

Strategy of the Norwegian Defence Research Establishment (FFI)

FFI's main strategy is rooted in its by-laws. All strategies are formed on the basis of previous strategies, and are influenced by external guidelines and challenges. One such influence is the new long-term plan for the defence sector, "Capable and Sustainable", and the adjusted vision for FFI as stated in the implementation letter to the defence sector for the period 2017–2020. The parliamentary resolutions on national military-industrial strategy and research and development strategies for the defence sector also provide guidelines for the content of this adjusted strategy for FFI.

The challenges

The defence of the nation is one of the Government's most important tasks and forms the principal task of the defence sector. The ability to manage crises and armed conflicts in our own and allied immediate regions is given higher priority. Developments in security policy and technology revive pre-existing challenges and also entail increasing requirements. The Armed Forces currently possess neither the necessary capabilities to complete the most important tasks nor the reactivity and resilience to meet the demands posed by the threat landscape. If the Armed Forces are to ensure reliable deterrence based on NATO's collective defence, they must make progress towards becoming a high-tech defence force. Only then can we ensure that we are able to work as seamlessly as possible with our allies, and enhance our ability to manage crises and armed conflicts in our immediate regions. To further develop the Armed Forces and strengthen their actual operational capabilities, a significant expansion of the defence budget has been approved, combined with substantial requirements in terms of improving efficiency within the defence sector. Securing a real balance between duties, structure and finances will be a challenge.

The defence sector is however a significant societal actor in other areas too. The Total Defence concept entails mutual support and cooperation with civil society in connection with prevention, preparedness planning, and crisis and consequence management across the entire spectrum of crises. An internationally competitive Norwegian defence industry is important for Norway. Investment in innovation, expertise, technology and cooperation is critical for the development of the Norwegian defence industry.

Improving the defence sector in the long term requires fundamental and fact-based understanding. The defence sector carries out its own R&D to gain this expertise. It is particularly important to understand the significance of technological development for the Armed Forces.

FFI's vision

We turn knowledge and ideas into an effective defence

The Norwegian Defence Research Establishment (FFI) is the defence sector's central research institute whose objective is to conduct applied research and development in response to the needs of the defence sector. The institute provides advice on the options and challenges connected to the procurement and deployment of military materiel. Where necessary, FFI will also develop new solutions. FFI does this based on its knowledge of basic technologies and its understanding of the security policy context, the tasks the Armed Forces have to undertake and the security challenges civil society is facing.

FFI's values

Creativity, an enterprising spirit, broadmindedness and responsibility are the values that characterise us and our relations with others. Our values underpin the strategic course we have set, and we need them in order to achieve our goals. These values help to promote the culture we would like to have

within FFI. They define our personality both internally and externally and ensure that we come across loud and clear. They form a part of our identity, making us distinctive and impossible to emulate.

- **Creative** – we create space for idea development and non-traditional thinking.
- **Enterprising** – we go on the offensive and step into the breach; we secure new knowledge, progress and breakthroughs.
- **Broadminded** – we identify new technologies and trends, and actively share expertise, ideas and information with others.
- **Responsible** – we deliver what we promise, we are reliable, we know how to listen and get to know the client's needs.

FFI's distinctive character

- FFI is result-oriented; application is the most important criterion for our research and development. Knowledge is an important tool but not a goal in itself.
- FFI works closely with the Armed Forces, the Norwegian Defence Materiel Agency and industry, and develops system solutions and demonstrators that provide resource-saving operational solutions. It is vital to take the necessary risk at an early stage and finance development that would not otherwise have taken place.
- FFI creates results through teamwork.
- FFI collaborates closely with domestic and international research institutes and academia and transforms theoretical results into practical advantages for our clients.
- FFI is a project organisation within which the head of research is the standard-bearer. All projects are goal-oriented and time-limited. They are based on parity of expert knowledge and on an understanding of the intended objectives of the project. Among other ways, this is achieved by active participation in the field, testing, evaluation and exercises.
- FFI has organisational flexibility and the ability to concentrate and reprioritise resources. All staff are employed by FFI and not by a specific department. Where circumstances dictate, a change of department and field of work may be considered. The institute can thereby concentrate interdisciplinary expertise across the organisation in order to carry out demanding and large-scale tasks.
- FFI conducts a broad range of analyses in regard to the Armed Forces' tasks, structure and finances, and how these factors are related. The analyses utilise the institute's collective knowledge and expertise.
- As an organisation, FFI will:
 - combine creative openness and freedom with organisational discipline
 - combine scientific specialisation with practical skills
 - combine own research with other research nationally and internationally within NATO and the EU, and bilaterally with important partner countries
 - underpin youthful daring with mature experience
 - realize the ambitions of the individual through teamwork and common goals
 - allow for the possibility to abandon success and security for what is challenging but uncertain.

FFI's main objectives

The Armed Forces are effective and relevant

- The research findings from FFI's projects will help the Armed Forces to carry out their tasks effectively. Clients and users will perceive concrete relevance and utility value.
- FFI will identify, analyse, synthesize and present advice on matters that the institute is in a unique position to understand.
- FFI will provide research-based advice to the Armed Forces' political and military leadership and present information about any aspects of scientific and technological development that may have an effect on

- defence policy,
- defence planning,
- the Armed Forces' materiel procurement,
- military capabilities and the Armed Forces' operational capabilities, and
- the defence sector's structure.

A safe and secure society

- Through research and knowledge development, FFI will be a key contributor to national societal security across the entire spectrum of crises.
- FFI will take responsibility for managing information that may hold significance for national security, and for processing this at the necessary levels.
- FFI will provide advice and recommendations to authorities and actors across the entire spectrum of crises, within and outside of the defence sector, by:
 - utilising FFI's expertise within societal security and preparedness so that this expertise also benefits civil society.
 - being a central national research community for Total Defence
 - playing a formal role in national societal security and preparedness
 - helping to solve societal challenges.

A competitive Norwegian defence industry

- FFI aims to be the preferred strategic partner for the industry where this is compatible with the institute's objectives.
- Triangular collaboration, as described in the national strategy for the defence industry, is FFI's preferred model.
- FFI will bolster skills development and value creation within the defence and security industry by:
 - helping to create sustainable industrial products based on research findings
 - effectively managing and utilising FFI's intangible assets.

Other measures

FFI will also achieve its three main objectives by:

- maintaining robust finances through sound and efficient management
- continuously enhancing and improving the management efficiency
- securing quality in research dissemination
- documenting quality through testing in field experiments and peer-reviewed publications
- being a good workplace that recruits and retains the right staff
- preserving and further developing skills and resources
- ensuring professional integrity and ethical conduct

This main strategy is normative in relation to FFI's other strategies and action plans.

Kjeller, 26 April 2017
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 Director General