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MODTAGET  
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Den Centrale Indlevering

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*Som lovet i brev af 17. februar 2005 om anmodning om foretræde for Miljø- og Planlægningsudvalget fremsendes hermed udkast til Institut for Miljøvurderings nye strategiplan 2005 - 2008. Planen offentliggøres d.d. på et pressemøde på Instituttet. Desuden vedlægges dagens pressemeddelelse om offentliggørelsen af strategiplanen.*

*Med venlig hilsen*

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Pressemeddelelse

Den 2. marts 2005

## IMV sætter fokus på miljø og vækst

*Forholdet mellem miljø og konkurrenceevne omdrejningspunkt i Instituttets ny strategi*

IMV offentliggør i dag en ny strategiplan for Instituttets arbejde de næste fire år. Det centrale tema i den ny strategi er forholdet mellem miljø og konkurrenceevne. IMV vil identificere mulige strategier til miljø og vækst og analysere omkostninger og fordele ved strategierne.

*"Både i EU og Danmark er det et presserende spørgsmål, om miljøpolitikken kan forenes med mål om økonomisk vækst og arbejdspladser," siger direktør Peter Calow. "Både kommissionsformand Barroso og den danske statsminister har høje ambitioner for konkurrenceevnen. Men hvordan passer miljøet ind? Nogle fremfører, at grøn teknologi kan bidrage væsentligt til den økonomisk vækst. Andre mener, at miljøregulering er en omkostning for erhvervslivet. Her er der brug for at skelne mellem myter og fakta. Der er behov for en økonomisk vurdering af mulige strategier. Det er netop IMV's rolle."*

I slutningen af 2005 vil IMV samle førende eksperter og politikere til et internationalt forum om miljø og vækst. Eksperterne skal diskutere ud fra videnskabelige papirer udarbejdet specielt til mødet. De videnskabelige papirer vil sammenfatte økonomiske teorier på området og også gennemgå praktiske erfaringer fra relevante områder. Eksperternes anbefalinger skal danne grundlag for en diskussion blandt de inviterede politikere. Det er IMV's mål, at mødet skal resultere i konkrete vurderinger og anbefalinger af mulige strategier til miljø og vækst.

*"Der er mange konferencer, hvor man diskuterer miljø og vækst. Men der er aldrig tidligere foretaget en samlet vurdering af effekter og omkostninger ved de forskellige strategier. Hvilke politikker virker rent faktisk? Her er der et hul i vores viden. Det er det hul, IMV vil fylde ud,"* siger Peter Calow.

Instituttet skal i fremtiden også orientere sig mere mod EU. *"Det er nødvendigt at kigge på EU for at være proaktive, så vi kan hjælpe med at køre Danmark i stilling og få vores sager frem,"* siger Peter Calow.

IMV skal desuden skærpe den økonomiske tilgang yderligere og bidrage til anvendelse af metoder inden for miljøøkonomi. Peter Calow har høje ambitioner for IMV:

*"IMV skal være et institut i verdensklasse. Vi skal stille de interessante spørgsmål og præge miljødebatten og miljøpolitikken. Det kan kun lykkes, hvis vi baserer os på en klippe af troværdighed og høj kvalitet. Det sidste opnås først og fremmest ved et tæt samarbejde med forskere i Danmark og internationalt,"* siger direktør Peter Calow.

**Se boks med Calows plan for IMV næste side.**

### Kontaktpersoner:

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## Calows plan for IMV

IMV sætter fokus på *miljø og vækst* – Institutet samler et internationalt forum af førende eksperter og politikere i slutningen af 2005.

Øget vægt på *EU* er nødvendigt for at få indflydelse på miljøpolitikken, som i høj grad præges af EU. EU's affaldspolitik og forurening fra fly er eksempler på kommende IMV-projekter med en vigtig EU vinkel.

*Miljøøkonomisk analyse* får endnu større vægt - i samarbejde med forskere vil IMV udvikle anvendeligheden af miljøøkonomiske metoder, fx inden for værdisætning af natur.

*Høj kvalitet* - sikres ved samarbejde med danske og internationale forskere og oprettelse af "Council of Senior Fellows", dvs. en gruppe af højt kvalificerede eksperter, der rådgiver Institutet.

*Dialog* med forskere, politikere og grønne organisationer - Peter Calow inviterer til en række møder for at få input til IMV's arbejde. Møderækken kulminerer i et offentligt debattmøde den 1. april, hvor miljøminister Connie Hedegård er blandt talerne. Der vil også blive inviteret talere med andre politiske ståsteder .

IMV's nye strategi ligger på [www.imv.dk](http://www.imv.dk) , hvor der også er mulighed for at give sine kommentarer til IMV's nye kurs.

Læs mere om IMV's nye strategi på [www.imv.dk](http://www.imv.dk), hvor du kan finde:

- IMV's strategiplan
- Faktablad 1: Ny kurs for IMV
- Faktablad 2: IMV sætter fokus på miljø og vækst
- Faktablad 3: Kommende IMV projekter

# STRATEGY PLAN

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2005-2008

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DRAFT OF 2 MARCH 2005



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## INTRODUCTION TO STRATEGIC PLANNING PROCESS

Forming critical, independent views on the basis of existing knowledge and communicating these to policymakers and public remain the core objectives for the Environmental Assessment Institute. Yet this new Strategy Plan signals some changes in emphasis: in developing long-term strategic themes; in actively networking with appropriate experts and organisations; and in recognising the increasing importance of the Danish-EU axis.

The compilation of the Strategy Plan and the organisation and implementation of the consultation activities has engaged all staff within the Institute and I am grateful to them for the energy and enthusiasm that has been invested in the process.

The Board of the Institute has adopted the Strategy Plan as a preliminary document that should be open to consultation with interested parties over Quarter 1 of 2005. We within the EAI Team are looking forward to your input and possible co-operation.

We are excited by the prospects of an evolving future for the Institute that makes a real difference for environment and look forward to working with all in achieving this.

Peter Calow  
Director  
February 2005

*Please address feedback to (no later than 8. April 2005):*

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## 1 INTRODUCTION

### 1.1 History and general intent

The objective of the EAI is, on the basis of “research at a high, international level, to contribute to reaching environmental objectives in the most economically effective way” [Article II para 1]. The EAI is, therefore, an environmental policy assessment institute that makes assessments on the basis of best available evidence but is not directly involved in experimental scientific research.

Moreover, the “EAI is an independent governmental institution under the Ministry of the Environment but not placed under the Minister of the Environment or under the government’s power” [Article I para 1 of Articles of Association]. In other words the EAI is independent of political influence. Maintaining this independence is of key importance in being taken seriously by all stakeholders and will be a prime concern of the Board and the Director. It will be an important guiding principle in the development and roll out of the strategy.

The Institute was launched in 2002 and the first Strategy Plan covered the period 2002 to 2004. The founding director, Bjorn Lomborg, left post in August 2004 and was replaced in November 2004 by Peter Calow. The Board requested a new strategic plan to cover 2005 to 2008 as a new phase in the development of the Institute.

In the initial phase of its development the Institute had to establish itself in the political and public landscapes and so it had to make an impact rapidly that was focussed on Danish issues. The new planning phase will emphasise consolidation of strengths and recognise that the Danish environmental issues are embedded in a broader EU/global process. In this context a prime aim will be to assist in positioning Denmark to not only react to developments in the EU but to influence them in a proactive way.

Starting up and making an impact is inevitably opportunistic with the emphasis on a broad coverage of issues and rapid delivery. The new phase should continue to raise questions that are often neglected by others and to challenge conventional wisdom, but the approach will be constructive and seek to develop a reputation for quality and sound but critical assessment. There will be a philosophy of listening as well as of spirited debate.

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## **1.2 Broad policy background**

The policy context in which this strategy will be realised is likely to be a dynamic one. On the one hand there will be a continuing drive for increasing economic development, emphasising competitiveness and productivity, already a central feature at an EU level. This is seen by some as a precondition for social cohesion and sustainable development but by others as a retreat from environmental protection. On the other hand there is likely to be increasing concern about major environmental impacts, driven for example by worries over climate change and issues arising out of connections between environmental quality and human health. The policy emphasis is likely to shift with a public debate that in turn is influenced by events and media interest.

There will be at least two possible consequences for the Institute. First the tension between the drive for economic development and environmental policy will mean an increasing need for policy assessment based socio-economic considerations. Second, the shifts in policy development over time in tune with changes in public perceptions of important issues will require that increasing attention be given to future trends and environmental policy forecasting.

There will also be a rising awareness of social and environmental problems associated with global issues. Deprivation based on shortages of clean water and food will be discussed within the context of climate change. The linkages between economic poverty and environmental exploitation will be brought more and more into focus. Finally, the connection between economic development in Europe and North America, outsourcing labour-intensive activities and the concomitant outsourcing of resource exploitation and pollution will become more of an issue. Again the consequences for the Institute will be an increasing demand by policymakers for independent, transparent and understandable socio-economic assessments of development policies.

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## 2 BASIC MISSION AND VISION

This strategy sets out the responses to these likely demands and opportunities in a *VISION* that connects with the founding *MISSION* articulated in the legislation that established the Institute [Articles of Association ([www.imv.dk/Default.asp?ID=71](http://www.imv.dk/Default.asp?ID=71))].

The Mission as stated in the Articles of Association (Article II #3):

"To create an overview of the current and long-term environmental situation in Denmark and globally and to evaluate the efficiency of environmental initiatives. This knowledge should be communicated to the public and to the political decision-makers."

The vision:

- To be recognised as a centre of excellence in Denmark and internationally for independent environmental policy assessment based on critical socio-economic assessment
- To become a leading source of environmental policy forecasting
- To make a difference by informing policy developments, impacting the public debate and acting as inspiration for the environmental research community.
- To actively engage in the Danish environmental debate but also to take a leadership role in the EU forums.

### 2.1 Where the Institute is now

Over the first two years of its existence the Institute has produced a large number of Reports, almost one per month, and organised a range of meetings culminating in the Internationally recognised Copenhagen Consensus in May 2004 and the meeting on climate and biodiversity in August 2004. A recent opinion poll from September 2004 involving more than 1000 respondents indicated that 57% of Danes had heard of the Institute and that 72% of those agreed that the Institute had created a debate.

These are all positive features of a developing organisation: impressive output and impact based on a dedicated and hardworking team. But what are perceived as strengths in a growing organisation might easily be interpreted as weaknesses in an organisation that seeks influence on a sustainable basis.

The opportunities arising from national and more global circumstance have been covered earlier. They are particularly important given the changes that are occurring in the political institutions in



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the EU and the dynamic tensions in the policy arena. The Institute can play an important and constructive role in positioning Denmark in the environmental debate. This will be based on a consolidation of strengths that centre on realising the potential of a strong interdisciplinary team, and focus on issues and delivery at the cutting edge of policy developments.

It is surely no accident that 70% of the total numbers asked in the opinion poll described above thought that there is a big need for an institute like the EAI. There is general recognition that there needs to be clear thinking in debates that are often lacking in clarity, and that this has to be based on sound scientific evidence, independent of political viewpoints and conscious of the complex balances that have to be made between ideals and practicalities.

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## 3 PROGRAMME AND PRIORITY AREAS

The Strategy 2005 to 2008 will guide the programme of work for the four year planning period. The Strategy will serve as the basis for the annual work programmes and specific projects.

### 3.1 Focussing

Focussing the programme and prioritising ideas at the inception of projects will follow from the *VISION* and thus involve a series of important principles and criteria:

*Principle 1.* As a Centre of Excellence the Institute will build its reputation by using and developing its core methodology of socio-economic assessment. It follows that:

- (*Criterion 1*) the work programme will emphasise the distinctive socio-economics approach;
- (*Criterion 2*) the projects within the work programme will aim to make a contribution to the basic understanding of socio-economic assessment and hence contribute to the international peer-reviewed literature; and
- (*Criterion 3*) the work programme will aim to extend the Institute's involvement and profile by actively seeking to network with appropriate experts and organisations.

*Principle 2.* The EAI aims to influence policy development. It follows that:

- (*Criterion 4*) the work programme will focus on policy areas that should be of importance to the policymakers.

*Principle 3.* The EAI seeks to have impact on the public debate. It follows that:

- (*Criterion 5*) the work programme will reflect issues that have high public interest.

*Principle 4.* The EAI seeks to engage in policy development in both Denmark and EU. It follows that:

- (*Criterion 6*) the work programme will emphasise issues that connect with both Denmark and the EU and/or more international dimensions.

All these principles and criteria are aligned with the aims of the Strategy Plan for the 2002-2004 planning period.

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The Programme will balance depth of approach with breadth of the programme and long-term with short-term projects. However, in this planning period the Institute will emphasise in-depth, long-term analyses. In doing this due attention will be given to the need to maintain profile and so a further selection requirement will be that:

- (*Criterion 7*) projects should be able to deliver interim outputs that will be of interest in the environmental debate.

The Institute will develop a portfolio of projects based on the above Principles and Criteria. Not all projects will fit all criteria. Criteria are not listed in order of priority; but it is considered that Criterion 1 is especially important and that all projects will reflect this. The portfolio as a whole will aim to achieve balance across all criteria (see Section 3.4).

## 3.2 Work Programme Themes

To facilitate management the Work Programmes will be organised around three major Work Programme Themes (WPTs) that relate to the core activity. These are: Policy Principles (WPT-P); Methodology (WPT-M); and Specific Policy Issues (WPT-SPI). Examples of the themes are given in Box 1.

### Box 1. Examples of projects that could be delivered under the various Work Programme Themes

#### **WPT-P: Policy principles theme**

Work focussing on the principles of socio-economic assessment

E.G. looking at linkages between environmental policies and economic performance – this will involve an international policy assessment forum of key players in EU and Denmark.

#### **WPT-M: Methodology theme**

Work focussing on the development of practical and consistent socio-economic assessment techniques for more informed decision-making in EU policy and legislation.

#### **WPT-SPI: Specific Policy Issues theme**

A range of projects on specific topics with national interest but which also have EU relevance: e.g. chemicals policy, water protection, transport and biodiversity.

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The WPTs will be organised to deliver outputs that inform policy development, impact the public debate and inspire the research community; i.e. inform all the target audiences. Special attention will be given to developing an international profile. The interactions can be visualised in Table 1.

**Table 1. Interaction between Themes and Audience**

Themes \ Audience	Inspirational	Inform policy	Impact debate	International
Policy principles	XX	XXXX	X	XXXX
Methodology	XXXX	XX	X	XXX
Specific policy issues	X	XXXX	XXX	XXX

MORE CROSSES SUGGEST MORE INTERACTION

Given the dynamics of the policy arena, there will also be a need to be able respond to issues that turn up without warning and require rapid responses. The overall programme will therefore have the capacity and flexibility to respond rapidly but still in a considered way to developing issues.

### 3.3 Outputs

The methods of delivering outputs are summarised in Box 2 below. Clearly different forms of output will be appropriate for the different themes and audiences.

#### Box 2. Methods of delivering outputs

- To produce, recognised, applicable and informative analyses (WPT-P; WPT-M; WPT-SPI).
- To publish in peer reviewed journals (WPT-P; WPT-M; WPT-SPI).
- To compile, develop and make available tools and methodologies (WPT-M).
- To provide critical forecasts of policy developments and assessment of their impacts on environment and economy (WPT-P; WPT-SPI).
- To be involved in "think tanks" (WPT-P; WPT-M; WPT-SPI)
- To communicate results and conclusions rapidly and effectively to both citizens and decision makers. (WPT-SPI)
- To organise meetings of various kinds (WPT-P; WPT-M; WPT-SPI)
- To play an active part in youth forums and educational activities (WPT-M; WPT-SPI)

IN BRACKETS INDICATION OF WHICH WORK PROGRAMME THEMES (WPT) MOST LIKELY TO BE DEPLOYED. P = POLICY PRINCIPLES; M = METHODOLOGY; SPI = SPECIFIC POLICY ISSUES

Reports will continue to form the core outputs but there will also be emphasis on the one hand on papers in peer reviewed journals and on the other in material for press, radio and television. There will be several kinds of output from method development but when appropriate they will

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ultimately feed into the online EAI Toolbox. Two new activities are policy forecasting and involvement in “think tanks” centred on policy development and issues. The organisation of meetings will be an important form of output for all aspects of the EAI’s activity. Engagement with younger citizens will be undertaken to appreciate alternative perspectives on issues and as an educational responsibility. The organisation of meetings and “youth” activities is addressed separately in the section 4 on Outreach (below).

### **3.4 Project selection and management**

The method of selection will be based on a Project Lifecycle Management procedure (Manual revised 2005 and will be available on the EAI web site). This is organised around Ideas and Pitch meetings with final decisions taken by the Director. Ideas will continue to be generated from within the Team but the Institute will actively seek input from the external networks.

It will be the responsibility of the Director, in consultation with the Board, to ensure balance across projects in the portfolio with respect to the Principles and Criteria specified in Section 3.1.

Subsequent management will be according to agreed milestones and outputs with regular status meetings

### **3.5 Delivering quality**

Quality will be ensured by the management procedure outlined in the Quality Manual (now revised in 2005) that will be available for inspection in English on the EAI Web Site.

Important features are that quality assurance is systematic, involves both internal opponents (i.e. staff members that are not directly involved in the particular project) and external internationally recognised experts, and is transparent throughout. The Director takes ultimate responsibility for ensuring the quality of all outputs.

### **3.6 The transition in 2005**

The Institute will continue with selected projects that are either in the process of being completed or that are at start-up and which obviously meet the selection criteria.

The Institute will also initiate a number of long-term projects that align with the WP themes and which are capable of delivering interim outputs that will have impact on the shorter term.

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## 4 OUTREACH

The size of the Team makes it desirable that the EAI will continue to proactively network with other organisations and individuals both within and outside Denmark. This will have the potential to enable partnership building, facilitate increased collaboration between institutions, and contribute to an informed environmental debate.

Networking will involve the following:

1. Establishment of partnerships and collaboration with individuals and organisations to address particular needs. This will usually be associated with specific projects and be subject to standard contracts. As a matter of policy the Institute will seek joint branding of outputs wherever appropriate.
2. Establish contacts with individuals and organisations, which may lead to future partnerships. This entails organising seminars and other activities, which can also contribute to an informed environmental debate, and active participation in other seminars and conferences.
3. Establish a *Council of Senior Fellows* as a standing body to give advice and provide peer review. As appropriate, Fellows will be involved in particular projects, taking care not to compromise the peer review function. It is envisaged that the Council will have mainly expertise in environmental economics but it will also include people with other interests in the social and natural sciences. Membership will be from the academic and business communities and from civil society. The Council will be set up gradually and will only include people with internationally recognised reputations. The Council will be appointed by the Board. It is envisaged that the Council will meet as a body once per year, but some Fellows may attend more frequently and the EAI would expect some to spend longer periods of time working in the EAI and interacting with the Team.
4. Seek opportunities to enable staff to work outside the institute with other appropriate organisations.
5. Seek opportunities with other organisations for commissioned projects.

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## 5 DELIVERY OF STRATEGIC OBJECTIVES AND THE BUDGET

The Environmental Assessment Institute is funded by direct grant from Government.

Based on the budget specifications from the State Budget 2005, Table 2 presents a budget estimate covering the Institute's planning period.

The total appropriation reduces slightly to 2008. With the usual annual adjustments for increments, this will put increasing pressure on the budget over a period when demands are also going to be increasing. This will therefore emphasise the need for prioritisation and focussing within the programme, ensuring efficiency and for seeking supplementary resources.

Table 2. Budget forecast

	2005	2006	2007	2008
Total Appropriation	18.300.000	16.000.000	15.700.000	15.400.000

As in previous years the appropriation distributes with 2/3 on salaries and 1/3 on running costs.

The internal management of the accounts and budget uses standard procedures with reporting to the Board on an annual cycle.

Auditing of accounts is according to standard Ministry procedures by Rigsrevisionen.

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### 6 DELIVERY OF OBJECTIVES AND INVOLVEMENT OF THE STAFF AS THE PRIME RESOURCE

The success of the Institute depends crucially on the drive, dedication and competence of the whole staff.

The team needs to be able to deliver quality products, even under pressure, with professionalism.

All projects are interdisciplinary and involve outputs to a wide range of audiences including on the one hand the professional community and on the other general public and media. Staff will therefore need to maintain high professional standards, flexibility and the capacity to communicate effectively.

For all positions the aim will therefore be to attract and maintain staff of the highest possible calibre.

To this end the Institute is committed to supporting staff on the basis of the whole employee, through a modern human resource management approach which emphasises that people are the primary resource and is based on inclusiveness and team work.

Core aspects will be a focus on training and career development, encouragement of a spirit of learning by sharing, professionalism in management procedures and systems, an integrated approach to staff matters and the provision and maintenance of high quality work space.

All aspects of human resource management will be based on a broad policy of equal opportunities.



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## 7 DELIVERY AND THE COMMUNICATION STRATEGY

The Mission requires that the Institute communicates its results “to the public and to the political decision-makers.”

As mentioned in section 2.1 the Institute is very visible in the public arena and has also succeeded in creating debate. In the future the overall approach will be to stay visible and also to build trust, in all audiences, by ensuring the quality of all outputs.

Particular attention will be paid to creating an appreciation of environmental economic assessment in the public and politicians to the extent that there is more confidence in using the results of assessments. The Institute will make a special effort to engage with the youth audience.

The Institute’s results are delivered in EAI reports, seminars and in articles published in peer reviewed journals, cf. section 3.3 Outputs. The Institute emphasises communicating results to a broader circle than the readers or listeners of these outputs.

Therefore the Director and staff members will frequently write columns and op-eds to newspapers and magazines and be available for comments and background information to the press. EAI will also attach importance to participation with presentations at conferences. Communication through the website will likewise be a high priority.

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### 8 ASSESSING DELIVERY

The Institute will be assessed in line with current national procedures applying to research institutes. This will be in terms of the Institute's influence on policy, impact on the public debate and inspirational effects on research community. Quality of output will also be considered by comparison with similar organisations abroad. The assessment will take place in 2007 and will be benchmarked against performance to 2004.