

EVALUATION OF THE FINNISH INSTITUTE OF
INTERNATIONAL AFFAIRS
PROGRAMME PERIOD 2014 – 2016

Report by the Evaluation Team of the Scientific Advisory
Council

presented to the Board of the Finnish Institute of
International Affairs

September 2017

Content

- Introduction, Summary and Key Recommendations3
- Mandate and Method5
- FIIA’s General Performance in the Programme Cycle of 2014 – 2016.....8
 - SWOT Analysis on the Institute10
 - Assessment and Recommendations by the SAC11
- Self-Evaluation of the Research Programmes13
- The European Union Research Programme14
 - Self-Evaluation14
 - SWOT Analysis14
 - Assessment by the SAC15
- The EU’s Eastern Neighbourhood and Russia Programme18
 - Self-Evaluation18
 - SWOT Analysis18
 - Assessment by the SAC19
- Global Security Programme23
 - Self-Evaluation23
 - SWOT Analysis24
 - Assessment by the SAC25
- Publications29
 - European Union Research Programme Publications.....29
 - EU's Eastern Neighbourhood and Russia Research Programme Publications.....30
 - Global Security Programme Publications.....30
 - Publication Reviews31
 - Recommendations by the SAC on FIIA’s Publication Activities.....33
- Personnel and Career Development35
- General Recommendations36

THE EVALUATION REPORT

Introduction, Summary and Key Recommendations

This evaluation report has been authored by members of the Scientific Advisory Council (SAC) of the Finnish Institute of International Affairs (henceforward: FIIA, or: the Institute) upon the wish of FIIA's Board. Our – the SAC's – work was conducted between April and September 2017 on the basis of a self-evaluation by the Institute, a range of interviews with the Director of FIIA, the three programme directors and selected groups of stakeholders as well as publication reviews. The evaluation considers the Institute as a whole, its three research programmes and its publications while it does not focus on organizational, financial, budgetary questions or the webpage in particular, though some of these aspects are mentioned briefly where appropriate.

Looking at the work of FIIA in the last programme phase (2014-2016), as well as over time since the establishment of the Institute, the SAC notes that the reputation and knowledge of FIIA in Finland's academic community, particularly in the field of international relations, its public recognition and its appreciation in the media and policy-making circles is enormous. The quality and the vast array of issues covered by FIIA make it a definite asset for Finland. This does, however, also mean that demand and expectations for FIIA and its work are very high. FIIA's preparedness to evaluate its own work and have it externally evaluated by the SAC speaks for itself. The SAC took this task very seriously and examined the portfolio and work of FIIA not to assess whether it is a necessary Institute in Finland – it definitely is – but to help it become even stronger and to formulate advice for some parts of FIIA that could be improved or have their foci sharpened.

In this spirit, the SAC has developed recommendations with regard to the Institute and its narrative in general; the research structure and programme agendas; inward and outward communication of the mandate and profile of FIIA and outreach; quality of publications as well as personnel and career development.

To sum up the SAC evaluation team's assessment of the Institute: We have encountered a research institution, or think tank, distinguished by a high number of high and very high quality products, and a general performance in terms of research, policy-oriented publications and advisory activities, media appearances and public outreach that go beyond what would be expected from a mid-size institute. While this was not part of our scientific evaluation focus, it was clear to the members of the SAC that the Institute is very well managed. Despite misgivings over salaries (which aren't unusual in publicly-financed institutes), FIIA also appears as an attractive work place particularly for younger scholars.

There is no doubt that the Institute and its work have highest value for Finland's foreign- and security policy community, as well as for the country's media, for students and academic teachers and to some extent for the business community. In certain fields, the value of FIIA's

publications and other work reaches clearly beyond Finland, mainly into the other Nordic countries as well as the EU with its Brussels institutions and member states. FIIA has clear thematic strengths which both Finnish policy-makers and media as well as the Institute's European and international peers are aware of. Its publications and its public outreach activities have become indispensable elements for the information and orientation of policy-makers and the general public in an increasingly complex international environment.

All critical remarks in the following, more detailed report, and all recommendations to improve FIIA's performance, have to be seen against this background. Our key recommendations are the following:

- FIIA needs to develop a clear narrative about its work and communicate this clearly, towards its staff as well as towards target groups, peers and partners.
- FIIA should not be overly responsive to trends and media requests but rather follow its own agenda and advocate this confidently.
- The research programmes should be clear in the display of their priorities and topics; the research structure could be revised, and areas of thematic expertise could be clustered more strongly.
- More exchange between staff within the Institute as well as outreach to other institutions can foster new ideas and strengthen the innovative aspects of the Institute's work and publications.
- The Institute should place the main emphasis of its work on being policy-oriented and international, rather than academic and domestic.
- Publications could be more policy-oriented, providing strong arguments and recommendations.
- The number of publication series should be reduced and each thereby sharpened in their profile.
- FIIA researchers should get space to retreat every now and then to develop new ideas, conduct fieldwork and deepen their portfolios.
- An alumni programme, researcher exchange programmes as well as media trainings may be interesting options for FIIA regarding personnel development.

Mandate and Method

In the summer of 2016, the Board of the Finnish Institute of International Affairs asked the Institute's Scientific Advisory Committee (SAC) to evaluate the Institute's work in the last programme cycle, spanning the years 2014 through 2016. In a discussion with the Board's Chair, State Secretary Kare Halonen, it was agreed that the planned SAC evaluation would be less comprehensive than the previous, full evaluation of FIIA, conducted in 2010. The Board thereby took into consideration both the consolidation of FIIA over the last years and the SAC's objective constraints in terms of time and personnel.

SAC members are all active professionals in their respective fields with obligations that would not have allowed – for instance – a week- or fortnight-long evaluation mission. There was also an understanding that the SAC would define the scope and focus of the evaluation efforts by itself. The SAC decided that FIIA's academic and policy-oriented products and services would take center-stage, it would follow a topical and research-oriented approach and target content-related and scholarly successes of the Institute rather than its organizational structure, its website or other parts of its work. The role and composition of the evaluation team of the FIIA's Scientific Advisory Council works in this approach's sense.

The SAC¹ then decided, in a series of discussions among its members and with the Director of FIIA to undertake the evaluation in spring/ summer 2017 and to focus on: the mandate of the Institute and its products and services to fulfill this mandate; its work and relevance within Finnish and European politics and the research arena; its work with stakeholders, both within Finland and beyond; and potential for development of its research portfolio for future programme periods. Personnel development as well as the narrative of FIIA as an institute, its outreach potential to other national and international decision-making and research bodies would also be parts of the evaluation. The evaluation would essentially not deal with the allocation of financial resources, the legal framework under which FIIA is operating or other such aspects. The aim of the SAC's evaluation is thus to give a concise view on FIIA's performance as a Finnish research institution in the field of foreign policy and international relations, committed both to academic standards, policy advice for Finnish and European decision-makers, and a networking and outreach function for Finnish policy and scholarly work.

The evaluation was designed to follow four phases:

1. A self-evaluation by the Institute, focusing on the Institute's own understanding of its mandate, including an assessment by the Director of the Institute generally and by the heads of the three research programmes regarding their performance over the last programme cycle of 2014 – 2016. The respective report under the title "FIIA's Self-

¹ Subsequently, the acronym SAC will be used for the evaluation team of the SAC which was headed by Volker Perthes and included the SAC members Kristian Berg Harpviken, Christian Lequesne, Allan Rosas and Julie Gilson, who were present for the interviews conducted in April and/or the meeting at FIIA in June 2017. Other SAC members contributed by reviewing selected publications and providing comments in the course of the evaluation process. For a list of the SAC evaluation team see Annex I.

Evaluation Documents for the Scientific Evaluation 2014 – 2016” was put together in the first months of 2017.²

2. Discussions with representatives³ from the Finnish parliament, administration, academia, business community and media by a team of the SAC in April 2017, to assess stakeholder perceptions of FIIA and its work.
3. A peer evaluation by members of the SAC of a selection of FIIA publications.
4. Separate meetings of the SAC with the Director and heads (plus deputy heads) of the different Research programmes, in June 2017, based on the self-evaluation of the Institute and brief SWOT⁴ analyses of the Institute as a whole and of its programmes.

The SAC evaluation team then discussed their observations and assessments among themselves, gave room to clarifying further questions with the Director, and agreed on a general outline of this report.

FIIA provided all necessary logistical and organizational support to the SAC members participating in the evaluation. At the same time, in order to avoid any conflicts of interest or inhibit anyone from freely speaking their mind, the Director of FIIA and the Chair of the SAC decided not to have any of FIIA’s leadership, researchers or staff attend the meetings the SAC held internally or with stakeholders in the course of the evaluation, nor to have any of FIIA’s staff participate in the drafting of this report.⁵

It is both understandable and legitimate to question the choice of the SAC for the evaluation of FIIA’s work, bearing in mind it is one of the Institute’s own bodies. This was reflected

² In the following, the 40 pages document on the Institute’s general and the three programmes’ performance in the previous programme cycle will be referred to as the *Self-Evaluation Report*.

³ These can be understood as representatives of the so-called target groups of FIIA, in the following, they will also be described as FIIA’s partners or stakeholders and comprise individuals from the parliament, the administration, business, media and academia. The talks with stakeholders were conducted by Volker Perthes and Kristian Harpviken in April 2017.

⁴ As Balamuralikrishna and Dugger summed up, a SWOT analysis is “the examination of an organization’s internal strengths and weaknesses, and its environments, opportunities, and threats. It is a general tool designed to be used in the preliminary stages of decision-making and as a precursor to strategic planning in various kinds of applications. When correctly applied, it is possible for a vocational school to get an overall picture of its present situation in relation to its community, other colleges, and the industries its students will enter. An understanding of the external factors, (comprised of threats and opportunities), coupled with an internal examination of strengths and weaknesses assists in forming a vision of the future. Such foresight would translate to initiating competent programmes or replacing redundant, irrelevant programmes with innovative and relevant ones.”

Usually, a SWOT analysis includes the drafting of a worksheet with four sections, one each for strengths, weaknesses, opportunities, and threats. The next step is usually to list specific items related to the problem at hand, under the appropriate heading in the worksheet. It would be best to limit the list to ten or less points each and to avoid over-generalizations. This has not been conducted specifically by the programme heads, who opted for a more informal and pragmatic approach as to where they saw potential strengths, weaknesses, opportunities and threats for their programmes. This could indeed have been done in a more coherent and hence comparable way (Radha Balamuralikrishna and John C. Dugger, “SWOT Analysis: A Management Tool for Initiating New programmes in Vocational Schools”, in: *Journal of Career and Technical Education*, Vol 12, No 1 (1995)).

⁵ Instead, Gitta Lauster, Special Assistant to Volker Perthes, the Director of Stiftung Wissenschaft und Politik (SWP) and Chair of the SAC, was brought in to help prepare the meetings and conversations, take minutes, and support the drafting of this report.

critically by the SAC itself during the evaluation period. The SAC is composed of university professors, heads or leading members of research institutes as well as a Judge in the European Court of Justice; its function is to offer advice on FIIA's research policy guidelines, assess quality and relevance of its research work, and support its international activities. The members of the SAC – all but one from outside Finland – have been appointed by the Board of the Institute for a three-year period between 2015 and 2017. In a way, SAC members thus belong to the wider governance structure of the Institute, and it is certainly fair to say that if they did not have a generally positive attitude towards the Institute, they would most probably not have accepted to serve on the SAC as a voluntary, pro-bono service to the profession in the first place. This does not, in the SAC's view and in that of the Board, hamper a sound and impassionate evaluation: While it is true that the members of the SAC are in essence convinced that there is a need for an institute like FIIA in Finland, they are also critical observers of the Institute. Moreover, their work with FIIA and regular meetings with the Director and staff of the Institute, give the members of the SAC certain insights into FIIA and its activities that academic and other external observers with no prior connection to FIIA would not possess. Aside from this, some of the SAC's members run similar, sometimes larger peer institutes and therefore possess a good level of comprehension of both the best practices in the field and the challenges that policy-oriented research institutes have to face in current times. Those members of the SAC that hold professorial positions at universities on the other side dispose of a deep understanding of the scholarly standards, which even a non-university institute should meet to be recognized as a peer in the academic world. Those who work in the public policy field can bring in the needs and demands of practitioners. Altogether, the SAC members of the evaluation team did not feel constrained by their generally positive professional relationship with the Institute, and they were not under the impression that the Director or the heads of the Research programmes expected the SAC to be particularly accommodating or lenient with regard to challenges and deficits that may come to light in the course of the evaluation.

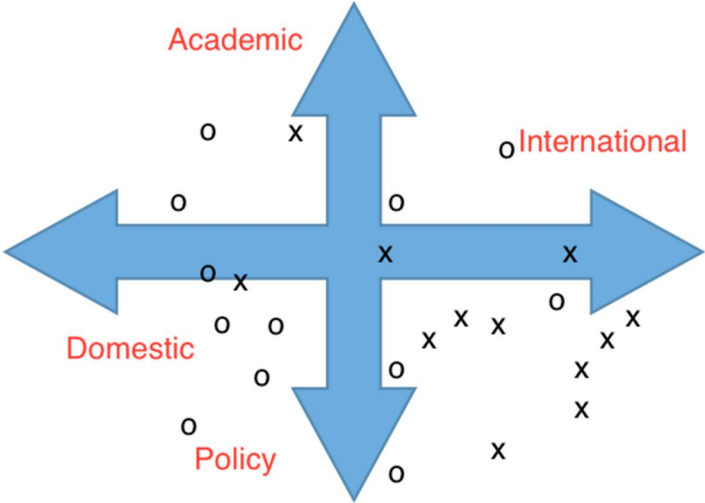
FIIA's General Performance in the Programme Cycle of 2014 – 2016

FIIA defines itself as an independent research institute and a foreign policy think tank. It steers its work towards a variety of target audiences that are summarized in the Self-Evaluation Report to include political decision-makers, civil servants, research communities, journalists, civil societies and the corporate sector as well as citizens generally. The SAC assumes that all of these target groups should encompass both domestic as well as international groups and actors. It was noted that there was no clear hierarchy of the stakeholders in FIIA's self-evaluation or other FIIA documents. The SAC recommended such a hierarchy - or list of priorities - to be formulated and communicated inside the Institute, giving both directors and researchers some support and frame for when there was a need to decide whose requests were to be served first. This is particularly helpful in busy times, when there happens to be a lot of external demand for advice, media appearance or statements.

The SAC made this recommendation not least in the light of their conversations with stakeholders, which showed that the Institute has to somehow serve everybody's individual demands and expectations. The SAC was under the impression that everyone "made FIIA their own FIIA", depending on what they needed or liked to use the Institute for. However, there was no common, clear understanding as to where FIIA should be positioned, or where it was currently positioned in terms of its role in international or domestic politics or in terms of its role as an institute for academic or more so, for practical policy advice activities.

This became particularly obvious thanks to a small survey that was conducted among the stakeholders of the Institute in the April meeting. The participants were given a schematic drawing depicting the four poles *academic or policy-oriented*, as well as *domestic or international*, representing the options for FIIA's work and its focus. Participants were asked to put two marks on the graph, one to show where they saw FIIA's current status quo; and one indicating where they would see FIIA's ideal position.

The following graph shows the results of this stakeholder survey on the "IS" and the "SHOULD" position of FIIA (*an o depicts, where FIIA is at right now; an x depicts, where FIIA should be*):



It came at some surprise how big the variance among stakeholders was with regard to the current position of FIIA: Some found it to be more academic; some categorized it to be more policy-oriented. It seems that FIIA provides for all needs, and that the different target groups and individuals use FIIA's work like a menu from which to pick and choose.

Regarding FIIA's future, commonalities among the stakeholders were much bigger: Ten out of twelve participants wanted FIIA to be more internationally rather than domestically oriented. Also ten out of twelve participants opted for FIIA to be more policy-oriented than academic. This result may be biased, as the survey was conducted only in the second round of talks, which lacked representatives from academia. The two professors from this field, in a separate round of talks, did indeed prefer for FIIA to be more academically oriented. Generally, regarding the preference for FIIA's future position, there were voices for all options, though with different nuances.

The channels through which FIIA reaches its target groups are the Institute's webpage, its publications, including the quarterly published Finnish Journal of Foreign Affairs (the declared "pre-eminent discussion forum on global politics and economics in Finland"⁶), the newsletter, social media, seminars as well as discussions at FIIA premises when groups and individuals visit the Institute and seek advice or exchange. Furthermore, FIIA is the site of EILEN, the archive and chronology of Finnish Foreign Policy, including primary literature as well as a chronology of Finnish foreign policy since 1973.

It is notable that FIIA mentions in its Self-Evaluation Report that the communication goals can be derived from the purpose of the Institute and that they were designed to be measurable. Subsequently, the Self-Evaluation Report lists publication downloads audiences in seminars and roundtables, appearance of FIIA staff in the media, the number of applications for jobs, and visits to the website from foreign countries as well as funding partnerships for projects. All of these show increases in numbers and thus a positive development of the Institute.

The SAC appreciates FIIA's efforts to provide measurable results for its evaluation. At the same time, however, there seems to be a tendency inside FIIA to overemphasize numbers when assessing its own influence, for instance by merely looking at the number of publications or third party funding. As a consequence, FIIA has evaluated its work mainly numerically rather than by formulating some sort of impact analysis or anecdotal evidence for the relevance of their work. This would in fact have produced some interesting insight into the recognition of FIIA among its target groups.

The Self-Evaluation Report further describes the framework of FIIA's publication series, which are FIIA Comments (2 pages), Briefing Papers (8-9 pages), FIIA Analysis (article length), Working Papers (conference paper length), Finnish Foreign Policy Papers (length varies) as well as the Reports, which are book formats. FIIA Analysis has gained status as a peer-reviewed

⁶ See Self-Evaluation Report, p. 6.

journal in 2017. The other publications are reviewed in an internal review process, the standards of which are also laid out in the Self-Evaluation Report.⁷

SWOT Analysis on the Institute

Strengths:

In talks with the Director in June 2017, FIIA's strengths were considered its research profile, which was described as strong and credible, though its profile may suffer from its breadth. FIIA is the only think tank on international relations in Finland, which implies that its portfolio is rather large.

FIIA has been able to pursue projects with its financial resources and does not need to fundraise too heavily, which helps it maintain the profile of its work.

Weaknesses:

As a weakness, the Director highlighted difficulties in the recruitment of researchers, especially in the programme on The EU's Eastern Neighbourhood and Russia, as well as on certain individual research topics, such as EU institutions and the political system.

Opportunities:

FIIA may sharpen its profile and research funding, especially to gain more salience in the European context, for instance by enhancing networking activities and attracting EU funds for projects.

Threats:

There is some discrepancy within the Institute when it comes to the requests and demands of the public and the media, compromising the given researchers' timetable and shifting the bulk of their work towards media appearances over research. Some of FIIA's research programmes and topics are more strongly in demand than others, putting a higher burden specifically on some researchers' shoulders. This has been especially apparent regarding the programme on *The EU's Eastern Neighbourhood and Russia*. This is all the more problematic as this programme has faced major difficulties in recruiting qualified personnel.

Beyond this, the evaluation talks came to the conclusion that one of the threats for FIIA included political rent-seeking, as it has sometimes been subject to individual political interests. FIIA also occasionally becomes a political target, for instance regarding its alleged take on Finland's position regarding NATO, and other topics. Accusations of this kind have been predominantly voiced by political parties. This also put a burden on the Director who had to actively defend researchers in certain situations or clear up misunderstandings on the agenda of FIIA and the background to its work.

⁷ Self-Evaluation Report, p. 10.

Assessment and Recommendations by the SAC

SAC did not find reason to doubt the competence of FIIA. However, the SAC reviewed the specifics of FIIA and the fields where they are particularly innovative. Often, FIIA researchers conduct more of a commentary on recent developments rather than in-depth analyses that advance or provoke debate, be it a public, domestic or an international one. The broad agenda makes the bulk of the work of FIIA more informative than innovative, which is understandable, as FIIA needs to be highly adaptive with the amount of external expectation laid on them. This is also due to the strongly heterogeneous target audiences of the Institute.

In this light, the actual mandate and its own narrative needs to be defined and well communicated for the staff and for the Institute's identity on the one hand, while it needs to be well communicated to peers and stakeholders, on the other. The director might be well advised to actually put this down in words and to be transparent about it towards external consumers and partners. If its mandate were clearer, the Director and staff could more easily become advocates for FIIA's tasks and reputation. This should be engrained in the culture of the Institute. This is by far more important than the - undoubtedly impressive - output.

Such a clear narrative of FIIA should be the result of an intensive internal process. To this effect, it could be helpful for new, and possibly more junior, researchers to get clear directions about their work and true responsibilities at FIIA at the very beginning in order to help them prioritize in busy times: What is the hierarchy of stakeholders; which ones are most important; when does a researcher need and get time to work in-depth on a topical issue for a certain amount of time? All of these are sensitive but important questions that need to be guided into the staff by the Director and the programme heads. The director should take a strong position here, by defining clear priorities and being more proactive about these, also towards target groups and partners.

The SAC has learned that FIIA is a popular partner in finding third-party funding, being a non-academic institution in Finland. This should not turn into FIIA being used merely for projects. Opportunities for funding and projects should not dictate its agenda.

Outward communication of the Institute's own narrative could be achieved by an opening page statement on the website. It could also be worthwhile to steer attention towards this challenge for think tanks by issuing a short publication on their relevance and their position in international relations, oftentimes being torn between demands to provide political advice all the while needing time and space for in-depth scholarly research. Possibly, this could also be the topic of a FIIA seminar and an exchange among FIIA personnel, other researchers and their stakeholder groups.

It became quite apparent in the talks with the Director (and later also in talks with the programme heads) that the programmes are formed largely by their directors, which is somewhat natural due to the fact that many researchers are employed only on a short-term basis while the programme directors have been at FIIA for a longer period of time. One of the important questions was the inner coherence of the programmes. In particular, the third

programme on *Global Security* is a quite diverse one. Is there a common narrative for the programme or is it merely consisting of some highly skilled individuals working on the Arctic, China, Asia, etc.?

The SAC misses a common message coming from the three programme heads. This is also reflected in their researchers' publications, which should ideally be formed by significance, rigor and originality. Especially on the last criterion, the record seems to be mixed, in large part due to the remarkably large amounts of papers that are produced.

This threat could be handled by giving researchers time off to work on new questions and paradigms for their work. Custom and individual research cycles can give them space for reacting, commenting and writing on recent affairs on the one hand and in-depth research and possibly field work for larger studies or new aspects on the other hand. This can help researchers broaden their portfolios or make their work more substantial and innovative.

The SAC proposes to consider establishing new and continuing already existing exchange systems for researchers with the Institute's national and international partners to increase cooperation and networking opportunities and international recognition and visibility.

The SAC appeals to FIIA staff to become more self-aware of what they want to work on specifically. One of the core areas of expertise of FIIA is the work on Russia. Here, FIIA can showcase real originality and then circulate this amongst European and international partners, while remaining relevant to Finnish decision-makers.

There was also some uncertainty as to how to structure the programmes. Especially the heterogeneity of the third programme makes it hard to find its common message of the programme. Reportedly, earlier proposals to remove research on the Arctic from the third programme and to insert it into the second programme, had been heavily opposed by staff. Here, the SAC recommends considering forming an extra cluster on the Arctic, which could raise awareness for its relevance for Finland, particularly regarding its neighborhood relations, ideally maybe all the while not formally extending the number of programmes to four again, as they were only reduced after the last evaluation in 2009/ 2010.

Another shift has been quite successful, which was the move of the Middle East topics to the Europe programme. This has helped as the Europe programme specifically looks at implications of global developments for the EU and thus, research on the Middle East is adequately positioned here.

Generally, given the high quality of the Institute's work, the SAC assumes that FIIA's unique position in Finland also gives it more freedom than some of its staff may think they have – particularly in shaping and sharpening its agenda where it sees fit, and even resisting external demands to cover additional research subjects or engage in additional activities that the Institute's Director and staff may not see as a priority.

Self-Evaluation of the Research Programmes

Before looking at the individual programmes, the SAC wants to make a general remark: In their contributions to the Self-Evaluation Report, the three programme heads could usefully have explored options to actually judge the impact of their work as a team or together with the Director of FIIA. Here, each of the three programmes' self-evaluations turned out to be more of a listing of their activities and projects rather than an actual evaluation. It is understood that the impact of the work of think tanks is hard to measure and there are no quantitative methods for this. However, some anecdotal evidence of impact, success stories and the mirroring of objectives and their fulfillment, or critical observation of weaknesses could have led to a more substantial evaluation text for all three programmes. It would have given actual insight and it would have left space for constructive ideas that could have been developed and elaborated further with the evaluation team of SAC and in the future. Further, if an actual and critical self-examination had been conducted, this would have potentially given space to some kind of methodical impact assessment for the future. Self-criticism can spawn insights that may lead to corrections and new developments and these and their success stories can then be tested for constructive feedback.

One side note on the webpage presentation of the research programmes: The website of the Institute provides the following information on the three research programmes of FIIA:

"The European Union: The European Union research programme focuses on the EU's global and regional role, including the internal dynamics of the Union. The main research themes are the EU's external relations and institutional development.

The EU's Eastern Neighbourhood and Russia: The EU's Eastern Neighbourhood and Russia research programme studies the EU's eastern environment with a special focus on Russia's domestic, foreign and security policy. The programme concentrates on political developments in the region and the dynamics of the conflict in and over Ukraine. It also studies international relations in the EU's eastern neighbourhood and the relationship between the region and the EU.

Global Security: The Global Security research programme approaches global security challenges within the framework of broad security. The programme seeks to understand the global trajectories of security that have significance for the European and Finnish security environments. The issues approached include the prospects for global governance systems, changes in the major power structure, significant factors in functional and regional security and insecurity, the role of the transatlantic relationship in world politics, and the different dimensions of the European security policy."

This information should be sharpened and individualized to the specific research programme periods instead of merely giving a superficial overview. It remains unclear here, for example, which of the programmes works on China or the Arctic. Regarding the website presentation of FIIA's research in general, the SAC has found a few shortcomings. The three divisions each provide a more detailed description on their respective programme opening pages. These are partly repetitions of the short descriptions quoted above, and, more importantly, they are not harmonized across the programmes. This could be improved to demonstrate cohesion and coherence in the research planning of the Institute.

The following chapters will deal with the three research programmes individually, based on their own evaluation in the Self-Evaluation Report, stakeholder talks, and talks with the programme heads. Additionally, recommendations for the webpage presentations are also provided in brief.

The European Union Research Programme

Self-Evaluation

The main focus of the European Union research programme in the said research cycle was yet again the EU's external action, its foreign, security and defense policies, its neighborhood countries, energy, as well as institutional development. Considering the impact and relevance of the programme, it has, according to the Self-Evaluation Report, aimed to consolidate its position of one of the most important research centers on the EU in Finland. The publications of the programme were referred to by stakeholders and the programme's researchers were included in important discussion rounds and also the expert hearings of the Finnish Parliament's Grand Committee on EU Affairs.

The self-evaluation of the programme presents a few publications and events that FIIA scholars participated in. It would have been helpful to look more at concrete examples of an impact of FIIA's work and to show where FIIA has actually triggered a debate and provided some original ideas. Outreach within the Institute as well as new methods could also have been presented in more depth.

SWOT Analysis

Strengths:

The programme head pointed to the professional research team and resources and a consolidated yet adaptable agenda as strength of the programme. He further mentioned the policy and academic audience and the intra-programme and inter-programme dynamics. These occur by means of research roundtables at FIIA, coordination in steering groups among programme directors, and while co-authoring articles or assembling reports, the book publication format of FIIA, which are often composed as edited volumes. The programme director saw other strengths in the leadership and the working culture of the programme as well as its good position when it comes to funding.

Some researchers are regional specialists, particularly with regard to the Middle East and the Southern Mediterranean, while others are less regionally focused. This variety of disciplines is handled by different methods to incorporate the guiding subject of the EU. For regional specialists, it has become customary to look at the effect on the EU, while in other studies, the EU is used as the starting point of analysis.

Weaknesses:

While it may be a strength, the broad agenda of the programme can also be a weakness. The large variety of topics, disciplines and audiences relevant to this programme makes it hard for researchers to keep up with domestic and international demand. In principle, FIIA has to serve several different audiences, and quite dominantly, national media, all the while policy actors “demand” advice. Difficulties in finding good options for career development for more senior researchers was another weakness of the programme. On the other hand, potential weaknesses can arise with likely inexperience of more junior researchers, though, as the SAC noted during the talk, this might be considered more so an internal threat rather than a weakness.

Opportunities:

As opportunities, the programme director listed the current “challenging times”, demand and impact of the work at FIIA, a strong motivation by staff and more international visibility. FIIA had opportunities in research and networking and a solid reputation as an institute, while another opportunity could be the European Union Global Strategy (EUGS) on Foreign and Security Policy for its work.

Threats:

The current and “challenging times” and the politicization of issues were identified as threats for this programme. The programme head also mentioned the threat on academic freedom and the well-being of researchers given the many expectations laid on them. Furthermore, he critically noted the lack of career and salary development on senior level within FIIA and within the programmes.

Assessment by the SAC

Recruitment/ Capacities

The European Union programme has eight full-time researchers (including the programme director) working on EU and member states politics, and it benefits from the input of the Institute’s Director, who performs work on EU institutions. The programme produces excellent publications. Recent books are trying to combine policy analysis with theoretical and conceptual issues. They are useful not only for policy makers and practitioners, but also for students and scholars.

Profile/ Orientation

The programme is devoting a lot of emphasis to the external dimension of the EU: foreign and security policies, defense policy, neighbourhood policy and energy security. A recommendation for the future will be to focus not only on the external dimension of the EU but also on internal debates, as they will be high on the agenda of the EU after the French and the German elections: Brexit negotiations, new reform of the treaties, reform of the Eurozone, organization of variable geometry.

Cross-programme cooperation (on Neighbourhood and EU-Russia relationships with the Russia programme; on transatlantic relations with the Global Security programme) has been assessed as a very positive initiative for the visibility of FIIA in this field.

The programme recently took up trade into its portfolio. The proposal to work more on trade politics is a relevant one, as EU trade policy is an issue not very much studied from the perspective of political science. However, the reviewers would like to stress that working on trade politics requires a good technical background in trade law and economics. Without this understanding (for instance on EUCJ jurisprudence), it will be difficult to produce original work on the politics of trade. The SAC was not too sure as to how this should contribute to a more sharpened agenda for the programme, especially as there seems to be an actual lack of expertise in this field. It might be better recommended to stick to the real expertise of this programme and deepen it rather than broaden the portfolio. The SAC welcomed future plans of the programme to broaden both its portfolio and methods, for instance by examining epistemic communities and knowledge-producing mechanisms in the Middle Eastern order. It was further recommended to take into account the concept of resilience of the EU as a potential topic, maybe by focusing first on resilience of the Eurozone. EU institutions might also be a good starting point for such an analysis.

Quality/ Recognition

The reviewers were under the impression that the European programme is very good at reacting to policy events, though its task is also to anticipate occurrences that are important for the future of European integration. The European programme must take more risks to anticipate future issues on the EU agenda, as the structure of European defense, the reform of the Eurozone, the reform of the Schengen Agreements and the organization of a differentiated EU.

The SAC found that in fact, one of the strengths of this programme is its topical continuity and consistency. There are two main parts in the Europe programme, one on the EU's external relations, which will now also include EU trade, and the other one about the political system and institutional structure. However, it would also be useful for the programme to be outwardly clear about the perspective of its work, meaning its starting point for analysis. As was illustrated in the strength analysis, sometimes, this is the EU and its perspective on the world and then again, it can be developments in the world and their impact for the EU. Transparency and rationalization of why some issues are worked on within this programme that might also fit into other programmes, for instance the work on the Russia/ Ukraine crisis or distant conflicts or societies in Egypt or Israel and the Middle East may help understand how this fits into the programme that is after all labelled "European Union".

The webpage on the programme does not sufficiently assist peers in understanding its priorities and projects.⁸ It rather seems to be too much a collection of the many facets of European research, while there are no links to projects or specific publications. For instance, when looking up research and the programme, one finds an overview section and a sidebar

The European Union research programme focuses on the EU's external action, EU's major development trends as well as its political system and institutional structure. The EU's external action – its leadership and decision-making – and the different dimensions of the EU's global role are studied comprehensively in the programme. Special weight is placed on the EU's foreign, security and defence policies, neighbourhood and energy security. The nexus of external and internal security is addressed by focusing on terrorism and radicalisation. The regional scope of the programme covers the EU's eastern and southern neighbourhoods, as well as EU-Turkey relations and the EU's Arctic policy. Themes such as the EU's external economic relations and trade policy, relations with Russia and transatlantic relations are studied mainly in collaboration with other FIIA research programmes. This applies also to the study of Nordic cooperation both within the EU context and in general. The EU's major development trends are studied by focusing on the EU's institutional development and decision-making both in their own right and in relation to the EU's external action. Key research themes include the EMU reforms, differentiated integration and political implications of Brexit. Trends in the member states' EU policies, including the rise of populism and Euroscepticism are also examined within this second strand of research.

The European Union research programme aims to produce high quality analysis, and its activities are geared to support political decision-making and to the wider public. The programme takes part in major European research networks. and continues to expand and reinforce this cooperation.

with the following six buttons: Introduction; Eastern Neighbours and Russia (ENURC); The Middle East in Transition; Towards a German EU Foreign Policy?; Networks; External publications; Past projects. It remains unclear whether these are core topics, projects, or fields that follow intra-institutional or external outreach and cooperation. This could be made much clearer and thus add to the profile of the programme.

Regarding external pressure and demand, the SAC members asked whether the programme head had clear priorities regarding target audiences and work of his staff. The programme head confirmed the relevance of the parliament and parliamentarians to be clearly prioritized over others. It appears that the more senior staff were in higher demand of being interviewed in the media, so here is a discrepancy. In addition, the SAC encouraged programme heads to reject media inquiries in cases when there was no actual expertise for the matter at FIIA and that they were not responsible to help media find their interview partners, particularly not outside the Institute. The SAC also recommends for a more discerning targeted and coordinating role coming from the programme heads, or, ideally, from the institutional level, especially when times are busy and media are more demanding. Researchers should receive solid guidance here from their directors. The priorities for their work should be clear to all research staff and provide a strong framework and guidance in hectic times. The SAC further warned against a potential bias when projects are funded with EU resources.

The SAC noted that some countries or regions were not covered that were nonetheless very important, France or Poland for instance. Apparently, there was no available expertise on

⁸ Link: http://www.fii.fi/en/program/1/the_european_union/

these countries in the programme, which could be a shortcoming. The SAC further noticed that cooperation and dialogue formats with other countries of the EU and with EU institutions are not covered specifically. This might become more important in the future.

The EU's Eastern Neighbourhood and Russia Programme

Self-Evaluation

The programme's focus is clearly Russian domestic and international affairs, particularly regarding its relations to Europe and to the EU. Naturally, new conflicts with Russia and especially the crisis in the Ukraine have shifted the focus within the programme cycle from 2014 to 2016.

In the Self-Evaluation Report, the programme director critically discusses the difficulty of measuring the actual impact of their work. This is an important point that should have been elaborated on, ideally in advance and by the three programme heads and the Director jointly. Measuring impact and success of the work of think tanks is challenging, especially when policy advice is offered orally and carried out confidentially, and written publications are open-source materials.

SWOT Analysis

Strengths:

According to their own assessment, this programme had a solid record on issues of its traditional focus, while disposing of some niche expertise on specific questions in the region that researchers of the programme can provide. As other strengths, the good national and international visibility and outreach of the programme was mentioned, as well as its recognition by colleagues and practitioners. The programme displayed strong internal cohesion and it is currently very relevant to politics. Another strength of the programme seems to be the quality of its staff: in the last 15 months alone, three researchers have been offered practical jobs or applied research positions.

Weaknesses:

This last point of a strength can also be seen as a weakness, as the size of the programme has shrunk below the needed critical mass in early 2017, which has affected the list of topics the programme can cover and its other activities, for instance, networking. Unlike other programmes of FIIA, this programme has also seen a colossal and almost complete overturn of staff in the last programme period, as well in the current one (starting in 2017).

Recruitment of new researchers has proven difficult, as international competition for qualified analysts in Russia studies has intensified. This is aggravated by the timeliness of the topic, which makes it hard to invest time and resources in building up beginner-level analysts. More outsourcing was done recently as a means to fulfill the many pressures and demands, but this

is not seen as ideal, putting at risk guarantees for full reliability and quality of the ensuing product. These outsourcing processes may then add to the workload of the programme members, thus leading to a vicious circle. The programme has further encountered some problems with external funding, especially for fieldwork activities.

Opportunities:

The programme director expressed hopes that the recruitment of new researchers will lead to portfolio advancement. In the light of the current challenges, the programme head is also exploring new options for cooperation, for instance with other institutes, aiming to achieve synergetic effects.

Threats:

The programme suffers from the loss of staff to other employers. This is perceived as a threat as this can sometimes mean losing important points of contact. Further threats are personnel changes in the administration and parliament, with subsequent loss of valuable contacts. The programme has also suffered from reduced media visibility, as younger scholars needed time to learn to work with media, while some of the established experts left FIIA. The SAC noted that media visibility might not be the priority for the programme. The programme head anticipates further difficulties in recruiting personnel due to FIIA's principle to hire researchers for a single programme period only, giving them a mere three years of job security. Another threat, as perceived by the researches, is the fact that salaries at FIIA are not competitive compared to other employers or sectors.

Assessment by the SAC

This is a programme of extreme importance – indeed, interest in its thematic foci has exploded over the past few year – to Finland, and therefore also to FIIA with its core mandate. Increased interest has tested the programme, which has exceeded all possible expectation by responding in a timely and flexible manner to the demand placed on it by politicians, policy-makers and the media. This impressive performance, though, does not mean that the tall demand is not challenging, perhaps particularly to retain existing, or recruit new, staff. The size of the programme has now reached a point below the minimum critical mass to handle its topics at all. An additional problem is the lack of Finnish-speaking researchers who can interact with domestic media. A footnote here is that, as of July 2017, the programme has opened two vacancies to increase the number of its researchers to five again.

Profile/Orientation

The programme has its main strength in studies of Russian foreign and security policy, and the ways in which this affects Finland, other countries in the neighborhood (now mainly Ukraine and Belarus), as well as the EU and its relationship with states in the region. With the increasingly muscular foreign policy of Russia, the intervention in Ukraine, and the concerns that this raised in Finland and elsewhere, what was already a main focus on Russia's foreign

and security policy dynamic has become even more central among the programme's priorities. Here, a particular strength of the programme is its understanding of Russian domestic politics, which is successfully drawn upon in order to present a partly original, and certainly comprehensive, understanding of the drivers of its foreign policy. The same can be said for its understanding of Belarus, and, in particular, Ukraine. Some issue areas, such as developments in the Caucasus, an area of investigation until a few years back, now receive only scant attention. Given the urgency of recent Russian policy shifts and reorientations, and in light of limited resources, this is clearly the right choice. The webpage provides the following information on the programme's profile⁹:

The EU'S Eastern Neighbourhood and Russia research programme looks into the processes east of the EU with a special emphasis on Russia. The main research themes are:

- Russia's political and economic developments as well as its foreign and security policies
- Regional dynamics in the post-Soviet space
- The EU's Eastern Partnership and EU policies towards Russia

The way in which Russian domestic and foreign and security policies develop is crucially important to Finland and to the EU as a whole. It is a key task for the programme to provide analytical knowledge on these interlinked issues, which is gaining in importance in times of the current conflictual relationship between Russia and the West. The programme analyses the dynamics of policy-making: actors, networks and shifts in interests and power. The programme also examines the strategic thinking and ideas that drive Russia's foreign policy and compares these with the Moscow's political practice. The programme takes stock of the regional dynamics within the shared neighbourhood of Russia and the EU. The uncertainty of region's future development, its potentially insufficient resilience in front of economic and social problems and security threats constitute a major challenge for the whole Europe. Questions related to energy, governance models, political orientation, interpretations of history, as well as security strategies remain highly sensitive issues in the region. Conflict in and over Ukraine and political evolution of Belarus are programme's primary areas of study.

Consequently, the programme scrutinises the development of the EU's Eastern Partnership with Belarus, Ukraine, Moldova, Georgia, Armenia and Azerbaijan, as well as the Europe's policies towards Russia. In addition to studying the debate in Brussels and other European capitals, the programme analyses how the EU policies are perceived by the Eastern neighbours and what practical implications the policies have on the ground.

Main objectives

The programme is coherent in both its overarching analytical perspective and in the understanding of the issues and processes that its researchers study.¹⁰ This can be seen both as a strength and a weakness. On one hand, this coherence means that all forces pull in a similar direction, that the potential for genuine collaboration (including co-authorship) is greater, and that the scope for cumulatively building on each other's data and analysis is also enhanced. On the other hand, this will inevitably mean that the programme does not represent the variety of orientations that we find within the scholarly community working on Russia, which not only makes the programme susceptible to criticism, but may also constrain innovation. The SAC leans towards the latter, and believe that a larger variety of orientations among staff would serve FIIA well.¹¹

⁹ Link: http://www.fiaa.fi/en/program/3/the_eu_s_eastern_neighbourhood_and_russia/

¹⁰ In the SWOT Analysis produced for the SAC meeting on 2 June 2017, the programme director listed as one of the programme's strengths: "Internal cohesion within the programme as concerns the perception of the processes in countries and the region that we study."

¹¹ Excerpt from the programme presentation on www.fiaa.fi.

Quality/Recognition

The overall impression of the SAC is that the quality of the programme's research, and its publications, is high. While we have not conducted any systematic assessment of the programme's standing among relevant colleagues internationally, we derive this in part from our own familiarity with its work, in part on informal conversations with experts in its focus area, who talk highly of the analyses produced at FIIA.

As part of the evaluation, members of the SAC have reviewed FIIA publications of various sorts, including quite a few from the research programme on the EU's Eastern Neighbourhood and Russia. The generic verdict on the publications is that they are all of very high quality; all of them present analyses of high policy relevance to FIIA's main audiences, and some presenting unique analysis that brings new insight of relevance to both the policy and the scholarly communities.

It is, by the way, hard to identify publications of the programme, as the webpage lacks a page that provides these. On the contrary, the page on the programme provides an introduction, the names of the researchers and two lists: one for media appearances in foreign media and one for external publications. The structure of this webpage differs from that of the European Union Programme, leaving the visitor puzzled as to whether they are linked and centrally organized within the Institute at all, or whether they are merely loose and self-organized structures under the roof of FIIA.

Outreach/Relevance

The programme is very active in communicating its research, and its staff is in high demand by both policy communities and by the media (as the main access point to a broader public). Visibility in the public debate, which is the easiest to get an impression of, is certainly high, although it is notable that the programme director expresses a concern over mounting difficulties in recruiting and retaining Finnish-speaking experts (more on this below), who generally are the ones in demand by domestic media. Impact on policy formulation is much more difficult to measure. The SAC found, however, that the programme's work is highly valued. This was confirmed after a meeting with the stakeholders. The large number of references of its key findings indicate to a small but very productive programme, which in many ways may be seen to be punching above its weight. The departure of three senior researchers in the course of 2016 and first quarter of 2017 is a serious loss for the programme, yet this is also testimony to its reputation and to the quality of its staff and the work that is being conducted.

Also, in the SAC's view, the programme director and members of the programme should not be overly concerned with personnel changes among their partners in the relevant political institutions. Rather than seeing this as a threat, it may actually be an opportunity to give guidance to "newcomers" in the parliament or in government: Given the high reputation of the programme, the offer of briefings or seminars to new ministerial officials, newly elected parliamentarians or their staffers would certainly be seen as a welcome service on the part of FIIA.

The extraordinary demand, for the programme's competence, over the past few years have also had the undesired effect that both retaining existent and recruiting new staff has become difficult. While the attractiveness of staff is in itself a testimony to the programme's qualities, the simultaneous loss of many of its core researchers – so that in the programme today, only the programme director remains of those on its staff list from two years earlier – represents a huge challenge. Recruiting internationally has proven difficult, partly because there are many alternative offers, partly because Helsinki is not seen as the academic center of the world (although for Russia experts, in some ways it is!). In Finland, genuine area experts (with language competence and a few years past the doctorate) are scarce. Hence, there is the additional challenge that the programme has very few people who command Finnish, which is in practice a prerequisite for engaging with the domestic media.

If retention is failing, and recruitment of experienced staff proves difficult, alternative strategies need to be developed. Three distinct approaches have been discussed, and partly tested, within the programme: recruiting juniors; subcontracting analyses from externals; entering institutional collaboration.

- Recruiting juniors is certainly a possibility, but it means a long-term investment, and in the short-term, even if productive, it also means additional tasks for the seniors in the programme, who have to set aside time for training and quality assurance. This is a dilemma, in that short-term, the net positive effect may be limited, whereas long-term (assuming successful retention), this is the only recipe that yields a stable competence pool.
- Subcontracting externals (whether as individual or through their institutions) is a quick fix, assuming there are competent analysts who are able to adapt to the needs of FIIA. Undoubtedly, subcontracting also entails transaction costs, both in the contracting phase, and in quality assurance. Yet, beyond making it possible to quickly deliver relevant outputs, it also has in it the potential to bring a wider variety of perspectives to the debate, which in itself could be very useful for FIIA.
- Institutional collaboration is less of a quick fix, but may be more sustainable in the long run. Beyond the aim of expanding capacity, it also contributes to other valuable aims, such as systematic comparison across case countries, exposure (including short-term stays) to other scholarly milieus, and institutional sharing of best practice in management, publishing and so forth. In this vein, the ongoing collaboration with European foreign policy institutes, and the embryonic network within Norden, represents promising opportunities.

The SAC does not want to suggest that the programme pursues all of the strategies above with full vigor, even though it may be wise to be open to opportunities within all of these domains. We suggest that FIIA engages in a systematic discussion of these alternatives, examining pros and cons, as well as possible synergies between them, with a view to set priorities for capacity expansion.

The SAC recommends for the programme members to interact more intensely with former members of the programme. There might be ways to turn the loss of colleagues and their move to new positions into an asset or a benefit for FIIA. Having former colleagues in certain institutions should facilitate options for cooperation and common projects and enhance the policy-relevance of the programme.

Funding

Generally, the programme seems less successful than its two sister programmes at FIIA in attracting additional funding from external sources. It is not clear to SAC why this is so, neither is it clear what is the precise relationship between a shrinking of the capacity and limited external funding. In fact, one would assume that the strong reputation of the programme, combined with the mounting interest in the topic that it deals with, could have made external funding more accessible. With relatively limited success in the recent past, doing more of the same is clearly not the answer. Yet, a shifting of gears, and a new orientation towards fundraising would also require a major commitment of time and resources, and a decision to do so must come with a careful assessment of both the costs and the likelihood of success.

A more trivial, nonetheless important, concern expressed by the programme is that the current resource situation limits the ability of the staff to spend time in the countries that they study, interviewing people and conducting fieldwork. The SAC would think that this is a problem that is possibly exacerbated by the fact that there is a mounting demand on presence in Helsinki and for timely outputs. Over time, however, if there is little opportunity to travel, this will weaken the staff's understanding of current developments in their respective fields, and, as importantly, undercut the attractiveness of working at an institute that directly grapples with the most pressing policy challenges of the day.

Global Security Programme

Self-Evaluation

This programme' profile is extremely diverse, which is also problematized in the self-evaluation. The three research teams (which are also called 'centers' in some places), are presented as well as their main areas of work in the past programme phase. External funding efforts have been particularly successful in this programme and its need to keep finding cooperation partners, especially for international projects, is underlined.

As a particularity, this programme holds the "Center on US Politics and Power" under its wing, which was merged into its structure in 2014, by means of a special third-party grant. This, however, is not made clear through the webpage, as the center does not appear on the website of the programme, instead, it is provided on the opening page of "Research".¹² This

¹² Link: <http://www.fii.fi/en/research/>.

may lead to confusion, also regarding the teams for this Center and their position within the Global Security programme and FIIA as a whole.

SWOT Analysis

Strengths:

According to the programme's self-assessment, its diverse agenda has led to many options for intra- and inter-programme cooperation. It encourages researcher exchanges, research clusters and interactions with funders, stakeholders, policy-makers and the organization of high-level seminars and conferences.

Besides, it is mentioned that efforts for external funding have been successful and several excellence centers have been included under its umbrella. The programme stresses its strength in different research distinctions, in its Arctic studies and interdisciplinarity.

Weaknesses:

The programme head stressed the challenge to combine all the various topics of the programme while trying to balance them; the workload is high for the researchers. This programme is the least coherent of the three programmes, although this structure is the result of the last evaluation, when it was advised to cut the then number of four programmes down to three. This has also proven useful for the attraction of funding. However, there is still a debate to this day as to how to structure the programmes. This programme is the most challenged to sustain a focused agenda while staying agile towards new topics.

Opportunities:

The programme is strong in security research; however, outreach is always inspiring and fruitful, so it seeks further networks and partnerships with other institutions. One opportunity is the incorporated research center on US policy, which is unique in Finland. There is strong public interest in the issues of this programme, particularly from partners like the defense ministry or security policy circles. Beyond that, India has been included as a new topic. This can be an opportunity, but it might split up the portfolio even more.

Threats:

The programme cycle is a risk as it hampers finding good researchers to work with. On the other hand, it is acknowledged that permanent contracts and permanent staff may lead to the loss of agility. Finding external funding has become a challenge, it has become increasingly competitive. Another threat that was identified is the lack of strong international knowledge of the programme and its profile.

Assessment by the SAC

Profile/ Orientation

Of the three main research programmes of FIIA, the one on Global Security stands out as being broader in scope and, as a consequence, somewhat less focused and circumscribed than the programmes relating to the EU and to the EU's Eastern Neighbourhood and Russia. There are many researchers in this division; it is the largest of the three programmes, and the expertise of up to 15 researchers comes from different backgrounds and disciplines. A uniform agenda of this particular programme is hard to portray considering the breadth of the topics that are covered, which is a challenge that is carried over to the programme's webpage as well. A harmonized agenda would add great value here, for instance, it would be reasonable to combine global security, global powers and the Arctic in a research cluster. Finland is a small country maneuvering between the larger powers. This may be a good storyline for the programme, but it remains important to consider where the other topics belong then.

That said, the four research teams or 'clusters' which have been identified within the programme (US Politics and Power, Asia, notably China and the East Asian region, Global Governance and the Arctic Area) give it a more distinctive profile. Moreover, the 2014-2016 period has shown a positive development towards more focus and coherence. The programme's webpage describes its activities and purports some kind of common understanding despite the variety of topics and disciplines.¹³ It does not show, however, how the research clusters are organized or prioritized.

The Global Security research programme seeks to understand the global trajectories of security that have significance for the European and Finnish security environments. The programme approaches global security challenges within the framework of broad security focusing on the following key areas:

- The implications of the geopolitical shift from a transatlantic to a Pacific context
- The emergence of new global powers, foremost China
- The future of global governance structures, international institutions and normative frameworks
- The contours of the emerging global order

While the transatlantic relationship between the United States and Europe continues to be of great importance in global governance and security, it is undergoing major changes. One of the most important changes in international affairs over the last years has been the rise of a group of large developing economies including Brazil, China and India whose growing regional and international influence warrants research as to its effects on global governance, security and development.

The global development and security agendas have become increasingly intertwined as many cross-border problems are related poverty and inequality. This highlights the importance of investigating the existing structures of global governance which will also have to accommodate the power of BRICS at the same time that the world faces unprecedented challenges such as the climate change.

The research programme examines the global governance of international security architecture, including its economic and political aspects, power politics and multinational security arrangements. While acknowledging the plurality of methods applied by the researchers, the programme pursues a policy-oriented research agenda.

A side note here regarding the webpage in general: the programme page does not contribute to a better understanding of its priorities in research. In a side bar, five different buttons lead

¹³ Link: http://www.fii.fi/en/program/4/global_security/

to specific themes or other pages¹⁴ without mention of their role or hierarchy within the programme. These are not the ones that are described in the general overview page. Hence, some streamlining and more exact information on the programme might be helpful.

Recruitment/ Capacities

In talks with stakeholders, representatives from academia criticized shortcomings in research on Eastern Asia and China. These topics would fall under the responsibility of the Global Security programme. This is surprising as China forms one of the core parts of this programme, and it is said so on the webpage as well. Possibly, media appearances dominate the outward picture of FIIA, and issues like China might not be dealt with in the public discourse as often as others. It remains for FIIA to decide whether this is a problem, but there should at least be cognition of this fact. Expertise on China is definitely important for Finland. It was mentioned in the stakeholder interviews that the Chinese Government is supporting an institute at one of the Finnish Universities. This makes it even more important to have a place for independent policy research related to China – ideally at FIIA.

That said, the SAC underlines in this context that a relatively small institute like FIIA cannot possibly cover all issues and regions in the world and recommends that the trend towards a certain selectivity be continued, combined with a concise effort to refer enquiries and demands concerning 'missing' regions, countries or issues (such as Africa, Latin America or parts of the Middle East) to other Finnish or non-Finnish centers and networks with more expertise on these matters.

If FIIA were to be requested by Finnish political decision-makers to fill all such gaps, this should also be reflected in the size and budget of the Institute.

Quality/ Relevance

To start with some comments on relevance and output, it is obvious that the Global Security programme, as specified by the four themes and 'clusters' mentioned above, is highly relevant for Finland and Finnish foreign policy, security policy included. As a small Nordic country, member of the EU, but developing closer ties to NATO and with a traditionally fairly strong focus also on the US and transatlantic relations, and nurturing a keen interest in China and East Asia, especially from a trade and investment perspective, Finland cannot escape the impact of the policies of major powers and of the effect of global governance structures on

¹⁴ The five buttons in the side bar are: Introduction (actually introducing the structure and aim of the programme); Asia Research Cluster (with more details in the respective page and links to numerous articles); Securing the Global Flows (with a less detailed text and only two references); Finnish Maritime Security and Security of Supply (merely a brief explanation), and External publications with a link list): <http://www.fiaa.fi/en/program/4/14/>

international and regional relations. The relevance of these issues for Finnish foreign policy, and its security interests and policies in particular, is obvious.

Regarding output, the programme deserves credit as a producer of a high number of publications and other activities, generally of good or excellent quality. There seems to be a healthy mix of shorter contributions providing expert comments and more in-depth and extensive publications often of more academic merit. It is also to be noted as a positive development that during the 2014-2016 period, many researchers have progressed to the doctoral level and/or have been successful in being published in renowned journals or publications in book format. The level of external funding for this programme is satisfactory as well. All in all, publications and other activities point to a dynamic group of committed researchers whose expertise and academic merits have been widely recognized. At the same time, a considerable part of the publications, conferences and other activities are of relevance not only for a Finnish audience but also internationally. The programme, and the Centre on US Politics and Power in particular, benefits from a number of international contacts and forms of cooperation although the programme presentation could provide more information as to which centers and networks are particularly important as partners of more long-term standing.

Prioritization

With regard to the four themes identified under this programme, the U.S. and East Asia 'clusters' stand out as the parts of the programme that have a blatant focus and identity of their own. They could be summarized as an interest in major powers. We would argue, however, that the third theme, 'Global Governance', also fits well into this picture. To understand the impact of geo-economics and geopolitics and the role of major powers, it is necessary to take into account the normative and institutional constraints, if any, on 'Realpolitik', including testing to what extent the perceived tendency towards more Realpolitik is really 'real'. What arguably could be developed, however, would be to bring out more clearly, in programme presentations, by joint publications, etc., the interaction which should exist between this part of the programme, on the one hand, and the other parts, on the other. It is at present not always obvious in what ways the different themes are supportive of each other.

The Arctic theme has been added to the programme, at least partly because of actual demand in Finland and elsewhere for social science research on the Arctic Area. It can be asked to what extent this special theme fits into the broader context of the other three themes. It is obvious, on the other hand, that the theme is topical and of relevance for Finland and that the output of this part of the programme is good. As at least some of the publications and other activities of the 'cluster' relate to the role of major powers and in a global perspective, the place of this theme in the overall research structure of FIIA can be defended. The Russia 'cluster' could be an alternative but this depends on the actual profile FIIA would prefer to give to this particular topic.

Another question that can be asked is whether the fairly frequent publications relating to Finnish security and defense policy as such, which are presented within the framework of the Global Security programme (or sometimes one of the other two programmes), and which do not always have an immediate and obvious link to research relating to global issues, or which in any case attain a somewhat distinct profile in the programme, could or should be singled out as a separate theme – or even as a fourth major programme. As there are certainly arguments against a proliferation of themes or programmes, we would not necessarily advocate such a change but submit this question to FIIA for further consideration.

Coherence/ Cooperation

To make an observation of a more general nature, both in the outward presentation of the programme and in the programme-internal relations between different themes, there could be somewhat more emphasis on the common threads that keep the programme together (such as 'major powers') as well as the interaction which exists/is sought between the four themes. It would seem, for instance, that within the overarching main objectives of the programme, more consideration could be given to joint publications and consideration of topics which overlap between the four themes. In the same vein, it could be explained more clearly what, if any, interaction there is between the three main programmes, without prejudice, however, to the need to avoid compromising the specific profile and identity of each programme. It was helpful to convene interviews besides reading the self-evaluation. Also, SAC members found that the programme head managed to explain the threads that hold the programme together much better in his oral presentation than in the written report or in the information provided on the website. Finding a clear language to explain scope, mandate and profile of the programme and sticking to it will also help the upholding of a consistent research agenda.

Generally, the Global Security programme should be recommended for delivering outputs of clear relevance and good, if not excellent, quality and with a fruitful mix of expert commentaries and research of more academic significance. The above observations and suggestions only aim at contributing to a further strengthening of a highly successful endeavor, which in our view merits continuing support, at least for the foreseeable future.

Publications

FIIA has six different paper series on offer, which range from two-pagers (FIIA Comments) to book format reports. Medium-length formats are the Briefing Papers (8-9 pages), FIIA Analysis (article length), Working Papers (conference paper length), and the Finnish Foreign Policy Papers (length varies). In 2017, one of the prime products of the Institute, the FIIA Analysis paper series, gained status as a peer-reviewed journal. In the academic world, reviewed journals have established a reputation to be scientifically proven regarding their scope, relevance, and level of innovation, originality and rigor.

The SAC's assessment of FIIA's publication practices has been pursued in three steps:

1. Looking at the Self-Evaluation Report, the publications lists for the programme cycle and the webpage
2. Extracting from discussions with the Director and the programme heads, where the central goal of FIIA lies and how the publication series fit into this
3. Providing brief reviews of selected publications to evaluate their quality

European Union Research Programme Publications

In total, the European Union research team produced 29 publications in the three-year-cycle. These also included four report formats, which are actual books. Hence, output is very good in this programme, especially considering the impressive list of other publications and media appearances that the researchers have provided in merely a two-year span. The topics, according to the Self-Evaluation Report, range from key developments for the EU over the Ukraine/ Russia crisis, the Syrian conflict, the migration crisis and developments in EU member states themselves, particularly populist and Eurosceptic tendencies in the EU. As the Self-Evaluation Report specifically mentions these points as key developments, the SAC expected a large amount of publications on exactly these. However, for example, the topics of Euroscepticism and Populism were only tackled in a single publication in June 2014. Hence, this topic should be either less underlined in the self-presentation of the programme, or it requires more publishing on this issue for it to really make up a core theme of the programme.

Naturally, the researchers of the programme are experts in their fields, but it is striking how the key developments of the programme are each only worked on by a single person. A suggestion, aiming at more originality and less repetition, would be here, to have research teams work together on issues or to include another person's view on a certain aspect. This can broaden scope and reach of the programme's publications as well as stir an interesting debate within the Institute and beyond. There should be no streamlined opinions in research-based policy advice, but this automatically happens when only one person alone works on a specific topic generally. Intra-institute cooperation could be enhanced by partnered publishing; while two views on a certain issue, for instance from two regions, can stir debate and portray the multiple facets of FIIA's work. Topical dossiers would be another option that

can help cluster certain themes and thus enhance coherence and storyline of the programmes and their content.

EU's Eastern Neighbourhood and Russia Research Programme Publications

In total, this programme produced 29 FIIA publications, of these five reports. Beyond this, we see a high number of miscellaneous publications and media contributions. This programme would equally benefit from partnered publications and dossiers to cluster their work and strengthen outreach. The content here really invites cross-programme cooperation and reciprocal mirroring of the EU and its Eastern neighborhood also in publishing. This could be made much clearer, also in the presentation of the publications on the website, which provides merely a listing correspondent with the different paper series. The tags sidebar, however, is a useful tool to find pieces on certain issues.

Global Security Programme Publications

This programme, in its own words, seeks to understand global trajectories of security with significance for the European and Finnish security environments. Due to the heterogeneity of this programme in particular, the webpage points to teams of researchers working on “US Global Role”, “China and Asia”, and “Global Governance” respectively.¹⁵

The programme has produced as many as 41 publications in the last cycle, with four reports issued. Of course, it needs to be noted that this programme has 15 researchers, while the European Union Programme has eight (plus frequent contributions by the Director), and the programme on the EU’s Eastern Neighbourhood and Russia Programme has only six researchers.

This programme, as was noted before, shows some extreme variety and diversity regarding authors, disciplines and topics. Themes range from constitutional analyses of the United States’ political system to the Syrian conflict, to the international criminal court, the Arctic, illicit trade, cyber security and so forth. There is also work (in Finnish) on Ukraine, which apparently centers on defense and its implications for Finland. It remains open here, how such issues are molded into the programme and whether this would be desirable. Attribution to a certain programme apparently come with the affiliation of the staff. The question is, whether the programme in such cases is just a tag or a structure or more than that.

¹⁵ It appears that the structure of this programme has been changed for the new programme phase, starting in 2017. The webpage introduction on the programme now features the following points regarding its key areas of research:

- The implications of the geopolitical shift from a transatlantic to a Pacific context
- The emergence of new global powers, foremost China
- The future of global governance structures, international institutions and normative frameworks
- The contours of the emerging global order

Link: http://www.fiaa.fi/en/program/4/global_security/

As the SAC has repeatedly recommended for FIIA to sharpen its image, this should be well considered by programme heads, also when it comes to planning of publications. A more streamlined agenda, also for publishing, may help emphasize the narrative of the different programmes and FIIA as a whole.

Publication Reviews

The SAC evaluation team looked at a selection of publications from each programme, making sure this would include a wide range of the different paper series of FIIA publications, authors, as well as themes. Their reviews were based on the following four criteria:

- a) Policy relevance, potential impact, and impact for whom/ which stakeholder group or which target audience
- b) scholarly/ academic value and methodological soundness
- c) coherence, comprehensiveness and reader-friendliness
- d) other aspects, for instance: is the paper including a specific kind of innovativeness or groundbreaking ideas, is there any added value, have you observed a certain impact of the paper (can be anecdotal)

The following table sums up the feedback of the SAC members’ reviews.

a) POLICY RELEVANCE, POTENTIAL IMPACT, AND IMPACT FOR WHOM/ WHICH STAKEHOLDER GROUP OR WHICH TARGET AUDIENCE
§ Highly relevant and policy-oriented issues that go beyond stock-taking by testing and proposing new ideas
§ Different recipients and stakeholders are not prioritized by FIIA yet, but generally, political decision-makers will benefit from the information-rich and easily accessible papers
§ Policy recommendations are direct and bold, whenever provided
§ Not all of the publications offer recommendations, some would gain in quality and impact if they offered these
§ Mostly, the papers are steered towards Finnish, and sometimes, European audiences
§ Many of the papers are now published in English or translated, so the audience can be more international, and outreach to neighboring, European or international consumers can be increased, which is positive
§ Contents of many of the papers is politically relevant and timely
§ Sometimes, the papers remain more general and descriptive; more informed consumers would benefit more from more in-depth and innovative policy analyses and recommendations
b) SCHOLARLY/ ACADEMIC VALUE AND METHODOLOGICAL SOUNDNESS
§ Academic or scholarly value is often not at the core of the papers’ main focuses

<ul style="list-style-type: none"> § Researchers should make sure that papers that have some kind of methodological approach to examining a concept in international relations, for instance the human security paradigm, provide rigor and develop these concepts further § Some of the papers lack a clear methodology from an academic standpoint § The academic value of some of the papers could be improved by providing links to sources for tracking arguments or following up on the respective subject § Many publications seem to give a general overview or try to raise awareness for a certain topic rather than providing a theoretically inspired examination of the subject matter § FIIA could be stronger analytically by looking beyond macro level for their papers, taking into account societies, perceptions, sociological dimensions of international relations, etc. § When topics of general character are handled, for instance on the European defense policy, a comparative approach would add value § Sometimes, tables and graphs were included to enhance reader-friendliness, some of the more technical texts have lacked these, albeit they would have been useful § The information provided is mostly relevant for policy-makers, advisors, analysts and not so much for academia per se
<p>c) COHERENCE, COMPREHENSIVENESS AND READER-FRIENDLINESS</p>
<ul style="list-style-type: none"> § The reviewed papers were generally well structured and reader friendly § Argumentation is mostly very clear and succinct § Some of the papers appear somewhat rushed and superficial, which could also be due to the vast amount of topics handled, which are often time-sensitive § Some of the reports would benefit from stricter editing to harmonize the different chapters, for instance when comparing cases are consolidated. As report are often collections of different authors' pieces, the editors or programme heads could cooperate to achieve coherence, rather than producing several standalone pieces
<p>d) OTHER ASPECTS, FOR INSTANCE: IS THE PAPER INCLUDING A SPECIFIC KIND OF INNOVATIVENESS OR GROUNDBREAKING IDEAS, IS THERE ANY ADDED VALUE, HAVE YOU OBSERVED A CERTAIN IMPACT OF THE PAPER (CAN BE ANECDOTAL EVIDENCE)</p>
<ul style="list-style-type: none"> § Some papers did contain bold theses that could lead to interesting discussions § Intensive analysis and the development of new concepts did not occur in the reviewed papers § Some of the papers are very timely and policy-relevant in specific contexts while lacking overarching scholarly value that they may quickly be outdated. They could be linked to longer-term objectives or frameworks to become more sustainable § The selected papers stand for themselves as isolated pieces. There are no linkages to any of the projects of FIIA, to other publications, to the respective programme as a whole, or to some specific general concept of international relations. This also weakens their relevance in the future or beyond the more time-sensitive matters § Considering the different paper series that FIIA offers, these should each have a certain character. For instance, analyses or briefing papers should always provide strong recommendations for policy-makers § To assess success of certain publications, FIIA could do more than merely assess download numbers. Working papers for instance could be rated by looking at the

distribution of their ideas in other channels or by researchers working on them further. This would help embed FIIA's ideas more strongly in the Finnish and international discourses.

Recommendations by the SAC on FIIA's Publication Activities

After assessing the quality of papers, the self-evaluation of the programmes and the talks with both the Director of the Institute and stakeholder representatives, the SAC could assemble a list of recommendations for FIIA's future publication activities in order to make them more aligned with the Institute's reach and reputation.

It was quite apparent in talks with stakeholders that the large variety of paper series was more distracting than attractive. FIIA issues six paper series alone, ranging from two-pagers to book formats, while the differences between analyses and foreign policy papers is not laid out clearly anywhere. Of course, practitioners will know what to make of a briefing paper, but they should not be puzzled what they get when they see that a certain topic has been dealt with in a certain type of publication.

The SAC has intensely debated the benefits of having a peer-reviewed journal ("FIIA Analysis") as an in-house publication. The external review process by peers generally, of course, may increase both quality as well as recognition for a piece; it exacerbates accession to the journal and consequently, appearance with an authored piece bestows prestige for a researcher in academic circles. However, this is the case only with very established journals. It is of course a positive sign for the review processes of FIIA that one of their publications received this status. But it will probably not be this status that would raise interest in this publication. In the opinion of the SAC, it should, and most certainly is, the reputation and high quality of FIIA itself that will maintain and increase interest in the Institute's publications. What is more, the prime target groups of FIIA (which have not been prioritized yet), may not give this fact too much thought. Subsequently in the view of the SAC, it would be important for FIIA to critically assess here, whether the efforts and benefits of the review scheme balance each other out.

It would be good to reduce the number of FIIA paper series. FIIA might consider opting for one longer, article-length paper series, one shorter commenting series as well as the book format for edited volumes. The SAC recommends, for instance, limiting the paper series to a FIIA Comment, a Briefing Paper as well as the Reports. This would exclude the FIIA Analysis, but the difference may not be apparent to most readers nonetheless. Of course, the title does not matter too much here, but indeed it implies a decision on the purpose of the Institute. If FIIA went along with a Briefing Paper series, it would make much clearer what this can be used for and who the primary target groups of FIIA's work are.

The SAC further recommended special editions of certain publications for certain events and stakeholders. This can be something that is exclusively available for certain partners only, or open-source for everyone. One of the proposals was one common Institute's publication once per year on a given issue (maybe some kind of outlook into the political challenges of the year ahead or certain cross-cutting risks or chances) that overarches all three (or how many they may be) research programmes. This, again, can be another measure to sharpen the profile of FIIA.

Personnel and Career Development

The principal challenge facing FIIA fixed term staff - and distinguishing them from scholars and policy practitioners who work in targeted and specific environments - is the diversity of roles they are expected to embrace. They need to respond rapidly to journalists and policymakers with comments on breaking news; they are expected to support Finnish policy-makers with relevant background briefings designed to inform policy decisions; and they are contracted also to hold their own among their peers in international scholarly circles. These competing demands can at times lead FIIA to play a reactive role, responding to multiple domestic and international audiences with bespoke materials, rather than shaping the nature of its own work. It is all the more important, then, to ensure that FIIA invests in developing a clearer, confident and universally comprehensive self-narrative, explaining to its multiple stakeholders its principal purpose and priorities, and underlining the added value of working with commentators who are able to work across policy and scholarly domains and able to inform discussion and debate with a depth of understanding and a breadth of policy application. This applied element of scholarship is particularly strong in an Institute able to work across these domains and could form the basis of a culture of FIIA outlining the originality (proximity to policy), rigor (based on scholarship) and significance (multi-dimensionality in terms of subject area and expertise to benefit Finnish foreign policy).

The SAC noted a very loose framework for scholars regarding their perspectives and personal job security. It is quite a professional risk to agree to a contract that is limited to three years only. This has also led to difficulties of recruitment, and to loss of some highly skilled colleagues to other positions. This, of course, can also be seen as a compliment for the work of FIIA and the high quality of its personnel.

In terms of personnel management, new colleagues could benefit from clearer work allocation, understanding the percentage of time expected to spend on each element of their work. In addition, a stronger mentoring and continued professional development programme (for example in media training and grant funding) could also support better the career progression of colleagues. There is also a mismatch in expectations and recruitment and a need to think carefully about the most appropriate level at which to appoint.

It may be worthwhile to consider exchange with other institutes, to consider exchange with staff in the administration and to develop an alumni programme. Maybe also, a post-doc fellowship exchange programme might help attract young promising and international scholars.

General Recommendations

Narrative of the Institute

It should be noted that FIIA had undergone evaluations before, in 2009/ 2010, with an internal evaluation of FIIA followed by an evaluation by the then acting Scientific Advisory Council (also: SAC). In 2010, before the arrival of the new and present director, the then acting SAC recommended for FIIA to actively pursue a more operative and policy-focused partnership with the parliament and other parts of the administration, as well as the outreach to other research institutes in Finland. In this present evaluation report, the SAC underlines this while recommending to do an outreach not only to Finnish, but also to European and neighboring research establishments.

Already in 2010, it was noted that the staff of FIIA should have a clear basic code of values for their work and to have at their disposal some kind of “toolbox” on how to work with different stakeholders and partners, be they official or unofficial. Finland may be a small country and FIIA has been unique in its position and structure, but nowadays, demands are rising and the issues that FIIA traditionally works on are extremely relevant to Finland and its neighbors, the EU and Europe as a whole. Hence, this should be at the center of steering when it comes to the research agenda of FIIA, rather than trying to fit in other aspects more and at any cost, while there are no real experts in their field available, as it seemed to be the case with topics like trade, development, or legal issues in the EU.

During the evaluation of 2017, the mandate and basic code of values seemed clear to staff and director, however, there was still some potential for enhanced clarity in the outward communication and transparency of these principles, which would also protect the researchers against too much external pressure.

Finally, after its many discussions and interviews, the SAC had the impression that all stakeholders tend to “make” FIIA the place they want it to be for their specific user’s preferences. Some of the national partners of FIIA have thus developed a rather utilitarian approach to the Institute. FIIA and its staff should be more self-confident here, make clear what they do, give policy recommendations, become resource persons, be clear about their self-perception. This is especially so, if and when FIIA’s self-perception differs from its perception by some of its partners.

Programme Structure

The three programme directors make the identity of their divisions appear very strong, almost as if they stood in some kind of competition with one another, which, of course, is not the case. However, there is a strong acknowledgment for each of the programmes and their content. This may not be relevant to the peers and partners of FIIA at all, it may not even be visible. If, however, it was as noticeable as it was presented to the SAC, this leads to manifold questions about the coherence in the programmes and allocation of some of the clusters and projects. The general structure of the programmes should be closely looked at once more by

the Institute's Director and programme heads. The way things are now; this purports some kind of atomized or fragmented structure within and between the programmes. A clear narrative found for the programmes and outward communication about this would help dissolve all doubt about their structure. One recommendation is to extract the work on the Arctic from the three programme-structure and make it its own programme, or cluster, as it were, as this could lead to more coherence of the other programmes and open the spectrum for research on the Arctic specifically.

A very strong common ideology within a programme has also shown to be a risk for the Institute, as researchers may take a strong stand about their programmes' identities and oppose due changes. The SAC encourages cross-programme cooperation for more originality, within the programmes as well to broaden their profile. Nonetheless, the programmes need some sort of common message in order to be real programmes. And they should be more proactive and not reactive in setting their agendas. New methods might be useful here to anticipate new subjects, maybe by conducting in-house seminars, in-house brainstorming sessions, or horizon-gazing/ -scanning workshops.

Agenda-setting and identity for FIIA and the programmes seems to be highly personalized. This is of course due to the impressive personalities of the Director and the three programme heads, however, there is risk of void if someone left one day or were absent for a certain amount of time. It appears to the SAC, though, as if there are different perceptions as to what the Institute stood for.

FIIA used to be small enough to follow an informal institutional culture. Now, demands have grown and this informality may no longer be applicable.

Communication and Outreach

It is important to find a common narrative for the Institute and its research and to communicate them well.

A clear prioritization of target groups might also help scholars decide what to work on first. Researchers at FIIA should also be clear to work on fields where they have actual expertise and deepen it rather than broaden their expertise.

FIIA staff should reconsider the extent to which they are reactive to media. If researchers do not want to respond to yellow press on a topic, even when public interest is high, they should be allowed to deny such requests and be frank about their tasks and their mandate. SAC recommends for a more discerning targeted and coordinating role coming from the programme heads, or, ideally, from the institutional level. It might be worthwhile to execute media trainings, especially regarding social media and the interaction with post-factual discourses.

The priorities for their work should be clear to all research staff and provide a strong framework and support. The SAC assumes that the Director has a strong standing in agenda-

setting processes for the Institute. Guidance is definitely important, however, the SAC recommends considering to give room for individual research interests of the staff. These can then be steered and merged to fit into the Institute's research structures by the Director and the programme heads.

Publications

The SAC evaluation team recommends reducing the different offered paper series to only three types: a book-length longer format, a policy brief format and a short comment-like format.

The peer-reviewed FIIA Analysis will most likely not add a lot of value all the while adding much work for FIIA staff for the review rounds. This probably would be an endeavor to cut in the future and to get back to promoting the very good quality and review processes of the standard in-house publications, rather than seeking to compete with longstanding journals like Foreign Affairs and others.

Personnel and Careers

FIIA is well advised to make sure new researchers are well informed and briefed about the culture of the Institute and about hierarchies regarding target groups as well as priorities in their research.

Researchers should be encouraged to get together for new input and common projects.

Exchanges with other institutes as well as the Finnish parliament and ministries can be helpful for both sides.

Some sort of alumni club may help bind previous FIIA personnel to the Institute even after they have left.

FIIA should give researchers strong support in choosing and defending what they want to work on and how much external pressure, such as funding or media requests, should influence their agenda.

FIIA personnel would benefit from media trainings.

There should be space for FIIA researchers to include fieldwork phases or phases for extensive research and writing, regardless of daily events and pressure.

Annex I

SAC Evaluation Team Members

[Volker Perthes \(Chair of the Scientific Advisory Council of FIIA and head of the evaluation team\)](#)

Volker Perthes has been chief executive officer and director of SWP (Stiftung Wissenschaft und Politik), the German Institute for International and Security Affairs, since October 2005. Since September 2015, Volker Perthes has also served as Senior Advisor to the UN Special Envoy for Syria and he is currently chairing the Ceasefire Task Force for Syria within the international Syria Support Group (ISSG) on behalf of the UN.

[Julie Gilson](#)

Julie Gilson has been a member of Polsis since 2003. Her main interests at present focus on interpreting 'civil society' in Asia, with a particular focus on transnational advocacy groups. Previously she has written work on East Asian regionalism, Asia-Europe inter-regional relations and Japanese foreign policy.

[Kristian Berg Harpviken](#)

Kristian Berg Harpviken is a Research Professor at the Peace Research Institute Oslo (PRIO), where he served as Director for eight years, stepping down at end of term on 30 June 2017. He has been a researcher at the University of Oslo, a visiting scholar at the University of Chicago and Georgetown University, and a research associate at the Doha Institute for Graduate Studies and at the Post-War Reconstruction and Development Unit (PRDU) of the University of York. He works on transnational mobilization and civil war, war-related migration and social networks, regional (in-)security, and peacebuilding and peacemaking.

[Christian Lequesne](#)

Christian Lequesne has been a research fellow and then professor at Sciences Po since 1988, he was deputy director of CERI from 2000 to 2003, and director of CERI from 2009 to 2013. He was director of the French Centre for Social Science Research (CEFRES) in Prague from 2004 to 2006 and LSE-Sciences Po Alliance Professor at LSE European Institute between 2006 and 2008. Since 2015, he is "visiting professor of honor" at the Department of Social Sciences of Charles University in Prague.

[Allan Rosas](#)

Allan Rosas has been judge at the Court of Justice of the European Communities since January 2002. Since October 2003, he acted as President of the Third Chamber of the Court, which, since May 2004, has involved permanent membership of the Grand Chamber of the Court. Before, he was associate Professor of Public Law at the University of Turku and worked in other institutions. He represented the Finnish Government at a number of international conferences and meetings and functioned as an expert for several Finnish Ministries and committees of the Finnish Parliament as well as national and international organizations, including the UN, UNESCO, OSCE, the Council of Europe and the Red Cross movement.