



RDI IS OUR SUPPORT BASE

REPUBLIC OF ESTONIA
MINISTRY OF INTERIOR

MINISTRY OF THE INTERIOR AREA OF GOVERNMENT RESEARCH- AND DEVELOPMENT ACTIVITY AND INNOVATION STRATEGY 2030



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1 Introduction



MINISTRY OF THE INTERIOR (MOI) GOVERNMENT AREA (GA) OF RESEARCH AND DEVELOPMENT ACTIVITIES¹ AND INNOVATION² (RDI)

The RDI strategy (RDIS) is an agreement within the MOI GA until 2030, the purpose of which is to support the development of a comprehensive approach to RDI (i.e. R&D systems and innovation systems)³ and to direct RDI activities towards addressing strategic priority challenges.

MOI GA needs an increase in research and innovation capabilities⁴ to support the **functioning and development of internal security**⁵ in constantly and unpredictably changing conditions, including social change, shifts in the security environment, crisis threats and technological development. The primary bearer of R&D capability in the MOI GA is the Estonian Academy of Security Sciences (EASS). All innovation capability bearers are MOI GA institutions. The EASS and the National Foundation of Civil Society (NFCS), together with the MOI, differ from other MOI GA members in that their activities extend beyond the MOI GA to build capacity at the societal level.

Our **vision** is that by 2030, the RDI capabilities⁶ will have developed to a level where the organisation can respond flexibly and intelligently, anticipate changes, and address them intelligently.

VISION:
RDI helps anticipate changes, guide them effectively, and ensure flexible, intelligent adaptation.

The RDIS focuses on **setting goals** and defining indicators and roles for implementation. For the strategy to succeed and its goals to be achieved, institutions within the MOI GA must understand the value, impact and importance of RDI activities in decision-making processes, where a **science-based**⁷ **The approach provides arguments** and ensures

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confidence that decisions are made using the best available knowledge, making RDI **our support base**.

The challenges that must be addressed in the coming years are outlined in the Internal Security Development Plan. One of the most critical challenges for the MOI GA is to develop solutions to **ensure security** a decade from now, when it will no longer be possible to operate in the current way or at the same scale, as prognoses indicate **a workforce shortfall of more than 1,300 employees**.⁸

Operating as we do now, or at the current scale, will no longer be possible.

The main obstacles to the functioning and development of RDI systems addressed in this strategy are the lack of a clear vision, priorities and shared principles, as well as limited resources, particularly time. At the same time, managers who are open to and supportive of change, as well as creative employees with a strong drive to act, can be seen as enabling factors.

Developing R&D capability requires creating the necessary preconditions within institutions. The **top managers of institutions play a decisive role in this**, as they are spokespersons, supporters and motivators. Their task is to ensure a stable base budget and consistent strengthening of RDI activities.

It is **essential** to **secure permanent funding** from the MOI GA base budget, supplemented by the state R&D budget and external funding. Budget planning must align with the goals set in the RDI strategy to enhance the effectiveness of RDI activities and provide a solid foundation for responding to future needs.

¹ R&D activities are novel, creative, indefinite, systematic, transferable and/or repeatable research and development work, the aim of which is to gain new knowledge and find new areas of application for expertise. As a synonym for R&D activities, the more palatable term "research" is used daily. Research is divided into basic research, applied research and experimental development.

² Innovation is targeted or purpose-driven, principled and implemented, and manifests as a lasting change in how something functions. An idea, technology, experiment, prototype, pilot project, ongoing project, information system or similar is not considered an innovation on its own.

³ RDI systems are frameworks that ensure the valuing and renewal of RDI actors, the quality of R&D activities and the implementation of innovative solutions. In this strategy, both research and development and innovation systems are limited to the Ministry's area of government.

⁴ The institution's ability to generate innovation.

⁵ The Internal Security Development Plan 2030 is based on the principle that security means a stable living environment in which people feel protected, contribute to its development and have their well-being, safety and security ensured.

⁶ *Comprehensive RDI capabilities* refers to R&D and innovation capabilities within the Ministry's area of government.

⁷ An approach or activity that draws on scientifically validated knowledge, methods and evidence, applying R&D to achieve evidence-based outcomes in internal-security policymaking, service development and decision-making processes. The aim is to make decisions based on reliable and objective information, ensuring the best possible use of resources and the achievement of the best results.

⁸ "Politseinike ja päästjate tulevikuvajaduse ning töötasu analüüs" (Analysis of the future staffing needs and remuneration of police officers and rescuers), Ministry of the Interior, 2021.

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In cooperation with MOI GA, the foundational agreements set out in Figure 1 have been developed. These agreements are necessary to strengthen RDI activities, and their observance is established in this strategy. These prerequisite activities are also related to other government strategies, including the human resources strategy, which emphasises the role of managers, employee value, and cooperation, and the ICT strategy, which emphasises the importance of information and communication technology in developing internal security. The link with the EASS's strategy for 2025–

2030⁹ is also essential. Its vision is to serve as a development partner for smart security, and one of its goals is to develop the public-safety R&D ecosystem. This means applying R&D results to teaching, policymaking, entrepreneurship, and other areas. The foundation will be laid for a security **research community**. This can only happen through the shared commitment and cooperation of the Ministry's area of government, beginning with the implementation of joint agreements across **all institutions within the MOI GA**.

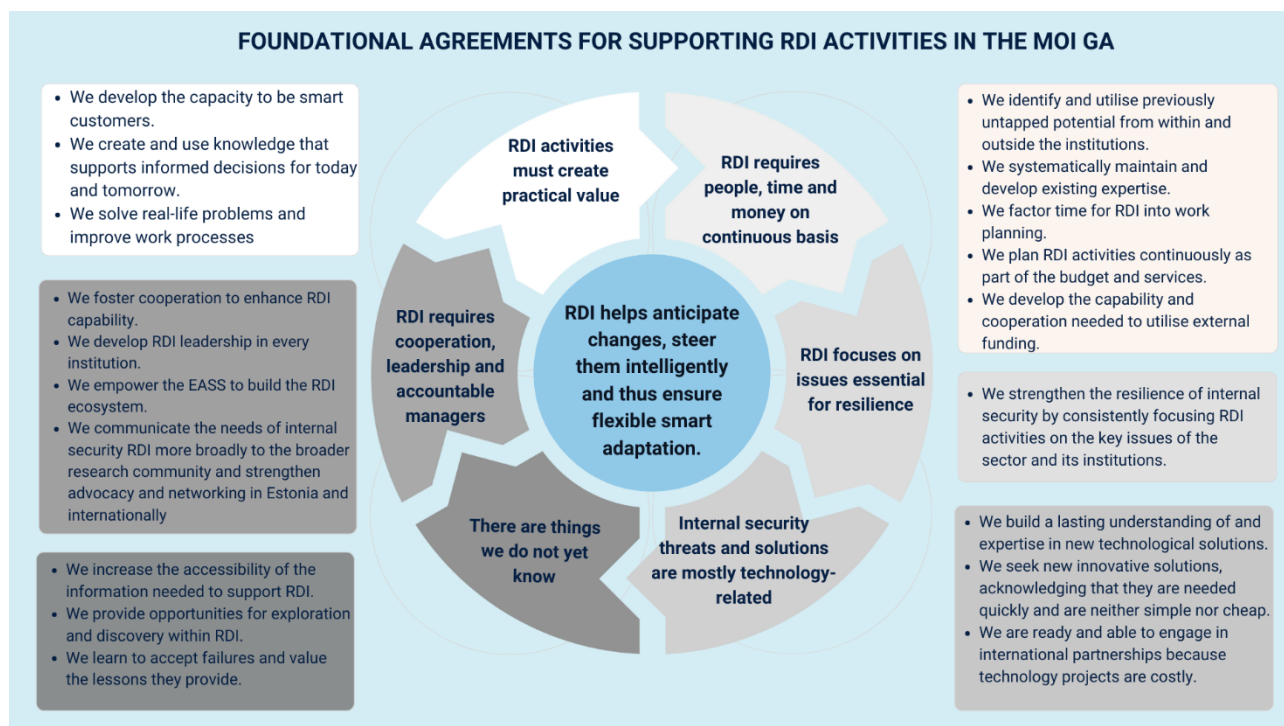


Figure 1. RDI-related foundational agreements for the Ministry of the Interior's area of government by 2030

The key basic documents for the RDI strategy are as follows:

- ❖ **The Internal Security Development Plan 2020–2030**, which emphasises prevention, cooperation, and evidence-based and innovative solutions to ensure a stable and safe living environment and preparedness for crises.¹⁰
- ❖ **The Cohesive Estonia Development Plan (SidEst) 2021–2030**, which aims to create effective cross-sectoral services based on science and innovation to ensure the well-being and coping of all people.¹¹

- ❖ **The National Defence Development Plan 2022–2031** and the National Security Concept of Estonia, which regard innovation and technological development as essential for ensuring security.
- ❖ **The Estonian Research and Development, Innovation and Entrepreneurship Development Plan 2021–2035**, which considers strengthened cooperation between research institutions and businesses, increased knowledge-transfer capability, and the development of innovative, high-quality solutions essential for the sustainable development of Estonian society.¹²

⁹Available at: https://www.sisekaitse.ee/sites/default/files/inline-files/Arengukava_2025-2035_landscape%20A4.pdf

¹⁰Available at: <https://www.siseministeerium.ee/stak2030>

¹¹ Available at: <https://www.siseministeerium.ee/sidest>

¹² Available at: <https://www.taie.ee/>

2 Research and development



DESIRED SITUATION

In the field of internal security, science-based decision-making underpins decisions at all levels. Strong R&D capabilities help understand how the field functions, anticipate changes, identify problem types and find practical solutions. The implementation of research results strengthens the development of internal security at institutional, sectoral and societal levels, ensuring flexibility and readiness in a rapidly changing world.

CHALLENGES

An important area for development is becoming a smart client; the challenge is to direct R&D strategically, define research needs clearly and apply the results in practice. Other challenges include limited data availability for R&D, a lack of connection between R&D and the practical activities of institutions, and the limited applicability of results from international projects. Obstacles also arise from the heavy workload of institutions and academic staff, uneven information exchange and the absence of a cooperation model between various institutions and the EASS.

GOALS AND INDICATORS

GOAL 1: Directing R&D activities towards solving the strategic challenges of internal security and achieving the goals by seeking science-based and innovative solutions.

INDICATOR: An aggregate assessment of the share of R&D activities within the area of government that are aimed at solving the strategic challenges of internal security and achieving the goals.

Explanation: To achieve the goal, R&D problem statements will be incorporated into the annual strategic planning process, which will include top managers, among others. A cross-sectoral RDI management model and an RDI management board will be implemented to make decisions on priorities and resources, guided by the principle that most research projects and initiatives will focus on solving strategic challenges and achieving goals in internal security.

GOAL 2: Increasing the capabilities of all institutions within the area of government to commission and implement R&D activities.

INDICATORS:

- 1) The share of the R&D budget in the budget of the area of government.¹³
- 2) The number of studies conducted.¹¹

Explanation: Achieving the goal requires all MOI GA agencies ensure permanent funding for R&D and to consistently seek and use all opportunities to increase the share of the budget allocated to R&D, including increasing their own budget share and expanding the share of external funding.

GOAL 3: Developing the EASS into a competence centre for internal security R&D.

INDICATORS:

- 1) The number of high-level publications published by the EASS and the number of citations.¹⁴
- 2) The satisfaction of institutions within the MOI GA with the R&D activities of the EASS in supporting policymaking and management decisions within the scope of research topics.¹⁵
- 3) The number of cooperation projects between the EASS and the MOI GA.¹⁶

Explanation: Achieving this goal requires developing the EASS into a leading actor in internal security R&D, offering high-quality research and development and practical, science-based solutions. To achieve the desired research impact, it is essential, among other things, to define an internationalisation strategy that includes greater involvement of international researchers. It is necessary to provide needs-based access to up-to-date departmental

¹³ The methodology for collecting national R&D statistics, the instructions for which are forwarded annually by the Ministry of Education and Research.

¹⁴ Ensuring that the threshold required for evaluation is met.

¹⁵ The satisfaction of institutions within the MOI GA is assessed by the RDI Management Board based on institutional feedback.

¹⁶ The EASS presents the data as part of its R&D overview.

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information held by institutions for use in R&D. To strengthen the link between R&D and practical work, MOI GA solutions must be developed to facilitate expert rotation to the EASS.

GOAL 4: Developing strategic long-term research directions and sustainable funding at the EASS.

INDICATOR: The annual evaluation of the EASS's R&D activities through the MOI's performance report

Explanation: To achieve this goal, the EASS is developing long-term strategic research directions and, with the support of the Ministry of the Interior, is seeking both domestic and external funding opportunities to ensure long-term, research-based development in the security field.

The EASS operates **in the field of security sciences**, focusing on strategic research directions in the field of **security threats and long-term security challenges affecting Estonia**. Their content and scope include:



- ❖ Conceptualising security and analysing and forecasting the relationships that affect it, focusing on the impact of external security factors and trends on Estonia's security and the MOI GA's view – what affects us, to what extent and how.
- ❖ Defining safety and security needs based on threat assessments and developing recommendations.
- ❖ Developing strategic foresight and the flexible and innovative ability of the field to adapt to changing circumstances and to meet broad-based national defence objectives.
- ❖ Ensuring Estonia's crisis resilience and strengthening local governments and communities in ensuring security.
- ❖ Analysing, developing and testing technological and other solutions to enhance security.
- ❖ Ensuring the sustainability of services by supporting the legal framework, officials and volunteers in the field to adapt wisely and flexibly to changing circumstances.

SIX BASIC PRINCIPLES OF R&D

To stay on track with the strategy's goals, these basic R&D principles are followed across the MOI GA at every institution.

<p>1 R&D activities aim to solve strategic challenges and achieve goals, and R&D results are applicable within GA institutions, have practical value and help increase institutional efficiency.</p>	<p>4 The EASS leverages the knowledge and experience of the institutions in its R&D activities to generate unique knowledge in Estonia, which is applied as fully as possible across the area of government and in addressing challenges faced by society as a whole.</p>
<p>2 R&D activities are carried out on common interests among institutions within the MOI GA in a coordinated manner and, where possible, in cooperation with public, private, and third-sector partners at national and international levels.</p>	<p>5 To conduct R&D, we seek and leverage as much external funding as possible.</p>
<p>3 To conduct research, MOI GA institutions ensure that the academic staff of the EASS have access to relevant data and enable mutual use of expertise and infrastructure.</p>	<p>6 In R&D activities, we respect the principles of good research practice and academic freedom¹⁷ while remaining vigilant about risks to research security.</p>

¹⁷ According to Section 38 of the Constitution of the Republic of Estonia, the primary purpose of academic freedom is the acquisition and dissemination of knowledge. Freedom must ensure that scientists base their work on scientific methodology, not on political, social, economic or other external pressures. The content and results of research activities must not be guided by socio-political gain. The latter may motivate support for a particular research field, but the research itself must remain free, as this is the only way to obtain reliable knowledge that advances the benefit of society.

3 Innovation



DESIRED SITUATION

By 2030, a functioning innovation system will have been developed across the MOI GA as a whole, and each institution within the area will be focused on innovation to ensure internal security. Fundamentally innovative solutions are used for this purpose, and compared with 2024, institutions' innovation capability has increased significantly. Through innovation, it is possible to guide the development of internal security at the institutional, municipal, and national levels and to adapt to rapidly changing circumstances. At the same time, the impact of innovations can be assessed and distinctions made between what must be updated, what may be updated and what must not be, while also having the confidence to exnovate¹⁸ where necessary.

Innovations at the societal level are grounded in the core principles of social innovation.¹⁹ High technology is used effectively and skilfully to develop innovations.²⁰

CHALLENGES

In addition to the factors hindering the functioning and development of the innovation system mentioned in the introduction, institutions' innovation capability and the management of innovations are also affected by insufficient working time available for innovation, the availability of competent leaders, money on suitable terms, legal support, ICT development volume or capability, and competence related to high technologies.

GOALS AND INDICATORS

To address the challenges and achieve the vision, all goals must be pursued simultaneously in the coming years. It is essential to recognise that these goals interact, and progress on one affects the viability of the others.

GOAL 1: Increasing the innovation capability of all government institutions within the area of government.

INDICATOR: Innovation maturity.²¹ The expected values are presented by year and institution in the fifth programme of the Internal Security Development Plan.²²

Explanation: An increase in an institution's innovation capability, which translates into higher innovation maturity, signifies an enhanced ability to generate innovations that is strategically connected to the institution itself (its internal factors). Growth in innovation capability may be reflected in various ways, such as an increase in the number of innovations produced, greater efficiency and intensity in the innovation process or a larger impact of the innovations introduced. Increasing innovation capability within the MOI GA institutions generally requires securing additional funding, using existing resources (including time) more effectively and efficiently, promoting leadership in innovation and strengthening universal innovation-related competencies – namely, managing the innovation process, developing social innovations and employing ICT in innovations. The MOI supports all its institutions in securing additional funds.

GOAL 2: Simplifying the management and implementation of innovations.

INDICATOR: Aggregate assessment by managers, middle and top managers, of services within the area of government, on the ease of managing and implementing innovations.²³

Explanation: Facilitating innovation management and implementation means that the factors that complicate or hinder innovation for institutions have been alleviated or removed, while facilitating factors have been strengthened or new ones introduced. In the strategy, these factors refer to the external environment in which an institution operates. The MOI generally supports facilitation by helping institutions identify and apply for external funding, shaping the Estonian legal framework, shaping political expectations placed on institutions, creating an

¹⁸ Exnovation, as the opposite of innovation, is the purposeful and principled reversal of an implemented innovation or a return to a previous state. Exnovation may be necessary or appropriate if the pre-innovation solution functioned better than the one introduced through innovation.

¹⁹ Here, *social innovation* refers to an innovation whose object (i.e. the entity whose functioning is to be changed) is primarily understood as a social system, consisting of people and their relationships. A social system may be, for example, a family, a group of friends, a community, an organisation or society.

²⁰ The concept of high technology is broad, and what qualifies as high technology changes over time. It includes not only information and communication technologies but also many other types of technology. See also <https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Glossary:High-tech>.

²¹ An indicator characterising the innovation capability of institutions within the Ministry's area of government, the value of which is determined using the relevant methodology.

²² The Estonian Internal Security Service (Kaitsepolitseiamet) and the National Foundation of Civil Society (NFCS) set the relevant values themselves, considering that by 2030 they should be at least at the average level of the area of government.

²³ The methodology for collecting and analysing data and deriving an aggregate assessment will be established during 2025.

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environment that directly supports the preparation or implementation of innovations (e.g., establishing incubators or cooperation networks), and improving the coordination of institutions' innovation activities.

GOAL 3: Developing innovation-related competence centres in the area of government or strengthening existing ones.

INDICATOR: Completing the relevant action plan.²⁴

Explanation: In essence, an innovation-related competence centre collects, maintains and updates the universal or specific know-how necessary for innovation and makes it available to MOI GA institutions within the area of government (but not exclusively) through information materials, direct counselling, participation in innovations or other means. For the purposes of this strategy, *universal innovation know-how* (i.e., know-how presumed necessary for all institutions within the area of government) comprises expertise in managing the innovation process, creating social innovations, and using ICT in innovation. In the latter two areas, the NFCS and the Ministry's IT and Development Centre (SMIT) are regarded as the respective competence centres. The EASS, in turn, is viewed as a centre of competence for MOI GA-specific expertise, including internal security-related education and specialist technologies. A competence centre for innovation process management is not envisaged under the MOI GA, and external competence centres will be relied upon as needed.

TEN BASIC PRINCIPLES OF INNOVATION

When implementing innovations, the area of government as a whole and each institution individually follow, as a minimum, the following principles:

1	All opportunities for applying for external funding are fully utilised for innovation.	6	Innovation, including technological innovation, uses high technology whenever possible. ²⁵
2	Resources are used sparingly, which means, among other things, that existing solutions are used to the fullest extent and innovations are not undertaken without sufficient planned resources, including time (i.e. where there is a high risk that activities may be interrupted).	7	In innovation, failure is not regarded negatively if it was not caused by deliberate action or negligence. Lessons are drawn from such failures.
3	Innovation is undertaken when the expected benefits of success outweigh the likely harm of failure.	8	Innovations are carried out in a coordinated manner between institutions within the MOI GA and, where possible, in cooperation on shared topics.
4	The basic principles of social innovation guide societal-level innovation. ²⁶	9	Innovation-related competence centres within the MOI GA are used to their full capacity.
5	Where possible, innovation is carried out in cooperation with national or international partners (including research and educational institutions) from the public, private and third sectors.	10	Innovation is acknowledged and valued.

²⁴ This is a temporary indicator, which will be replaced by one to be used consistently after the completion of the action plan.

²⁵ It should be recognised that the use of high technology can increase the likelihood of innovation failure and lead to inefficiencies in the innovation process. In addition, the high number of innovations involving ICT (as a high technology) increases the workload of SMIT.

²⁶ Huddart, S. (2010). Patterns, principles, and practices in social innovation. *The Philanthropist*, 13(3).

4 RDI management



The roles of different parties in identifying and supporting RDI activities will be specified within the existing framework, and no separate system will be created to manage RDI (see Figure 3). Implementation of the RDI strategy is led and monitored by the Ministry's Deputy Secretary General responsible for the area. At the same time, coordination is handled through the area

head and the **RDI network**.²⁷ The top management of MOI GA, as the **RDI Management Board**, determines the priority of MOI GA-wide RDI activities and MOI funding.²⁸ The servicing and advisory unit is the MOI's Strategy and Development Department (SDD).

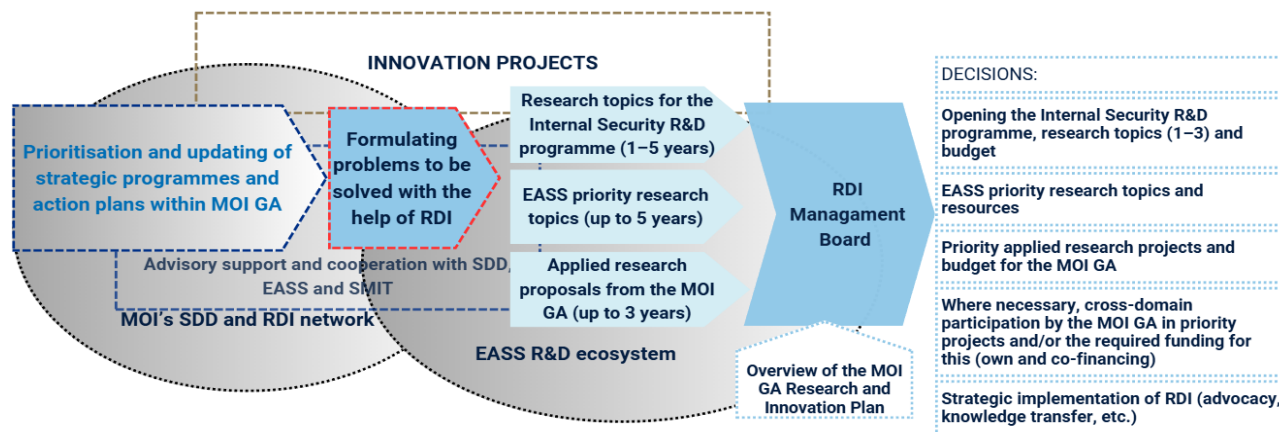


Figure 2. RDI management in the strategic planning process within the Ministry's area of government

RDI activities are planned during the revision of the Internal Security Development Plan, the SidEst programmes, and the preparation of the state budget, in line with MOI GA's strategic planning and monitoring principles. In cooperation with MOI departments and institutions within its jurisdiction, urgent challenges, development needs, and management priorities related to services and resources are identified.

In collaboration with the RDI network and the EASS, relevant topics are identified where RDI can provide valuable support, including innovation projects, internal

security R&D programmes, research topics, and applied research. It is essential to recognise that **top managers** of institutions have **two roles** in the RDI process: they are responsible for their institution's area of activity and also evaluate and decide on priorities that span the MOI GA within the RDI Management Board. The EASS, which participates institutionally in strategic planning and provides R&D support to the MOI GA through the RDI ecosystem, and SMIT, whose ICT support is a crucial success factor for many RDI activities, both operate in dual roles.

RESPONSIBILITIES AND TASKS IN STRENGTHENING RDI ACTIVITIES

Area/service managers ²⁹	Top managers within the MOI GA	RDI Management Board
<ol style="list-style-type: none"> 1) Short- and medium-term (1 and 1+3 years) planning and description of challenges in the respective service field. 2) Organisation of RDI activities in the respective field. 3) Consideration of the interests of institutions within the MOI GA and, for this purpose, engaging in national and international RDI cooperation within the respective field. 	<ol style="list-style-type: none"> 1) Formulating sectoral challenges that require RDI support and prioritising them. 2) Making proposals for setting RDI goals and strengthening activities across the MOI GA, including ensuring baseline funding. 3) Supervising RDI activities within the respective institution and acting as advocates at national and international levels. 	<ol style="list-style-type: none"> 1) Making funding decisions for RDI activities. 2) Making management decisions on matters that must be decided within the MOI GA in the field of RDI (e.g. advocacy and projects). 3) Leading the field of RDI as a sponsor, supervising and monitoring progress towards the desired goals.

²⁷ MOI and officials within the MOI GA designated by each institution as responsible for the field of RDI.

²⁸ The voting members of the RDI Management Board are the heads of the institutions under the MOI, the Secretary General and the Deputy Secretary Generals, and the fulfilment of the role of the RDI Management Board is approved together with the strategy. The RDI Management Board meets at least twice a year during the scheduled MOI GA heads' meetings; additional meetings are arranged as needed. The advisory members of the RDI Management Board are the MOI's Head of the financial department, the Vice Rector for Research of the EASS, the MOI's SDD RDI team and, where necessary, an external expert.

²⁹ Officials responsible for services within institutions (e.g. service managers, department heads and experts/advisers) who collect and provide input for setting and implementing strategic goals within the MOI GA.

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MOI RDI TEAM

- 1) Advising MOI areas and managers in the strategic planning process in formulating challenges that should be addressed with the support of RDI.
- 2) Preparing the substantive materials for meetings of the RDI Management Board.
- 3) Preparing a plan for innovations and R&D for the MOI GA and providing an overview to the Management Board.
- 4) Organising competition-based funding (e.g R&D programme and calls for applied research³⁰).
- 5) Coordinating the preparation and implementation of the RDI strategy through the RDI network and promoting cooperation.
- 6) Ensuring up-to-date exchange of information on funding opportunities.
- 7) Representing the interests of the MOI GA in Estonian and EU RDI policy and frameworks through legislative drafting, coordination and cooperation at national and international levels.

RDI network in the MOI GA³²

- 1) Advising MOI GA institutions and managers in the strategic planning process in formulating challenges that need to be addressed with RDI support.
- 2) Preparing the implementation plan for the RDI strategy.
- 3) Mediating information on training and funding opportunities within the institution to support the growth of external funding and the development of technological knowledge.
- 4) Formulating positions on issues related to the development of the RDI field and promoting RDI activities in various Estonian and EU formats, including mapping and advancing cooperation opportunities.

EASS AS THE R&D CAPABILITY BEARER

- 1) Developing the internal-security-related R&D ecosystem to establish the EASS as a high-level, leading RDI competence centre for the MOI GA and to promote cooperation.
- 2) Providing support to institutions in MOI GA planning R&D activities within the strategic planning process.
- 3) Engaging students, master's students and employees of MOI and its institutions, and, where necessary, other partners (including foreign partners), in R&D activities, including the formation of research groups.
- 4) Developing the capability to increase the acquisition of external funding significantly.
- 5) Publishing high-level scientific articles and scientific journals in the field.
- 6) Presenting R&D results within the MOI GA and, where necessary, to broader society, including through popular science approaches to raise awareness.
- 7) Promoting knowledge transfer³¹ by ensuring R&D support for the development of formal and continuing education and services within the MOI GA, and strengthening cooperation with other R&D institutions.
- 8) Providing expertise (including situational awareness) and infrastructure to support RDI activities, test innovative solutions and pilot new technologies.
- 9) Using internal security experience in teaching and in developing terminology.
- 10) Providing a platform for science-based discussions and organising academic events (e.g. seminars, training sessions and workshops) in its research fields.

SMIT

SMIT supports the MOI GA with sectoral expertise, know-how and access to infrastructure, and applies the results of RDI to ensure security, develop services and capabilities, and support decision-making.

SIX BASIC PRINCIPLES OF RDI MANAGEMENT

<p>1 Each manager's role is to drive and support RDI activities by participating in them and highlighting their results (including through existing formats such as the EASS colleges' councils, the EASS Advisory Council, and the MOI GA heads' meeting).</p>	<p>4 The decision-making process is grounded in project risks to ensure efficient action and avoid activities for which insufficient resources (people, time, etc.) are available.</p>
<p>2 The RDI network supports managers in ensuring that the use of RDI results and the strengthening of RDI activities become a regular part of everyday work across all levels of management³³.</p>	<p>5 Science-based decision support is used whenever possible to inform decisions with significant impact and to support strategic choices.</p>
<p>3 The MOI and the EASS seek opportunities for collaboration and offer training and consulting to institutions within the MOI GA to improve the quality of research and ICT procurement submitted in support of innovation.</p>	<p>6 Across the MOI GA, we adhere to the foundational agreements, principles, management model and roles described in the RDI strategy.</p>

³⁰Conducting research aimed at gaining new knowledge with the direct objective of applying that knowledge in practice.

³¹ Knowledge transfer involves sharing knowledge, skills and experience between systems or environments to put them into practice. It aims to promote the adoption of new knowledge and technologies in internal security, strengthen innovation, and improve decision-making efficiency.

³² The RDI network will be formalised with the approval of the strategy, and each institution within the MOI GA will appoint a member of the network from their organisation.

³³ This includes, among other things, the rotation of employees into research groups and/or knowledge-transfer doctoral studies, and the involvement of academic staff in development projects and international cooperation, as well as in the drafting process for legislative proposals.

5 Strategy implementation

SUCCESS ASSESSMENT

A successfully implemented strategy helps achieve the vision, stay on track and increase R&D and innovation capability. Strategy implementation will be considered successful when institutions within the MOI GA reflect the foundational agreements and principles of the RDI strategy, and when the measures required to achieve the strategy's goals are included in their action plans. The success of the RDI strategy will be assessed using existing monitoring formats. In addition, an assessment will be submitted to the RDI Management Board, taking into account, among other things:

- 1) achieving goals and meeting indicators;
- 2) the impact of strategy implementation in the field;
- 3) the efficient use of resources;
- 4) domestic and international cooperation;
- 5) the creation of synergies with other strategies and initiatives.

STRATEGY IMPLEMENTATION

- 1) Strategy enforcement is based, where possible, on the MOI's change management process model.
- 2) Strategy implementation is organised through the RDI network.
- 3) The measures necessary to stay on target, the timing of their implementation and the responsible leads are set out **in the strategy's implementation plan**, which is prepared for the entire period of the strategy's validity.
- 4) The activities of institutions within the Ministry's area of government for implementing the measures are set out **in the institutions' action plans and work plans**.
- 5) Reports on the implementation of institutions' action plans and other existing monitoring formats are used to monitor activities; **no new reporting formats will be created**.
- 6) The strategy will be updated as necessary at the proposal of the RDI Management Board.
- 7) Supervision of the implementation of the RDI strategy is carried out by the Deputy Secretary General responsible for the field at the Ministry of the Interior.

IMPLEMENTING DOCUMENTS

- 1) Background information and explanatory material on the RDI strategy can be found in the MOI's co-creation environment under "Education, research and innovation".
- 2) An implementation plan for the RDI strategy will be created in 2025.
- 3) The establishment of the RDI Management Board and the RDI network for the MOI's GA to fulfil the tasks set out in the strategy will be approved by the heads of the MOI's GA as part of the strategy's approval.