



Norwegian Polar Institute, strategy 2019 - 2024

For more than 90 years, the Norwegian Polar Institute has worked to acquire knowledge, advise Norwegian authorities, and map and mark Norway's presence in the polar regions.

The Institute has developed unique and multidisciplinary expertise in the polar regions. We also have extensive experience and strong expertise relating to logistics and major expeditions in the Arctic and Antarctic. Climate and the natural environment in the polar regions are changing rapidly as a result of both global and local factors. At the same time, geopolitical interest in the polar regions is on the rise, with increasing maritime activity, tourism, resource exploitation and research activities from many countries. In such a scenario, the Norwegian Polar Institute's ambition is to lead the way in the development, utilisation and dissemination of management-oriented knowledge concerning the polar regions.

Corporate social responsibility

The Norwegian Polar Institute is a directorate under the Ministry of Climate and Environment and had around 170 employees as of 2018. We are the central government institution for management-oriented research, environmental monitoring, topographic and geological mapping in the Arctic and Antarctic and act as professional and strategic advisors to ministries, the Norwegian Environment Agency and the Governor of Svalbard regarding polar issues. In addition, we exercise administrative authority within the environmental field in Antarctica and Bouvet Island and operate and manage national research infrastructure in both the Arctic and Antarctic. Through our efforts, we aim to contribute to attainment of the climate and environmental policy goals that are presented annually in the National Budget (Prop. 1 S).

The Norwegian Polar Institute's domain and remit are defined in the National Budget and specific instructions for corporate and financial governance. The specific priorities, governance parameters and assignments are set out in annual letters of allocation. The National Budget for 2018-2019 describes the Institute's new mission in Svalbard as follows: "The research strategy for Ny-Ålesund that is being developed will establish the framework for the further development of Ny-Ålesund and strengthen Norway's hosting and coordination of research. The Norwegian Polar Institute has been given responsibility for implementing and following up the research strategy in Ny-Ålesund".

Vision

Our vision is to be the leading provider of management-oriented knowledge about the polar regions and to be a reliable, premise-setting advisor for the management of polar issues.

Core values

Everything we do and produce is rooted in our values: **credible, targeted, quality-conscious** and **forward-looking**.

Credible; The Norwegian Polar Institute's knowledge shall be acquired and communicated in a credible and accountable manner. We base our work on relevant national and international knowledge. We deliver when and where we need to; we are an operator that is responsible for safety and security in the field and on research cruises; we are available to those we serve; we respond when we are tasked with assignments; we make both ourselves and others better through inclusive collaboration and a sharing culture. We are correct and orderly in our exercising of public authority in the Antarctic and on Bouvet Island. We make environmentally friendly choices in our activities and strive for field activity which leaves no traces. We are the leading expert on polar issues.

Targeted. Knowledge production and other services shall be aimed at the key national and global environmental challenges and consequences of human activity. Our activities shall provide support and advice to the most important and relevant operators in the polar regions and support national policies and international agreements. The Norwegian Polar Institute shall present knowledge that is readily accessible and meet the needs of users. It shall be scientifically correct and relevant to the management and delivered at the right time and in the right format for the purpose.

Quality-conscious: The Institute shall possess expertise and maintain quality at all levels. We shall be professional and keep ourselves up to date within our own fields. The products we deliver shall be of high academic and professional quality. We shall publish our research results in peer-reviewed scientific journals.

Forward-looking: The Norwegian Polar Institute shall not only react, but also act and set the agenda. We shall be ground-breaking and innovative and take up coordinating and leading roles in national and international research, environmental management, communication and logistics forums. We shall be open to cooperation with other organisations and be among the first to address new issues and challenges in polar environmental management. We shall be flexible and adapt to new demands from the environmental management and central government in general.

Strategic goals

In addition to exercising authority, the Norwegian Polar Institute performs the following primary roles and functions:

1. Acting as a professional and strategic advisor to the authorities in the management of the polar regions, as well as an implementer within national and international processes
2. Carrying on management-oriented research to help meet the knowledge-related needs of the environmental administration

This means that the Institute's activities, such as research, consultancy, studies, mapping, monitoring, communication, data management, logistics, infrastructure and other services such as finance, personnel, ICT, archives and purchasing, shall be aimed at fulfilling the key functions described in the instructions. In addition, the Institute is responsible for exercising authority within its remit.

The following strategic objectives are intended to ensure that the key functions are addressed:

A. We shall be the key advisor in the polar regions

Through consultations, analyses and proposals for measures, we provide expert advice and input regarding developments in the polar regions, particularly as a basis for climate and environmental policy. Our analyses and advice shall constitute a solid scientific basis for Norway's management of the polar regions.

We shall:

- We shall ensure the correct and orderly exercising of authority in the Antarctic and on Bouvet Island, where we are the administrative authority
- Further develop and strengthen the ability to deliver professional advice both to Norwegian authorities and with respect to international cooperation
- Be clear and consistent in the advice we give

- Make environmental knowledge clear, relevant, accessible and applicable to national and international users
- Be a competent and professional polar operator that profiles Norway generally and Svalbard in particular, partly through performing the role of host in Ny Ålesund, maintaining a presence in Longyearbyen and operating Troll in Antarctica
- Have an active awareness of when and how we can best provide advice that contributes to the development of climate and environmental policy

B. We shall be the central source of knowledge concerning the polar regions

The management of the polar regions shall be knowledge-based. The knowledge we generate and manage shall form the basis for the development of national and international climate and environmental policy. We disseminate knowledge and make available information, maps and data via various platforms. We are responsible for our inhouse execution and coordination of environmental monitoring and mapping, including topographic and geological mapping.

We shall:

- Be a key player in national and international research on and management of the polar regions
- Possess sufficient professional breadth to underpin the roles of knowledge provider and strategic advisor
- Strengthen the capacity regarding the collection, management, analysis and dissemination of data
- Strengthen the work relating to the area-based management of marine areas
- Contribute to a greater understanding of variability and climatic trends in the marine and land areas of the North and South, and their impacts on ecosystems
- Take on and lead major international research projects, including EU projects
- Contribute to making research at the Fram Centre internationally leading
- Strengthen topographic and geological mapping in Dronning Maud Land

C. We shall be a recognised, professional and forward-looking directorate that performs many functions

Generating and disseminating knowledge requires us to have professional and forward-looking systems, along with advanced logistics, including digital solutions. The Institute owns and operates national infrastructure, including F/F "Kronprins Haakon", Troll Station in Antarctica and Norvegia Station on Bouvetøya. On these platforms, we host other institutions and ensure that all activity is carried out within a safe framework. At Ny-Ålesund, we are the Norwegian host for the Ny-Ålesund Research Station. The Institute shall contribute to the development and adoption of new technology that is more efficient and environmentally friendly. We shall utilise this to deliver research and monitoring at a high international level.

We shall:

- Strategically utilise F/F "Kronprins Haakon", Troll and Ny-Ålesund Research Station as platforms for research, monitoring, mapping and studies
- Be a competent host on ships and at research stations
- Develop innovative, environmentally friendly platforms and services for environmental monitoring and data capture
- Be a reliable data centre with advanced tools for interpreting complex data
- Strive to use and develop remote sensing and autonomous systems as cost-effective tools in all

- projects
- Disseminate knowledge on current and future-oriented digital platforms adapted to our target groups

D. We shall be a learning, flexible and competent organisation

A well-run organisation with a high level of professional competence is a prerequisite for meeting the strategic challenges. As we carry out our primary tasks, we will strengthen our efforts to further develop a learning, flexible and competent organisation with a sound and inclusive working environment, where trust, community and cooperation are in focus. This shall form the basis for recruiting and retaining employees who, with great professional integrity and fervour, are able to develop the knowledge base that will be needed to overcome future environmental challenges.

The Norwegian Polar Institute shall have departments for research, management, operations and logistics, communication and administration, in addition to sections for data and mapping services (see the discussion in Report to the Storting No. 42, 1992-93 Norwegian Polar Research.). In order to strengthen the societal mission in the Institute's activities and deliveries, research projects and advisory tasks shall be organised under programmes with thematic and/or geographical divisions.

We shall:

- Work to strengthen the internal community with a clear institute identity, an anchored strategy and a common understanding of the Institute's societal mission
- Work on the basis of the mandate and in accordance with strategies and plans that are anchored in the management and owned by everyone at the Institute
- Enable employees to perform at their very best
- Stimulate innovation, open discussion and internal collaboration
- Strategically build up selected expertise, focusing on the disciplines where we are best and have an advantage. Where others are better than us, we will work together
- Develop the organisation to obtain and convert external research and project funding, and to coordinate usage so that it underpins the core tasks
- Work to improve the outside world's understanding of the Institute's mandate, roles and mission

The Norwegian Polar Institute's strategy covers the period 2019 to 2024, or until the management decides to update or revise the strategy based on applicable needs and general guidelines.