



**Serbia Accelerating Innovation and Growth Entrepreneurship (SAIGE)
Design and Implementation of RDIs External Performance Review**

Transformation Plan of the Institute of Social Sciences (IDN)

May 2022

Acronyms and abbreviations

COVID-19	Coronavirus Disease 2019
EC	European Commission
EU	European Union
ERA	European Research Area
HR	Human Resources
IAB	International Advisory Board
IDN	Institute of Social Sciences
IIC	International Institutional Consultant
IP	Intellectual Property
KE	Knowledge Economy
KT	Knowledge Transfer
MoESTD	Ministry of Education, Science and Technological Development
OECD	Organisation for Economic Co-operation and Development
PhD	Doctor of Philosophy
PIU	Project Implementation Unit
RDI	Research and Development Institute
R&D	Research and Development
SSH	Social Sciences and Humanities
ToC	Theory of Change
TT	Technology Transfer

Executive Summary

This transformation plan is based on the external assessment of the Institute of Social Sciences (IDN). It aims to turn the IDN into an internationally recognized institute by enhancing the relevance and excellence of its research and innovation activities leading to high socio-economic impact. By implementing this plan, the IDN will mainly (1) adopt best-in-class research and innovation management practices, (2) develop diverse and high-quality sources of research and innovation funding, and (3) identify and invest in the development of high-value strategic science and technology (S&T) targets and related initiatives that, among other results, create substantial economic and social outcomes. The transformation plan will also guide the IDN to adopt a strong and dynamic organizational framework and culture, effective corporate strategies, mechanisms and tools, resource-efficient infrastructure operations, and well-established partnerships with stakeholders in the local and national innovation ecosystems as well as within the European Research Area (ERA).

As a public R&D institute (RDI), the success of the IDN largely depends on the quality and effectiveness of the national policies, programs, and legislative framework in Serbia. The IDN will actively collaborate with the Ministry of Education, Science and Technological Development (MoESTD) and the other RDIs to create the conditions required for achieving research excellence, high-value innovations, and their transfer to the economy and society. It is important that IDN's efforts at the institutional level are supported by the Serbian Government and that necessary improvements are made in the legislative and policy framework.

To implement the transformation plan, a budget of 325,000 Euro is estimated to give the IDN required momentum in the first three years of the transformation process. The main components of the transformation budget include the following:

- 225,000 Euro for consultancy, training and study tours¹
- 100,000 Euro for technical assistance on knowledge generation (including IT infrastructure based on the needs to be identified)

The budget details and milestones/requirements for the use of funds are given in Section 6. INOMER proposes that the MoESTD provides this support to the IDN from the World Bank-funded 'Serbia Accelerating Innovation and Growth Entrepreneurship' (SAIGE) project based on the performance of the Institute in the implementation of this plan.

¹ Training programs in which IDN will participate are budgeted for all RDIs and not shown in the IDN's transformation budget.

Serbia Accelerating Innovation and Growth Entrepreneurship (SAIGE) Transformation Plan of the Institute of Social Sciences (IDN)

1. The purpose

This document presents the transformation roadmap of the IDN based on the external assessment findings and recommendations. With this plan, the IDN is embarking on a transformation to increase its relevance and impact in Serbia, and to become an active member of the European research and innovation ecosystem. This document lays out the transformation process in the near term (up to 3 years). It includes the major transformative steps recommended in the IDN's External Assessment Report prepared by INOMER, the supporting recommendations of which should be consulted and used for the realization of this plan.

The transformation plan is intended to be a living document that will evolve over time and be adapted to contextual changes.

2. Transformation vision of the IDN

The following vision statement will guide the IDN through the transformation journey:

The transformation vision of the IDN is to become a Regional Center of Excellence with strong research partnerships within the EU and a broad network of clients and collaborators at the national and international level.

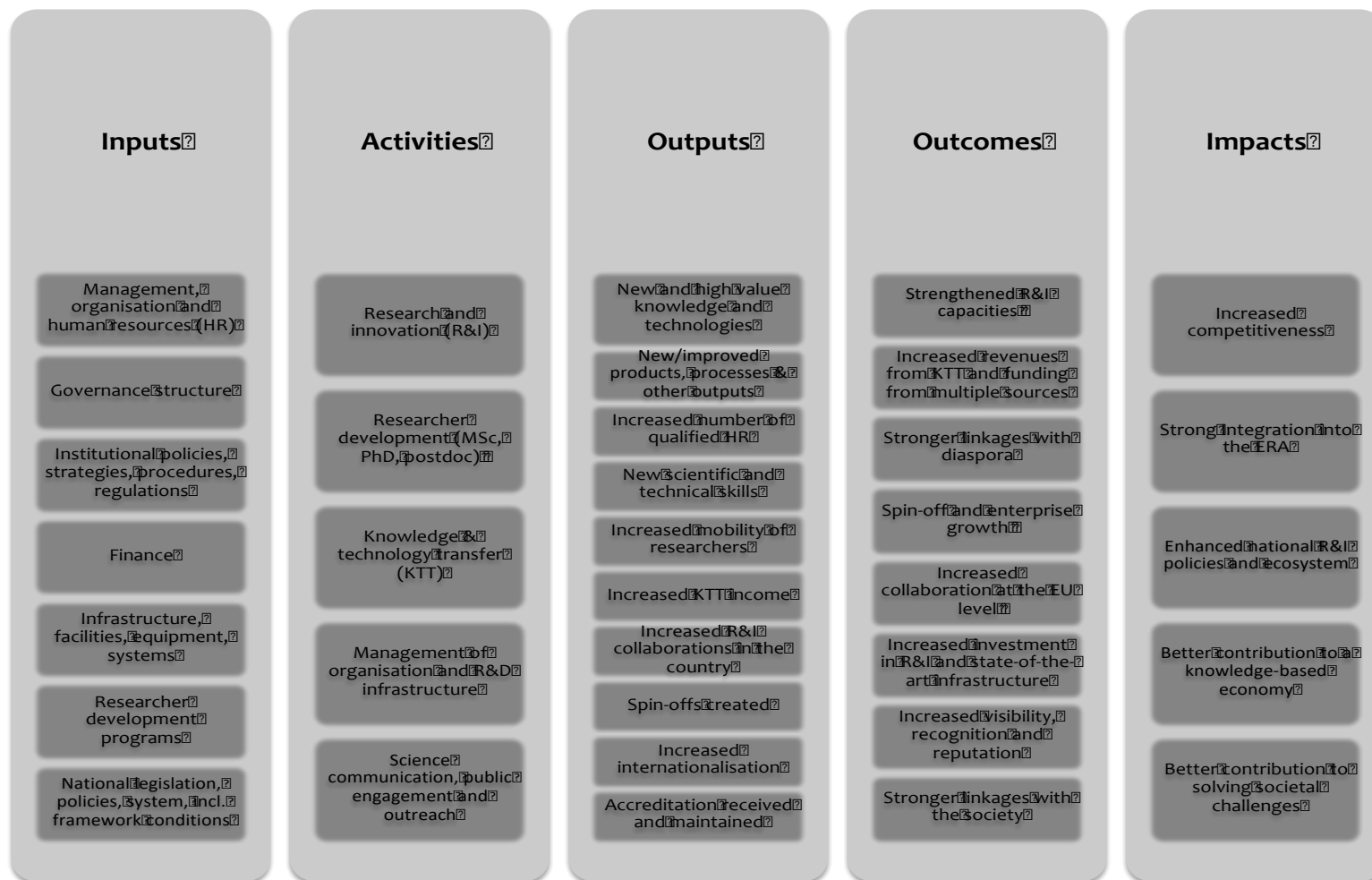
3. Transformation principles

The principles shaping the transformation plan of the IDN are the following:

- The management and governance teams of the IDN are highly committed to transform the IDN into an impactful institute, and are dedicated to proactively and collectively lead the change.
- Transformation is only possible with the active engagement and participation of the IDN staff at all levels. Thus, the transformation of the IDN puts the staff at the center of the change process, and ensures direct and clear communication at each step of the journey.
- The transformation vision is the ultimate target to be achieved in 10 years through rigorous implementation of the strategic actions outlined in this document. The Institute will also put into action the supporting recommendations given in the External Assessment Report to ensure that these strategic actions are successfully implemented.
- A complete transformation is not possible without improvement of the Serbian R&D and innovation policy and legislative framework. Therefore, the IDN leadership will proactively work with the MoESTD to create a national framework conducive to change and supportive of growth similar to the EU.
- Considering the interdependence between the RDI performance and the performance of the Serbian R&D and innovation ecosystem, for successful transformation, IDN will proactively invest in strengthening its linkages with all types of stakeholders in the ecosystem from the start of the process. In this process, close collaboration and communication with the other RDIs that are implementing their transformation plans will be particularly important and be given high priority.
- A successful transformation requires sufficient resources. To this end, the IDN leadership will ensure that sufficient level of funds is raised from national and international sources, and the existing resources of the institute are used effectively and efficiently to implement this plan.
- If endorsed, the resources to be provided by the MoESTD from the World Bank funded 'Serbia Accelerating Innovation and Growth Entrepreneurship' (SAIGE) project will be used effectively to ensure that the transformation leads to desired results and the IDN achieves its transformation vision.

Theory of Change for the IDN

The Theory of Change (ToC) that guides the transformation plan of the IDN is given below.



The assumptions for the achievement of the outputs, outcomes and impacts are the following:

- Political commitment to innovation-based growth and building a knowledge-based economy are maintained.

- Policymakers continue to make necessary improvements and reforms in the national research and innovation system as well as in the framework conditions.
- The RDI transformation process is adequately resourced by the government.
- Challenges and socio-economic impacts of COVID-19 are addressed effectively by the government and the private sector.
- Government funding for the RDIs, and R&D and innovation activities of the ecosystem actors remain adequate.
- Government policies and incentives continue to encourage private sector collaboration with the RDIs.
- The public and private sectors increase their investments in R&D and innovation.
- The private sector co-funds joint projects with RDIs.
- EU integration remains a top government priority.
- Demand for innovation increases in the country.
- Researchers' salaries, career opportunities and conditions are improved to make it attractive for them to remain in Serbia.
- Being a researcher is considered an attractive career choice by young people.
- Economic, political and social stability prevails at the national and European levels.
- Effective and healthy collaboration exists between stakeholders in the research and innovation ecosystem.

The following risks can hamper or threaten the achievement of the outputs, outcomes and impacts:

- The lack of or insufficient funds from the government due to the changes in the priorities in the post-COVID recovery period or due to other external challenges.
- Inadequate implementation and monitoring capacity for the reforms, particularly due to sudden and complex emergencies.
- Insufficient incentives and/or motivation of the innovation ecosystem actors (for example, the private sector) to collaborate with the RDIs.
- Inadequate capacities of the RDIs to operationalize transformation plans and sustain progress.
- Inadequate engagement of European research institutes and the private sector.