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## Danube S3 Cluster

**Transnational Cluster Cooperation active on Agro-Food, based on Smart Specialization  
Approach in the Danube region**

# Methodology for the Local Action Plans

### Document Control Sheet

<b>Work package number</b>	WP3
<b>Work package title</b>	Joint S3 Cluster Strategy
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<b>Activity title</b>	Action Plan – Translating Strategy into Action
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## Versioning and Contribution History

Version	Date	Author/Editor /Reviewer	Description/Comments
_v01	09.07.2019	Clémentine Roth (SEZ/S2i)	First draft
_v02	12.09.2019	Clémentine Roth (SEZ/S2i)	Second draft including feedback from ITC & template for LAP
_v03	30.09.2019	Clémentine Roth (SEZ/S2i)	Third draft including executive summary and introduction + minor revisions and overview graph from ITC
_final			

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## Target group assessment

Has this deliverable addressed any of the target group indicated in the application form?

Yes /  No

If yes, please describe the involvement of each individual target group in the table below.

Target group	Number reached by the deliverable	Description of target group involvement
SME		
Business support organization, Cluster, NGO		
Higher education and research		
Regional and national authority		
Civil society, general public		

## Table of Content

List of Tables.....	3
List of Figures.....	3
List of Abbreviations .....	3
1 Executive Summary .....	4
2 Introduction.....	5
3 Preparing the Local Action Plans.....	5
3.1 Timeline.....	5
3.2 Responsibilities .....	6
3.3 Methodology for the elaboration of the LAPs (A3.4).....	7
3.4 Objectives of pilot implementation .....	8
3.5 Synergies between Work Packages.....	9
4 Conclusions and Recommendations.....	11
Annex: Template for LAP .....	12

## List of Tables

Table 1: Topics and responsibilities for the LAPs.....	6
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## List of Figures

Figure 1: Timeline of the LAPs.....	6
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## List of Abbreviations

AF	Application Form
EU	European Union
LAP	Local Action Plan
SME	Small and Medium-sized Enterprise
SWOT	Strength, Weakness, Opportunities and Threats
S3	Smart Specialization Strategy
WP	Work Package

# 1 Executive Summary

The European Union (EU) has elaborated a growth strategy that aims at boosting jobs, small- and medium-sized enterprises (SMEs) growth and investment. Cluster policies and smart specialization strategies (S3), which are cornerstones of this growth strategy, share the idea that regions should identify and focus on their strengths, develop specializations in order to position themselves in global value chains and build strategic partnerships with other regions.

The project Danube S3 Cluster aims at fostering transnational cluster cooperation in the agro-food sector in the Danube region. To do so, it will develop a transnational cluster strategy. In addition, 5 local action plans – in Ukraine, Moldova, Croatia, Serbia and Slovakia – will be developed as pilot actions to test the strategy. The pilot action plans will address different topics for clusters: market intelligence, open innovation, business models that work in circular economy and healthy food.

This document provides a common methodology and template for the preparation of the action plans (D3.4.1 – D3.4.5). The methodology has a threefold objective:

- 1) Ensure that project partners involved in this activity have a common and clear understanding regarding the objective, expectations and structure of an action plan,
- 2) Provide clear guidelines to help partners preparing solid, easy to understand, simple and concrete plans for the implementation of activities.
- 3) Ease the implementation of the action plans.

Each local action plan will implement four projects, set up 3 cluster cooperation agreements between cluster managers and relevant actors and bring 2 clusters to join the European Cluster Cooperation Platform.

## 2 Introduction

The European Union (EU) has elaborated a growth strategy that aims at boosting jobs, small- and medium-sized enterprises (SMEs) growth and investment. Cluster policies and smart specialization strategies (S3), which are cornerstones of this growth strategy, share the idea that regions should identify and focus on their strengths, develop specializations in order to position themselves in global value chains and build strategic partnerships with other regions.

**The project Danube S3 Cluster aims at fostering transnational cluster cooperation in the agro-food sector in the Danube region.** After the development of a transnational cluster strategy, which is at the core of Work Package (WP) 3, **5 local action plans (LAPs) will be implemented in Ukraine, Moldova, Croatia, Serbia and Slovakia to test the strategy.** The LAPs covers various dimensions pertaining to clusters in the agro-food sector specialization: market intelligence, open innovation, business models that work in circular economy and healthy food. The local action plans constitute a central aspect of the project that intersect all 4 thematic WPs.

**This document provides a common methodology and template for the preparation of the action plans (D3.4.1 – D3.4.5).** It provides on the one hand side an overview of the activities and responsibilities related to the LAPs but also on the other hand a methodology to be followed by the involved partners. A common methodology is necessary to ensure a coherent approach among the different LAPs and ease their implementation. Besides, it provides clear **guidelines to help partners preparing solid, easy to understand, simple and concrete plans for the implementation of activities.** The five partner tandems involved in the action plans shall **use the template** given in annex.

The action plans will be developed until the end of April and then implemented between May 2020 and June 2021. **Each local action plan will implement 4 projects, set up 3 cluster cooperation agreements** between cluster managers and relevant actors and **bring 2 clusters to join the European Cluster Cooperation Platform.**

## 3 Preparing the Local Action Plans

### 3.1 Timeline

The preparation and implementation of the Local Action Plans are running from P3 till P6. This section details the different stages of the project.

**Period 3:** SEZ/S2i will elaborate a common methodology for the preparation of the LAPs. It will work closely with ITC who is responsible for coordinating the implementation of WP5 pilot initiatives. The **common methodology will be ready by September 2019** in order to

be presented during the 4<sup>th</sup> steering committee that will take place in Chisinau on 01 October 2019.

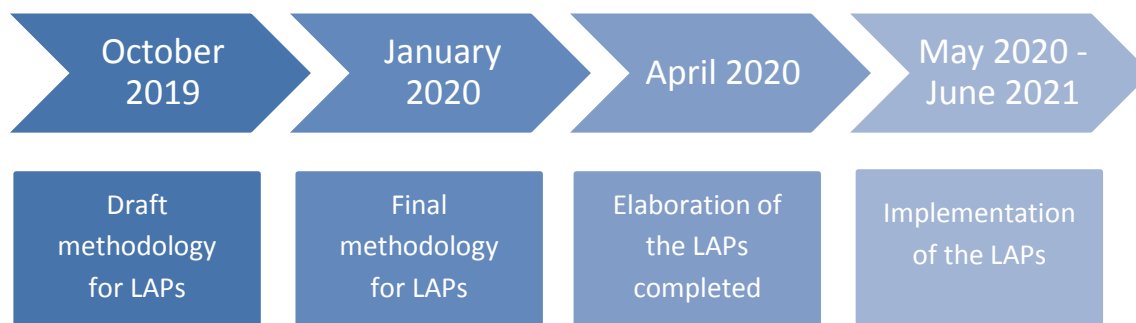
**Period 4:** The methodology will be revised to include partners' feedback. The **final methodology will be presented at the transnational workshop (A3.3)** that will take place in Chisinau on 21-22 January 2020.

During this workshop, the consortium will discuss the action plans and set priorities. Results of the discussions will be compiled by SEZ/S2i (D3.3.1 – Report on Priority Setting and Action Plan Workshop).

Based on the common methodology, partners responsible for the LAPs will prepare their local action plans. **The preparation phase (A3.4) will run between February and April 2020. By the end of April 2020, the 5 LAPs should be ready, simple and concrete.**

**Periods 5 and 6:** During this time period that covers 14 months (May 2020 – June 2021), the **5 LAPs will be implemented and 2 brokerage events will be organized in Ruse and in Bucharest.** Each LAP is under the responsibility of a tandem (e.g. ITC and MTTN for the LAP on open innovation).

Figure 1: Timeline of the LAPs



### 3.2 Responsibilities

Activities 3.3 & 3.4 that relate to LAP preparation are under the responsibility of SEZ/S2i. Activity 5.1 relating to pilot implementation is under the responsibility of ITC.

Table 1 summarize the topics and responsibilities for each of the 5 LAPs.

Table 1: Topics and responsibilities for the LAPs

LAP	Topic	Responsible for LAP preparation		Responsible for pilot implementation	
		Responsible: SEZ/S2i		Responsible: ITC	
1	market intelligence in clusters	SEZ/S2i	D3.4.1	IMPEER NASU	D5.1.1

2	open innovation in clusters	ITC		D3.4.2	MTTN	D5.1.2
3	business models that work in circular economy	IFKA		D3.4.3	EKO-SUSTAV	D5.1.3
4	business models that work in circular economy	IFKA		D3.4.4	FTS	D5.1.4
5	healthy food	UM		D3.4.5	BEC	D5.1.5

### 3.3 Methodology for the elaboration of the LAPs (A3.4)

This section provides a simple and efficient methodology to be followed by the partners involved in the Local Action Plans. Concerned partners are: SEZ/S2i, IMPEER NASU, ITC, MTTN, IFKA, EKO-SUSTAV, FTS, UM and BEC.

As already mentioned, **partners are working in tandems** both for the LAP preparation and pilot implementation:

LAP 1: SEZ/S2i & IMPEER NASU

LAP 2: ITC & MTTN

LAP 3: IFKA & EKO-SUSTAV

LAP 4: IFKA & FTS

LAP 5: UM and BEC

This methodology is meant to help devising **solid, easy to understand, simple and concrete plans** for the implementation of activities.

**Here are the steps to follow:**

- **Prepare a SWOT analysis (on the LAP topic for your region)** → to identify prioritized areas and challenges faced in these areas
- **Define (cross-)sectoral and horizontal priorities** (in line with the priorities identified during the transnational workshop)
- **Define concrete and achievable objectives** → use the regional analysis of context and cluster innovation potential & EDP focus group results (A3.1.2 and A3.2.2)
  - o these objectives shall be in line with the priorities

- these objectives should be SMART: Specific, Measurable, Achievable, Realistic and Timely
- these objectives should be based on present and future competitive advantage and potential for excellence of the concerned region (AF p.67)
- these objectives shall include aspects relating to social innovation, eco-innovation and/or service innovation
- **Identify and describe 4 project ideas** (e.g. based on the EDP focus group)
- **Identify relevant regional actors and target groups** (in the region/country involved in the LAP)
- **For each project idea, list all tasks to be performed.** Each task shall be associated with the definition of
  - clear responsibility
  - clear timeframe/deadlines
  - concrete activities and delivery mechanisms
  - expected outcomes/results
  - indicators to measure results / measurable targets to be able to assess both results and impacts of the action
  - target groups to involve
  - identified funding source(s) to support the implementation of the project idea
- **Identify tools and services that are fostering (or that can foster) transnational cooperation and technology transfer in the field of your LAP** (e.g. innovation capacity tools, trainings, brokerage events/matchmaking)
- **Define mechanisms for substantiating the pilot implementation within the Danube S3 Cluster project** (e.g. cluster cooperation agreements, innovation partnership agreements)

In annex, you will find a template to use.

### 3.4 Objectives of pilot implementation

While preparing your local action plan, please keep in mind that there are some expected results defined in the Application Form (AF). This includes:

- setting up **3 cluster cooperation agreements between cluster managers and relevant actors** (per LAP)
- **4 projects (per LAP) to achieve objectives of each LAP**
- **10 clusters to join the European Cluster Cooperation Platform** (in total). If equally divided, this means 2 clusters per LAP.

Your plan shall therefore include tasks ensuring that these results will be achieved.



### 3.5 Synergies between Work Packages

All four thematic WPs are concerned with the local action plans.

**WP3:** Preparation of the LAPs (A3.3 and A3.4)

**WP5:** Implementation of the LAPs (A5.1 & A5.2)

**WP4:** Trainings (A4.3). The training materials will contain tools, methods and knowledge that partners will be able to use while creating their LAP.

**WP6:** The policy recommendations (A6.2) will include the results and lessons learnt from the implementation of the LAPs.

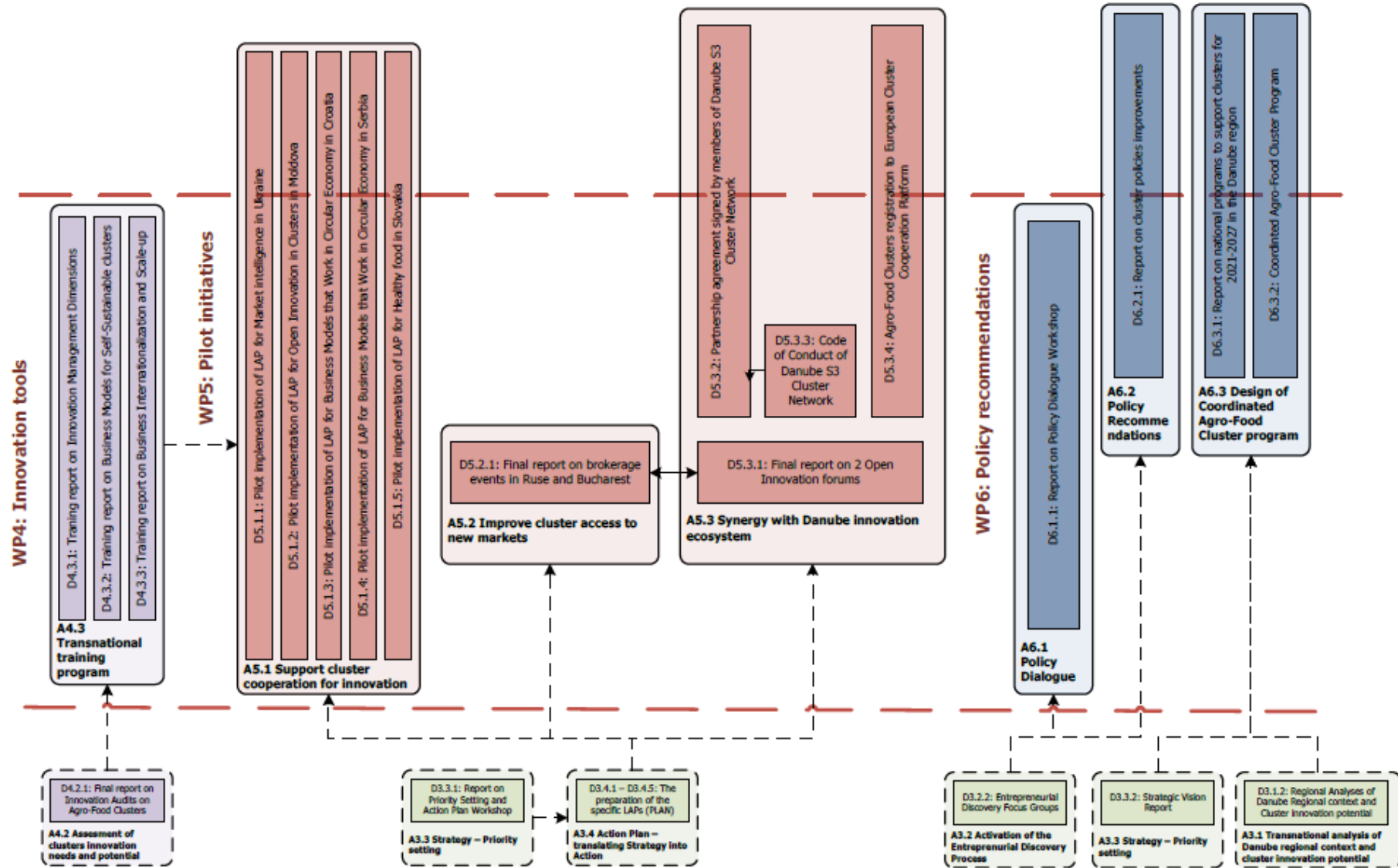
Action plans for WP4, WP5 and WP6 are provided as additional documents to the methodology. These documents provide detailed information about the objectives, activities, target groups, responsibilities and timeline of the thematic work packages. Please read these documents and keep them in mind when preparing your local action plan.

The following sketch depicts the interrelation between WP3, WP4, WP5 and WP6:

2021

2020

2019



## 4 Conclusions and Recommendations

This methodology is the result of close collaboration between all WP leaders. It will be presented to the whole consortium on 2 occasions: the 4<sup>th</sup> SCOM on 01 October 2019 and the transnational workshop on 21-22 January 2020 so that its final version will be devised in concertation with all partners. Make sure to follow this methodology while preparing your local action plan. Only with solid and concrete action plans will we be able to implement them and thereby to deliver the expected project results and outputs.

In case you have any question, please contact Clémentine Roth ([roth@steinbeis-europa.de](mailto:roth@steinbeis-europa.de)) and Tomaz Zadavec ([tomaz.zadavec@itc-cluster.com](mailto:tomaz.zadavec@itc-cluster.com)).

## Annex: Template for LAP

### Local Action Plan on ...

<b>Country / region</b>	
<b>Partners involved</b>	(name of people and organization)

## PART I: SWOT analysis

This analysis shall help to identify prioritized areas and challenges faced in these areas

<b>SWOT analysis</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>

## PART II: Priorities and objectives

<b>Identified (cross)sectoral and horizontal priorities</b>	
<b>Objectives</b>	(name of people and organization)
<b>Project idea 1</b>	
<b>Project idea 2</b>	
<b>Project idea 3</b>	
<b>Project idea 4</b>	

<b>Relevant target groups and actors to involve</b>	
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### PART III: Tasks to perform

The following table shall be used for each task. Copy-paste an empty table as many time as needed.

<b>Title task 1</b>	
<b>Brief task description</b>	
<b>Objective</b>	
<b>Activity &amp; delivery mechanism</b>	
<b>Expected results</b>	
<b>Responsible actors</b>	
<b>Timeframe &amp; deadlines</b>	
<b>Monitoring of progress (targets and indicators to assess results and impacts of the action)</b>	
<b>Target groups to involve</b>	
<b>Identified funding source</b>	

<b>Title task 2</b>	
<b>Brief task description</b>	
<b>Objective</b>	
<b>Activity &amp; delivery mechanism</b>	
<b>Expected results</b>	
<b>Responsible actors</b>	
<b>Timeframe &amp; deadlines</b>	
<b>Monitoring of progress (targets</b>	

<b>and indicators to assess results and impacts of the action)</b>	
<b>Target groups to involve</b>	
<b>Identified funding source</b>	

## **PART IV: Implementation and transnational cooperation**

<b>Tools and services fostering transnational cooperation and technology transfer</b>	
<b>Mechanisms for substantiating the pilot implementation within the Danube S3 Cluster project</b>	