

PRIO Strategy 2022–2025



PRIO

Peace Research
Institute Oslo

Strategic Priorities

2022–2025

1	Engaged excellence
2	Visibility
3	Sustainability



Introduction

Director's Introduction



PRIO Director Henrik Urdal

PRIO's mission is to conduct *research for a more peaceful world*. This is a mission we have pursued for over six decades, yet one that remains as pertinent and pressing today as ever. Less than ten years away from 2030, PRIO remains committed to the UN Sustainable Development Agenda, with a particular focus on efforts to promote just, peaceful and inclusive societies (SDG 16). Accelerated progress will be needed to meet the growing challenge of living up to the ambitions laid out in the SDGs, and research has a key role to play as a driver of such progress.

We are a project-driven, bottom-up organization, and the creativity, dedication and talent of our researchers is the motor of our activity. As an independent, non-profit foundation, PRIO's *global horizons* and insistence on cutting-edge, *innovative research* is the foundation of our commitment to produce the best knowledge available. At the same time, our *versatility and responsiveness* enable us to address some of the most pressing challenges of our time.

We have learnt from previous strategy processes that an institutional strategy needs to be focused and concise, delineating *clear priorities* for the organization in the coming period. We have also learnt that the implementation of our strategy should be a living process, with *concrete goals* and *active and regular follow-up*, responsive to the changing situation both within and outside the institute. These insights inform the present strategy and its implementation.

This is a strategy for *conserving and cultivating the best of PRIO*. It is our goal that PRIO in 2025, when we conclude the current strategy period, will:

- *be a leading milieu for peace research in Norway and internationally;*
- *have broadened and deepened our engagement with stakeholders, policymakers and the general public while maintaining our independence;*
- *have developed and consolidated our focus on the professional development of our staff, the sustainable growth of our organization and the efficiency and professionalism of our people and project management processes;*
- *have become even more visible in the public debate in Norway and elsewhere, and as a location in the Oslo cityscape;*
- *have made demonstrable progress in doing our part to address the climate crisis;*
- *be a diverse, inclusive and gender balanced collegium, passionately pursuing knowledge and understanding in the service of peace.*

In 2022–2025, PRIO will be guided in our pursuit of this strategic vision by the following three strategic priorities:

1. Engaged excellence
2. Visibility
3. Sustainability

Within each of these priority areas, the present strategy identifies a number of more concrete commitments, detailed in the following.



Henrik Urdal
PRIO Director

Engaged Excellence

At PRIO, our ambition is to **lead the way in the field of peace research**, contributing to define the global peace research agenda. For us, these scholarly goals are inseparable from our sense of mission and purpose. That is why it is important for us to put our research to work, so that the knowledge we produce can **make a difference to people, policy, processes and practice**.

For this reason, we are guided by the idea of **engaged excellence**: we strive to maintain the highest standards in our research (excellence) at the same time as we are committed to building relationships with and having an impact upon a wide range of policymakers and stakeholders, as well as the general public (engagement). Excellence and engagement are not divergent concerns, but mutually supporting aspects of the way we approach our mission as a leading peace research institute.

It is because we strive for engaged excellence that it is so important for PRIO that we are and remain **international, independent and interdisciplinary**.

Commitments

- PRIO will **invest in defining and developing the ground-breaking research programmes** we need to tackle tomorrow's global challenges.
- PRIO will work to maintain the **scholarly, political and institutional independence** of our institute.
- PRIO will **publish innovative, solid and relevant research** in reputable international publication outlets.
- PRIO will consolidate and develop our collaborations with research and higher education institutions and other partners in **the Global South**.
- PRIO will develop and support **innovative and creative ways to engage** with those who are in a position to use our research to effect change.
- PRIO will continue to facilitate and promote a rigorous, reflective and nuanced approach to **research ethics**.
- PRIO will invest in **data and research infrastructure** to facilitate innovative research programmes.
- PRIO will promote and facilitate **sharing and reuse of research data** within the parameters of research ethics and data security.
- PRIO will promote **sustainable approaches to open access** publishing and equip our researchers to navigate the changing scholarly communication landscape.

Visibility

For our research to have a global impact, PRIO needs to play a key role in **setting the agenda** not just at the research frontier but also in public discourse. We should be **present, visible and vocal** on the local and global stage, making waves and building bridges.

PRIO is not just a space but a place: our ambition is for PRIO to be **a meeting place for an extended knowledge community**, a hub for peace and knowledge, fostering interaction and exchange between researchers and stakeholders from civil society, business and the cultural sector.

We strive to **inform and influence public debate** both nationally and internationally, through professional, targeted and engaging research communication and outreach.

Commitments

- PRIO will develop our capacity to systematically monitor and showcase the **societal impact** of our research.
- PRIO will further develop our headquarters as a physical **meeting place for an extended community** of local and international researchers and stakeholders in government, civil society and the cultural sector.
- PRIO will increase the visibility of our research to **non-academic audiences** both in Norway and internationally.
- PRIO will explore new ways to build partnerships and exchange knowledge with **the corporate sector** to foster greater awareness of and sensitivity to issues of peace and conflict in the business community.
- PRIO will consolidate and develop the **digital communication competences and infrastructure** developed during the COVID-19 pandemic to make global connections with a broad range of partners and publics.
- PRIO will strengthen our **engagement in educational activities**, both as outreach and to contribute to fostering the next generation of peace researchers.

Sustainability

At PRIO, our sense of **social responsibility** – our responsibility for the wellbeing and flourishing of our staff, and our responsibility for the impact we make on the world around us – is intertwined with the nature of the work we do. Hence the importance of various forms of **sustainability**.

In 2022–2025, PRIO will **take action to reduce our climate footprint** and work to mainstream environmentally responsible research. Taking action on the climate crisis has been on the agenda at PRIO for some time and the COVID-19 pandemic has only strengthened our resolve in this area by demonstrating the possibility for radical change in our ways of working. Environmental sustainability is both a necessary response to the seriousness of this crisis and a natural expression of our commitment to social responsibility and global solidarity.

The pandemic has also brought home to us more acutely than ever the importance of our shared social capital for PRIO's success, our thriving work environment and our sense of community. The social sustainability of our organizational culture is therefore paramount. It is our ambition to promote, facilitate and foster **humane work practices** and an **inclusive, diverse and gender balanced culture** within our organization and within the research sector. Social sustainability at PRIO is also contingent on nurturing a strong and competent management capacity.

PRIO's **financial sustainability** is also key to our ability to pursue our mission. In a dynamic funding environment, we need to be vigilant, flexible and professional, building the capacity we need to future-proof our organization and manage risk. Working to ensure the continued sustainability of our funding model and the responsible management of our finances will allow us to maintain the independence and manoeuvrability that is so important to our engaged excellence.

Commitments

- PRIO will **reduce its climate footprint** in a manner consistent with the Norwegian national target for reduction of greenhouse gas emissions and mainstream environmentally responsible research practices.
- PRIO will consolidate and develop our capacity for effective and professional **project and portfolio management** and **inclusive research leadership** to facilitate sustainable organizational growth.
- PRIO will continue to prioritize the **professional and career development** of our research and support staff.
- PRIO will work to sustain and develop our **collegial and inclusive work environment**, identifying and maintaining an optimal balance between flexibility and community, independence and belonging in our ways of working.
- PRIO will continue to strive for international **best practice in HR processes**.
- PRIO will renew our attentiveness to issues of **diversity, inclusion and equity** in the workplace.
- PRIO will explore ways to **diversify our funding** in order to maintain our financial independence.
- PRIO will work to **mitigate our vulnerability to the loss of key personnel** by continuing to streamline and professionalize our support procedures and systems.
- PRIO will acquire significant sources of **long-term, flexible funding** to facilitate sustained research efforts and consolidate key research portfolios.
- PRIO will consolidate our procedures for **ethical review of funding sources** and maintain our focus on **socially responsible management of our assets**.



Non-profit **research institute** founded in 1959

- **Independent foundation** with headquarters in Oslo
- **International staff** of about 125 people who represent different academic backgrounds and expertise
- Financed on **project basis** with funding from research councils, government ministries, international organizations, foundations, corporations and individuals
- Nurtures **international partnerships**, on project basis as well as with our programme for PRIO Global Fellows and the PRIO Cyprus Centre (branch office in Nicosia)
- Publishes findings in major **international journals** and with the leading publishing houses
- Engages actively in **teaching and training**, including the hosting of a Research School in Peace and Conflict (for PhD scholars) in collaboration with Norwegian and international partners
- **Communicates and engages** on various arenas, such as with international academic networks, multilateral organizations, governmental agencies and civil society actors
- Collects and maintains **statistical data on peace and conflict**, and serves as a data hub for researchers worldwide
- Owns and houses two internationally renowned academic journals: **Journal of Peace Research** and **Security Dialogue**