



**ROADMAP FOR THE
IMPLEMENTATION OF THE
STRATEGIC DEVELOPMENT PLAN
2025–2029**

**National Institute for Research & Development in
Chemistry and Petrochemistry – ICECHIM Bucharest**

1. Purpose of the document

This Roadmap defines the operational framework for the implementation, monitoring and evaluation of the Strategic Development Plan of the National Research and Development Institute for Chemistry and Petrochemistry – ICECHIM Bucharest for the period 2025–2029.

The document translates the Institute's strategic objectives into concrete actions, performance indicators, implementation timelines and responsibilities, providing an integrated framework for organisational development, scientific excellence, innovation and technology transfer, research infrastructure development, and the strengthening of the Institute's role within the national and European research, development and innovation ecosystem.

The implementation of this Roadmap aims to transform the strategic objectives into measurable and monitorable results, in accordance with the principles of good governance, performance-based management and the efficient use of resources.

2. Implementation principles

The implementation of the institutional strategy is based on the following principles:

- scientific excellence;
- orientation towards economic and societal impact;
- interdisciplinarity and transdisciplinarity;
- internationalisation;
- innovation and technology transfer;
- sustainable development;
- digitalisation and digital transformation;
- Open Science;
- institutional accountability and transparency;
- continuous evaluation and continuous improvement.

3. Strategic objectives

During the period 2025–2029, the implementation of the institutional strategy aims to achieve the achievement of the following strategic objectives:

SO1. Strengthening scientific excellence and increasing international visibility.

SO2. Increasing participation in national and international research programmes and competitions.

SO3. Developing technology transfer, innovation and collaboration with the economic environment.

SO4. Developing and modernising research infrastructure.

SO5. Developing human resources and strengthening the organisational culture.

SO6. Accelerating digitalisation and implementing the principles of Open Science.

SO7. Strengthening the Institute's role in society and increasing its contribution to public policy.

4. Roadmap 2025–2029

SO1. Scientific Excellence and International Visibility

Expected outcome

To enhance scientific excellence and strengthening the position of ICECHIM among the leading research organisations in Central and Eastern Europe within its fields of expertise.

Measures	2025	2026	2027	2028	2029
Institutional support measures for high-impact publications	X	X	X	X	X
Interdisciplinary excellence groups		X	X	X	X
Visiting Scientists Programme			X	X	X
Publication mentoring programme (within research groups)	X	X	X	X	X
External evaluation					X

Performance indicators (baseline value – 2024)

KPI	2025	2026	2027	2028	2029
Increase in the average journal impact factor per researcher (research personnel according to Law No. 183/2024)	+2,5%	+4%	+6%	+8%	+10%
Increase in the share of Q1+Q2 publications	+2,5%	+5%	+7,5%	+10%	+12,5%
Web of Science citations	+5%	+10%	+15%	+20%	+25%
Researchers involved in international collaborations (increase)	5%	10%	15%	20%	25%

SO2. Participation in National and International RDI Programmes

Expected outcome

Increasing competitive funding and participation in large-scale international research projects.

Performance indicators

KPI (total for 2025–2029)	Target for 2029
Horizon Europe (or equivalent) proposals submitted	minimum 40
Horizon Europe (or equivalent) projects funded	minimum 5
Horizon Europe (or equivalent) projects coordinated by ICECHIM	minimum 2
Success rate in national competitions dedicated to applied research	Higher than the overall success rate of the respective competition
Competitive funding attracted	+25%

Measures

- strengthening the institutional development and European project management team;
- expanding the portfolio of strategic partners;
- systematic participation in European partnerships and thematic alliances;
- organising at least one annual proposal writing training session.

SO3. Technology Transfer and Innovation

Expected outcome

Facilitating the transfer of RDI results into products, services and technologies for the market.

Performance indicators

KPI	Target 2029
Patent applications filed	minimum 10/year
Patents granted	minimum 5/year
Economic contracts	+50%
Revenue from RDI services	+50%
Technologies licensed	minimum 2/year
Spin-offs established	minimum 1
Start-ups supported	minimum 1

Measures

- developing the portfolio of transferable technologies;
- strengthening collaboration with SMEs and industry;
- expanding advanced technological services;
- operationalising incubation and acceleration mechanisms;
- developing entrepreneurial discovery mechanisms.

SO4. Research Infrastructure Development

Expected outcome

Developing a modern, competitive research infrastructure with open access for external users.

Performance indicators

KPI (total for 2025-2029)	Target 2029
Cumulative investment in research infrastructure	>10 million RON
Major new equipment	minimum 5
Research infrastructure utilisation rate	>80%

External users	+50%
New accredited services / services published on ERRIS	minimum 10

Measures

- implementing a multiannual investment plan;
- digitalising research infrastructure management;
- integration into national and European research infrastructures;
- expanding open access to research infrastructures.

SO5. Human Resources Development

Expected outcome

Enhancing the attractiveness of the Institute for researchers and supporting research career development.

Performance indicators

KPI (total for 2025-2029)	Target 2029
Newly recruited researchers	minimum 20
PhD students involved	minimum 20
Postdoctoral researchers	minimum 15
International mobility actions	minimum 15
Staff receiving annual training	>80%
Retention rate of RDI personnel	>75%

Measures

- full implementation of the HRS4R principles;
- mentoring and leadership programmes;
- attracting Romanian researchers from the scientific diaspora;
- dedicated programmes for early-career researchers.

SO6. Digital Transformation and Open Science

Expected outcome

Advancing the digital transformation of research, development and innovation activities and full implementation of the principles of Open Science.

Performance indicators

KPI	Target for 2029
Projects including a Data Management Plan	100%
Open Access publications	>80%
FAIR datasets published	minimum 20
Administrative processes digitalised	>90%
AI tools implemented	minimum 2

Measures

- developing the Institute's digital infrastructure;
- adopting FAIR standards;
- implementing AI solutions for research and administrative activities;
- developing the digital skills of staff.

SO7. Societal Engagement and Public Policy Support

Expected outcome

Increasing the societal impact of research and strengthening the Institute's role as a provider of scientific evidence for public policies.

Performance indicators

KPI (total for 2025-2029)	Target for 2029
Science communication events	≥ 20
Participants in communication activities	≥ 200
Policy briefs developed	≥ 2
Media appearances	≥ 50
School pupils and university students involved	≥ 100

Measures

- developing science communication programmes;
- contributing to the development of evidence-based public policies;
- strengthening cooperation with public authorities and civil society;
- developing educational and career guidance programmes.

5. Implementation Management

The implementation of the Roadmap shall be overseen by the General Director, with the support of the Board of Administration, the Scientific Council, and the Institute's executive management structures.

To ensure the successful implementation of the Roadmap, the following activities shall be carried out:

- semi-annual monitoring of performance indicators;
- periodic risk analysis;
- mid-term update of the Roadmap in 2027;
- final evaluation in 2029.

6. Key Strategic Performance Indicators

The successful implementation of the 2025–2029 Strategic Development Plan shall be demonstrated through the achievement of the following results:

- at least a 25% increase in competitive funding attracted;
- at least 5 Horizon Europe projects funded;
- at least 2 European projects coordinated by INCDCP-ICECHIM;
- at least a 50% increase in revenues generated from economic contracts;
- at least 2 licensed technologies annually;
- at least a 12.5% increase in the share of publications in Q1+Q2 journals, correlated with at least a 10% increase in the average impact factor per researcher (defined in accordance with Law No. 183/2024 for the research positions of Research Assistant (ACS), Researcher (CS) – R1, Researcher Grade III (CS III) – R2, Researcher Grade II (CS II) – R3 and Researcher Grade I (CS I) – R4);
- at least RON 10 million invested in research infrastructure;
- full implementation of the HRS4R and Open Science principles;
- strengthening the position of INCDCP-ICECHIM as a national reference research institute and a recognised European actor within its fields of expertise.

7. Conclusions

This **Roadmap** constitutes the operational framework for implementing the **Strategic Development Plan of INCDCP-ICECHIM** for the period **2025–2029**.

Through the systematic monitoring of performance indicators and the continuous adaptation to developments in the national and international research environment, the Institute aims to strengthen its position as a centre of excellence in research, innovation and technology transfer, capable of delivering scientific, economic and societal impact at both national and European levels.

General Director

Dr. Biochim. Mihaela DONI