes inside our cluster and with programmes from other clusters.
- There is a felt need to have time to think strategically.

- **Communication**

- Visibility and communication are very important aspects of fundraising. There may be a need to push more for people to know about SIPRI's work in the various programmes. Some have been more successful, but more is necessary.
- Take advantage of hybridity and network in Stockholm. We should use all options more wisely.
- Need to be more creative in terms of packaging projects for communication. Long publications are not necessarily the best way to get attention in the policy community. Shorter work could attract more attention, and we should communicate better in terms of directly addressing target audiences. This requires better coordination between the cluster/programmes and communication/outreach. In terms of larger deliverables, we should aim to think of deliverables that are clear and better ‘digestible’ for target (policy) audiences.
- Internal communication: the programmes indicate the need for a system to be better informed about the work of colleagues. Internal communication has a strategic value in order for all clusters to find connections and collaborations, especially in view of fundraising.
- Consider using alternative ways to communicate, e.g., podcasts.
- There is a felt need for expectation management by programmes and what they can expect from Outreach. Especially when support is budgeting for.

## **Operations:**

Kristina explained the plans/changes for working with Finance:

1. Assigning one person from Finance to each cluster. Fred for CPS. Nikos for AD, and Barbara for PD. Felicia focusing on the Internal projects – Forum, databases, Yearbook.
2. Time reporting directly in Maconomy. Finance sends out the indications that you can put hours into. Monthly reports rather than weekly should be possible eventually. The reason is that auditors have presented strong recommendations that allocation of time needs to be changed.
3. Finance is doing a big review with help from external consultant. Started in February, the next phase will be to look at solutions for more efficiency.

## **What support do we need from Operations and SMT?**

Discussion on format of SIPRI outputs:

- The issue if long research papers was discussed in relation to the implications for the editorial team, colleagues reviewing long papers, and expectations in terms of who from the target audience would read the paper. It was suggested for Operations and SMT to discuss this.
- On the one hand, related to the length of publications, it was also mentioned that longer publications are part of the identity of SIPRI. In particular, it was mentioned that SIPRI is a research institute, and longer papers are part of that profile.
- On the other hand, shorter pieces also may require different support from Communication. More of such smaller reports could require more capacity. This should be part of the more practical assessment of requirements for a new SIPRI strategy.
- The lack of time for researchers also needs attention. Researchers can apply to larger grants but there is no capacity or time to take on more deliverables (especially longer publications).
- There may be a need to support staff in writing policy-oriented publications and a training-budget and/or help from editorial to write, so that line managers do not spend too much time on editing.