



*Rannís Strategy 2025*



Research

## ***Opening address***

The operational scope of Rannís covers research, innovation, education and culture. Administration of funds and international cooperation are key factors, as well as analysis and dissemination.

The strategy was formulated in close cooperation with the employees of Rannís, throughout the process, from the initial analysis to shaping of the final outcome. Interviews were conducted with external stakeholders that Rannís cooperates most closely with, such as representatives from universities, ministries, public organisations, companies and interest groups. Additionally, an online survey was sent to main stakeholders, asking about the most important challenges today and in the future.

In shaping the strategy, we have made an effort to summarise the aspects that are likely to matter in Rannís' future endeavours to serve Icelandic society. A rapidly changing society requires well targeted policy in relevant areas.

It is our hope that the strategy will lead to a more dynamic and targeted work of our organisation.



Hallgrímur Jónasson,  
General Director

# Vision

*Rannís promotes  
research, innovation,  
education and culture*

**Innovation**

## ***Role***

**Rannís strengthens the foundations of Icelandic society** by supporting and promoting research, innovation, education and culture.

**Rannís supports the knowledge community** through administration of competitive funds and by promoting opportunities and providing support for international cooperation.

**Rannís analyses and promotes** the economic and social impact of research, education and culture and provides professional assistance in the preparation and implementation of the public science and technology policy.

## **Values** →

### **IMPACT**

We have a positive impact on society by supporting research, innovation, education and culture.

### **PROFESSIONALISM**

We build our work on knowledge and professional administration.

### **COOPERATION**

We all work together to ensure the best possible service to our clients. In our daily cooperation, we are positive and solution oriented, and show each other respect.

## *Rannís in a nutshell 2018*



**19**  
national  
competitive funds



**5**  
international  
programmes



**4.200**  
applications



**2.000**  
project grants



**10.000**  
individuals  
who benefit  
directly



**12 - 13**  
billion ISK  
support



Active information  
provision and  
policy support



**50**  
employees in  
four divisions



Education

## ***Trends and Developments***

### **Technological advances and societal challenges**

Artificial intelligence, automatization and digital processes are among some of the challenges and opportunities brought on by the fourth industrial revolution. Societal challenges, such as climate change and the demand to fulfil the United Nations' Sustainable Development Goals, need to be addressed. In order to strengthen Rannís' services to its clients in the coming years, the main challenge will be to exploit the opportunities presented by contemporary technological advances.

### **International cooperation**

A new generation of European programmes in 2021 will involve changes, offering opportunities for every Icelander to seize. Nordic and European cooperation will continue to be the backbone of Rannís' international activities, while technological advances and increased globalisation may facilitate increased cooperation with more distant nations.

### **Competitiveness**

Research, innovation, education and culture are crucial for economic growth and societal improvements. Rannís administers important public tools, such as competitive funds and international programmes, that have a major impact on Iceland's competitiveness. Close cooperation with policy makers is therefore important. The organisation must constantly monitor trends and developments and always strive to attentively select and implement its activities, as well as promoting professional analysis of its environment.





# Strategic Focus

*Societal Impact*

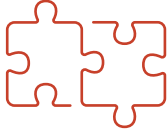
*Operations*

*Human Resources*

*International Cooperation*

*Image*

Culture



## ***Societal Impact***

Society is facing changes due to technological advances, new generations' perspectives and increased globalisation in all areas. The employees of Rannís possess expertise that can be applied to stimulate dialogue and decision making in Icelandic society.

### **Strategy**

Positive societal impact is the guiding principle in the work of Rannís. The impact of Rannís' activities on advancements in the economy and education, art and culture, should be measurable and enhance knowledge in these fields.

## **OBJECTIVES AND ACTIONS:**

### **1. Strengthen the competitiveness of Icelandic society**

- Adopt a focused approach to participation in relevant international projects that can enhance research, innovation and education at national level.

### **2. Rannís supports important, growing economic sectors and societal challenges**

- Increase specific service provision.

### **3. Rannís participates actively in policy making in the organisation's fields of activity**

- Initiate a dialogue with relevant authorities and stakeholders about research, innovation, education and culture.

### **4. Rannís is exemplary when it comes to innovation in public administration**

- Formulate an internal policy focusing on administration, processes and procedures as well as new practices adopted.

### **5. The impact of Rannís' operations is measurable**

- Establish coherent performance indicators for Rannís' funds and programmes.
- Create a centralised database.



## ***Operations***

The work carried out by Rannís should always be based on professionalism as well as modern procedures and practices in line with society's demands at each time.

### **Strategy**

Rannís is regarded as an excellent and outstanding organisation, known for efficiency and transparent procedures. The service level will be coordinated between divisions and a service policy will be applied for the benefit of clients.

## **OBJECTIVES AND ACTIONS:**

- 1. Operations will be coordinated and harmonised between divisions and Rannís' service level will be updated to fulfil current requirements**
  - Formulate a progressive service policy across divisions which will establish measurable indicators for Rannís' service and efficiency. The policy will be followed up by regular monitoring.
- 2. Strengthen Rannís as a centre for administration of competitive funding**
  - Highlight Rannís' efficient, professional administration and operational framework.
- 3. Make further use of latest hardware and software to accelerate application processes and project management**
  - Coordinate efforts in data processing across different funds and enhance automated processes of statistics.
  - Strengthen the application and project administration system and connect all systems more efficiently through electronic delivery and smooth procedures.
- 4. Rannís' operations and procedures will always be efficient and cutting edge**
  - All enquiries shall be answered within a specific deadline.
  - Establish a connection between the filing and application systems.
  - Minimise the processing time from proposal to grant.



## ***Human Resources***

Rannís has a permanent staff of around 50 employees, and has in place an approved human resource policy as well as an equality policy.

### **Strategy**

Rannís is regarded as an attractive workplace that employs creative and dynamic staff. The employees possess relevant expertise in their field and provide good service.

## **OBJECTIVES AND ACTIONS:**

### **1. There should be extensive knowledge within Rannís in managing relevant fields at each time**

- Ensure, through recruitment, the existence of the necessary knowledge and expertise to serve different needs of clients.
- Update Rannís' career development policy regularly, based on changes in the environment and in services that society requires.

### **2. Ensure effective internal information flow within Rannís**

- Ensure timely information provision to employees through relevant channels.
- Strengthen the internal information system.

### **3. Increase job flexibility in order to enhance job satisfaction**

- Provide staff with the opportunity for flexible working hours.
- Enable teamwork and inter organisational staff mobility between divisions to enhance job satisfaction.
- Employees' autonomy encouraged through increased staff empowerment.

### **4. Rannís is regarded as a good and attractive workplace where equality and equal opportunities are respected**

- All aspects of policy making and planning shall take equality issues into account.
- Recruitments shall be based on the equality plan.
- Employees shall enjoy the same benefits for the same or equally valuable jobs.

### **5. Rannís is regarded as an excellent public organisation**

- Ensure the best possible work procedures, tools and conditions.
- Provide all employees with the opportunity to follow and adopt fresh attitudes and new knowledge.



## ***International Cooperation***

International cooperation is one of the cornerstones of Rannís' operations and a key factor in the organisation's work. The role of Rannís is to support Icelandic actors to make use of the diverse and increasing opportunities in international cooperation in the fields of research, innovation, education and culture.

### **Strategy**

Rannís takes active part in dynamic international cooperation and encourages the participation of Icelandic organisations, companies and individuals by promoting increased opportunities and by demonstrating achievements in international cooperation.

## **OBJECTIVES AND ACTIONS:**

- 1. Emphasis on ensuring continued active participation in European cooperation**
  - Strengthen information provision and quality service to national stakeholders.
  - Participate actively in international networks in order to increase cooperation opportunities.
  - Iceland's success in international cooperation will be made visible by keeping track of and disseminating relevant information and statistics.
- 2. Priority criteria will be set for participation in international co-financed projects and partnerships**
  - The success and efficiency of international projects, that require co-financing, will be evaluated and participation prioritised based on Icelandic interests.
- 3. Expanding the opportunities for international cooperation**
  - Emphasis will be placed on continued successful Nordic cooperation, as well as on Arctic issues.
  - Rannís proactively initiates cooperation with national and international organisations regarding new opportunities and communication across the globe.
  - Rannís aims to participate in international projects that involve new subjects and challenges.



## *Image*

Rannís has a positive image in Icelandic society but needs to promote further its broadened role.

### *Strategy*

Rannís has a clear, strong and positive image among the general public, the authorities and the organisation's clients.

## **OBJECTIVES AND ACTIONS:**

### **1. Increase promotional activities and establish active public relations**

- Continuously aim for the best ways of communicating and disseminating information about the work of Rannís.

### **2. Dissemination**

- Employees are encouraged to disseminate further all relevant news that appear in the media.

### **3. Sharpen the image of Rannís**


- Conduct surveys in order to analyse the knowledge of the market and stakeholders of Rannís' image and service.
- An image strategy will be formulated for Rannís.

### **4. The media will increasingly approach Rannís for its expertise in certain fields**

- Employees seek to promote issues related to Rannís in the media and proactively disseminate interesting material.

### **5. A marketing strategy will be formulated for international cooperation, programmes and funds managed by Rannís**

- A task force will be appointed to manage the formulation and implementation of the marketing strategy.



## ***Strategy in an ever changing environment***

The strategy is valid until 2025. Due to rapid changes that shape Rannís' working environment, the strategy needs to be dynamic and open.

The success of the strategy relies on following up on the objectives defined. Therefore, a regular revision is important in order to make alteration or additions, as results are achieved and as the working environment changes.

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