

NewGenerationSkills

Local-level comparative case study

Cluj Metropolitan Area

Romania

APETROAIEI Ramona

CUC Veronica

DAVID Cristina

STĂNCULESCU Oana

SZÁVICS Petra

TÖRÖK Gergely

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1. OVERVIEW

Country: Romania

Name of the organization: North-West Regional Development Agency

Topic: State of youth in Cluj Metropolitan Area; Entrepreneurial and labour market opportunities for young people in the region

Duration of the project: January 2017 – May 2019

Funding program: Danube Transnational Programme

Total budget: 2,121,179.78 Euro

Key partners: Intercommunity Development Association of Cluj Metropolitan Area (ADI CMA)

Current status: Approved project in implementation. In the first reporting period (from January to June, 2017) general project methodologies were prepared (e.g. Communication Plan, Local Case Study Methodology, LIAG concept papers ect.) and the Local Advisory Groups were set up by the partners.

2. INTRODUCTION

The main purpose of this study is to explore the state of young people living in the Cluj Metropolitan Area and to analyse their connections to the innovation ecosystem in the area.

Since young people between 15-29 years face several specific difficulties in starting their own business or getting settled on the local labour market, we believe we have to draft specific measures to facilitate their career choices in the years to come in order not to lose them to brain drain.

In order to do this we have to be aware of what these problems are, how the business environment and the labour market reacts to them and what the possible solutions might be, which can then be addressed through the measures of the future Local Action Plan.

When preparing the local-level comparative case study, we decided to focus on three main areas as follows:

- (1) The general description of the region, focusing on the educational, developmental and labour market statistics and alternatives;
- (2) The quantitative examination of young people living in the region, including their background, opportunities, access to entrepreneurial training and education, existing and missing skills and abilities related to their interests;
- (3) Besides examining young people, we also considered important to research those stakeholders who can influence the career of young people – e.g. teachers, experts, start-ups, innovation organizations, SME's/hubs/business incubators/business accelerators/clusters, NGOs and the local municipality.

3. METHODS AND SOURCE OF DATA USED DURING SITUATION ASSESSMENT

3.1 Literature, document and website analysis

In order to prepare ourselves for the project and to collect some data from previous studies and research, we used the following list of national and international literature:

- Integrated Strategy of the Cluj Metropolitan Area for the 2014-2020 period
- Cluj-Napoca Development Strategy for the 2014-2020 period
- Cluj county Development Strategy for the 2014-2020 period
- Framework Document for elaborating the Smart Specialization Strategy of the North-West Region
- Regional Development Plan of the North West Region for the 2014-2020 period

Furthermore, for the collection of the implemented Best Practices, we tried to find some pieces of information online. We visited the following web sites:

- <http://socialimpactaward.ro/>
- <http://spherikaccelerator.com/>
- <http://clujhub.ro/>
- <http://jcicluj.ro/>
- <http://www.prois-nv.ro/>
- <http://cc.yourcluj.ro/>
- <http://www.pontweb.ro/>
- <http://civitas.ro/>
- <http://www.riskybusiness.ro/>
- <http://youproeurope.com/>
- <https://www.facebook.com/CIOS.ORG/>
- <http://crestemidei.ro/>

3.2 Desk research of existing statistical data

The Romanian National Statistics Institute (INSSE) is responsible for gathering and publishing most of the relevant data concerning the NGS project. Most of the data can be freely downloaded from the Tempo Online database (<http://statistici.insse.ro/shop/>).

3.3 Qualitative data collection

For examining the relevant partners with a vision on the situation of the youth, we decided to do a focus group interview in the framework of the first LIAG meeting in July 2017 (Annex 2.). The focus group and the interviews were facilitated by the representatives of the North-West Regional Development Agency and the project team members from the Cluj Metropolitan Area.

3.4 Quantitative data collection

For examining the perception of young people regarding the business environment and the innovation ecosystem in Cluj Metropolitan Area, we prepared a survey (Annex 1.) which has been filled in by 96 subjects altogether. We segmented them according to their age (15-18 years, 19-24 years, and 25-29 years old), sex (male or female), the type of the highest level of education (primary school, grammar school, professional or technical school, college or university) and we asked different questions about their current situation, their perception of the current situation regarding business and innovation, as well as series of other questions in order to identify those needs which are currently not fulfilled.

4. THE REGIONAL AND LOCAL-LEVEL CONTEXT

The aim of this chapter is to give an overview of your local-level policy instrument.

Areas recommended for examination are as follow:

4.1 Demographic study of the youth:

Cluj Napoca, also known as the "treasure city", nowadays represents one of the most complex valuable cultural heritage concentrations dating from the Neolithic, Roman, Medieval and Feudal Ages of Transylvania and the Austro-Hungarian Empire, representative as well as for the 20th century. The anthropic touristic resources thus cover the entire evolution of human civilization in the area of the Carpathian arch, being complemented by an impressive ethnographic heritage together with specific traditions of the area.

Cluj-Napoca is powerfully vibrant in terms of public events, therefore tourism connected to such events is continuously growing besides the type of tourism connected with business and cultural purposes. Foreign visitors focus almost exclusively upon Cluj-Napoca area, though recent events, such as Electric Castle Festival, have managed to draw impressive number of attendees in rural areas as well.

Current development tendencies in Cluj-Napoca gather around the concept of cultural development, thus culture becomes an important social aggregator, as well as a trigger for investments. The election of Cluj-Napoca as "European Youth Capital" in 2015 and its candidacy for "European Cultural Capital" 2021 have channelled the creative potential of NGOs, public administration and professionals towards a strong growth in the economy of local events.

Such positive initiatives have echoed transnationally. According to TripAdvisor's analysis from 2016, "Cluj-Napoca, the unofficial capital of Transylvania, has a vibrant artistic set-up, covering both traditional and modern cultural events". Furthermore, in 2016, the European Commission released a survey analysing the quality of life in 79 cities and 4 urban centers throughout Europe. According to the results Cluj is the friendliest city towards strangers: 91% of Cluj inhabitants have a positive reaction towards strangers. The following cities in the hierarchy were Luxembourg, Cracow and Copenhagen.

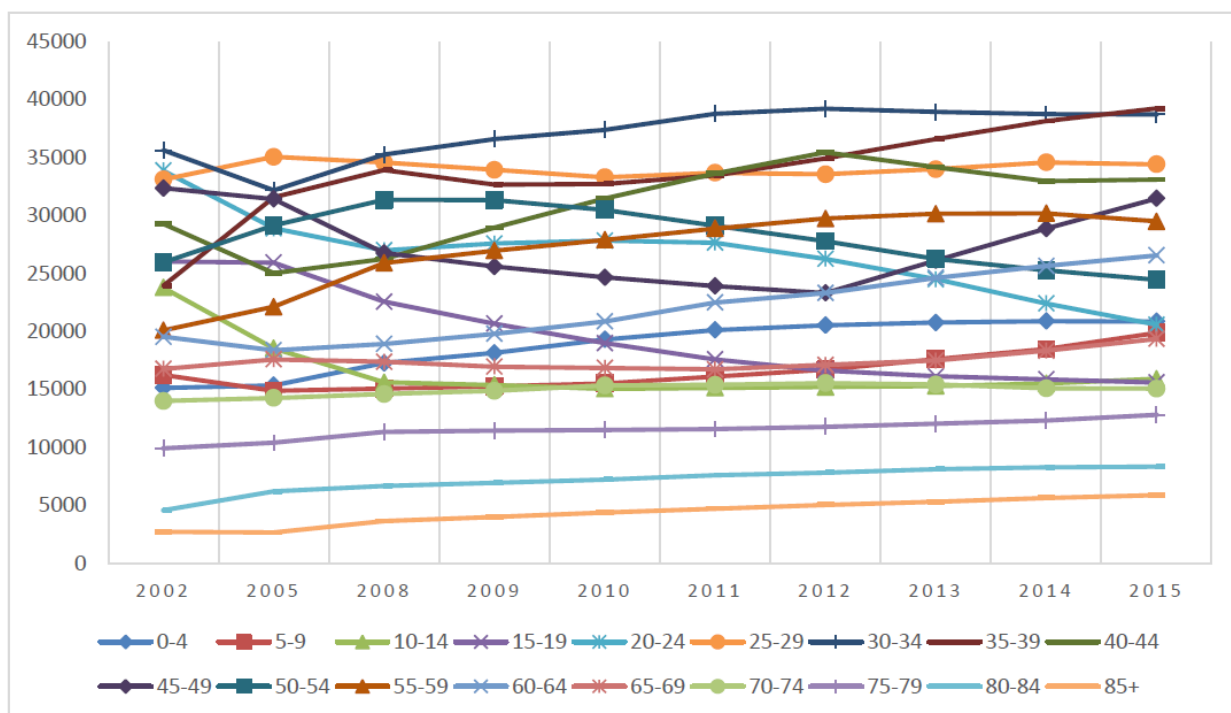
Examination of local connections of youth present in the given region

- Inhabitants – statistical data on INS

Cluj Metropolitan Area (CMA) presents a homogenous age structure of the population with 13.5% of the inhabitants under 14, 17.9% young people (aged 15-29), 26.9% adults aged 30-44,

27% adults aged 45-64 and 14.7% inhabitants over 65. The age structure of the population within the CMA shows differences among municipalities, namely 68% of these (13 out of 19) register inhabitants over 65 as representing 20% of the total number of inhabitants. It is noticeable that in Cluj-Napoca and in neighbouring municipalities the percentage of inhabitants over 65 years old is lower than in other municipalities.

The demographic evolution by age structure during 2002-2015 in CMA shows a significant growth (over 35%) of those inhabitants aged 35-39, 55-59, 60-64, 80-84 and 85+. This growth in these age groups is representative for Cluj-Napoca and three other neighbouring municipalities. Such demographic growth is also registered among children (aged 0-4 and 5-9), particularly in the same above municipalities. Significant drops (over 30%) are registered for the age structures 10-14, 15-19 and 20-24, the most significant of them in Cluj-Napoca.



Evolution of inhabitants by age structure

Source: Romanian National Institute for Statistics, Tempo online, accessed June 2015;

Regarding the large number of municipalities counting more than 20% of the population aged over 65, one can notice that most of them are not located in the near proximity of Cluj-Napoca. The most significant growth of the elderly age group is registered for 80-84 and 85+. During 2002

– 2015, a growth of 80% was recorded concerning the growth of inhabitants aged 80-84 and more than 115% for those aged over 85.

In 2013 the natural growth index (the difference between birth toll and death toll in a specific period of time) was negative in most CMA municipalities, except Cluj-Napoca and other four neighbouring municipalities. After 2008, a positive natural growth index is recorded in CMA, unlike the Cluj county index which is negative. The communes recording a positive evolution of the natural growth in the period 2008-2013 are those where a growth in the stable population was recorded as well, amid real estate development from this period.

Human Capital

Education

The population of Cluj Metropolitan Area shows a high education level, 28,5% of the stable population being university graduates, 3,55% high school postgraduates and masters, 32,96% high school graduates, 11,31% vocational schools and apprentices graduates. The percentage of the people having graduated only grammar schools is of 15,57%, of those having graduated primary schools is of 1,43%, while of those with no education is of 1,43%.

Cluj county is one of the most important education centres nationally, being the second university centre in Romania. The number of education units was 258 in 2013, CMA having 57.7% of them (149 units). Of the 149 education units, 125 are located in the municipality of Cluj-Napoca and 24 in the other communes. The 149 education units are assigned as follows: 45 for the pre-school education, 39 for the primary and grammar education, 50 for the high school education, 5 for the high school postgraduate education and 10 for the academic education.

The school population from CMA counted 106601 people in 2013, recording a negative evolution in the period 1992-2013. Of these people, 92.6% lived in the urban area, while 7.4% in the communes from CMA. As concerns their division on education cycles – 11.4% are pre-school pupils, 25% primary and grammar school students, 14% are high school students, 2.6% postgraduate students and 46.5% are university students.

In the municipality of Cluj-Napoca, we can find all education types – preschool, primary and grammar, high school, vocational, post graduation, apprentices and academic. In the communes Apahida, Bonțida and Gilău, there is preschool, primary and grammar and high school education, while in the other communes there is only preschool, primary and grammar education. In Aiton commune, there is no grammar education, the pupils attending schools from other localities for the grammar education. Here, the primary education is made within simultaneous classes due to the low number of children.

The human resources in education from CMA counted 8442 (74,7% of the teachers from Cluj county) people in 2013, recording a slightly negative evolution in the period 2002-2013. The area distribution of the teachers is inequitable, 92,6% being in the municipality of Cluj-Napoca and 7,4% in the other localities from the rural environment.

The teachers' evolution in the period 2002-2013 was negative for the grammar, high school and vocational education, while for the preschool, primary and academic one, it was positive. This evolution is strongly correlated with the population evolution from CMA and with the increase of the demand for the preschool and academic education.

The largest number of teachers can be found within the academic education – 3858 people, having the biggest school population – 49597 students. Within the grammar education, there are 1372 teachers, within the high school one 1300, within the primary one 949, and within the preschool one 944.

The population increase from the past 10 years in the communes neighbouring the municipality of Cluj-Napoca has led to an increase of the school population which could not be absorbed by the school infrastructure from them. From the neighbouring communes, a great part of the school population aged between 3-14 commutes to schools from the municipality of Cluj-Napoca due to the better school infrastructure and the better skilled teaching staff. This creates a pressure on the education system from Cluj-Napoca, but also needs an adequate transport infrastructure.

- **Students**

From the point of view of the academic education, Cluj used to have in 2015 a total number of 66534 students registered within the academic education (bachelor's degree, master's degree, post-university courses, PhD and post doc programmes) of the total of 91,000 regionally and over 535,000 nationally. Of these, 3897 were students with a high school graduation diploma from another country enrolled in the academic education, which is above 5,8% compared to the national average of 4,8%. This represents 73% of the number of students at regional level and almost 13% of students at national level.

Regarding the number of university graduates, in Cluj county there are a number of 14161 young people graduating every year, representing 70% of the regional values and almost 11% at national level. Of these, 668 are foreign students, representing 4,71%. As a general remark, the number of students in Cluj (as well as in the whole region and Romania as well) has been constantly decreasing since 2008.

From the perspective of technical profiles, Cluj has 14.3% of graduates in technical fields, showing a slight decrease compared to 2012 when the rate was almost 15%. As regards the profiles, we can point out the following specializations: energy and electro technical specialization, food industry, architecture and construction, agriculture, veterinary medicine and forestry. We can also identify some very rare specializations at national level which are present in Cluj, like the wood industry and construction materials.

In the field of medical sciences, the share of graduates was almost 15% from the national total and is in second place after Bucharest in the field of pharmaceuticals.

- **Researchers**

Unfortunately, there is little data on the number of researchers at regional or county level and even less on their number according to age groups. In 2014 there were more than 21.540 researchers employed in public research centres and higher education institutions in Romania, showing a slight decrease compared to the year 2008 (more than 24.000). Among these, the age groups less than 25 years and between 26 and 34 years are not that well represented, their total number barely reaching 4450 in 2014. But the biggest problem is also the fact that the rate of these age groups shows the highest decrease in the last 6 years, falling to 362 from 814 in the case of researchers 25 years and below and 6200 to 4080 in the case of the age group between 25 to 34 years.

At regional level in 2014 the North-West Region had in total 2331 researchers employed (Full Time Equivalent) in R&D institutions (comprising researchers, technical staff and other categories), representing 8,11% of the total number of employees in the field at national level. In the 2009-2013 period the number of staff in RDI institutions showed a constant decrease (more than 25%), the year 2014 represented the first year when the number of research employees showed an increase since the financial crisis. The above numbers put the region in the 5th place, falling from the 2nd in the year 2009.

In 2014, within the North-West Region, there were 29,37 employees within the R&D field, as compared to 10.000 civil employed people, the 6th place in the national hierarchy in terms of this indicator (with the lowest value in the South-East Region, 16,8 and the highest in Bucharest-Ilfov, 161,1, followed distantly by the West Region with 43,2). At NUTS III level though, Cluj county is the 3rd in the national hierarchy (with 90,1 RDI employees/10.000 civil employed people) after Ilfov (215,7) and Bucharest (152,5).

This information leads to the conclusion that Cluj county has an important number of expert employees in research-development, an issue to be correlated with the position of great

university centre which the county was granted (the second place nationally following the capital city).

- **Economic actors**

Year 2014 is a critical one from the perspective of creating new enterprises in the region, and not only. The same year reflects nevertheless an enhancement of the entrepreneurship initiative as compared to 2008, translated by a 4,08% increase of the number of registrations of new companies.

This year, most of the entrepreneurs (54,5%) have preferred to set up companies at the expense of sole partnership. Most of the newly established active enterprises are distributed in the urban area (72,6%). As concerns the distribution of the newly established active enterprises on activity sectors, most of the new enterprises perform their undertaking especially commercially, but also industrially.

Regarding the state of the active companies on the market according to the age group of the associates, the evolution in the Cluj Metropolitan Area is the following:

2014	Total of individual shareholders 58.855	Total of individual shareholders aged up to 29 7.208 (12,25%)
2015	Total of individual shareholders 61.850	Total of individual shareholders aged up to 29 7.177 (11,6%)
2016	Total of individual shareholders 65.760	Total of individual shareholders aged up to 29 7.119 (10,83%)
June 2017	Total of individual shareholders 70.296	Total of individual shareholders aged up to 29 8.130 (11,57%)

Source: *The Statistics of the National Office of the Trade Registry, accessed in July 2017*

<https://www.onrc.ro/index.php/ro/statistici?id=243>

As concerns the statistics of other forms of entrepreneurship / economic organization (certified individuals, sole partnerships, family-owned businesses), the evolution from Cluj Metropolitan Area is as follows:

2014	Total of beneficial owners 17.880	Total of owners aged up to 29 3.173 (17,28%)
2015	Total of beneficial owners 17.729	Total of owners aged up to 29 2.766 (15,17%)
2016	Total of beneficial owners 16.922	Total of owners aged up to 29 2.305 (13,24%)
June 2017	Total of beneficial owners 17.508	Total of owners aged up to 29 2.267 (12,95%)

The challenges which the newly established enterprises in the region have to face are: lack of resources (77,4%), limited access to crediting (37,3%), lack of clients or delayed payers (45,7%), limited access to well skilled employees (22,5%), lack of technology (37,1%) and lack of raw material (5,2%). The newly established companies consider that their undertaking is aggravated by the extremely high competition, lack of sufficient funds of the customers and the low visibility.

As per the official data from the National Office of the Trade Registry, the county with the best performance in the region during all analysis years on the degree of enterprises birth rate¹, was Cluj, by 2015, about 49.000 start-ups being established².

Most start-ups from Cluj county perform „consulting in the information technology” (6%), „hairdressing and other makeover” (3,4%) and „road freight transportation” (3,38%). A relatively low number of start-ups are active in the processing industry, a number comparable to that recorded for the consulting in the information technology.

From the top 100 of SRL-D companies (Limited Liability Companies with preferential tax schemes available to young people) at national level, 38 are from the region and among these 17 from Cluj county and 13 from the rest of the CMA. The fields tackled are quite diverse, from construction to transport, commerce, bars and restaurants, engineering as well as consultancy.

¹ In this case, it refers to the number of establishing new companies.

² **Start-ups** are enterprises with a working history between 1 and 3 years.

- ***Employee of an economic organization***

Cluj Metropolitan Area is distinguished by a dynamic and diverse market of the workforce, which triggers both highly skilled staff (medicine, research – development, IT, engineering, banking), as well as averagely skilled one (manufacturing car components, manufacturing).

Attracting workforce with various skills is an important advantage in preserving a rich and diverse economic ground, which can efficiently answer some internal challenges, such as attracting major employers or economic restructuring. The interviews performed with economic actors and local public authorities for drafting the Development Strategy of Cluj Metropolitan Area have revealed the fact that this diversity of the sectors of activity facilitated the professional reorientation and retraining, especially in the case of the averagely skilled personnel, after the Finnish group Nokia left and restructuring some factories such as Napolact, Ursus, Someșul, Feleacul. What is more, winning workforce in the intensive sectors based on knowledge, both from Cluj county, as well as from other counties and development regions, involves an increase of consumption and demand on other sectors such as services, commerce and building.

On the whole, the municipality of Cluj-Napoca and the localities from the metropolitan area have seen, within the last 5 years, decreasing levels of unemployment, as well as higher occupation rates and average wages, compared to the national averages. In March 2015, Cluj county had an unemployment rate of only 2.9%, compared to the national average of 5.4%, as per the information provided by the Statistics Regional Directorate Cluj.

One of the most spectacular drops, of over 65%, of the unemployed number was recorded in the case of the municipality of Cluj-Napoca, where in May 2015, 1512 unemployed were recorded, compared to 4389 people recorded in 2010.

Correlated with these, the total number of employees increased with 12,749 in the period 2010 – 2013, reaching a total of 147,509 in Cluj Metropolitan Area.

Although acknowledged as engine of the IT and outsourcing industry, more than half of the jobs provided by the main employers from Cluj Metropolitan Area in April 2015 were within the state-owned companies, respectively the North-West Regional Directorate of Post Office, the Water Company Someș or the Public Transportation Company. Babeș-Bolyai University, the Technical University and the University of Medicine and Pharmacy summed up 6378 employees, while Fujikura Automotive, a major producer of vehicle wiring, the main supplier of Volkswagen group, had 5717 employees. The three enterprises in the IT and engineering sector included within the list of the main employers counted 4716 employees.

Cluj-Napoca Metropolitan Area has control over insufficient workforce in order to face the demand from the IT sector and needs training programmes for the highly qualified staff.

The proximity between the campuses and the private companies is an important factor in the absorption of the fresh graduates onto the labour market, but also in adapting the university programmes to the employers' demands. With 11 universities, of which 4 in the list of the main advanced research institutes from Romania, and about 100,000 students yearly, the municipality of Cluj-Napoca has an offer of skilled workforce within the IT, engineering, medical, research, banking and other sectors. What is more, the municipality of Cluj-Napoca offers competitive salaries for the sectors which grant jobs for skilled staff. Within the telecommunication and media sector, the average nominal wage is higher than the national average and competitive in relation with the other growth poles (Iași, Timișoara), while within the financial sector, Cluj stands out by comparison with Iași and Timișoara, although it is below the national average.

Nonetheless, as a result of talking to local entrepreneurs, it is estimated that although the IT sector has over 15,000 employees, there is still a deficit of 2000 people, limiting the increase capacity of enterprises, especially in the outsourcing sector. The main causes identified are an increase in the demands from the business environment, in parallel with lower competence of the fresh graduates, a decrease of the number of IT graduates, but also insufficient adjusting of the graduates' skills to the employers' demands. Moreover, some of the employers notice the need for training programmes for the skilled staff, in order to develop some complementary competence to the technical abilities gained within university as well as leadership and management abilities.

The initiatives developed by clusters and universities are meant to meet this deficit.

For instance, Cluj IT Cluster, a partnership made up of active organizations in the field of information technology, services and software solutions companies and academic institutions, currently organizes 3 initiative clubs on topics of human resources and education, innovation and entrepreneurship meant to improve the connectivity between the academic sector and the private one and a better training of the graduates for the employers' demands. Similarly, Agro Transilvania Cluster initiated a student's training programme in order to become consultants, being integrated within the cluster activities and developing projects for the business environment. The main difficulty in better adjusting the curricula to the market demands is the need to meet the criteria imposed by ARACIS (the Romanian Agency for Ensuring the Quality of Academic Education) which has to approve the total number of student places and the curricula suggested by universities.

Cluj Metropolitan Area needs to rejuvenate the vocational education and a better adjustment of preparation in the professional and technological sector to the workforce market. Not only does the IT sector suffer from a workforce deficit, but also the sectors in need of average skills workforce, especially enterprises in the car components industry.

In relation to these needs, in the municipality of Cluj-Napoca, there are 15 technological colleges, plus a technological high school and two vocational schools in other three communes. The specializations available in the educational offer include tourism and food service, media production, mechanics, environment protection, industrial chemistry, electronics and automation, trade.

In 2014, the first protocol for dual education programmes was signed, pursuing to link the theoretical training with the practical one. The 28 students enrolled into the vocational school within the Aurel Vlaicu Technological High School from Cluj-Napoca benefitted from training in gaining some practical skills, with the help of some companies from the Municipality of Cluj, which also offered scholarships for the students having chosen the specialization of locksmith throughout 2014-2015.

- ***Examination of educational and work experience***

The Erasmus Program is a great opportunity for boosting one’s personal and professional skills. Main universities in Cluj Metropolitan Area are promoting and encouraging students to attend this exchange programme, both outgoing and incoming. Outcomes have shown that attending such programme – taking a semester/internship abroad - increases employability, offers the chance of experiencing different learning and teaching practices, as well as gaining international and intercultural competences together with cultural awareness.

Student type	USAMV (2007-2016)	UMF (2007-2016)	UTCN (2007-2016)	UBB (2007-2014)
Outgoing students	404	524	1283	2051
Incoming students	159	245	524	3027

Entrepreneurial education and exchange of best practices is encouraged to a certain extent in Cluj Metropolitan Area by means of the *Erasmus for Young Entrepreneurs Program* which is an EU initiative of cross-border exchange program giving new or aspiring entrepreneurs the chance to learn from experienced entrepreneurs running small businesses in other Participating Countries.

The exchange of experience takes place during a stay with the experienced entrepreneur, which helps the new entrepreneur acquire the skills needed to run a small firm. The host benefits from fresh perspectives on his/her business and gets the opportunities to cooperate with foreign partners or learn about new markets.

There are two official contact points for this program in CMA, namely Fundatia Danis pentru Dezvoltare Manageriala - Danis Foundation for Managerial Development and Institutul Postliceal Phoenix – Phoenix Postgraduate Institute.

- Fundatia Danis pentru Dezvoltare Manageriala has been involved since 2012 in assisting about 67 young potential entrepreneurs to engage in international entrepreneurial exchange programs managed by Erasmus for Young Entrepreneurs.
- Asociatia Institutul Postliceal “Phoenix” is a project partner in “*Entrepreneurs' Mobility IX 1*”, a project financed under COSME - Europe’s programme for small and medium-sized enterprises during 2017-2019. This project will facilitate successful business exchange visits between young potential entrepreneurs and experienced entrepreneurs already running a successful business with the purpose of learning and best-practice exchange.

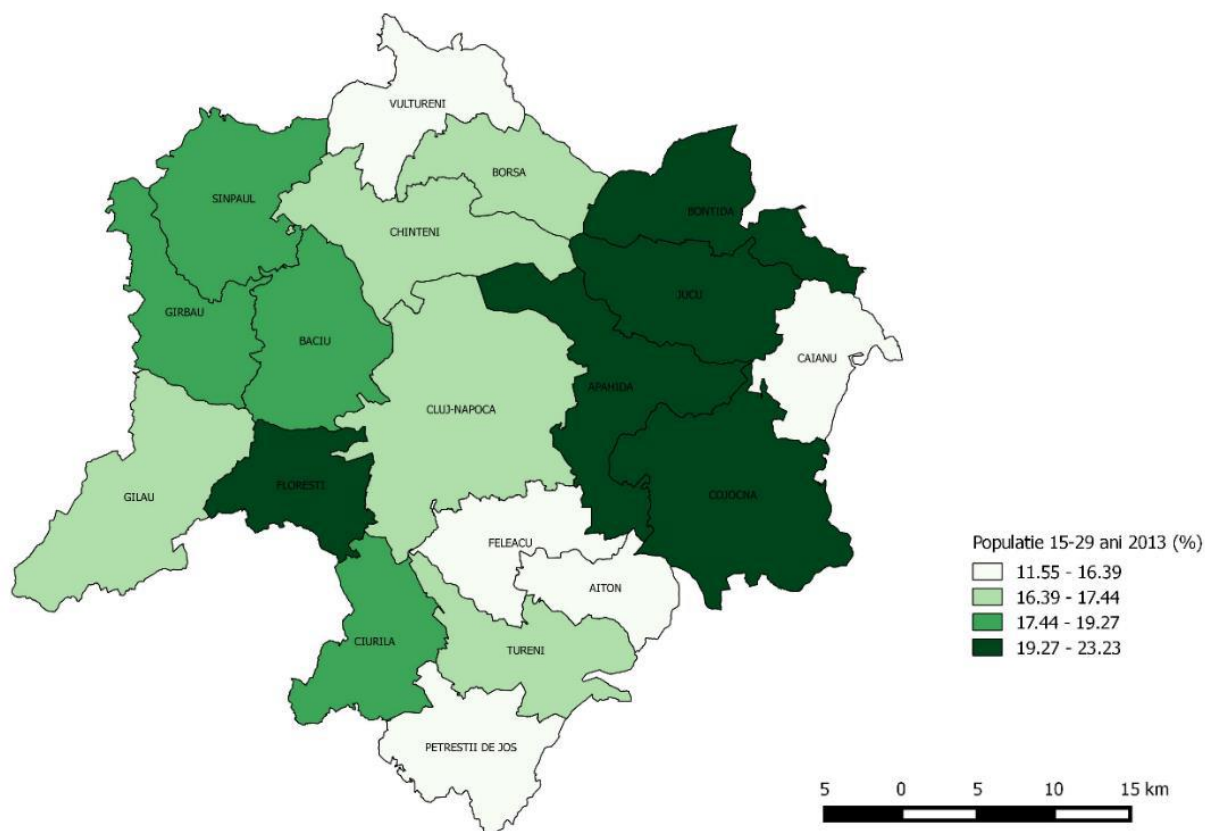
- ***Further opportunities***

During the round table discussions which we have organized in the framework the first LIAG meeting in the Cluj Metropolitan Area, the participants have mentioned a series of organizations and services which help young people in the area in the process of starting their own business, like specific events (job fairs, exhibitions, trainings), the existence of more than 70 student organizations which help mediate relations between students and the labour market but also facilitate relations with entrepreneurs or investors. In the Cluj Metropolitan Area we can also find a series of career counselling services as well as entrepreneurial consultancy.

As the main strengths of the CMA for attracting and retaining young people, we can mention the numerous employment possibilities available in competitive industries, the active nightlife and the high quality of life as well as the high number of well renowned universities. In the opinion of the participants, the active business environment and the availability of a series of sources of financing as well as the openness of the public administration towards new ideas and innovation are also factors which lead to the increased attractiveness of the area.

- ***Examination based on breakdown of age groups***

The proportion of the most numerous young population (aged 15-29) is recorded in the communes Florești, Apahida, Bonțida, Jucu, Cojocna and Baci. The municipality of Cluj-Napoca has the biggest number of young people from CMA, being the second university centre from the country and one of the largest for the vocational and high school education, which makes the population aged 15-29 even more numerous than that legally residing here.



Population aged 15-29 within CMA

As per the census from 2011, within CMA the population has an inter-ethnic community specificity: 75.2% of the total population is represented by Romanian citizens, followed by the Hungarian citizens 15,3%, Roma population 2.2%. A number of other 16 ethnic groups is 0.7% (such as Jews, Ukrainians, Greek, Italian, Armenians, Russian-Lipovans, Turkish, Tatars, Serbs, Slovaks, Chinese etc.), and the percentage difference of up to 100% are those not having provided this information. The differences between urban and rural within CMA are not significant, except for the Roma population which records a higher percentage in the rural environment (6.4% as compared to 1% in the urban environment).

- ***Examination of social status, sociocultural background***

For examining the social status and socio-cultural background of the youth in the Cluj Metropolitan Area, we have included some specific questions regarding these aspects into the survey for analysing the innovation ecosystem (Annex 1.) which has been filled in by 96 subjects altogether. The respondents have been segmented according to age (15-18 years, 19-24 years, and 25-29 years old), sex (male or female) as well as the type of the highest level of education (primary school, grammar school, professional or technical school, college or university).

Of the respondents, 78% belonged to the 19-24 age group, 7.3% to the 25-29 group and 16.4% have been between 15 and 18 years old. 59% of the respondents have been female, 41% male.

- ***Quality of life***

Regarding the quality of life, there have been several questions addressed related to perceived opportunities, current situation as well as the involvement in the life of the local community. As far as employment opportunities are concerned, more than 70% of the respondents have considered the opportunities good or very good, with no answers in the very bad category. Regarding the possibility to submit projects which can be financed by local authorities only 10% have responded very good and more than 60 percent were of the opinion that they are good or satisfying. The rest of the 26 percent of the respondents have considered the opportunities poor, very poor or they did not know.

The possibilities for implementing new ideas in the local community are also considered favourable, more than 76% of the questioned young people considering the situation very good, good or satisfying. The opinions are similar in the case of involvement of the community in innovative projects which encourage cooperation, 12.5% considering the situation very good, more than 39% good, 26% satisfying, 15% poor and 1% very poor. The rest of the answers were in the “do not know” category. The perceived situation is probably most encouraging related to the possibilities of manifesting oneself in public spaces (fairs, exhibitions, shows, other events), more than 83% voting from very good to satisfying. The perception on the support for cultural organizations, sports clubs, volunteer organizations and other activities for young people have scored similar results (18% very good, 35-37% good and 26-28% satisfying) while 1-2% consider them very poor and 7-10% do not know. There is a slight difference on the perception of support offered to organizations supporting entrepreneurship among young people where only 14% have considered them very good, about 30-30% good and satisfying, almost 12% poor or very poor in total and 16% have declared that they do not know.

Regarding accommodation only 10% of the respondents have considered the opportunities very good, poor and very poor being altogether between 35 and 45%. Health and public infrastructure (public transport, cycling, connections with other cities, recreation) have scored between 15 and

21% for very good, between 22 and 44% good and between 2 and 5% very bad. Extreme values are for public transport which is considered good by 44% of the respondents and cycling infrastructure which is considered poor by 18% of the respondents. Regarding tolerance the Cluj Metropolitan Area, it is considered quite tolerant towards minorities, elderly people, young people and foreigners, scoring between 18 - 30% for very good and 30-39% good for each category (lowest scores being found in the case of the elderly) and the highest scores for poor or very poor for minorities (15% in total compared to 3-8% in the case of other groups).

- **List and scale of services used**

As mentioned before, some of the services most often used in the field covered by the project are mostly specific events (job fairs, exhibitions, trainings), other counselling and opportunities offered by student organizations as well as career counselling services and entrepreneurial consultancy.

- **Demands not covered by services**

According to the answers received during the round table discussion organized in the framework of the 1st LIAG meeting, the main services which are missing are initiatives for stimulating the interest of young people towards entrepreneurship, the existence of a coherent support system which could offer complex information about initiatives, actors, sources of financing on entrepreneurship dedicated to young people. Also the respondents have mentioned the lack of hands-on practical trainings in the field of entrepreneurship and innovation, the lack of local role models and good practices, initiatives coming from SMEs. Also there are some other services lacking, lack the availability of basic information related to intellectual property or the possibility to validate the innovativeness of certain ideas and other incentives for supporting entrepreneurial behaviour. There have also been other specific problems mentioned in relation to starting own businesses or finding a workplace, like the insecurity of employment after finishing studies, career counselling made at early ages as well as the possibility to ensure accommodation as well as possibilities of urban mobility if living in the outskirts of the city.

Regarding the answers coming from the young people from the questionnaires, they would like more business incubators, public debates, the existence of an information office for young entrepreneurs and dedicated seminars with successful entrepreneurs, more opportunities for working part-time in the field of study, opportunities for internship, meetings between students and possible employers, lack of interest from young people, professional reconversion trainings, possibilities for organizing agora type public discussions, social hubs, seminars with entrepreneurs, accessible business development counselling, youth centres, informal trainings organized by companies, a better promotion of existing services among the target group, free personal development courses, cross-visits for students between different faculties and

universities, financial education, other initiatives for promoting local talents, alternative schools, open-air learning locations for young people as well as more green areas.

- ***Measurement of innovation experience***

Regarding the innovation experience, the respondents have mentioned a series of deficiencies, like the lack of education activities in the field of innovation, emphasizing the advantages of innovation, methods and sources of financing or other working instruments). Also the participants have proposed organizations working with young people to propose initiatives to involve young people at metropolitan level in different innovative activities. According to participants, there are no developed mechanisms for collecting innovative ideas from young people or for stimulating entrepreneurial behaviour in real-life contexts (camps, summer schools, etc.). Another proposal would be to adapt a bottom-up approach for stimulating the creation on innovative ideas among young people (idea contests) and to be able to shift mentality from the earliest possible ages.

- ***Summary of topics presenting the initiative and independent activities of the youth, summary of individual experience***

The most visible and coherent **initiative of youth organizations is represented by Cluj-Napoca European Youth Capital** in 2015. This title marked one year of events implemented together by various youth NGOs designed to support youngsters and youth organizations in their active participation to change the society through a sustainable, responsible and inclusive urban development process. Also, the awarding of such title represents a positive recognition of all the efforts previously undertaken by the civil society up to this moment of 2015. The positive effects of the year 2015 in terms of independent activities of the youth led to an increase in the number of youth events which begin to address more specific topic of interest. For instance, there is the annual “NGOFest!” where NGOs can relate to the general public and present their strategies to determine the general public to be more involved and thus stir interest regarding civic matters.

In addition to civic NGOs there is an impressive number of **students’ NGOs** – about 70 – managed by students from various universities from Cluj according to their fields of activity with the purpose of encouraging student networks and help ease their transition towards the labour market after finishing their university studies.

Specific initiatives and youth activities are performed by those NGOs from Cluj registered in the **Salto-Youth Network**. As part of the European Commission's Training Strategy, SALTO-YOUTH provides non-formal learning resources for youth workers and youth leaders and

organises training and contact-making activities to support organisations and National Agencies (NAs) within the frame of the European Commission's "Erasmus+ Youth" programme and beyond. A few examples are:

- "Support for Youth Development Association (S4YD)" was founded in 2009, as an NGO entirely dedicated to the youth development. It aims to stimulate and support the active, civic and responsible participation of the young generation within the social, educational, cultural and economic aspects of the communities they live in.
- "Asociația Tineretului Român Unit - ASTRU Cluj" wants to be an alternative, for what the young people consider "the leisure time", trying to develop the sensibility towards the cultural and artistic values.
- "Asociația Informală a Vocilor pentru Incluziune" acts as an entity that desires to make youth from various environments understand and accept their identity and share it by means of artistic and dynamic expression.
- „Asociația Education Studio” has the goal to raise awareness about minority issues and encourage building a cohesive community.

4.2 Study of innovatory capacities of the area:

Mapping of innovator actors, presentation of types of organizations, their assignments and objectives.

These organizations and groups may be organizations ensuring the transition between the education environment and the labour market; or units of groups performing economic activity which deals with development; as well as educational centres experiencing with marketization. The picture may vary for the different areas. It is necessary to assess their present target group, the possibilities of their capacity and point out their areas of competition and deficit at the local level.

- **The university system and tertiary education in relation to the workforce market**

Cluj county stands out both nationally, as well as by comparison with other regions from Central and Eastern Europe, as concerns the number of academic education institutions (especially public ones) and the specializations granted. As per statistics, the county is the second nationwide, following Bucharest, as concerns the number of universities. There are 6 public universities in Cluj county, of the 56 ones nationally.

As per the data from the National Statistics Institute, in 2014, there were in Cluj county 51 faculties of the 583 ones nationally, Bucharest being the first. Of 403 faculties – public property, existing nationwide, Cluj county has 42 public faculties.

The public universities from CMA which provide the transition between the education environment and the labour market while attempting to encourage and implement innovation are as follows:

Babeş-Bolyai University (UBB): considered the best university in Romania as per the classification Best Global Universities, respectively Ranking Web of Universities, with lines of study in Romanian, Hungarian and German, established in 1872. The development strategy of the university lays stress, among others, on encouraging the technology transfer, on increasing the importance of the role of research, development of research infrastructure and on collaboration regarding RDI with other universities and with the business environment. Thus, it harbours competitions and workshops in areas such as robotics, artificial intelligence, while also showing interest in bringing innovation in teaching and learning skills.

Technical University of Cluj-Napoca (UTCN): university of advanced research and education, established in 1942, with 12 faculties divided into two educational centres from Cluj-Napoca and Baia Mare, among which automation and computers, machines building, electronics, telecommunications and information technology, material and environment engineering, electrical engineering, installations and mechanics. Among the strategic objectives of UTCN, there is the acknowledgement as Excellency pole within minimum two or three fields of scientific research with social and economic impact on the local, national and even international community.

The University of Agricultural Sciences and Veterinary Medicine (USAMV) is organized into 5 faculties, as follows: agriculture, horticulture, animal science and biotechnologies, veterinary medicine, food science and technology. Among the strategic objectives of the university, we can find technology transfer, but also the integration of the RDI undertaking developed within the European research area. This University manages the “HNV-Link network” designed to connect 10 learning areas all throughout the EU in terms of agricultural research while promoting efficient and practical learning and innovation.

The University of Medicine and Pharmacy (UMF): based on a history of education in the medical field, the first faculty in this field established in 1872, currently a university with three faculties in the fields of medicine, dental medicine and pharmacy. During recent years, the national strategy regarding scientific research has allowed the configuration of research and excellence centres, accredited by the national research entities. There is one excellence centre and 15

research centres running at present within the university which help facilitate transition towards the research labour market while bringing innovation in the learning process

The „Gheorghe Dima” Music Academy and the Arts and Design University that offer education in music, musicology, arts and design are innovatively supporting their students’ transition towards an active labour market by joining the local Creativity Cluster and in the near future, the “Cluj Innovation City” project. Therefore, they plan to create an innovative bridge between entrepreneurs, the business environment and young graduates who can hopefully match their education and skills with the labour market requests.

- **Entrepreneurship courses provided by the universities from Cluj**

In order to support economic growth by entrepreneurship, the universities from Cluj (UTCN, USAMV and UBB) create within themselves a cultural environment favourable to entrepreneurship, by programmes, courses, competitions, relations with investors and business people etc.

The faculties and the departments define entrepreneurship as per their own needs and applicability. This definition must be applicable to that subject and faculty mission, up to the department level.

The universities mentioned above are focussed on entrepreneurship, technology and research and have a strong impact on the local economies, by the entrepreneurial ecosystem created within these universities, through the start-ups created by students and the spinoffs standing out from the university research.

The offer of entrepreneurship courses of the universities in the North-West Region

1. BACHELOR’S DEGREE

a) "BABEȘ-BOLYAI" UNIVERSITY (UBB) FROM CLUJ-NAPOCA

Faculty of Business

- PwC Department – ***Entrepreneurship and Family Business*** offers specific courses:
Merger and Acquisition Course , Family Business Course
 - Specialization: Business Administration offers the course: ***Entrepreneurship***
 - Specialization: Business Administration in hospitality services offers the course: ***Entrepreneurship within hospitality industry***

Among the activities which the department holds, there are the following: organizing targeted workshops and debates, drafting market studies and analyses on entrepreneurship and family business, organizing some entrepreneurs conferences, organizing some post-university courses and of a summer school, as well as supporting the subject of Entrepreneurship and Family Business – a subject inserted into the curricula of the Business Faculty once with the academic year 2013-2014.

b) THE UNIVERSITY OF AGRICULTURAL SCIENCES AND VETERINARY MEDICINE (USAMV) CLUJ-NAPOCA

Faculty of HORTICULTURE

- The Department of Economic Sciences – ***Introduction to Entrepreneurship*** (which also includes a social entrepreneurship module)
 - Specialization: Economic Engineering in Agriculture (IEA)
 - Specialization: Engineering and Management in Public Food Service and Agro-tourism (IMAPA)
 - Specialization: Engineering and Management in Industry and Tourism (IMIT)

2. MASTER'S DEGREE

a) THE TECHNICAL UNIVERSITY OF CLUJ-NAPOCA (UTC-N)

Faculty of Material and Environment Engineering

- Field: Environment industry, Course: **Development of Sustainable Entrepreneurship**

Faculty of Machines Design

- Field: Engineering and Management, Course: **Entrepreneurship**

b) "BABEŞ-BOLYAI" UNIVERSITY OF CLUJ-NAPOCA (UBB)

Faculty of European Studies

- Field: Management, Course: **Social Entrepreneurship**

Faculty of Business

- Field: Hotel Management, Course: **Entrepreneurship and Family Business within Hotel Industry**

3. SUMMER SCHOOLS

University of Agricultural Sciences and Veterinary Medicine (USAMV) Cluj-Napoca

Summer school for future entrepreneurs (courses on marketing business strategies, project management and initiation in entrepreneurship, but also visiting some local tourism objectives)

"BABEŞ-BOLYAI" UNIVERSITY (UBB) OF CLUJ-NAPOCA

Faculty of Business

The summer school „Hospitality International Summer School” is an *intensive programme* of practical training, mainly addressed to students, master’s degree students, but not lastly to all those interested in career development in the field of tourism industry.

The programme is organized by the **Faculty of Business, Babeş-Bolyai University, Cluj-Napoca, in partnership with the Romanian-American University, Bucharest and Ştefan cel Mare University, Suceava.**

4. PROGRAMMES PROMOTED BY UNIVERSITIES IN PARTNERSHIP WITH OTHER ORGANIZATIONS (Extracurricular)

Example:

UNIVERSITY OF MEDICINE AND PHARMACY (UMF) Cluj-Napoca in partnership with **HEC Paris, Ecole Polytechnique, Université Paris Descartes** and **Imagine Institute**, Department of Research, Development and Innovation

International programme, Imagine Bioentrepreneurs – *Entrepreneurship in the Biomedical Sector*

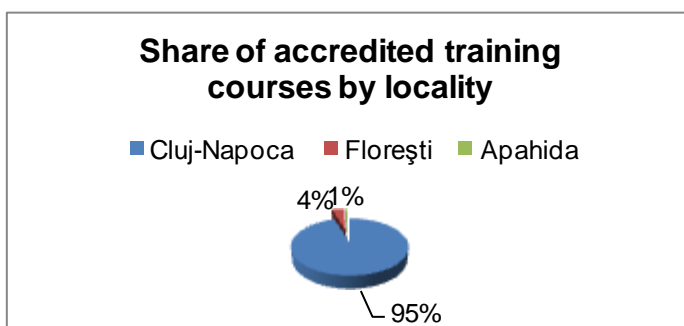
- **Courses provided by the professional training centres**

When referring to entrepreneurial education, we must consider not only pre-university education (provided by courses of technological education at secondary school level and entrepreneurship courses at high school level – grades X and XII from the mandatory school

curricula nationally approved by the Ministry of National Education) and the university one, but also the continuous education by professional training courses which help acquire entrepreneurial competences related to business administration, marketing, sales, human resources, communication and PR, financing as well as contacting successful entrepreneurial models.

Out of the 1.361 accredited training courses – on the level of initiation, qualification, improvement of skills or specialization - on regional level, 52% are provided by entities registered in Cluj county. The vast majority of the entities operating in Cluj county are situated in Cluj Metropolitan Area, providing 658 accredited training courses out of the 709 on county level.

As it can be seen from the figure, most of such courses are reachable in the county capital, Cluj-Napoca, followed by Florești with 28 such courses and Apahida with 3 courses. In total, there are 164 entities that offer these courses, presenting diversity from the point of view of the type of entity. On the list, we have higher educational institutions, companies with the main or secondary activity in training, NGO's.



As regards the theme of courses, these present a big variety as well. Those interested can choose from 232 topics to learn about ranging from innovation management or programming to astrology, babysitting or beautician.

When analysing the courses by topics, the biggest number (above 20) of courses, reflecting also a need from the market, are in the following fields:

- Key competences for several fields: entrepreneurial skills – 35 such courses
- Trainer – 25 such courses
- Key competences for several fields: ITC – 22 such courses
- Project manager – 20 such courses

Taking into consideration the objectives of the project the most important are the courses that are offered in the field of entrepreneurial skills. In this topic the levels offered are initiation, qualification, improvement of skills or specialization.

At the level of Cluj Metropolitan Area, throughout the period 2015 - June 2017, there were 304 professional training courses due to entrepreneurial skills (297 in 2015, 5 in 2016 and 2 in 2017) within 39 accredited training centres (of which 5 in the rural environment).

The number of graduates who took part to these courses and were granted a graduation diploma accredited by the National Authority for Qualifications (ANC) is of 4.246 people (4158 in 2015, 60 in 2016 and 28 until June 2017). The very big number of graduates from 2015 can be due to the training courses financed by the Operational Programme for Human Resources Development, a Programme finished by the end of 2015.

The specific programmes of entrepreneurial education are the most important education forms for improving the perception of entrepreneurship as career choice.

At the same time, promoting the success stories of entrepreneurs and the mentoring programmes have a strong impact on the young people willing to start their own business.

In order to encourage the high school graduates to invest in their development, seven entrepreneurs and trainers from the business environment in Romania decided to offer 80 scholarships to their online courses on business and personal development topics.

- **Hubs, business incubators, co-working offices**

As concerns the **business incubators**, if, at the level of 2006, in Romania, there were 21 such structures, according to the National Strategy of Regional Development, in 2012, a number of 10 such entities were working, of which 2 in the North-West region, that from Vetiş, Satu Mare county, as well as that from Câmpia Turzii, Cluj county. As per the same source, the business incubator from Vetiş was hosting in 2012 a total of 19 companies with a total of 48 employees, having an occupancy degree of 80%. On the other hand, the business incubator from Câmpia Turzii, established within the Multiannual National Programme of Establishing and Developing Technological and Business Incubators was hosting by the end of year a total of 21 companies, with 61 employees. Currently, the number of incubated companies is 9, the others leaving the incubator at the end of the year as a result of concluding the first incubating cycle.

Besides the two incubators mentioned, such a structure also works within the TETAROM 1 industrial park from Cluj, which, at the time of drafting the analysis was hosting 12 companies with a total of 55 employees, of which only one company in an incubation system. As per the information sent by the representatives of TETAROM, there are plans to extend the incubator with one more building financed by European Funds.

As concerns the initiatives for the next period, Cluj Innovation Park, the administrator of the Regional Centre of Excellency for Creative Industries (CREIC) and the Centre of Transfer, Evolution, Entrepreneurship, Microenterprise (TEAM) shall develop a business incubator.

As a tendency in the last years as concerns the support structures for business, we can notice the exponential increase of the number of new generation structures, such as **co-working offices, various business hubs, accelerators, „maker space”** etc., outlining an increasing interest given to collaboration by young entrepreneurs, especially in the high-tech sectors, thus contributing to acceleration of the spill-over effects and the information exchange between innovative start-ups. Most of them are found in Cluj county, support the general collaboration between new companies and start-ups and do not address a certain sector, but lately, structures focussed on specific domains have merged. Far from giving an exhaustive list, of such initiatives, we can mention: Cluj Hub (Cluj), Impact Hub (Cluj – Liberty Technology Park), Cluj Cowork (Cluj), Cluj Makers (Cluj), Chaos Cowork (Cluj), Zain Studio (Cluj).

4.3 Introduction of economic operators of the region:

Mapping existing practices of innovation, introduction of existing practices of cooperation. Mapping and introducing areas of deficit.

Cluj Napoca is one of the seven growth poles from Romania, designated in 2008 by MDRAP. As a result of the growth poles policy, Cluj Metropolitan Area received allocation of substantial funds by the Regional Operational Programme, in order to support the competition of urban agglomeration and to increase its impact at a regional level.

As shown within the Report of the World Bank on the growth poles policy, Cluj-Napoca is the only growth pole which recorded demographic growth between the last two censuses (1992 and 2002), increasing with 4,1 % at the municipality level and 7,6% at the metropolitan area level.

From the perspective of the turnover, Cluj is one of the two growth poles (along with Timișoara) having recorded a continuous increase of the turnover throughout the last decade, despite the financial crisis and the imbalance generated once with Nokia leaving. The growth rate has been constantly above the national level, but with a lower dynamics than that recorded by Timișoara (the 1st as turnover dynamics).

In 2014 the North-West Region enjoys the greatest number of active companies in the country, except for Bucharest-Ilfov, with 74.397 active local units, representing 14,26% of the number of the local units registered nationwide, above the national average. In the region, Cluj county holds the highest weight of the active local units (37%), followed by Bihor county (23,9%). There are significant discrepancies among the number of active local units at a county level. The least local

units were in the counties Bistrița-Năsăud (6.273) and Sălaj (4.879). Cluj county is the second in the national hierarchy, after Bucharest, followed by Timiș county.

Cluj county is made up of a well-developed business environment, being the second in the country from the point of view of the number of companies. Thus, Cluj accounts for over 33 thousand enterprises, of which 22,5 thousand have the registered office within the Municipality of Cluj-Napoca. By comparison, Bucharest centralizes 140 thousand companies, and Timis county is the third with 28 thousand companies.

The business environment from Cluj is acutely crowded in the municipal residence city and some of the periurban localities in the neighbourhood. Cluj Metropolitan Area is an area of contrasts, some component territorial administrative units having even below 100 jobs generated locally – for instance Vultureni commune, where only 14 companies are recorded. Actually, the communes located farther away from Cluj-Napoca and without favourable transport connections register only the small businesses which cover the basic services and community supply (e.g. mixed shops, bars etc.).

There is a series of support structures for business in the municipality of Cluj-Napoca, which have proven their efficiency in the last years and the fact that they meet the demand of the entrepreneurs for this type of services. For instance, Cluj Hub offers within its location a collective office area for entry-level entrepreneurs, while within Liberty Technology Park there is the business acceleration programme Spherik Accelerator, and recently the Cluj branch of Impact Hub in Bucharest was opened.

The support structures mentioned offer those vital elements which generate a proper environment for entrepreneurs and which completes the need for related space and infrastructure: (1) access to the financing national and international networks, business angels, venture capital funds etc.; (2) supporting the new entrepreneurs, setting off and of their community, encouraging the know how exchanges and innovation, (3) knowledge and specific skills on business development and (4) sharing some operational costs.

For instance, Cluj Hub also offers, besides co-working space to be rented by each entrepreneur monthly according to its needs, services for business development: consulting for starting up a business, providing accounting services connected to companies specificities, services related to human resources management and the employer's obligations towards the employees, services related to drafting and optimizing the internal budget of a company and other types of technical consulting, consulting for winning grants and non-refundable funds, design and visual identity services etc.

Spherik Accelerator offers a 4 month programme for students, professionals, freelancers in the IT field, finalist after a selection process, by which they can grow their business. The programme

offers them an individual working space within Liberty Technology Park, mentoring services from international and local experts, access to software (LaunchPad Central, Amazon AWS, SEO Monitor, ZeList etc.), legal consulting, networking events, support for organizing a crowdfunding campaign. At this moment, Spherik Accelerator benefits from free area within Liberty Technology Park, as acknowledgement for the usability of their undertaking for the entrepreneurial environment from Cluj-Napoca and the possible benefits granted to the other tenants within the technology park.

Although the added value of these programmes is significant and the programme beneficiaries provided positive feedback on the usability of the services offered, the interviews performed showed difficulties in providing sustainability by own resources of these initiatives. Given that the beneficiaries are precisely potential entrepreneurs or entry-level ones, their capacity to pay for such services is minimum.

- **Clusters**

Creating the first clusters in the North-West Region was supported by the North-West Regional Development Agency, as per measure 5.4. Support for building clusters in the priority sectors of the Regional Innovation Strategy of the North-West Region. For the purpose of establishing these structures, the Agency has accessed financing mostly from programmes of European Territorial Cooperation as well as other sources in order to develop and certify them, playing the role of catalyst organization within Associations established to provide the management of these cooperation structures.

Upon the initiative of the North-West RDA, clusters have been generated in the ITC, furniture and renewable energy fields.

The clusters established upon the initiative of ADR Nord-Vest are:

Cluj IT Cluster, established in 2012, is, currently, the biggest cluster in the field from Romania, counting 49 members, of which 35 companies, 5 research organizations or universities, 3 public institutions and 6 catalyst organizations. The aim of the cluster is to increase competition in the IT sector from the region and to create an ecosystem favourable to developing innovative software products with high added value, through collaboration between its members and through transfer of knowledge, thus placing Romania as a well-known software solutions provider in Eastern Europe. At the beginning of 2015, within the ClustArs project, implemented by the North-West RDA, the cluster was awarded the BRONZE certificate from the European Secretariat for Cluster Analysis (ESCA) attesting the initiation of the process of management quality improvement. In November 2016, the cluster was also awarded the SILVER label.

TREC - Transylvania Energy Cluster. Currently, the cluster has 21 members, of which 12 companies, 4 research organizations or universities, a public institution, as well as 4 catalyst institutions, most of which from Cluj-Napoca. At the beginning of 2016, the cluster was awarded the BRONZE certificate from ESCA within the ClustArs project as well.

Transylvania Furniture Cluster was established in 2013. Currently, it has 53 members, of which 35 companies, 7 research institutions and universities, 1 public institution and 10 catalyst organizations. The cluster has continuously developed, in the first months of 2016, it was awarded the SILVER certification from ESCA, only one year after getting the BRONZE certification.

These clusters are joined by others, established based on the initiatives of the key actors from the food service and ITC fields.

AgroTransilvania Cluster was established in 2013 upon the initiative of the county Council Cluj and of the relevant actors from the region. The cluster gathers actors from the food industry on the entire value chain, from producers to processors and distribution networks. Upon drafting the analysis, the cluster had 55 members. In January 2016, the AgroTransilvania Cluster was awarded the SILVER label, by the European Secretariat for Cluster Analysis (ESCA).

iTech Transilvania Cluster by ARIES Transilvania was established in 2013 as a cluster of training the human resources in the field of advanced technologies, and meanwhile, it extended its activity providing innovation support services, internationalization services etc. Its main objective is to develop and implement training programmes in order to train the IT graduates to the needs of the companies on the market. The cluster consists of a total of 47 companies, following the organization model specific to Open Innovation 2.0, respectively the Quadruple Helix structure. iTech Transilvania Cluster was awarded the SILVER Certificate by the European Secretariat for Cluster Analysis.

The clusters presented above are the most developed and the most active in the region, but without a very big territorial representation. Besides the Transylvania Furniture Cluster covering Cluj, Bistrița-Năsăud and Maramureș counties, all the others are prevalingly centred in Cluj county and especially in the municipality of Cluj-Napoca. Cluj IT Cluster has a few members outside the region as well. On the 4th of December 2015, 6 clusters from the region (Transylvania Furniture Cluster, AgroTransilvania Cluster, iTechTransilvania Cluster, TREC - Transylvania Energy Cluster, Transylvania Flavours Cluster and Transylvania LifeStyle Cluster) established the **Clusters Consortium from the North-West Region** in order to provide a bigger visibility and in order to be able to prioritize the sectors of interest in the region.

Other clusters:

- **The Transylvania Regional Balneotouristic Cluster** was established in 2014 upon the initiative of Turda Salina Durgau SA, the Amphitheatre Foundation, Clusters Association from Romania etc., along with 30 organizations, public authorities, universities, tourism operators and associations from the North-West Region. The main purpose is to capitalize the natural therapeutic factors by identifying, attesting and exploiting the natural resources from the member communities of the cluster through bathing tourism, developing programmes and projects due to alleging the balneo-touristic destinations and the products of the region.
- **Transylvania Lifestyle** and **Transylvania Flavours Cluster** from Cluj-Napoca, established in 2014 as well, were created for the purpose of improving the quality of life, integrating and supporting the small and medium-sized enterprises (SMEs) and developing some activities meant to improve lifestyle and implement partnership projects. Transylvania Lifestyle currently has 16 members from various fields, of which 8 companies. Transylvania Flavours Cluster currently has 28 members from fields such as food processing, gastronomy and culinary art and sets to develop and promote gastronomy and culinary arts from Transylvania.
- **Transylvania Creative Industries Cluster** is the first creative industries cluster from the country. The initiatives to design the cluster met a massive opening both institutionally, as well as from the business environment, so that once with the establishing, there have been 43 members. The purpose of establishing this cluster consisted in supporting the members' development by identifying and promoting the initiatives capable to generate innovative products and services, but also to design some research, development and innovation projects to consolidate the cluster itself.

Even if most of them have been certified by ESCA, being awarded the bronze or silver label, from the perspective of the support services provided for the purpose of helping the development of the member companies, there is room for improvement, development and diversification. At present, the activities of the clusters' management organizations are to a great extent defined by the available financing and by the type of the projects gained.

According to an analysis drafted based on the **rating indicator**³, calculated based on the number of employees, there is also a **clustering potential** in the following industries: textile industry,

³ The indicator expresses the proportion between the weight of a sector regionally and its weight nationally – for a NACE code of 4 digits, a concentration above average can be seen (a rating indicator above 1) both in the case of the number of companies as well as the number of employees and the turnover

creative industries, health, cosmetics and pharmaceuticals, smart, innovative materials and building materials, metallic structures, machines and equipment.

As per the **Innovation Scoreboard**⁴, Romania holds the last place in Europe concerning the performance in research-development-innovation, being included in the category of modest innovators, having a total of 31 regions from 3 countries. The expenses with the RDI nationally were only 0,38% of the GDP, under the circumstances in which this indicator has to reach 2% by the end of 2020.

The case is not very different at a regional level either. As per the Scoreboard on regional innovation⁵, the North-West Region is placed along with all other regions of Romania, less Bucharest-Ilfov, into the category of **modest innovators**, recording for all compound indicators values below 50% of the European average.

Besides holding the last place from the perspective of innovation indicators, our country has also recorded the most drastic drop of the **innovation index**⁶ of all the member states, under the circumstances in which in the last 8 years, only Estonia and Cyprus have recorded drops of this indicator, all the other countries having a positive evolution. Innovation performance in Romania has followed a rising trend until 2011, reaching in 2014 a less inferior level to the 2007 one. The decline recorded is similar to the one at EU level in the timespan analysed, during which the innovation average performance at EU level has decreased from 46% in 2007 to 37% in 2014.

- **The national system of research-development**

The national system includes three types of research-development units, respectively national interest ones (A), public right ones (B) and private right ones (C). The **research offer** at the level of the North-West Region is presented below.

A) Research-development units of national interest

- 1 national institute for research-development *subordinated to* the Ministry of Research and Innovation (former ANCSI)

B) Research-development units of public right

⁴ *Innovation Scoreboard 2015, European Commission, General Directorate for the Domestic Market, Industry, Entrepreneurship and SMEs*

⁵ *Regional Innovation Scoreboard 2014, European Commission, General Directorate for Industry and Enterprises, 6th Edition*

⁶ The innovation index classifies the NUTS II type regions according to their innovation capacity, considering 25 indicators among which 3 groups on the undertaking of facilitators, the undertaking of companies and the outputs, as well as 8 innovation dimensions.

- 5 branches and 1 research centre belonging to National Institutes for Research and Development headquartered in the capital city
- 5 institutes and 1 research centre of the Romanian Academy
- 1 branch of the Medical Sciences Academy
- 7 accredited public universities
- 1 branch of an accredited public university headquartered in the capital.
- As compared to the units of national interest, in the North-West Region there are 11 units and institutions of public right of which 8 in the municipality of Cluj-Napoca

C) The units and institutions of private right

They are made up of research-development units organized as companies; companies, as well as their structures whose domain of activity is research-development; accredited private academic education institutions or their structures.

Of the 78 RDI units organized as companies at the level of the North-West Region in the last analysed year (2014), two of them are national institutes organized as companies (respectively INCDTIM and ICB Cluj-Napoca), 76 firms/companies having privately-owned capital.

Of the companies registered in the North-West Region whose secondary domain of activity is research-development, it is hard to spot the ones which truly perform RDI activities, usually with their own internal department or structure.

The analysis of the patent applications⁷ registered with the European Patent Office, calculated for 1.000.000 inhabitants, shows important inequalities at EU 28 level as well as their regions. The data on Romania shows a relatively constant evolution, with about 1,5 licenses/1.000.000 inhabitants recorded in the period 2008-2010, so that in 2011 a maximum of the indicator was recorded (2,3 patents/1.000.000 inhabitants), year 2014 recording about 1,7 patents /1.000.000 inhabitants, under the circumstances in which the EU average for the period 2008-2012 was over 110 patents/1.000.000 inhabitants (the maximum level was recorded in 2008, 113,37 patents/1.000.000 inhabitants).

The analysis of the patent applications in the counties of the North-West Region proves that most of them occurred in Cluj county (about 3,5 patents/1.000.000 inhabitants in 2008, getting to 4

⁷ **The invention licence** is significantly important by its protection role against copying and multiplying a product or licensed technology. The licence statistics may offer a clue on the amplitude of research and innovation.

patents/1.000.000 inhabitants in 2012). The average from Cluj county was above the national average within 2008-2012, except for 2009.

The innovation expenses carried out by the innovating companies from the North-West Region increased with about 47% within 2010-2012, under the circumstances in which at the level of the entire country, they have decreased by 23%. The decrease was noticed for most of the developing regions. In the North-West Region it can be seen that the strongest increase was registered as expenses due to machines, equipment and software purchase. The biggest innovation expenses were accomplished by the big and medium-sized companies. Purchasing the equipment within the European Financing Programmes may have had a positive impact on this increase.

The biggest innovation expenses are recorded within the industry, at least 85%.

On the average, an SME spent in 2012, 1.359 lei on innovation, of which the biggest shares were attributed to machines, equipment and software purchase. Only 28% of the RDI expenses are made by the private environment, most of the amounts being invested in institutions and organizations of public right.

4.4 Introduction of the system of council and state institutions:

Presentation of council and local level regulating systems with respect to support of youth entrepreneurship and innovation. Collecting the benefits of innovation support, introduction of existing support schemes. Presenting the structure of the local administration.

The organization structure of the Cluj-Napoca City Hall is made up of: mayor, public administrator, 2 vice-mayors, local council, to which various directorates and departments of the city hall are subordinated: economic directorate, registry office, city planning general directorate, urban ecology and green spaces directorate, technical directorate, municipal patrimony directorate and property registry, communication general directorate, local development and project management, management directorate, local police general directorate, local taxes and charges directorate.

There are no resolutions specific to the Local Council to directly support the young or entrepreneurship by counselling or guiding, but only by non-refundable funding of some projects, which are submitted yearly by different groups/associations.

Another relevant organization in the field is Cluj Metropolitan Area Intercommunity Development Association (CMA - IDA) which was established in December 2008 by the association of Cluj-Napoca municipality and Cluj county with the surrounding administrative-territorial units. The founding members together with the entities specified above were 17 communes, their list being extended with two more entities in the last years.

The strategic objectives of ADI CMA are:

- O1. Urban development and modernization of Cluj Metropolitan Area, increasing mobility and long lasting development
- O2. Increasing economic competitiveness of Cluj Metropolitan Area
- O3. Developing social services in order to increase the quality of life for the people living in Cluj Metropolitan Area and the North-West Region

4.5 Introduction of financial incentive function of councils, analysis of services.

*Presenting local level support systems with respect to youth entrepreneurship and innovation.
Presenting financial incentive offered by public administration, analysis of services.*

The rules of non-refundable funding within the City Hall of the municipality of Cluj-Napoca focusses on setting the principles, the general framework and the procedure for granting the non-refundable funding contract from public funds.

The applicants must be non-profit individual or legal entities – associations, foundations or religions legally established.

The non-refundable funding granted shall be used only for public interest projects and programmes initiated and organized by them, in adding up their own income and that received as donations and sponsorships.

The public interest programmes and projects shall be selected for funding within the limits of an annual fund passed by the Local Council of Cluj-Napoca municipality, set as per the legal provisions on budget drafting, passing, implementing and reporting.

In 2015 in Cluj-Napoca a pilot project was launched, named Com'On Cluj-Napoca, financed from Norwegian funds but also from local funds. Within this pilot project, about 250 projects were financially supported from the community, more exactly initiated by the young, aged between 14 and 25. The initiative is shown in detail within the chapter dedicated to good practices.

The pilot project was a success and the City Hall decided to continue to support yearly projects from the community, the young but not only.

Besides the direct financing from the City Hall of Cluj-Napoca, there is also an indirect support of the young entrepreneurs, by means of other local projects such as **Cluj Innovation City, Regional Excellence Centre for Creative Industries and the TEAM-CMA Business Support Centre, Cluj TechFest.**

Cluj TechFest is an umbrella event, hosting some activities dedicated to the technology and innovation enthusiasts (apps, smart solutions, VR, robotics, drones, and gadgets).

Cluj County Council provides non-refundable financing yearly, about in the same form as the City Hall and the Cluj-Napoca Local Council.

Cluj County Council provides non-refundable funding to the non-governmental organizations and public entities from the county which implement programmes and projects for the young and the social-educational activities, sport, culture and religions.

4.6 Examination of existing services, their potential for improvement.

Studying the overlapping between the existing services, their potential for improvement.

Regarding the potential for improvement, we will have to start by analysing the poor points of the respective services in the CMA. One of the most frequently mentioned problems is that many of the existing entrepreneurial training programs focus on theoretical knowledge but not on know-how transfer from entrepreneurs and there is very little focus on social innovation and social entrepreneurship. In very many cases there is also the difficulty of reaching the correct target group, since this usually requires a large amount of financial effort. In this case public support for such initiatives for reaching the target group would have a significant impact.

There are also many deficiencies related to the entrepreneurial culture, which means that business ideas are not too innovative and young entrepreneurs are usually focusing on their own idea of the business, despite advice from experienced entrepreneurs and successful business models since they are afraid of giving up control, issues which should be addressed by future entrepreneurial development programmes. A more practical aspect is also the fact that young entrepreneurs often create products and services without the involvement of the end user, lose too much time studying irrelevant sources of information and desk research, do not put ambitious objectives, do not have a well-established team and want to do everything on their own – desire to control everything, lack of trust.

5. IDENTIFICATION OF RELEVANT POLICIES AND LEGISLATION

(Please write just a short but compact overview in every subheading chapter. Please notice that you have to write details and broad base identification of policies in the Local Action Plan!)

5.1 General overview of the policy instrument:

In this chapter please include the description of your policy instrument indicated in the NewGenerationSkills Project.

The main **policy instrument** at national level is **The National Strategy in the field of Youth Policy 2015 – 2020**, drafted nationwide, closely related to and in accordance with the planning document of the European Commission published in 2009 and called “*An EU Strategy for Youth – Investing and Empowering. A renewed open method of coordination to address youth challenges and opportunities*”⁸, but also with the European objective following EU Strategy 2020 on providing a *workforce occupancy rate of 75% within the population aged 20 - 64*.

As concerns the European Strategy, it sets out to support the young people, especially related to the challenges on education, occupation, social inclusion and health. The vision of the European Union on youth is based on two approaches: investing in youth, which means allotting increased resources for developing certain fields of the youth policy affecting the young throughout their daily life, and increasing the capacity of the young, which refers to promoting the potential the young have for renewing the society and contributing to the European Union values and objectives, giving special attention to the young with less opportunities.

Regarding the EU target for 2020, the Strategy acknowledges that the occupancy rate of the population aged 20-64 in Romania (63.9% in 2013) is lower than the European Union average (68.5% in 2012), the national target being 70% until 2020. For the age group 30-34, an occupancy rate level close to the European level is recorded (77,1% as compared to 77,5%), for all the other age groups (15-19, 20-24, 25-29), the young being considerably below EU 28 values. As concerns the entrepreneurial mind-set, within the National Strategy it is mentioned that about a quarter of the young from Romania (27%) want in fact to start a business. The most frequent field for the young is trade, services and consulting (30%), followed by agriculture, animal farming, fishing and forestry (18%). In Romania, 1 young person out of 100 decides to start up a business on his/her own, as compared to 1 out of 4 young people in the Czech Republic, Poland or Hungary. The most frequent causes invoked are the lack of money and bureaucracy. The European statistics show that Romania gives little importance to entrepreneurial education, so that less than 10% of those having initiated and developed a business also have little theoretical knowledge in this sense, by comparison with the European average of 30%.

With view to the existing challenges, the National Strategy sets 4 main intervention domains, as follows: Culture and non-formal education, Health, sport and recreation, Participation and

⁸ <http://eur-lex.europa.eu/legal-content/RO/TXT/?uri=URISERV%3Aef0015>

volunteering, and most importantly from the perspective of the project, **Labour and Entrepreneurship**.

As concerns the component „**Entrepreneurship**”, the **specific objectives** of the Strategy are the following:

- ✓ Increasing the self-occupancy degree of the young in the business field.
- ✓ Increasing the self-occupancy degree of the young in the business field in the rural environment.
- ✓ Promoting entrepreneurship, at all levels of education and training of the young.
- ✓ Facilitating the integration of the young entrepreneurs within European integration and globalization processes.

The indicators suggested for following the effects of the entrepreneurship policies upon the case of the young are:

- Self-employed young people – the weight of the self-employed within the total of the employed population aged 20-24 and 25-29 (source: Eurostat, EU LFS).
- Young people willing to start up their own business – the weight of the young aged 15-30 saying YES to the question „Would you like to start up your own business in the future?” (source: Flash Eurobarometer).

This policy instrument may be applied using European or national financing sources.

As concerns **the European funds, the Operational Programme for Human Capital 2014-2020** supports the increase of youth employment within NEETs aged 16 – 24 from the funds provided by the Youth Employment Initiative, respectively from the European Social Fund within Priority Axes 1 and 2, thus improving the competence level, including the assessment and certifying of competences gained within informal and non-formal education system of the young NEETs aged 16-24.

The funding of the **Regional Operational Programme 2014-2020** add to this, which, within Priority Axis 2, grants non-refundable financial support in the form of de minimis aid to microenterprises in order to accomplish certain infrastructure investments.

The interventions financed from European Funds are complemented with those from the national budget. The following programmes address especially young entrepreneurs:

- *The programme for developing the entrepreneurial abilities among youth and facilitating the access to funding through the STARTUP NATION programme, which offers the Limited Liability Companies (SRL) or the Entry-Level Limited Liability Companies (SRL-D)*

established after the 1st of February 2017 a non-refundable financial aid of up to 200.000 lei.

- *The programme for stimulating the establishing and the development of micro-enterprises by young entrepreneurs – SRL-D*, providing a funding of up to 10.000 Euro non-refundable financial aid for companies.
- *The programme for developing the entrepreneurial abilities among youth and facilitating the access to START funding*, which offers the Limited Liability Companies (SRL) or the Entry-Level Limited Liability Companies (SRL-D) no older than 2 years, a non-refundable financial aid of up to 100.000 lei.

Closely related to the policy instruments at European and national level, we can mention the provisions of the regional strategic planning documents, respectively at the level of Cluj Metropolitan Area and Cluj-Napoca municipality, specifying that these strategies have no direct funding sources.

- *The Development Plan and Strategy of the North-West Region 2014-2020* sets as priority to increase the economic competitiveness in the region and to stimulate research and innovation, of which we mention 2 investment priorities
 - Improving the competitiveness of the SMEs and the micro-enterprises and increasing their internalization degree
 - Developing and encouraging entrepreneurship
- *The Development Strategy of Cluj-Napoca Municipality 2014-2020* sets as a Strategic Development Direction: Entrepreneurship and Innovation within the Community. The strategic objectives in this sense are:
 - Doubling the number of start-ups in Cluj-Napoca by drawing/relocation in Cluj or their development based on utilizing the local resources and talent
 - Solving already existing issues in the Cluj community through projects developed by entrepreneurs – including the area of social entrepreneurship
 - Developing an active local ecosystem to support the new entrepreneurs
 - Improving the curricula of the academic environment to generate a major impact in the entrepreneurial environment as well
 - Drawing resources from the local administration to directly support the entrepreneurial innovation along with research & development
- *The Integrated Strategy for 2014-2020 of Cluj Metropolitan Area* sets as objective the Consolidation of Economic Competition of the Metropolitan Area and suggests the following investment priorities:

- Capitalizing the unutilized/free existing buildings and areas in order to host incubators, hubs, accelerators, design and prototypes areas (Maker Spaces) and other support structures for SMEs;
- Supporting the re-technologization and consolidation of SMEs from the agro industrial sectors, the development of short value chains at the level of CMA and of local brands;
- Supporting, including by co-financing, the organizations specialized in providing services due to increasing the entrepreneurial skills.

6. GOOD PRACTICES

6.1 ClujHUB and StartupTransylvania

1. Background of the good practice example: (max 1000 characters)

- **Problems before implementation:** *Please write a Summary (max 400 characters) of the problem(s) before the project. Why was it important to implement the project?*

ClujHUB came to life out of the ambition of a young entrepreneur and the desire of a handful of people to build one of the most innovative and complete coworking spaces in Transylvania.

During the 3 years spent in organizing TEDxCluj, the founder has observed and studied the entrepreneurial and freelancing market of Cluj and felt that there was a need for people of Cluj to know each other and be aware of the potential that their combined knowledge could achieve and the impact it will surely have on the city and the community as a whole. Knowing about the concept of coworking and having experience in the entrepreneurial environment he decided that this was the right timing for a network where people could join freely and work together towards the future of Cluj in terms of creative and innovative events

- **Preparation:** *Please write about the process which lead to the project idea (e.g.: market research, stakeholder involvement before the project, consultations etc.)*

After attending the international TEDx conferences, the founder imagined a space where people from different areas ranging from exact sciences to arts and philosophy co-work to achieve something beneficial for the community. Considering the effervescent tech and entrepreneurial environment, the necessity of a community that would assure the logistics of such activities and have a real impact in modelling the society, it has been decided to start the project in Cluj – Napoca. The story began to take shape in the spring of 2011, specifically in June the perfect location for establishing the coworking space has been found.

After finding a handful of people who believed in the idea, the team started drawing the contour of ClujHUB on a flipchart. Although the team thought that they could do everything in one single setting, the vast array of ideas and thoughts filled several planners that slowly but surely began to stream the whole concept into one direction. Once the ideology and the services provided were in place the only thing that remained was the logo and slogan, putting the creativity of the whole team to the test.

- **Project objectives and purposes:** *Please write here about the main objectives and purposes of the project*

The first and foremost objective of the initiative is to consolidate and develop the local entrepreneurial ecosystem which can ensure the growth of sustainable and innovative businesses.

Another objective is to offer entrepreneurial education which is a far cry from the rigid curricula of universities and focuses especially on applied knowledge by involving mentors who are specialists in certain field and possess specific knowledge on a vast array of aspects.

The third objective is lobbying for the improvement of the business and innovation ecosystem, achieving a series of results in improving the legislation on crowd funding, angel investors making also recommendations for improving programs funded by the state, targeting young entrepreneurs.

- **Project beneficiaries:** *Please write about the target (user) group of the projects*

ClujHUB focuses mainly on students and young people who would like to become entrepreneurs and dream big – startups, spin-offs, researchers and PhD students from universities who want to develop their own business. The main fields of interest are creative industries, digitalization and energy efficiency – although there is no real restriction as far as the proposed topic is new, disruptive and innovative. The most important thing is that the idea should be scalable and have an international applicability since investors are drawn towards these kinds of approaches.

2. Implementation of the good practice example: (max 2000 characters)

- **Project activities:** *Please write max 600 characters about the main actions during the implementation, including both soft and hard elements (methods, tools, approaches used).*

Organizing high-profile events like TedX Cluj, Techsylvania or the NASA Space Apps Challenge, with the goal of bringing experts in various field from all over the world and thus develop global connections with a network of investors, companies and business support structures which can later be involved in funding ideas developed in Cluj.

The main concept of ClujHUB is to find a business idea, help the owner of the idea to develop it in the shortest possible time, analysing the market needs in the specific field and collecting thus input for improving the final product or service. Moreover, through its international networks and connections, ClujHUB offers the young entrepreneurs access to investors and partners who can fund, and afterwards commercialize the product on international markets (mostly Germany and the US).

Through its international partnerships and connections, ClujHUB also offers the possibility for young entrepreneurs to source prototypes and component from abroad which are not available locally but are indispensable for developing the product/service.

ClujHUB also organizes a series of workshops, events aiming to establish a specialized local and regional business environment focused on IT, energy efficiency, technology and create a community of local business angels.

Business matching activities are also a key focal point, making the connections between students and young people striving to become entrepreneurs, researchers, start-ups, spinoffs with investors and other sources of financing.

Lately, through a partnership with Tetapolis, ClujHUB and StartupTransylvania also offers a comprehensive incubation programme, the initiative being the first Digital Incubator in Romania helping IT companies develop in an innovation-friendly environment.

- **Management:** *Please write details (max 300 characters) about: involved organisations and stakeholders (and kind of involvement); responsibilities; communication*

Cristian Dascalu is the founder of ClujHUB, Transilvania Entrepreneurship Center that is developing the only incubation program in the region, StepUp and the entrepreneurial platform StartupTransylvania.ro. Cristian is a creative thinker, strategist and passionate networker. His professional background and capabilities in sales, management and personal relationships makes him a professional business developer. He is also an alumni of the international organization AIESEC and volunteered with the Romanian Scouts. He is a certified Trainer in the area of entrepreneurial development and has a big passion for traveling and discovering new cultures.

Tudor Pasc is in charge with the startup environment at ClujHUB and Startup Transilvania. He was in charge or part of the organizing team for various events SprintPoint, Startup Live, Pioneers Cluj Napoca, Transilvania Demo Day, Open Connect, Startup Lounge, CoFoundersLab. Recently, he also took over the administration of the HUB as a co-working space.

Lavinia Chis –Startup Transilvania’s Digital Incubator Coordinator. Lavinia is the founder and strategic thinker of LC Learning & Consulting, a business consulting company from Cluj Napoca that helps startups create and test business models, access public and private funding, customer development, mentoring and other areas. His past experiences formed and developed his skills in financial consulting, sales and marketing, creating and delivering non-formal education programs.

- **Monitoring and evaluation system:** *Please write details (max 300 characters) about the evaluation and monitoring system*

The evaluation system for ClujHUB is composed of the following elements:

- *Number of participants at organized events*
- *Number of spinoffs and startups created which have been registered as legal entities*
- *Number of startups and spinoffs which have obtained financing from investors*
- *Number of accelerated and incubated companies*

- **Obstacles and problems:** *Please write here max 500 characters about the main obstacles (organisational, technical, political, financial etc.) and problems during the project*

One of the main obstacles is the low level of entrepreneurial culture in the area, meaning that there are few people who would like to start a business, there is a severe lack of knowledge in the field and a lack of available resources.

There are also a series of legal barriers which make the life of startups hard.

The nature of business ideas, which are not always very innovative – a problem which is again related to education and the entrepreneurial culture.

Small number of successful Romanian entrepreneurs in the field of IT and emerging technologies, most of them being from traditional business fields (construction, real estate, etc.). Lack of successful role-models.

Difficulties in reaching the target group and getting their attention, which needs a substantial amount communication through various channels, putting serious stress on the budget of the organization.

Difficulties in accessing financial resources for the specific activities of ClujHUB, many of the financing programs being focused on the procurement of equipment and production, restricting the list of eligible activities. This kind of financing would be needed to be able to take the concept to the next level – regional / national.

- **Problem solving practices:** *Please write here max 500 characters about the solutions of problems*

One successful practice for solving day-to-day problems is the development of partnerships with key stakeholders (eg. Tetapolis, universities, other educational institutions) which can offer access

to international partners, networks, specialized knowledge while also boosting credibility and visibility (both national and international).

Hosting and organizing internationally recognized events, like TedX Cluj, Techsylvania or the NASA Space Apps Challenge

Educating the target group, undertaking actions to improve the entrepreneurial mind-set of young people and members of the target group.

Transfer of practical knowledge which is very different from the academic one and can be used immediately in the business.

Involving mentors and specialists with relevant expertise and recognized entrepreneurial abilities can provide a prestige to the respective programs, initiatives and events.

- **Innovative elements and novel approaches:** *Please write max 500 characters about innovative elements and approaches of your project*

A pragmatic approach related to the involvement of mentors and specialists.

Utilization of modern and proven tools used in more developed countries and also embraced by renowned universities around the world, like the business model canvas, lean startup concept, etc.

Ensuring financing when the business idea is innovative and feasible through different business angels and other types of investors, in order for the idea to reach maturity and be launched on the market in the shortest possible time. Although in the western world business angel communities are nothing new, in Romania the concept is not that popular. In conclusion ClujHUB and Startup Transylvania are working on establishing a healthy ecosystem of local investors.

3. Transferability and lesson learnt (max 2000 characters)

- **Evaluation results:** *Please write max 450 characters about the evaluation methods and main findings of the project (e.g.: Was the project a successful solution for the existing problem? Was the implementation efficient and effective?) Also include the main project outputs and results*

The most evident results are in relation to the increased interest for events and workshops, lobbying, incubation services provided, startups created and funded project ideas:

- *No. Of participants in organized events (Nasa Space Apps Challenge – 2 editions - 180 participants per edition, TedX – 2 editions – 900 participants per edition, Techfest – 1*

edition – 3200 participants, meet-ups – over 40 editions – 4473 in total, ExpoTech (10 days event)– 150000 participants, other entrepreneurial events – over 20 events– 50 participants per event, etc.)

- *No. Of organized events- over 60,*
- *No. Of companies/startups financed by business angels and investors – 6 companies*
- *No. of startups and spinoffs legally established – over 20*
- *No. of companies accelerated and incubated – 8 companies.*
- *No. Of legal documents/legislation influenced -2 (crowd funding and business angels laws)*
- **Lessons learnt:** *Please write here max 500 characters about the lessons learnt thanks to the project. e.g.: due to successful handling of problems occurred*

The importance of partnerships and networking which accelerate the time and the process of getting an innovative idea ready for the market and achieve results in the shortest possible time.

Importance of lobbying – the secret is in the numbers, you just have to convince enough people to believe in you and you can change even the legislation at national level (on startups, financing, etc.) for the better.

Once educated and stimulated, young entrepreneurs are much more focused, more open to start a new activity – hence the importance of mentoring in business development and in creating successful startups.

Public institutions and different agencies are willing to help if you ask them in the right way and if they can identify with the final objective (RDA, City Hall, County Council, etc.).

Experienced entrepreneurs have a high motivation to help and share their business knowledge, to support new initiatives and young entrepreneurs.

Main mistakes young entrepreneurs make: creating products and services without the involvement of the end user, lose too much time studying irrelevant sources of information and desk research, do not put ambitious objectives, do not have a well-established team and want to do everything on their own – desire to control everything, lack of trust, disregarding the protection of intellectual property.

Main mistakes ClujHUB and Startup Transylvania have made: the initial workshops have been too theoretical, had an academic style. This meant the transmission of knowledge which could not be applied in the business world. The other thing was to learn that they could not do everything on their own, hence the role of developing strategic partnerships and solid networks.

- **Success factors:** *Please write max 350 characters about the organisational, technical, financial, political, methodological factors etc. that made the project successful. Also write a sentence about what would you change during the implementation*

The most important element in such a venture is the team itself. Other than that, main pillars are the quality of strategic partnerships, infrastructure and necessary equipment, support from public authorities and the local business environment, efficient organization and planning of activities, coherence of all actions aiming to a higher goal.

Membership in international organizations – similar structures, investment networks, business angels (InnoEnergy, iHubs, etc.)

Positioning and accessibility, the effervescence of the local business environment, good transport connections by air, well developed infrastructure, entrepreneurial environment, the existence of strong universities which provide a constant flow of talents and ideas.

Cooperation's with local clusters and business associations, especially ARIES Transilvania and Cluj IT, constant promotion activities, coherent communication activities.

A suitable location for the activities

- **Transferability:** *Write here in max 600 characters what parts, methods, of the project can be successfully transferred to the partners regions.*

Establishing a talented multidisciplinary project team, attracting the attention and implication of the local, regional and national business environment. Involvement of well known business owners and high level local decision makers who can accelerate decisions and processes, with a positive impact on the newly developed business ideas.

Segmented and targeted communication according to different types of stakeholders and target groups.

An experienced and innovative communication department which play an essential role and who must be able develop a coherent communication strategy, a brand and to attract a large number of participants to the organized events. In order to reach the largest number of people from the target group you have to have an efficient communication both on- and offline.

Partnerships have to be transparent where trust is essential and where local partners can fit in with their own objectives as well. Establishing associations and strategic partnerships boost credibility and visibility, making it much easier to make a change in the end.

Communication – the desire of entrepreneurs to associate their name and company with events contributes to the improvement of the local business environment. Promoting the personal and company brand is key in such undertakings.

If the process of education, prototyping, financing and partnerships work well, they can contribute to the success of companies, startups and can make a real difference.

6.2 SALT JCI

1. Background of the good practice example: (max 1000 characters)

- **Problems before implementation:** *Please write a Summary (max 400 characters) of the problem(s) before the project. Why was it important to implement the project?*

The main problem addressed by the initiative is the huge gap between accomplished entrepreneurs and young people wanting to start a business or improve an existing one, making it difficult to share knowledge between the two.

Another problem which has been identified along the way, was the lack in the ability of young entrepreneurs or wannabe-entrepreneurs to set goals and formulate questions, although the amount of available knowledge is considerable and experienced entrepreneurs are usually keen on helping and sharing information.

- **Preparation:** *Please write about the process which led to the project idea (e.g.: market research, stakeholder involvement before the project, consultations etc.)*

The SALT Program started in 2013 based on the growth mentoring concept for young entrepreneurs.

The concept was proposed by a group of initiative within JCI Cluj, based on the following:

- *Official EU statistics revealed that over 80% of European start-ups disappear within 5 years from establishment;*
- *Several members of the group were or had been entrepreneurs and expressed a strong need for mentorship from someone that 'has been there already';*
- *Cluj was becoming a national hub for start-ups and was preparing to become in 2015 the European Youth Capital;*
- *There was a huge offer of entrepreneurial training programmes on the market, mainly funded through ESF (European Social Fund) that developed theoretical knowledge on entrepreneurship, but didn't provide any useful support in terms of know-how transfer to the entrepreneurs, once the business was started;*
- *JCI Cluj is an active citizens association and one of its main fields of action is supporting local entrepreneurship in order to catalyse positive change within the community.*

After formal approval from the JCI Cluj board and several brainstorming sessions, the group finalized the concept for a mentoring program and identified funding opportunities within the

Annual Programme for Cultural and Youth Initiatives Support of the Cluj-Napoca Mayor's Office and Local Council. An application was made and denied in 2013.

The concept was redefined in 2014 to include a business strategy workshop held by a foreign trainer from the JCI International network, followed by 3 months of mentoring. The application was renewed and approved for 5000 RON (around 22% of the estimated budget).

In all the years, the programme has been implemented by a team consisting of volunteer members of JCI Cluj and it had no staff costs.

- **Project objectives and purposes:** *Please write here about the main objectives and purposes of the project*

The SALT Program aims to support between 10-20 young entrepreneurs each year in starting a new business or in the process of taking an existing one to the next level with the help of a mentoring program.

The main objective of the Program is to create a bridge between motivated young people with a business idea and accomplished entrepreneurs, providing a means to transfer knowledge and information, to provide support for young entrepreneurs in the early stages of developing their business idea and develop mutually beneficial business relationships.

An objective which has come later in the program and as a result of previous editions was to train young entrepreneurs formulate their objectives and related questions more coherently and more clearly.

- **Project beneficiaries:** *Please write about the target (user) group of the projects*

The target group is made up of young entrepreneurs or wannabe entrepreneurs with a business idea or a business in its early stages (max. 2 years) and who are in need of external help/advice to help them grow. There is no restriction regarding topics

2. Implementation of the good practice example: (max 2000 characters)

- **Project activities:** *Please write max 600 characters about the main actions during the implementation, including both soft and hard elements (methods, tools, approaches used).*

Kick-off of the program: defining the concept and instruments, selecting the list of mentors, getting to know the mentors.

Setting the details: objectives and expectations, program, location for meetings, requery of meetings

Entrepreneurial training: one or two days entrepreneurial training with qualified trainers for the mentees, helping them define their objectives, their strengths, weaknesses, formulate their questions and decide on the mentors

Development of the mentee: setting and monitoring the steps necessary for reaching the set objectives, periodical meetings and communication, evaluation of achievements and resetting objectives

Closing the mentoring program: final evaluation meeting, filling in the evaluation questionnaire and feedback, discussing future perspectives.

- **Management:** *Please write details (max 300 characters) about: involved organisations and stakeholders (and kind of involvement); responsibilities; communication*

There is one project manager from JCI leading the project activities and a 4-5 person team behind him/her helping with the effective implementation (contacting entrepreneurs, helping to organize trainings, contributing with ideas to improve the program, etc.)

Although the project is due to be implemented in partnership with the Cluj City Hall, there has been little support from this side – very little financial support, no personnel involved.

- **Monitoring and evaluation system:** *Please write details (max 300 characters) about the evaluation and monitoring system*

There is no standard monitoring system, it is usually random and changes every year according to the number of participants, mentors and topics addressed.

In many cases, after the mentees finish the program they start working on their project idea or business and in many cases the connection is lost, making it very hard to collect later feedback.

The main indicator is that at least a certain amount of the participants should start a business or make an improvement in their business or business idea with the help and experience of an accomplished entrepreneur, as a result of taking part in the program.

- **Obstacles and problems:** *Please write here max 500 characters about the main obstacles (organisational, technical, political, financial etc.) and problems during the project*

The main problems and obstacles in implementing the program have been related to the communication between mentors and mentees, sometimes the lack of interest from both parties, the lack of entrepreneurial culture which makes working in tandem that much difficult.

For the coaching part, developing a straightforward communication has been the biggest challenge, since the bridge has to be build from both sides.

Usually mentees taking part in the program do not know what to ask from their mentors, they cannot formulate their questions coherently and since at many times they are intimidated by the mentors they go and seek advice from people from the same level, making the transfer of relevant knowledge between the two levels that much more difficult.

- **Problem solving practices:** *Please write here max 500 characters about the solutions of problems*

Given the problems mentioned above, the solutions were to get to know the mentors and mentees beforehand as well as possible, to organize trainings not just for the mentees but also for the mentors especially on aspects related to communication and accepting responsibility for their involvement in the program.

Another solution was to appoint a person to mediate the relations between mentor and mentee who sets up periodical meetings with both parties.

A further solution which helped smoothen the implementation of the program was to help mentees set clear objectives and make them as transparent as possible.

On the other hand, training mentors on how to approach the mentees has proven to be of great help.

And finally, training the mentees to be responsible for their actions is probably the most important aspect.

- **Innovative elements and novel approaches:** *Please write max 500 characters about innovative elements and approaches of your project*

At the time SALT has been launched it was the first mentoring program in Romania functioning based on clearly defined steps, although which were not always measured.

The most innovative aspect of the program was the fact that it set out to educate the business environment (and not just) about what a mentor – mentee relationship is about. Education (not necessarily in the sense of transferring knowledge) has been a goal on its own, not just for participants, but also for the staff involved in the implementation.

Another innovative aspect was that even after the program has finished, mentees could get access to new mentors as a result of findings emerging by participating in the program and available knowledge and expertise from available entrepreneurs, making further use of their

knowledge gathered in the framework of the program (setting objectives, asking the right questions).

3. Transferability and lesson learnt (max 2000 characters)

- **Evaluation results:** *Please write max 450 characters about the evaluation methods and main findings of the project (e.g.: Was the project a successful solution for the existing problem? Was the implementation efficient and effective?) Also include the main project outputs and results*

Outputs:

2014

- 1 Business Strategy Workshop with 14 young entrepreneurs
- 10 organizational diagnoses;
- 10 mentorship plans / agreements;
- 7 Business Development Plans.

2015

- 1 Business Strategy Workshop with 12 young entrepreneurs
- 1 Business Development Workshop with 6 wannabe entrepreneurs

2016

- 6 Business Strategy Workshops on specific topics: Human Resources, Sales, Leadership, Accounting, Financing, Marketing with 10 young entrepreneurs or wannabe entrepreneurs (the participation was optional, depending on individual needs);
- 10 mentorship plans / agreements.

Results:

- Several business, professional or personal relationships between participants or participants and JCI members.
- The know-how accumulated during the program and its concept were the basis of a new project implemented by JCI Cluj in Zalau, in partnership with Tenaris Silcotub, called 'Start in afaceri 2017' (Start in business).

The evaluation was based on the implementation objectives and indicators committed at the beginning of the project in the funding contract signed with the funding authority (2014, 2015 – Cluj-Napoca City Council).

The program was only partially successful due to the fact that only a small part of the participants perceived the value of mentoring and failed to maintain their commitment in the mentoring relationship. In spite of a kick-off meeting that aligned everybody on the specifics of the mentoring concept promoted by the program (mainly keeping commitments in relation to the mentor and JCI, proactivity from the mentees side in the mentoring relationship) most mentees didn't solicit their mentor a third time (the first included a JCI facilitator that made introductions, evaluated the affinity between the two sides, required a formal agreement and plan to be defined in the second meeting).

That is why, during the years, the focus was shifted more and more towards workshops aimed at addressing their individual needs in a group setup. Also, mentoring changed to coaching where facilitators / mentors tried to maintain regular contact with participants and ask informations regarding the status of their progress towards the committed objectives.

- **Lessons learnt:** *Please write here max 500 characters about the lessons learnt thanks to the project. e.g.: due to successful handling of problems occurred*

One of the main (and surprising) findings, was that people do not know how to ask questions effectively, they do not know how to formulate their ideas.

In Romania we do not have the education to work business to business, we often do not understand the concept of team work.

Transparency in communication is key in all business relationships.

Your have to set clear steps for both mentors and mentees and periodically follow-up on them to see if everything is going to plan – here ageing we are back at the aspects related to responsibility for one's actions.

- **Success factors:** *Please write max 350 characters about the organisational, technical, financial, political, methodological factors etc. that made the project successful. Also write a sentence about what would you change during the implementation*

The main factor which has contributed to the success of the program dedication of the staff involved and who have participated in the program whole-heartedly even though their involvement has been on a volunteering basis.

Another success factor was setting the exact steps for the program to follow, including the training program, contacting mentors, training not just the mentees but also the mentors, and most of all the selection process for the mentees which ensures the recruitment of dedicated young people who will put in the effort and follow through with their business idea.

- **Transferability:** Write here in max 600 characters what parts, methods, of the project can be successfully transferred to the partners regions.

The structure of the entire program which has clear guidelines and steps in order to ensure the selection of the right mentees, help them formulate their objectives and questions, trains mentors and facilitates the whole communication process, which is the most important element of all.

The management structure within JCI which facilitates the implementation, setting clear roles for the project manager as well as the rest of the staff involved (4-5 other people)

The method for approaching the mentors and mentees, training them both in order to facilitate the communication between them.

6.3 YouPro Project (You.Promote Business)

1. Background of the good practice example: (max 1000 characters)

- **Problems before implementation:** *Please write a Summary (max 400 characters) of the problem(s) before the project. Why was it important to implement the project?*

The You.Promote Business Project (YouPro Project) pairs young people not employed or in education or training (NEET) who have social media marketing skills with small-to-medium sized enterprises who are seeking to improve their competitiveness.

The You Pro Project aims to support small business to better promote their products and / or services using social media. One of the challenges faced by SMEs is to become visible to the large population active on social media.

The project offered young people the opportunity to develop their skills in social media while connecting them to the SMEs in need for online promotion.

- **Preparation:** *Please write about the process which lead to the project idea (e.g.: market research, stakeholder involvement before the project, consultations etc.)*

The processes which lead to the project idea had the main general steps:

- *Identifying the challenges of SMEs in terms of visibility (direct observation)*
- *Identifying the possible areas of interest of NEETs and the approach to translate their interests in valuable skills (direct observation and previous focus groups)*
- *Building the partnership (international)*

- **Project objectives and purposes:** *Please write here about the main objectives and purposes of the project*

*The **purpose** of the project is to tackle three of the European Union's biggest challenges:*

- *Ability of young people to access the job market*
- *Inclusion of young people in society*
- *Competitiveness of small-to-medium-sized enterprises (SMEs) and micro-sized organisations*

The project aims to tackle these issues by creating a training and work placement scheme that pairs young people not in education, training or employment (NEETs) with SMEs seeking to create or improve their presence in online and social media.

*In this context, project **objectives** are:*

- In each partner country, identify groups of young people not in education, training or employment who would benefit from the scheme and engage with them*
- Develop a training programme to equip young people with social media and general business skills, building on existing schemes in partner countries Norway and Italy*
- Align the programme to existing qualifications and frameworks in partner countries*
- Pilot the scheme, execute the training programme and place participants in SMEs*
- Develop case studies of successful placements where participants have made a tangible contribution to the business by implementing a more effective online marketing strategy*

Evaluate, improve the scheme and increase scale with the ultimate aim of moving towards the stated purpose of the project (above)

- **Project beneficiaries:** Please write about the target (user) group of the projects*

Project beneficiaries fall into three main groups:

a) Young people not in education, employment or training

The project aims to develop and implement a training and work placement scheme that equips young people with a direct pathway into employment, self-employment or further vocational training. Participants will receive practical business training, an intensive course in online marketing and real-world business experience. We are engaging with young people not in education, training or employment to offer them the opportunity to take up a place on the scheme.

b) Small-to-medium-sized enterprises (SMEs) and micro-sized organisations

The project aims to engage with SMEs and micro-sized organisations, particularly those who are interested in developing their online marketing strategy. Participant organisations will benefit from an internee who will develop and implement a new online marketing strategy for the company. The internee's training will ensure that the basic skills needed to operate in the business environment are in place, and that the online marketing strategy focuses on your organisation's growth priorities.

c) Government Agencies

The project aims to engage with government agencies and not-for-profit organisations who are working with young people not in education, employment or training. A good example is Jobcentre Plus, the main employment support service in the UK. We offer an innovative programme that equips young people with skills and workplace experience, and signposts a route into employment, self-employment or further training.

2. Implementation of the good practice example: (max 2000 characters)

- **Project activities:** *Please write max 600 characters about the main actions during the implementation, including both soft and hard elements (methods, tools, approaches used).*

Project activities:

- *evaluating the current situation in terms of SMEs online / social media visibility and social media skills among NEETs.*
- *developing a training curriculum on Marketing and Visibility using Social Media*
- *delivering the training and evaluating the impact*
- *connecting the trainees (NEETs) with SMEs (internships)*
- *assisting the interns with complementary training on marketing, needed for employment.*

- **Management:** *Please write details (max 300 characters) about: involved organisations and stakeholders (and kind of involvement); responsibilities; communication*

Coordinator:

Central College Nottingham (formerly South Nottingham College) is the YouPro project promoter and is responsible for the strategic direction of the project and coordination of partners at the operational level.

Partners:

- 1) *ADCC is a small company based in Norway working with great ideas for younger people who have “holes” in their education.*
- 2) *ETIC – Technical School of Image and Communication responsible for the Local Field Research work package.*

3) *The Vocational Training Institute Vienna (bfi Wien), the leading institute of employee-oriented vocational education and continuing training in Vienna.*

4) *Ce.S.F.Or. (Centro Studi Formazione Orientamento), a Vocational Education and Training provider based in Rome*

5) *Civitas Foundation for Civil Society is a nongovernmental organisation founded in Romania in October 1992.*

6) *EUROPANORAT GmbH, a private vocational school in the centre of Berlin focusing on Consulting, Training and Management.*

- **Monitoring and evaluation system:** *Please write details (max 300 characters) about the evaluation and monitoring system*

The project had an internal evaluation activity carried by The Vocational Training Institute Vienna (bfi Wien) and also an external evaluation carried by an educational external consultant.

Each partner was questioned monthly about the progress of the project and the possible action to be taken in order to assure the project success.

- **Obstacles and problems:** *Please write here max 500 characters about the main obstacles (organisational, technical, political, financial etc.) and problems during the project*

The main obstacles were the following:

- *Lack of strong, real interest among part of the SMEs involved.*
- *Lack of proper tutoring from managers*
- *A challenge for all partners was the change in the partnership. Norway got a reduced role. These changes were mastered very well by the partners.*

- **Problem solving practices:** *Please write here max 500 characters about the solutions of problems*

*Each partner organized a training session and an internship for all trainees (15 per country). One of the methods for problem solving involved **mediation and daily communication** with SMEs and trainees in order to anticipate possible conflicts and to integrate the theoretical skills into the practice as much as possible.*

- **Innovative elements and novel approaches:** *Please write max 500 characters about innovative elements and approaches of your project*

Innovative elements:

- *Transferring new approaches in visibility and marketing to rural SMEs*
- *Involving NEETs in marketing activities.*
- *Building an international network of trainees.*

3. Transferability and lesson learnt (max 2000 characters)

- **Evaluation results:** *Please write max 450 characters about the evaluation methods and main findings of the project (e.g.: Was the project a successful solution for the existing problem? Was the implementation efficient and effective?) Also include the main project outputs and results*

In Romania 7 out of fifteen 15 trainees got employed or stayed connected (collaboration) to the SMEs involved in the project. The project contributed to the understanding of the contributions that online marketing can have on the business. More than that, the training and internship opportunities were adapted to the needs and interests of the NEETs.

Monitoring has revealed that the partnership settled very fast and the project work turned into a daily routine during already the first month. The second project year was characterized by a very smooth and goal-oriented process. This was the year in which the partnership implemented the pilot course.

By comparing all evaluations, the following findings can be pointed out:

- *The **general satisfaction** with the project was **satisfying** up to **very satisfying**.*
- *Project partners were **very satisfied with the overall project management / administration**. Especially the coordinator and his good work were mentioned, always.*
- *The **internal communication got in general a very high score** and this was also the very strong element in this partnership. The cooperation with the project coordinators and work package leaders got a very good feedback in all evaluations. The decision-making and consultation process got less points and comments during the process of partnership changes, but the coordinator managed this time very good and it did not affect the rest of the project time.*

- *The evaluation showed that the project partnership elaborated a good **external communication and projects representation** during the lifetime of the project. Especially the coordinator got very good scores in representing the project towards the EU.*
- *Overall all the partners were **satisfied** with the **information flow and the communication tools**. The Drop Box points rose during the lifetime of the project, because this strengthened the information flow and access to data. Mailing List and Project Website were fine. According to the evaluation all partners said that tasks were very clear and/or were described and discussed until each partner had clarity.*
- *The **overall work package evaluation** were scored good up to very good.*
- **Lessons learnt:** *Please write here max 500 characters about the lessons learnt thanks to the project. e.g.: due to successful handling of problems occurred*

The project determined the following conclusions to be taken into consideration on future projects:

- *is necessary to give the trainee a clear set of competences that are attractive to the employer*
- *it would have been an asset if the trainings got a national certification and a credit point system, so that it can be used at the labour market and for other studies.*
- **Success factors:** *Please write max 350 characters about the organisational, technical, financial, political, methodological factors etc. that made the project successful. Also write a sentence about what would you change during the implementation*
- The clear structure and it is easy to understand nature of the programme.
- Development of different approaches to motivate learners and to reduce possible drop-outs.
- Possibility to personalize the “Employment Training and Tutoring” in order to fit specific needs in each country.
- The E-Promoter component is very good, but the amount of hours might have to be increased to be able to meet the target that learners are able to provide a professional package at the end of the training.
- Work placement is a crucial element to the training.

- The strength of the You.Pro training programme is the innovative character in contents and bringing together two models.
- **Transferability:** *Write here in max 600 characters what parts, methods, of the project can be successfully transferred to the partners regions.*

The project approach, training curriculum, job placement and mediation can be transferred and adapted in order do have an impact on local SMEs and NEETs from all types of regions.

6.4 STUDENT FESTIVAL OF ENTREPRENEURSHIP - SFE: Promoting culture and entrepreneurial thinking among students by developing innovative business and management skills

1. Background of the good practice example: (max 1000 characters)

- **Problems before implementation:** *Please write a Summary (max 400 characters) of the problem(s) before the project. Why was it important to implement the project?*

There are two major problems addressed by the “STUDENT FESTIVAL OF ENTREPRENEURSHIP”, namely the lack of entrepreneurial education for young people – which plays a major role in acquiring key entrepreneurial skills and the relatively high unemployment rate among young people under 25 (currently 22%).

- **Preparation:** *Please write about the process which lead to the project idea (e.g.: market research, stakeholder involvement before the project, consultations etc.)*

Our project it is based on market research made by the Technical University from Cluj starting with 2004-2008 and 2012 with the wide involvement of other stakeholders. The “STUDENT FESTIVAL OF ENTREPRENEURSHIP” has already had 3 editions, changing the topic and improving year by year. Most of the preparation activities have been related to involving all key stakeholders (entrepreneurs, NGOs, public administration) and undertaking activities for reaching out to the target group

- **Project objectives and purposes:** *Please write here about the main objectives and purposes of the project*

Promoting culture and entrepreneurial thinking among students by developing innovative business and management skills.

The main intervention in favour of the target group is an enrichment of the entrepreneurial skills of the students through an efficient interaction between the university and the business environment in order to better adapt to the labour market. By achieving this goal the project was aiming to eliminate the bottlenecks in business initiation and development, a bottleneck resulting from a lack of general experience and an entrepreneurial mind-set among the target group.

Through this festival we wanted to identify solutions related to the main problem, which is the lack of entrepreneurial skills as well as entrepreneurial education, making it difficult to exchange information among different groups of actors in this area and increase the number of successful SMEs established by students.

- **Project beneficiaries:** *Please write about the target (user) group of the projects*

The target group of the project was made up of students with a bachelor or a master's degree in the North-West Region of Romania.

2. Implementation of the good practice example: (max 2000 characters)

- **Project activities:** *Please write max 600 characters about the main actions during the implementation, including both soft and hard elements (methods, tools, approaches used).*

Student Festival of Eco-Responsible Entrepreneurship, addressed to students from Bachelor, Master and Doctoral programs - it was included several activities, such as: a competition for eco-responsible business plans, based on wastes' replacement, reduction, reuse and recycling; a round table for facilitating the interaction between entrepreneurs and students, with a special focus on eco-innovation and waste; presentations on entrepreneurial best practices, with a focus on eco-responsibility. For the good functioning of the festival and the correct evaluation of the business ideas we used the tools for the evaluation of the business idea (Quiz - in the form of multiple answer tables), the selection grid and the SFE regulation offered the framework methodology regarding to the content, the development and the evaluation event.

- **Management:** *Please write details (max 300 characters) about: involved organisations and stakeholders (and kind of involvement); responsibilities; communication*

For the event numerous stakeholders were involved, such as:

- *4 universities: UTCN, UBB, USAMV, UAD.*
- *3 NGO's: CIOS, CLEMS, CPADDD.*
- *24 speakers from universities and SMEs.*
- *150 students in the exploratory workshop on business plan development. The first three winning teams received awards.*

- **Monitoring and evaluation system:** *Please write details (max 300 characters) about the evaluation and monitoring system*

The results of the project have been monitored through the collection of satisfaction indicators, evaluation made by the participants in a grid of projective techniques and a final report.

- **Obstacles and problems:** *Please write here max 500 characters about the main obstacles (organisational, technical, political, financial etc.) and problems during the project*

Our main obstacles were divided in three parts:

1) Structural obstacles

- low interest of young people related to entrepreneurial activities and entrepreneurial education. To solve this problem, the organizers have invited the CLEMS Cluster, which through its own members presented opportunities and benefits of joining in a cluster-like a start-up.

2) Psychosocial Obstacles

- attitudes and prejudices regarding the issue of obtaining funding for the launch of the business. We have tried to solve this problem by combating the fear of failure by inviting entrepreneurs to tell their own issues they have faced.

3) Obstacles to didactic methodology

- we observe that the young entrepreneurs are focusing on the idea of a business, despite the business model and a better understanding of the fact that execution is the determining factor for the success or failure of a business idea in getting funding. Because in the previous editions we noticed that young entrepreneurs do not take into account the methodology when applying for business financing, either because of lack of experience or inadvertently, for this reason we have invited the Territorial Office for Small and Medium Enterprises from Cluj-Napoca (OTIMM) to present the key issues to which they should be careful when writing a business plan.

- **Problem solving practices:** Please write here max 500 characters about the solutions of problems

Bringing together academia partners represents bringing the innovations face to face with the entrepreneurial environment, the media and the general public. This created an atmosphere of understanding and optimism for the possibility of implementing entrepreneurship in the circular economy. There were proposals for replicability of the event to create an annual event for eco-responsibility not just a biannual one. However, we can say that issues related to structural obstacles, psychosocial obstacles and obstacles to didactic methodology, have been solved only partially, because we think that a personalized approach is required according to the needs of the young entrepreneur.

- **Innovative elements and novel approaches:** Please write max 500 characters about innovative elements and approaches of your project

Innovative elements of "SFE" are promoting entrepreneurship with a focus on eco-responsibility among students, the participant of the festival have been urged to develop business ideas (from the early stages of the business) according to principles like replacement, reduction, reuse and

recycling, supporting responsible behaviour of young people who want to come on the market with new goods and services, thus contributing to the sustainable development of society. The activities have also facilitated encounters between policy-makers and young entrepreneurs in order to create a sense of mutual understanding in order to create, in the long run, better conditions for young entrepreneurs through obtaining business financing. These exchanges were perceived as important and fruitful.

3. Transferability and lesson learnt (max 2000 characters)

- **Evaluation results:** *Please write max 450 characters about the evaluation methods and main findings of the project (e.g.: Was the project a successful solution for the existing problem? Was the implementation efficient and effective?) Also include the main project outputs and results*

The success of the “STUDENT FESTIVAL OF ENTREPRENEURSHIP” has been monitored through the collection of indicators of satisfaction, evaluations made by the participants in a grid of projective techniques as well as a final report.

Project results for the 3rd edition - Appearances in media: 9 relates; Private sector representatives involved in project activities: 10 entities; Participants to the training sessions, seminars, conferences: 200 persons; Partnerships, coalitions and other associations initiated: 4 partnerships; Business plans awarded: 3 awards; Students who have been informed about the event: 8500 students. Regarding to the satisfaction of the participants, the question in the feedback grid "How would you note this event compared to other similar events you've attended?" The vast majority of respondents said that “SFE” was excellent for them.

- **Lessons learnt:** *Please write here max 500 characters about the lessons learnt thanks to the project. e.g.: due to successful handling of problems occurred*

Through the festival, the organizers have managed to persuade representatives of the local authorities, economic operators, citizens and students who are involved in the management of packaging and waste to open a path for cooperation. The “SFE” has turned out to be a valuable opportunity for establishing an eco-innovative and eco-responsible community with both short term and long term results. We noticed that by including key topics like eco-innovative and eco-responsible, we’ve been much closer by interest of all participants than in previous editions when the “SFE” has had wide range of areas of interest (Medicine; Technology; Architecture, Arts and Design, Social sciences; Economy, ITC).

- **Success factors:** *Please write max 350 characters about the organisational, technical, financial, political, methodological factors etc. that made the project successful. Also write a sentence about what would you change during the implementation*

STUDENT FESTIVAL OF ENTREPRENEURSHIP in the 3th edition was dedicate to eco-responsibility – undergraduate and graduated students had been motivated to participate in a competition for the best eco-responsible business plans, based on wastes’ replacement, reduction, reuse and recycling, where they competed for prizes worth 700 euro. We can say that a comprehensive planning sets up a project for success from the start and project manager know that things rarely go off exactly as planned. During the implementation a better communication with stakeholders was missing, this was a minus. Related to novel approach to the participatory workshops for young entrepreneurs and the inclusion of the fair entrepreneurial proper management of packaging, addressed to the whole community it was a plus for this edition.

- **Transferability:** *Write here in max 600 characters what parts, methods, of the project can be successfully transferred to the partners regions*

We believe that actions taken within the “SFE”, can be reproduced by any organization interested, but replicating the successful implementation would need a thorough training for staff of the new hosting organization. Elements which could easily be replicated are as follows:

- *Development of business models within an Eco-Responsible Entrepreneurship Festival;*
- *Organizing fairs in partnership with economic actors, which can thus be opening a path of collaboration between representatives of local authorities, economic operators, citizens and students who are involved in waste management and packaging waste in general and*
- *Developing a common platform where all relevant stakeholders can be involved.*

6.5 NEWBIZ - Developing entrepreneurship and managerial skills of students and young entrepreneurs to generate an increased number of businesses

1. Background of the good practice example: (max 1000 characters)

- **Problems before implementation:** *Please write a Summary (max 400 characters) of the problem(s) before the project. Why was it important to implement the project?*

Youth unemployment reached a record 25.7% in Romania in the first quarter of 2014. Supporting entrepreneurship is a solution to be taken into account for youth unemployment.

- **Preparation:** *Please write about the process which lead to the project idea (e.g.: market research, stakeholder involvement before the project, consultations etc.)*

Market research, stakeholder involvement, consultations with universities, member organizations of PROIS.

- **Project objectives and purposes:** *Please write here about the main objectives and purposes of the project*

Developing entrepreneurship and managerial skills of students and young entrepreneurs through integrated support services for starting a business (counselling, assistance, post-assistance, support for business initiation and self-employment, training in the field of development and consolidation of new areas of employment and entrepreneurship)

** Awareness of the existing opportunities for entrepreneurship and self-employment and promoting a positive attitude towards entrepreneurial culture through an integrated communication campaign*

** Development and implementation of aid scheme and incentives for supporting the entrepreneurship and self-employment*

** Promoting entrepreneurial culture and self-employment through innovative activities.*

Project beneficiaries: *Please write about the target (user) group of the projects students and young people with entrepreneurial potential.*

2. Implementation of the good practice example: (max 2000 characters)

- **Project activities:** *Please write max 600 characters about the main actions during the implementation, including both soft and hard elements (methods, tools, approaches used).*

Project management, Information and publicity of the project, Public procurement, Project Audit, media campaigns, integrated counselling activities, Courses and workshops, Development of aid schemes, Establishment and development of enterprises.

Management: *Please write details (max 300 characters) about: involved organisations and stakeholders (and kind of involvement); responsibilities; communication*

Northwest Regional Pact for Employment and Social Inclusion (PROIS-NV) and The Bucharest University of Economic Studies

- **Monitoring and evaluation system:** *Please write details (max 300 characters) about the evaluation and monitoring system*

Periodic monitoring reports on the state of implementation of the project, monitoring visits

- **Obstacles and problems:** *Please write here max 500 characters about the main obstacles (organisational, technical, political, financial etc.) and problems during the project*

Delay of pre-financing or reimbursements. .

- **Innovative elements and novel approaches:** *Please write max 500 characters about innovative elements and approaches of your project*

Innovative portal of the project on the initiation and development of new business.

3. Transferability and lesson learnt (max 2000 characters)

- **Evaluation results:** *Please write max 450 characters about the evaluation methods and main findings of the project (e.g.: Was the project a successful solution for the existing problem? Was the implementation efficient and effective?) Also include the main project outputs and results*
 - *428 persons benefited from project services*
 - *7 Entrepreneurship courses, 3 Leadership courses, 2 project management courses, 1 human resources management course,*
 - *4 support centres for business start-ups*
 - *3 business plan competitions, 43 business plans financed*
 - *86 jobs created through the financed business plans*
 - *2 media campaigns*

- 1 interregional conference (with the participation of some representatives of bank sector, business sector, start-up owners, stakeholders of the project)
- 1 webpage of the project
- **Lessons learnt:** Please write here max 500 characters about the lessons learnt thanks to the project. e.g.: due to successful handling of problems occurred

It is important to put in high relief the importance of sharing goals, dreams and experience with young entrepreneurs. Entrepreneurship and self-employment are an investment in the future and in the ability to invest time and assets to create organizational structures that make a difference in the world.

- *The success of the start-ups is largely dependent on changes in entrepreneurial culture*
- *Good practices can play positive role on development and growth of start-ups*
- *Good and broad stakeholder involvement through support centres ensures not only that the business idea is a good fit but develops capacities and successful activities*

- **Success factors:** Please write max 350 characters about the organisational, technical, financial, political, methodological factors etc. that made the project successful. Also write a sentence about what would you change during the implementation

The project supports the knowledge-building and learning on entrepreneurship. NewBiz plays a positive role in the emergence of young entrepreneurs and new firms and offers responses and solutions to the challenges of start-ups.

Transferability: Write here in max 600 characters what parts, methods, of the project can be successfully transferred to the partners regions.

NewBiz is a project potentially interesting for various categories of users: students, people who want to build a start-up and young entrepreneurs. NewBiz promotes entrepreneurship and self-employment as key for achieving smart, sustainable and inclusive growth and offers various resources for development and innovation of start-ups, while at the same time improves the quality of their services. The project supports the knowledge-building and learning on entrepreneurship. NewBiz plays a positive role in the emergence of young entrepreneurs and new firms and offers responses and solutions to the challenges of start-ups. NewBiz puts in high relief the importance of sharing goals, dreams and experience with young entrepreneurs.

6.6 Youth Participatory Budgeting in Cluj2015, European Youth Capital

1. Background of the good practice example: (max 1000 characters)

- **Problems before implementation:** *Please write a Summary (max 400 characters) of the problem(s) before the project. Why was it important to implement the project?*

The aim of this project was to unfold a participatory budgeting process that is based on the involvement of young people.

The strategic aim of the project was to create a portfolio of 250 small projects that are proposed by young people, addressed to the local community (especially the peripheral zones of Cluj-Napoca Municipality), contributing to the inhabitant's active participation in the life of the community, taking place in public and common spaces, allowing free entry for the inhabitants without any financial barrier (ticket).

Before this project there (Cluj-Napoca) was not a democratic involvement of the local community.

Participatory budgeting has proposed the involvement of young citizens into a democratic process of deliberation and decision making in order to set an optimal method for spending (part of) the public budget.

- **Preparation:** *Please write about the process which lead to the project idea (e.g.: market research, stakeholder involvement before the project, consultations etc.)*

COM'ON Cluj has been selected as the name of this initiative. COM'ON wishes to transmit the spirit of this project, the fact that this is the whole community's common project, at the same time it is calling for participation.

Simultaneously the project was a test to the community of Cluj. The initiators of PONT Group thought that the surprising mobilization that this community has shown during the application for the European Youth Capital proves that there is an unexploited force in this community, the force of the informal groups.

Besides this, the project has assumed a participatory process through which the community becomes a decisional factor in the financial support of steps of this kind.

- **Project objectives and purposes:** *Please write here about the main objectives and purposes of the project*

Objectives and purposes of the project:

- *to involve the local community in youth related projects and activities;*
- *to become a yearlong European centre for major youth events, meetings, conferences;*
- *to activate youth and their organizations in the process of urban development in Cluj-Napoca;*
- *to enhance sustainable cooperation between local (Cluj-Napoca), national (Romania), and European organizations;*
- *to increase the level of knowledge of European youth regarding Cluj-Napoca and Transylvania;*
- *to include Cluj-Napoca in European networks of cooperation in the youth field and other sectors;*
- *to create a sustainable partnership between local authorities, youth NGO, and other institutions with responsibilities in the youth field;*
- *to create sustainable youth screening mechanisms and creating better career-opportunities for talented youth;*
- *to create necessary conditions for supporting innovative, creative ideas of youth;*
- *to create sustainable financial mechanisms for supporting youth projects, structures.*

The main themes of the project were the SHARE Space, SHARE Culture, SHARE Work, SHARE Power, SHARE Joy and SHARE Vision.

- **Project beneficiaries:** *Please write about the target (user) group of the projects*

Project beneficiaries are young people and small groups from civil society who are parts of different socio-cultural and age categories.

2. Implementation of the good practice example: (max 2000 characters)

- **Project activities:** *Please write max 600 characters about the main actions during the implementation, including both soft and hard elements (methods, tools, approaches used).*

The basis for Com'ON Cluj has been laid during the first part of 2013 when the concept and a detailed plan were developed in order to prepare an application package for the NGO Fund of EEA Grants. This first planning process involved the first group of partners from the Municipality of Cluj-Napoca and the SHARE Cluj-Napoca Federation. These partners had already established

institutional relations for the preparation and the management of the European Youth Capital 2015 programme, while the PONT Group took the initiator's role as in the case of the application for this prestigious title.

The first part of 2014 meant a revision of the original plans and starting to work on how this process could happen in practice, meaning legal and financial aspects, awareness raising and facilitation.

The second part of the year until the official launch on the 11th of December 2014 included detailed planning regarding the rules of procedures, visual identity and preparation for the full informative and facilitating process involving local informal groups.

Calendar of the Participatory Budgeting Process for the Informal Groups:

- *11th of December 2014:*
Official launch of the participatory process
 - *16th of December 2014 (00.00):*
The registration platform for the initiative groups and the initiatives is operating and the initiative groups can begin to register their projects.
 - *28th of February 2015, 23.59:*
Deadline for online registration or paperback submission of initiatives
 - *15th of March 2015:*
Deadline for technical verification
 - *16th of March 2015 (00.00) – 31st of March 2015 (23.59):*
Period of the voting process
 - *June-November:*
Implementation of financed initiatives
 - *5th of December 2015:*
Deadline for submitting narrative reports of the financed projects.
- **Management:** *Please write details (max 300 characters) about: involved organisations and stakeholders (and kind of involvement); responsibilities; communication*
The project was proposed by PONT Group, in partnership with the Share Cluj-Napoca Federation, the City Hall of Cluj-Napoca and the Cluj-Napoca City Council. The Cluj Community Foundation became the organization assuming the role of technical management of funding provided by the municipality.
An online application and project management platform was created for this purpose enabling an accessible form of communication, awareness raising and practical interaction

with potential informal groups interested to take part in this process. In order to sign up for this competition and creative process, one had to complete and upload an initiative form on the webpage CC.YOURCLUJ.RO.

The project used the following communication channels:

Direct communication: *25 young people trained to train and spread the word on the „call for ideas” in the communities they came from. For mobilizing the community the facilitators used all the communication techniques and, of course, all the materials below.*

Prints: *roll-ups, pop-ups, posters, clipboards, comic strips, flyers, stickers, idea boxes.*

Online: *facebook ads, facebook campaign (web page, blog), videos.*

Press: *articles*

Social campaigns: *mărțiSHARE*

- **Monitoring and evaluation system:** *Please write details (max 300 characters) about the evaluation and monitoring system*

The monitoring was ensured by the community facilitator group

The community facilitator group officially consisted of 25 people and a smaller group of about five to ten active and enthusiastic young people who could help the groups develop their ideas and initiatives, register their projects on the online platform. There were facilitators “specialized” on certain aspects, certain types of projects, and there was a handful of them who dealt with everything and everyone who needed any kind of help during the process.

Technical evaluation

During this phase all submitted projects were analysed taking into account:

A. THE FEASIBILITY OF THE PROJECTS: *All the initiatives that could be voted should have been achievable in practical terms. Projects were verified both during the process of their preparation and after the deadline of submitting the initiatives.*

B. THE ELIGIBILITY CRITERIA

- *The application form was sent before deadline.*
- *The application was sent according to the contests rules and it was registered in the competition on CC.YOURCLUJ.RO platform or in special cases it was brought to PONT Group’s office in printed form. The project was proposed by a group of at least 3 young people aged between 14 and 35.*
- *The project takes place in Cluj-Napoca Municipality*
- *The project offers free access to the public for the activities.*
- *The project respects the principles & values of Com’ON Cluj-Napoca and Youth@Cluj-Napoca2015 program.*
- *The program can be included in at least one of the SHARE priorities of Youth@Cluj-Napoca2015 programme*

- *The project respects the criteria regarding the budget: The initiative group could propose a project with a maximum budget of 9.000 lei. The financial allocation from the Municipality could be a maximum of 4.500 lei. If the project had a higher budget, it was the responsibility of the initiative group to ensure the additional funds.*

- **Obstacles and problems:** *Please write here max 500 characters about the main obstacles (organisational, technical, political, financial etc.) and problems during the project*

There was a phase in the project, when phones were ringing off the hook, each facilitator got tens of emails and messages from groups that were struggling with:

- *the location or setting of their event(s), seeing as how the use of public space needs approvals, and some of the groups were composed of teenagers, who had never done anything like that, so they needed some guidance through the complicated mazes of paperwork needed;*
- *the number of people needed, because some initiatives required volunteers to be completed;*
- *creative block - Some ideas seemed impossible.*

- **Problem solving practices:** *Please write here max 500 characters about the solutions of problems*

Implementation raised a set of new challenges for the project:

- *Who will manage the whole portfolio from a legal/financial point of view?*
- *What will be the specific legal form for providing funding?*
- *What resources have to be mobilized in order to provide the own contribution and who can provide this? What are the challenges for an efficient cash-flow management?*
- *What other measures can be identified to provide assistance for project which cannot receive public funding due to the high amount of projects and the limited available resources?*

Solutions:

- *The Cluj Community Foundation Assuming the Management of Funds Provided by the Cluj-Napoca's Mayor's Office and City Council*
- *The ERSTE Foundation Partners COM'ON Cluj-Napoca provided complementary funding*

- *the biggest Romanian bank (BCR) also joined Com'ON Cluj-Napoca, providing cash-flow management and further support*
 - *Providing a Safety Deposit for Credit*
- **Innovative elements and novel approaches:** *Please write max 500 characters about innovative elements and approaches of your project*

Voting - *After a long debate regarding the principles and technical aspects of voting process, decision was taken by all involved partners that this process should be also an innovation at local level. Voting was scheduled to be organised exclusively online, while transparency should be assured and any reason of doubt should be eliminated with the help of Facebook.*

Before taking this decision, it was considered a set of arguments. Voting had to be accessible and fast. Voting also had to be transparent and results had to be measured very exactly. The level of resources for the voting process has been limited, not like in the case of elections. There was no official law regulating the process. Prior to taking final decisions regarding technical aspects, preliminary research proved that over 90% of young people between 14 and 35 years of age have a Facebook account, hence their participation is not prohibited through an online voting system. Voting turn-up also beat estimates, over eighteen thousand people expressing their wishes through this participatory process. The number of expressed options topped forty-eight thousand. The process was the biggest participatory process in the city's history except official elections and referendums

3. Transferability and lesson learnt (max 2000 characters)

- **Evaluation results:** *Please write max 450 characters about the evaluation methods and main findings of the project (e.g.: Was the project a successful solution for the existing problem? Was the implementation efficient and effective?) Also include the main project outputs and results*

Technical Evaluation

During this phase all submitted projects were analysed taking into account:

Project portfolio:

Initiative groups: 248

Initiative groups registered with a single initiative: 143

Initiative groups with the maximum recorded five initiatives: 16

The average age of the informal groups' representatives: 25 years

Engagement:

Total number of persons required: 1369

Total number of voters: 18.782

Total number of votes: 48.609

Initiatives:

Number of initiatives registered (and declared eligible after the first administrative check): 451

Projects that made it to the voting process: 437

Fields of impact aimed:

Initiatives aiming Share_space: 199

Initiatives aiming Share_culture: 289

Initiatives aiming Share_work: 124

Initiatives aiming Share_power: 94

Initiatives aiming Share_joy: 246

Initiatives aiming Share_vision: 207

Voting results:

Number of voters: 18.782

Number of votes: 48.609

Number of votes for the first 250 initiatives: 43.337

Number of groups which proposed the first 250 initiatives: 156

- **Lessons learnt:** *Please write here max 500 characters about the lessons learnt thanks to the project. e.g.: due to successful handling of problems occurred*

For transferability we recommend taking into account the following aspects:

- *Through the proposed initiatives of young informal groups the whole targeted community should be involved. The initiatives should involve young people who are parts of different socio-cultural and age categories.*
- *We encourage to support initiatives which involve participants into the activities in a creative way and take place in different areas of the implementation area.*

- *COM'ON Cluj does not want to give financial support to initiatives that impose a financial barrier for the participants. The access to the proposed projects should be free for the public.*
- *The projects should give answers to the identified needs of the community in a creative way.*
- *The projects should have clear, visible results and make a long-term impact.*
- *The projects should offer certain conditions for young people to spend their free time.*
- *The projects should identify and mobilize other resources from the community as well*

- **Success factors:** *Please write max 350 characters about the organisational, technical, financial, political, methodological factors etc. that made the project successful. Also write a sentence about what would you change during the implementation*
- *Facilitating the people/young people who are not familiar with bureaucracy by helping them to write, submit the projects and implementing the projects.*
- *Helping small projects with impact on the community to grow, for example: exchange buddies (language, culture), fiesta cubana (dance), hang zoo (music), GhibStock (DIY, traditions), MinorSwing (leisure, reading).*

- **Transferability:** *Write here in max 600 characters what parts, methods, of the project can be successfully transferred to the partners regions.*

The last three years witnessed a significant increase in the attention given to youth by public institutions, companies and the NGO sector alike. A set of policy decisions, policy documents aiming especially youth were created and adopted and are now part of the policy framework of Cluj-Napoca. Although there is still a need for improvements, Cluj-Napoca can be considered an Eastern-European good example and an emerging new hub and destination for young people from all Europe.

7. SWOT

	Positive influences	Negative influences
Internal factors	<p style="text-align: center;">Strong points</p> <ul style="list-style-type: none"> • Increasing the number of initiatives from the NGO/SME area, promoting entrepreneurial cultures, offering training/networking/workshops opportunities. • High impact recurrent events destined to the young, having an international feature (TedX Cluj, Techsylvania, NASA Space Apps Challenge). • Some mature private entities, which contribute to modelling a social-economic context favourable to entrepreneurship and innovation (hubs, accelerators, clusters). • Considerable number of professionals skilled in business coaching and mentorship. • Lobby for improving legislation to encourage the entrepreneurial environment. • Positive perception among the young regarding the entrepreneurship benefits. • Existence of student organizations promoting entrepreneurship • Existence of possibilities to simulate the real entrepreneurial situations (camps, summer schools etc.) 	<p style="text-align: center;">Weak points</p> <ul style="list-style-type: none"> • High unemployment rate among the young • Entrepreneurial culture and mentality: <ul style="list-style-type: none"> - Lack of efficiency and pragmatism in defining a business idea applicable on the market - Low innovation degree in defining business ideas - Incapacity of the young to define objectives and communicate them - Reticence about turning to funding due to lack of information (investors, banks, funding programmes). - Too little know-how transfer between recognized entrepreneurs and potential young entrepreneurs. - Lack of a pro-active conduct, lack of self-awareness - Low interest from the SMEs in mentoring and supporting young potential entrepreneurs. - Fear of failure, preconceived ideas. • Poor sustainability of the actions developed by private actors in order to promote and support entrepreneurship. • Lack of local public funding to support starting-up business by young entrepreneurs in the social field. • The available entrepreneurship courses offer too much theoretical information at the expense of the practical one. • Lack of information on social entrepreneurship and social innovation.

	<ul style="list-style-type: none"> • Deep discrepancies between the access of the young from the urban area vs. the access of the young from the rural area to entrepreneurial education opportunities. • Insufficient awareness campaigns and entrepreneurial education events for the young aged 15-18. <p>Lack of financial/judicial/intellectual property education courses in the pre-academic environment</p> <ul style="list-style-type: none"> • Difficulties in drawing and holding the attention of the young (need financial resources for complex promotion campaigns) • Availability of mentorship and entrepreneurial education only for groups of young people well informed on their own initiative. • Pre/academic curricula is not completely adjusted to the needs and opportunities from the labour market. • Lack of a unitary system which offers concrete/complex information on the initiatives/actors/existent funding sources/ on entrepreneurship dedicated to the young • Lack of specific information services (e.g. intellectual property) • Lack of possibilities of anticipated validation of a business idea in the field of social entrepreneurship • Lack of incentives for promoting the entrepreneurial behaviour • Lack of a trial & error framework (entrepreneurship competitions, competitions, etc.) • Lack of some concrete mechanisms by which the organizations employing the youth should suggest initiatives for involving the young at a metropolitan level in the innovation field
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		<ul style="list-style-type: none"> • Lack of some mechanisms at the level of local public authorities to collect the ideas in the field of social innovation (e.g. ideas contest)
<p>External factors</p>	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Multiple cooperation opportunities at a European scale between NGOs/SMEs/municipalities encouraging abilities and developing entrepreneurial competence of the young. • Sparkling and continuously increasing environment as concerns the IT&C entrepreneurship. • Availability of entrepreneurs and SMEs to participate to public events and campaigns meant to promote the environment business • Permissive legal framework which facilitates the relation between the potential young entrepreneurs and „business-angels” investors for the start-up (Law 120/2015). • Cluj-Napoca is a member of a European cooperation network supporting the youth actions. • Openness of the local public administration towards innovation • Local human factor (tolerance/openness) 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Encouraging mostly the IT&C fields against those of social entrepreneurship and social innovation. • Lack of financing sources for entities whose domain of activity is business support. • Lack of legal regulations on the crowd funding campaigns. • Fluctuations in the budget public policies which may close down or interrupt certain programmes destined to supporting entrepreneurship and business innovation. • Insufficient public budget allotment for the research-innovation field.

8. CONCLUSIONS

As we could see in the previous pages, in the last years there has been a constant rise in the number of initiatives coming from the civil and the SME sector for supporting the youth in the CMA, promoting at the same time an entrepreneurial culture, offering training and networking possibilities. There is also a slow rise in the presence of internationally renowned high profile events as well as a series of mature private initiatives which help model a social and economic context favouring entrepreneurship and innovation. At the same time we could also see the emergence of local professionals in the field of coaching and business mentoring and the emergence of lobbying activities in favour of the private sector and the relatively good perception of the young people regarding entrepreneurship which has also been strongly promoted by different student organizations.

Even so, everything is not perfect and while elaborating the present study we have identified a series of deficiencies which should be improved, like the relatively high rate of unemployment within young people as well as shortcomings related to the entrepreneurial culture and mentality, like the lack of efficiency and pragmatism in formulating a business idea which could be marketed, reduced innovativeness of business ideas, inability of young people to formulate and communicate their ideas and objectives, little or no know-how transfer from experienced entrepreneurs to young entrepreneurs or wannabe entrepreneurs, lack of a pro-active behaviour and lack of self-knowledge. The results and analysis of good practices have also pointed out the lack of interest from SMEs to mentor and support young people.

On the other hand many initiatives for training started by the private sector in order to develop and support entrepreneurship fail in the lack of external financing and often offer too much theoretical information or the information is not relevant (lack of information on financial education, intellectual property, etc.). The situation is usually even worse in the case of social entrepreneurship and social innovation which is much less visible and much less supported in CMA. This is also true for the availability of financing sources, especially in the light of discrepancies between the urban and rural environment.

Also having in mind the low interest of young people for starting their own business, it seems that many of the awareness raising initiatives do not target the age group between 15 and 18 years which also contribute to the difficulties in retaining young people. On the other hand, even if coaching and mentoring services are available in the area, they are usually accessible for only a certain part of the population who has the interest and time to inform themselves.

Findings have revealed that there are also problems in adapting the university curricula to the requirements and opportunities of the labour market.

As regards services, there is a severe lack of a unitary source of complex information related to initiatives, actors, sources of financing available or entrepreneurship dedicated to young people and again, the lack of specific information services. In many cases, even if ideas in the field of social entrepreneurship exist, there is no real opportunity for validating their innovativeness, not to mention the lack of sources of financing for their further development. Also here we can mention the lack of initiatives from organizations dealing with young people to involve them in different innovative ideas or to start an initiative in the case of the public administration to collect innovative business ideas.

On the whole, another important issue to mention is the existence of some disparate identities of Cluj-Napoca municipality, related either to events or to various projects of the civil society and local authorities (Cluj Youth Capital, Visit Cluj, Cluj University Capital, "Treasure City" etc.). There is no City Brand which could be an umbrella for all cultural manifestations and the multiple facets of the city (and even for promotion towards investors), which makes the promotion strives rather parallel than integrated.

From the findings of the study we have observed that there are also several unexploited cooperation possibilities at EU level between NGOs, SMEs and municipalities which are meant to encourage and develop the entrepreneurial spirit of young people. Also there is the availability and desire of experienced entrepreneurs to share their knowledge and experience in order to help young people succeed in business. Also, in the last years, the legislation has improved and has become much more permissive regarding the relations between entrepreneurs and business angel type of investors for start-ups. Cluj Napoca is also a member in various European cooperation networks supporting youth initiatives while the public administration has shown increasing openness for different initiatives targeting youth actions and innovation.

There are on the other hand certain threats as well, like the very strong focus on the IT sector as well as the lack of financing source for entities supporting early stage businesses and the poor legislation regulating crowd funding initiatives. Political fluctuations which influence available public financing at national level also represent a threat and can be perceived as risks by young entrepreneurs while the available financing for research and innovation is also under-budgeted. But new initiatives appear all the time, some of them being presented within the good practices identified in the framework of the project presented below.

9. ANNEXES

Annex 1. – Questionnaire for the youth

1. The age category you belong to is:

- A. 15-18 years
- B. 19-24 years
- C. 25-29 years

2. Sex:

- A. Male
- B. Female

3. Select the category on the labour market you belong to:

- A. Pupil
- B. Student
- C. Employee
- D. Freelancer (e.g.: Registered Sole Trader)
- E. Registered unemployed
- F. Others

4. Select the last school you graduated from:

- A. Secondary school (classes V-VIII)
- B. Vocational school
- C. High school
- D. Postgraduate
- E. University - bachelor's degree
- F. University - master's degree
- G. University – PhD

5. How would you rate life quality in Cluj area?

→ **Employment opportunities:**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Possibilities to forward project proposals within the community with the municipality support:**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Possibilities to implement useful and new ideas within the community:**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Involvement degree of Cluj community in innovative projects encouraging collaboration:**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Individual expression possibilities within the public area (e.g.: photo/art/creation exhibitions):**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Support for cultural associations**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Support for sport clubs**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good

- E. Very good
- F. Do not know

→ **Support for organizations which promote volunteering**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Support for organizations which promote youth activities**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Support for organizations which promote entrepreneurship among young people**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Possibility of house rental**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Possibility of house buying**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Access to public health services**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good

- E. Very good
- F. Do not know

→ **Public transportation network**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Cycling infrastructure**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Infrastructure of transport connecting other cities**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Public infrastructure for relaxation/amusement areas**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Tolerance towards foreigners**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Tolerance towards minorities**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good

- E. Very good
- F. Do not know

→ **Tolerance towards the elderly**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Tolerance towards the young**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Sanitation (cleaning) in the city**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

→ **Access to wireless Internet in the public space**

- A. Very poor
- B. Poor
- C. Satisfying
- D. Good
- E. Very good
- F. Do not know

6. **What opportunities would you like to have in Cluj area, which are not currently granted to young people? (e.g: learning, free time activities etc.)**

7. **How often do you get involved in the community life in Cluj area? (e.g.: volunteering, participation to events etc.)**

- A. Never
- B. Rarely
- C. Often
- D. Frequently
- E. Very frequently

8. Why would you like to be part of an entrepreneurial/young entrepreneurs' organization?

- A. To have access to information
- B. To have contact with the latest market trends in matter of innovation
- C. To have access to financing my business idea.
- D. To gain the needed knowledge for starting up a business
- E. Not interested

9. What does business mean to you?

- A. A way of being different in relation to others
- B. A solution for following out my ideas
- C. An experience difficult to manage
- D. The best way to do what I know and feel like following out

10. What does developing your own business mean to you?

- A. To make money
- B. To follow out my ideas
- C. To feel like I make a change within society
- D. To innovate

11. Which is, in your opinion, the most difficult step in starting up and operating a business?

- A. Identifying an innovative business idea
- B. Bureaucracy
- C. Identifying the financing sources
- D. Promoting for client triggering
- E. Do not know

12. What kind of events destined to entrepreneurship would you find useful?

- A. Business mentoring and coaching seminars
- B. Ideas exchange with successful entrepreneurs
- C. Socializing with other people with similar ideas
- D. Meeting potential investors
- E. Do not know

13. How long do you estimate you need to turn an idea into a successful business?

- A. 6 months
- B. 1 year
- C. 2 years
- D. More than 2 years

14. What do you think about the actual conditions in Cluj area for starting up a business?:

- A. Very good
- B. Good
- C. Satisfying
- D. Dissatisfying
- E. Do not know

15. Are you interested in developing your own business in the following 2-3 years?

- A. Yes
- B. No
- C. I have tried and given up
- D. Do not know

16. Which is the entity/organization from Cluj area you would ask to help you turn your innovative/creative idea into your own business?

Give reasons:

Annex 2. – LIAG Round Table Questions

- **Which are in your opinion the services that help the most the young people these days to start up a business or in the process of job search?**
 - Specific events (e.g.: job fairs)
 - Student organizations promoting entrepreneurship
 - Career counselling services
 - Entrepreneurial consulting

- **Which are in your opinion the needs of the young people who are not currently addressed by any service from the market locally?**
 - Initiatives of stimulating the interest of the young people for entrepreneurship
 - Access to a unitary system which offers concrete/complex information on the existing initiatives/actors/financing sources on entrepreneurship dedicated to the young
 - Coaching, education in the entrepreneurial and innovation field
 - Offering models of good practices
 - Initiatives from the SMEs, coach, etc.
 - Specific information (intellectual property)
 - Validating the innovation feature of certain ideas
 - Incentives for entrepreneurial behaviour

- **Which is in your opinion the competence young people lack and which would be absolutely necessary for creating a culture based on (social) entrepreneurship and innovation?**
 - Basic business knowledge
 - Fear of making mistakes/fear of novelty
 - Lack of a trial and error framework
 - Financial/judicial/intellectual property education
 - Soft-skills package (pro-active attitude, communication etc.)

- **Which are in your opinion the main problems faced by the young people willing to start up a business? Which do you think are the main problems in searching for a job?**

- Self-knowledge
 - Relevant entrepreneurship courses
 - Employment uncertainty after finishing school
 - More relevant/friendly career counselling made prematurely
 - Lack of accessible financing
 - Locative issue – high cost of living
 - Urban mobility
-
- **Which are in your opinion the strong points of Cluj for drawing and preserving the young?**
 - Employment and business opportunities
 - Nightlife/High living standard
 - Possible financing sources
 - Academic environment
 - Business environment
 - High number of events – city dynamics
 - The openness of administration towards innovation
 - Human factor (tolerance/openness)
-
- **The relation with innovation – how do young people come into contact with innovation, where can they learn, who can help them innovate?**
 - Coaching activities in the innovation field (innovation advantages, methods, information sources, working tools)
 - The organizations working with the young should suggest involvement initiatives of the young at metropolitan level in the innovation field
 - The tight relation between acquiring and disseminating knowledge/innovation competence.
 - Ideas collecting mechanisms
 - Simulation of real entrepreneurial contexts (camps, summer schools etc.)
 - Promoting a bottom-up approach - from municipality innovation to youth innovation (ideas contest).
 - Mentality shift from young ages.