1. Shift the paradigm!

Develop a knowledge-based entrepreneurship culture and change the mentality of young people regarding social entrepreneurship and social innovation

2. Inject capital!

Ensure support and sources of funding for social entrepreneurship projects according to local needs

3. Make it count!

Strengthen key skills / competences in social entrepreneurship

Cluj Metropolitan Area

Youth Innovation Agenda

New Generation Skills

Public- Private Partnerships
Collaboration
Synergies

From Idea to action

Alligning the initiatives

Motivate the members

Local Action Plan

Partner organisation	**North-West Regional Development Agency, Cluj Metropolitan Area Intercommunity Development Association**
Other partner organisations involved (LIAG)	Cluj-Napoca City Hall, Cluj County School Inspectorate, University of Agricultural Sciences and Veterinary Medicine of Cluj-Napoca, Technical University of Cluj-Napoca, ARIES Transilvania, Cluj Youth Federation, Consortium of student organizations in Cluj, Employers' Association of Professional Training Providers in Romania, PROIS-NV, StartUp Transilvania, JCI Active Citizens Cluj, Association of business owners and craftsmen from Cluj, Cluj Innovation Park
Country	Romania
NUTS2 region	North-West
City/Municipality	Cluj-Napoca
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Contents

I. POLICY CONTEXT

I.1 Cluj – Youth City

Major University Center, Cluj-Napoca is recognized at Romanian and European level. According to the data provided by the National Statistics Institute (INS), Cluj-Napoca has a concentration of 16 percent of the total number of students in the country, ranking second after Bucharest, with a value of 42 percent. In 2016, there was a number of 67.262 students in the city of Cluj-Napoca, representing 15.8% of the total population.

In the past few years, the city has known an unprecedented economic, cultural and social development due to the boom of IT and the creative industries sectors in recent years. These have attracted a large number of youth to the city, which is one of the most desirable student destinations at the moment due to employment opportunities and cultural context.

The City of Cluj through the strategic planning processes has developed a number of objectives dedicated to supporting the youth. These are aligned with the National Action Plan for Youth 2001 and the National Strategy in the field of youth policy 2015- 2020. Emphasis is placed upon the encouragement of active participation of young people in the country's economic, social, educational life by providing balanced opportunities for access to education, employment and living conditions.

Cluj's biggest success was the title of European Youth Capital in 2015. This was a launch pad for the youth sector, promoting dimensions such as professional development, cultural, formal and non-formal youth education, and much more. The program management was granted to the SHARE Federation of Cluj-Napoca, consisting of 36 non-governmental organizations, within a public-private partnership.

Measures such as the construction of a Youth Center in Cluj-Napoca, volunteering projects, organizing national and European events, extension and consolidation of partnership relations through various transnational programs, encouragement of hiring young people without experience and many others represent ways of equitable development of the youth sector that the city of Cluj-Napoca practices.

I.2 Cluj – Start-up City

The support for startups in the city of Cluj-Napoca and other areas in Romania is based, on one hand, at national level, through the Start-Up Nation programs, aimed at stimulating the creation of small and medium sized enterprises, a program which was initiated by the Ministry of Environment and Business, Commerce and Entrepreneurship and offers non-reimbursable funds up to 45.000 eur/business. The support provided by this program can be requested for eligible expenditures such as technological equipment, workspaces, means of transportation, wages, furniture, installations and much more. The number of projects that will benefit from this type of funding and are located in Cluj-Napoca will be 2083, ranking second after Bucharest with 2500 projects.

In Cluj-Napoca, the support for local startups, events and related communities is managed by STARTUPS Agency, with the aim of creating a visibility of the ecosystem and facilitating communication between members. Its main objectives are to be a start-up support, event promotor, contract facilitator and organize educational events. On the official of the Cluj STARTUPS agency, there are 187 supported projects out of which 103 are active and 84 closed.

Another start-up supporter, Risky Business offered funding for 14 teams (Ebriza virtual cash register, Nifty LAS, Skillview, Shipshok, X-pense, ZigzAD, Rufele Mele, BounceMatch, Exige, Boost, PetSitting Cluj, Farmer Gospodar, Mushin, Pablo). The investment fund that Risky Business has made available for startups in Cluj-Napoca based on their acceleration is 250,000 euros, including mentoring and investments from 30 of the most prominent businessmen in Transylvania. Among investors are names such as Andrei Dunca, founder of LiveRail, a company acquired by Facebook with $ 500 million, Sergiu Biriş, founder of Zonga & Trilulilu, Phillip Kandal, who sold his company to Telenav with 24 million euros, Voicu Oprean, Marcel Anghel or Călin Văduva, founders of some of the largest IT companies in Cluj.

At a global level, Cluj has a strong startup support, thanks to the Sart-up Grind Initiative, which aims to achieve active education, inspiring and linking 1 million entrepreneurs from more than 250 cities, out of which 1.924 members are from Cluj-Napoca. The goal of the initiative is to boost start-up ecosystems in 105 countries through events, mass-media, and partnerships with organizations such as Google for Entrepreneurs. Startup Grind community organizes monthly events attended by successful local founders, innovators, educators and investors who share lessons learned on building big companies.

Another important presence on local startup ecosystem is Cluj Hub, which has become the most active in this field with almost daily meetings are held, one of which is Open Connect. Cluj Hub means 2.000 square feet of workspace and it is fully equipped with enclosed office spaces for teams, meeting rooms, event rooms

that can accommodate up to 250 people, urban garden, mindfulness area, coffee room and library. Other collaborative spaces ideal for young teams are Cluj Cowork and the Chaos Co Work.

The start-up ecosystem in Cluj-Napoca is also supported by major events such as Techsylvania, Boost Your Startup Network, Cluj Startup Weekend and ITDAYS, Cluj Innovation Days, Transylvania Demonstration Day, Startup Live or Startup 3Day. There are also a series of incubators and acceleration programs:

- Step Up Incubator Initiation - an intensive incubation program, usually ending with the Transylvanian Demonstration Day.

- Spherik Accelerator - the only acceleration program in Cluj-Napoca, which started its first startup in early 2015.

The city also has Several clusters in ICT, Furniture and Renewable Energy Clusters such as (Cluster Cluj IT, Transylvania Energy Cluster, Transylvania Furniture Cluster) which were generated at the proposal of Northwest Regional Development Agency. Other clusters were set up at the initiative of public and private actors such as Agro Transilvania Cluster and Itech Transylvanian Cluster.

I.3 Event Mapping

Throughout 2018, LIAG members will organize the following events related to the New Generation Skills concept, events that could be partnered with the Innovation LAB.

Event Name	Organisation and partners	Estimated Period	Target group	Main activities
Workshop: Sustainability through Smart Materials and Parametric Design	University of Arhitecture and Urbanism in collaboration with the National Research and Development Institute for Isotopic and Molecular Technologies (INCDTIM)	From 12th to 16th February, 2018		
Digital Marketing Cluj Meetup #1	ClujHub	28th February, 2018, 18:30 - 21:00		The coolest branding agency, recently launched in Cluj-Napoca is joining us to uncover the secrets of a compelling branding strategy.
NordTech Competition	University of Engineering, the department of Engineering and Technology Management	1st March, 2018		
Student Conference, "We build together"	University of Civil Engineering in collaboration with the Student Association of Builders UTCN (ASCUT) and partners from the economic environment	From 7th to 8th March, 2018		
The student Competition for creativity, Pro Invent	UTCN in collaboration with the Center for Career Guidance and Counseling and student organizations OSUT and BEST	From 21th to 23th March, 2018		

AGENTIA
DE DEZVOLTARE
REGIONALĂ NORD-VEST

interreg
Danube Transnational Programme
NewGenerationSkills

Event	Location	Date/Time	Description
Freelance Hangouts Ep. 01 - Financials for freelancers	ClujHub	TUE, 6th March, 2018, 18:30 -20:30	Talks on what type of financial entity you'll be needing to go freelance, or how to manage payments and stay within the boundaries of the law.
Business Networking - After Hours Drinks #2	ClujHub	WED, 7th March, 2018 19:00 -21:30	Socializeing with entrepreneurs, representatives of associations and independent businesses, freelancers,
Online Marketing for Mobile Users	ClujHub	SAT, 10th March, 2018, 10:00 -19:00	Learn how Google Adwords works and how you can create targeted search & display campaigns for mobile users, you will find new ways to engage with Facebook & Instagram users, while exercising with the most useful features in Facebook Insights & Ads Manager.
Start-Up Nation Meetup #3	ClujHub	TUE, 13th March, 2018, 19:00 -21:00	
Cluj-Napoca Smart City Meet-Up #7	ClujHub	THU, 15th March, 2018, 18:30 -20:00	
Fuckup Nights Cluj // Vol. 1	ClujHub	THU, 22nd March, 2018, 18:30 -20:30	Whether we talk about a startup, a business, a project in development, art, culture, architecture, medicine, sport, technology or any other field, we have a lot to learn from failure.
MedHack 2018	ClujHub	SAT-SUN, From 24th to	Everybody who is passionate about medicine, IT, engineering, business,

New Generation Skills

Event	Place / Organizer	Date	Audience	Description
		25th March, 2018, 09:00 - 18:00		design and has an innovative idea can Join us in Cluj-Napoca as we build a community dedicated to translating tech and innovation into our healthcare system!
CreativeMornings/Cluj - March	ClujHub	FRI, 30th March, 2018, 08:30 - 10:00		CreativeMornings are breakfast lecture series for the creative community.
Week of conferences	League of Life Sciences Students	From 18th to 31th March, 2018	Students	Developing marketing skills, career guidance, management activities, strengthening cooperation capacity.
National Scientific Session for Students „An engineering career", the 5th edition	University of Machine Building, Council office of FCM	26th April 2018		
Career days, the 6th edition	Center of Counseling and Career Guidance UTCN	From 23th to 27th April, 2018		
USAMV Festival	League of Life Sciences Students	From 10th to 11th May, 2018	Students	Creative workshop, debate on various topics, financial education, cultural shows, exhibitions, parties, conferences, film screenings, job fair.
International Workshop Architecture and Technology 5th International Conference: Quality and Innovation in Engineering and Management (QIEM)	University of Architecture and Urbanism, Cluj-Napoca University of Machine Building	1st of July / From 23th to 27th July, 2018		

Activity	Organizer	Date	Target group	Description
10 for Cluj	Cluj-Napoca City Hall	December, 2018	High school students	the best school students of the year rewarded by the Cluj-Napoca City Hall
10 for Cluj	Cluj-Napoca City Hall	December, 2018	High school students	the best school students of the year rewarded by the Cluj-Napoca City Hall
The Day of Brancusi	Cluj-Napoca City Hall in partnership with Octavian Goga Central Library	19th February, 2018	High school students	
Cluj Days	Cluj-Napoca City Hall	From 17th to 20th May, 2018	High school students, centers, OUG promotional corner etc.	multicultural promenade – cultural
Teenagers Center	Medical and Social Assistance Department – Cluj-Napoca City Hall		High school students and teenagers	-this center is dedicated to the teenagers -throughout the year they are doing information campaigns in high schools and others activities

I.4 SWOT Analysis

Strengths

Cluj-Napoca is the second university city in Romania, with approximately 67.000 students.

Over 1000 yearly events for youth taking place in Cluj Metropolitan Area.

Over 150 local youth organizations.

Very good representation of student organizations.

SHARE Federation reunites the majority of youth organizations and consortiums.

A part of the local budget is dedicated for financing youth activities.

Local public institutions support youth events.

Rising economic dynamics of the city.

Policy instruments for helping the entrepreneurship ecosystem.

Cluj Napoca obtained The European Youth Capital in 2015;

Important support provided by the Agency Cluj STARTUPS for the start-up ecosystem;

The existence of a Hub in Cluj that can offer collaborative and cooperative spaces for young entrepreneurs;

Weaknesses

Underemployment phenomena amongst young people.

The activity of local youth organizations doesn't cover all domains and age groups.

Small number of support structures for youth that offer psychological, personal and carrier counseling.

Small number of facilities that encourage entrepreneurship amongst youth.

Lack of studies regarding youth needs and expectations.

Lack of thematic events for youth (that take into consideration specific needs).

Lack of studies identifying the needs of specific groups of young people in Cluj;

Deficiencies regarding the innovation experience, such as the lack of educational activities in the field of innovation, that emphasize potential advantages, methods and sources of financing or other working instruments.

There are no developed mechanisms for collecting innovative ideas from the youth nor are there methods for stimulating entrepreneurial behavior in real-life contexts (camps, summer schools etc.), creating innovative ideas among young people (idea contests) and being able to shift mentality in favor of entrepreneurship from the earliest possible ages.

Lack of correlation between entrepreneurship support initiatives and events.

Increase in the demands from the business environment, in parallel with lower competence of the fresh graduates, but also insufficient adjusting of the graduates' skills to the employers' demands.

Some of the employers notice the need for training programmes in order to develop leadership and management abilities.

Organizations working with young people are not encouraged to propose initiatives in order to involve young people in different innovative activities at a metropolitan level.

Opportunities

About a quarter of youth in Romania are interested in opening a business, the main fields of interests being commerce, services and consultancy.

Funding opportunities for start-ups through various funding schemes.

Threats

Approximately one third of the youth in Romania is in risk of poverty or social exclusion.

The occupancy rate of youth aged 15 – 24 is below 25%, showing an 8% gap between men and women.

In Romania, youth has access to the job market at a later age and at lower revenues than in the majority of EU countries, which makes it more difficult to gather income for starting a business.

Only 1 of 100 young people from Romania decide to start a business.

European studies show that Romania doesn't consider entrepreneurial education highly important, therefore less than 10% of start-up owners have specific theoretical knowledge.

Brain-drain phenomenon – Romanian youth prefer to go and work in other countries after finishing their studies.

I.5 Challenges

From Idea to action

From working with LIAG and local shareholders, the organization received some inputs and idea on working with youth and boosting social entrepreneurship. The challenge is to assess the idea and transform them into actions, with help from the local shareholders.

Alligning the initiatives

One of the main objectives of the LAP would be to map the existing initiatives in terms of youth and entrepreneurship, assess the needs that are already covered by the existing initiatives, see the gaps and try to design new actions and projects that fit these needs. Since Cluj is a vivid city, with a vibrant local scene in terms of NGOs and events, the challenge is to connect these local actors and boost their reach and results.

Motivate the members

One of the difficulties in keeping LIAG members engaged, since they are very active and have various ongoing projects. Since they are well connected with the target groups, it is essential to keep them involved and one of the points on the action plan would be to create more dynamic ways of communication (briefing breakfast, Idea Monday, etc)

I.6 Development process

The LAP has been developed based on the feedback provided by the LIAG and its local experience in working with youth and innovation, policy papers and strategies at national and local level (National Youth Strategy, Urban Integrated Development Strategy of Cluj Metropolitan Area, Development Strategy of Cluj Napoca), regional Case study on the innovation ecosystem, the conclusions of the transnational peer learning events as well as the study on EU level best practices on innovation management from beyond the partnership.

In order to have a real impact at community level, the local action plan has been developed in close connection with the main stakeholders (ULSG), considering the existing infrastructure and framework conditions in the Cluj Metropolitan Arean and by involving the Local Innovation Advisory Group (LIAG), the plan being co-created with them. The main focus of the participatory process was to map the existing initiatives and to ensure the coherence between the problems and the proposed actions in order to tackle innovation at local level.

I.7 Best practices

Some of the projects are inspired by international best practices, such as the following:

- **B-Corporation**

B Corps are for-profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency. Today, there is a growing community of more than 2,100 Certified B Corps from 50 countries and over 130 industries working together toward 1 unifying goal: to redefine success in business. Individually, B Corps meet the highest standards of verified social and environmental performance, public transparency, and legal accountability, and aspire to use the power of markets to solve social and environmental problems. Collectively, B Corps lead a growing global movement of people using business as a force for goodTM. Through the power of their collective voice, one day all companies will compete to be best for the worldTM, and society will enjoy a more shared and durable prosperity for all.

B Lab is a nonprofit organization that serves a global movement of people using business as a force for goodTM. Its vision is that one day all companies compete not only to be the best in the world, but the Best for the World® and as a result society will enjoy a more shared and durable prosperity. B Lab drives this systemic change by:

1) Building a global community of Certified B CorporationsTM who meet the highest standards of verified, overall social and environmental performance, public transparency, and legal accountability;

2) Promoting Mission Alignment using innovative corporate structures like the benefit corporation to align the interests of business with those of society and to help high impact businesses be built to last;

3) Helping tens of thousands of businesses, investors, and institutions Measure What Matters, by using the B Impact Assessment and B Analytics to manage their impact—and the impact of the businesses with whom they work—with as much rigor as their profits;

4) Inspiring millions to join the movement through story-telling on bthechange.com.

* **Smart city Hackathon Amsterdam**

Smart city Hackathon 2018 is organized in Amsterdam, Singapore City and Shanghai for the first round, and the start will be given by the City of Amsterdam. Energo Labs organize the Hackathon on two days and will focus on creating scalable business models on emerging and existing technologies with the participation of entrepreneurs, professionals, free lancers, also 15 university students from local and regional universities. All the participating teams will have a minimum of 3 and maximum of 5 members aiming to give entrepreneurs an opportunity to get new perspectives from fresh talent and inspire them, as well as allow students to interact with and learn from professionals already in the smart technology industry. The main purpose of the teams participating to Hackathon is to come up with a new product and create holistic business models. Participants will be given 8 hours to develop a business model for a product that solves a topic in one of four tracks: energy efficiency, waste management, air quality, and transportation

I.8 Contributions from agencies within the area to the action plan

Other relevant actors in Cluj area were asked to contribute to the Action Plan sharing lessons learnt and success factors from their previous experience with the start-up ecosystem that could help the implementation of the actions proposed.

SALT – JCI:

- 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.

- you 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 agaig we are back at the aspects related to responsibility for one's actions.

CAVA:

- the importance of branding and storytelling in developing local products,
- the need for interdisciplinary skills for small and medium sized rural entrepreneurs
- the need for integrated support for small rural entrepreneurs in the start-up phase,
- the value of the culinary heritage that rural Romania has.

CIVITAS:

- 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.
- development of different approaches to motivate learners and to reduce possible drop-outs
- Focus on technology from the beginning to save money on the medium term

"We grow ideas":

- Choose partners carefully
- Instruct your people to perform
- Work with partners

I.9   Strategic Goal

Cluj Metropolitan Area (CMA) is to become, until the end of 2020, a national reference point in both economic development and social entrepreneurship among the youth, through innovation, digitalization and fostering of business initiatives.

The main target group of the Youth Innovation Agenda and Local Action Plan is comprised of high-school students, vocational schoolchildren and university students, especially those enrolled in the first two years of university education (15-21 years old), a group that is often unacquainted with the concept of social entrepreneurship.

I.10 Objectives

1. Shift the paradigm!

Develop a knowledge-based entrepreneurship culture and change the mentality of young people regarding social entrepreneurship and social innovation by:

- Facilitating bidirectional communication between young people and businesses;

- Ongoing involvement of all local stakeholders from the "quadruple helix" system: Citizens, Politics, Entrepreneurs and Academia;

- Developing effective communication tools and models;

- Disseminating good practice examples of innovative people or organizations in CMA;

- Organizing an annual social innovation conference in Cluj-Napoca;

2. Inject capital!

Ensure support and sources of funding for social entrepreneurship projects according to local needs through:

- Funding from the local budget of programs to support social entrepreneurship as is happening in many other European cities and regions;

- Helping those who want and are able to go beyond the stage of ideas to create viable businesses

- Creating active collaboration between Entrepreneurs and Mentees and encouraging them to form partnerships and a circular economy

3. Make it count!

Strengthen key skills / competences in social entrepreneurship through:

- Stimulating motivation & growth mindset;

- Providing leadership training and transferable soft skills, to improve their ability to adapt and be an active part of our local eco-system

- Eliminating prejudice and improving confidence;

- Expanding the offer of personal & professional development workshops;

- Organizing practical courses, focusing on informal learning techniques (eg. business simulations etc.);

- Facilitating the development of entrepreneurial skills in non-formal and informal contexts;

I.11 Correspondence graphic

Problems	Objectives	Corresponding Actions
	1. Shift the paradigm!	
Deficiencies regarding the innovation experience, such as the lack of educational activities in the field of innovation, that emphasize potential advantages, methods and sources of financing or other working instruments. There are no developed mechanisms for collecting innovative ideas from the youth nor are there methods for stimulating entrepreneurial behaviour in real-life contexts (camps, summer schools etc.), creating innovative ideas among young people (idea contests) and being able to shift mentality in favour of entrepreneurship from the earliest possible ages. Lack of correlation between entrepreneurship support initiatives and events.	Facilitating bidirectional communication between young people and businesses;	**Action 4** • Meet your business idol for a day
	Ongoing involvement of all local stakeholders from the "quadruple helix" system: Citizens, Politics, Entrepreneurs and Academia;	**Action 3 - New** communication approach in working with shareholders
	Developing effective communication tools and models;	**Action 1 - Ongoing** Communication Campaign
	Disseminating good practice examples of innovative people or organizations in CMA;	**Action 1 - Ongoing** Communication Campaign
	2. Inject capital!	
There is lack of legal regulation and incentives regarding crowd funding campaigns. The youth doesn't posses enough knowledge on all	Helping those who want and are able to go beyond the stage of ideas to create viable businesses Creating active collaboration between Entrepreneurs and Mentees and encouraging	**Action 1 - Ongoing** Communication Campaign **Action 2** • Match-making between young entrepreneurs based on competencies and work patterns

available funding sources for start-up initiative.	them to form partnerships and a circular economy	• Dynamic Learning Package • Transnational Innovation Youth Camp and Transnational Fair **Action 4** • "How to" workshops **Action 3** - New communication approach in working with shareholders
	3. Make it count!	
The activity of local youth organizations doesn't cover all domains and age groups. Lack of studies regarding youth needs and expectations.	Stimulating motivation & growth mindset;	**Action 2** • Co-working space • Match-making between young entrepreneurs based on competencies and work patterns **Action 4** • Meet your business idol for a day • "How to" workshops
Increase in the demands from the business environment, in parallel with lower competence of the fresh graduates, but also insufficient adjusting of the graduates' skills to the employers' demands. Some of the employers notice the need for training programmes in order to develop leadership and management abilities.	Providing leadership training and transferable soft skills, to improve their ability to adapt and be an active part of our local eco-system	**Action 2** • Dynamic Learning Package • Transnational Innovation Youth Camp and Transnational Fair **Action 4** • "How to" workshops • Meet your business idol for a day
Organizations working with young people are not encouraged to propose initiatives in order to involve young people in different innovative activities at a metropolitan level.	Eliminating prejudice and improving confidence;	**Action 1** — Ongoing Communication Campaign **Action 3** - New communication approach in working with shareholders
	Expanding the offer of personal & professional development workshops;	**Action 2** • Co-working space

European studies show that Romania doesn't consider entrepreneurial education highly important, therefore less than 10% of start-up owners have specific theoretical knowledge.

Organizing practical courses, focusing on informal learning techniques (eg. business simulations etc.);

Facilitating the development of entrepreneurial skills in non-formal and informal contexts;

- Match-making between young entrepreneurs based on competencies and work patterns

- Dynamic Learning Package

- Transnational Innovation Youth Camp and Transnational Fair

Action 4

- Meet your business idol for a day

- "How to" workshops

II. DETAILS OF THE ACTIONS ENVISAGED

1. Ongoing Communication Campaign

a) Action

Ongoing communication campaign that introduces the project to the target audience. It is paired with a call for youth in universities and high schools to come to the event and find out if they have what it takes to be an entrepreneur.

This action also implies the creation of a brochure and presentation of the LAB at connected events in Cluj-Napoca such as Europe Direct and the "I want to be an entrepreneur" caravan, to a target audience of approximatively 200 people.

b) Players involved

No.	Organisation	Role
	USAMV, Cluj Youth Federation	Organization
	JCI, ClujHub, Cluj Youth Federation, Cluj-Napoca City Hall	Communication campaign
	USAMV	Provides space for the events
	JCI, USAMV, ClujHub, Cluj Youth Federation, UTCN, Consortium of student organizations	Marketing and Publicity

c) Timeframe

January 2018 – September 2018

d) Estimated potential costs

5.000 €

e) Funding sources

NGS, Sponsorships, CSR

f) Results

R1.1 Project is made public
R1.2 Target audience participates at the event and is engaged
R.1.3 The LAB is advertised at events with entrepreneurial profile

Corresponding indicators: I1A, I1B

2. Functioning of the Innovation LAB

a) Action

2.1. **Co-working space**: the LAB is a fully furnished space, equipped with some tech tools in order to allow minimal experimentation

2.2. Match-making between young entrepreneurs based on competencies and work patterns: the lab is a resource for young future entrepreneurs to connect with each other in order to build up multidisciplinary teams that can manage a business (e.g. designer, economist, communication and marketing etc.)

2.3. Dynamic Learning Package

2.3.1. Selection of applicants for the Dynamic Learning Package

The Dynamic Learning Package was promoted and the application process was opened. In the first batch, 23 people applied, 16 being selected.

2.3.2. Piloting of the Dynamic Learning Package

The learning program started on May 12th 2018. The program was built, so it would have workshops with the most important topics on developing a business (Team, Innovation, Business Model, Sales & Marketing).

2.3.3. Idea pitching and selection of the 5 finalists

The pilot ended with a pitching session, where participants had to present their idea, starting with the need identified in the market. The evaluation criteria considered the feasibility of the idea, the team, the market and the delivery of the presentation.

After the pitching session, 5 idea were selected to further work on:

- Relaxing area where employees can go and spend time during lunch break;
- Social services for elder people - home care;
- Organization of cultural events;
- Non-formal education for high-school teens;
- Developing an app for selling products from Alibaba;

2.3.4. Redesign the Dynamic Learning Package and implement it for the 5 finalists

Under the activity, the learning program will be redesigned according to the feedback and lessons learnt for the piloting.

2.4. Transnational Innovation Youth Camp and Transnational Fair: Youth Camp serves as a tool for cross-fertilization of local ideas. Camps include knowledge transfer sessions in the form of trainings and/or workshops where participants will learn from each other's experience and ideas. 5-7 innovative ideas presented at the transnational fair with the potential of becoming successful ventures implemented in the participating cities.

b) Players involved

No.	Organisation	Role
	USAMV, Cluj Youth Federation	Organizer
	JCI – 2.2, ClujHub, USAMV, UTCN, Cluj-Napoca City Hall, Cluj Youth Federation, Consortium of student organizations	Marketing and publicity
	Cluj Youth Federation	Design of the match-making events
	JCI – 2.4, ClujHub, Association of Professional Training Providers, PROIS NV – 2.4	Trainer/Speakers

c) Timeframe

Co-working space: January 2018 – June 2018

Match-making between young entrepreneurs based on competencies and work patterns: January 2019 – May 2019

Dynamic Learning Package: April 2018 – May 2019

Transnational Innovation Youth Camp and Transnational Fair: July 2018 – June 2019

d) Estimated potential costs

e) Funding sources

NGS, Sponsorships, CSR, FDSC - National Funding

f) Results

R2.1 Stimulating entrepreneurship and the process of acquiring new skills within the target group

Corresponding indicators: I2A, I2B,

3. New communication approach in working with shareholders

a) Action

Besides LIAG, involve new members only on sectorial topics (non-formal education, social entrepreneurs, start-ups) in order to develop the content of the project and involve the local community. Organize events that generate a creative atmosphere – like working breakfast, IDEA days.

b) Players involved

No.	Organisation	Role
	USAMV, Cluj Youth Federation, Cluj Youth Federation	Organizer

USAMV	Provides space
UTCN, Cluj Youth Federation	Facilitator for IDEA days
JCI, USAMV, ClujHub, Cluj Youth Federation, UTCN, Cluj-Napoca City Hall, Consortium of student organizations	Marketing & promotion

c) Timeframe

January 2019 – May 2019

d) Estimated potential costs

Catering & material costs per event: 100 Euro/ event

e) Funding sources

NGS, Sponsorships, CSR

f) Results

R3.1 Better communication between local shareholders

R3.2 New format developed to foster new idea and encourage further partnerships

Corresponding indicators: I3A, I3B, I3C

4. Events outside the Innovation LAB

a) Action

4.1. **Meet your business idol for a day:** Youngsters that applied for the Dynamic Learning Package will have the opportunity to meet their local business idols for an entire day. They can choose between following them during a working day or draft a plan for their business idea with the help of their idol.

4.2. **"How to" workshops:** Regular events on topics requested by the community LAB or by future entrepreneurs from the target group on acquiring business-related skills that are open to all citizens.

b) Players involved

No.	Organisation	Role
	PROIS NV – 4.4, 4.5, Cluj Youth Federation	Organization
	Cluj-Napoca City Hall, ClujHub, Cluj Youth Federation	Communication campaign
	Cluj Youth Federation	Elaboration of the promotional materials

Cluj Youth Federation	Digital assistance
Cluj-Napoca City Hall, USAMV, UTCN, Consortium of student organizations	Provides space for the events
Cluj-Napoca City Hall, ClujHub, Consortium of student organizations	Marketing of the events
PROIS NV – 4.4, 4.5	Moderation of the events
UTCN, Association of Professional Training Providers, ClujHub	Speakers/Trainers

c) Timeframe

Meet your business idol for a day: January 2019 – May 2019

"How to" workshops: January 2019 – December 2021

d) Estimated potential costs

"How to" workshops: 7.000 €

e) Funding sources

NGS, Sponsorships, CSR, Local Budget

f) Results

R4.1 Creating a pool of representative events for the LAB and its community

Corresponding indicators: I4A, I4B

GANTT

ACTIONS

Action 1 – Ongoing Communication Campaign

Action 2 – Functioning of the Innovation LAB

2.1.Co-working space

2.2.Match-making between young entrepreneurs based on competencies and work patterns

2.3.Dynamic Learning Package

2.4.Transnational Innovation Youth Camp and Transnational Fair
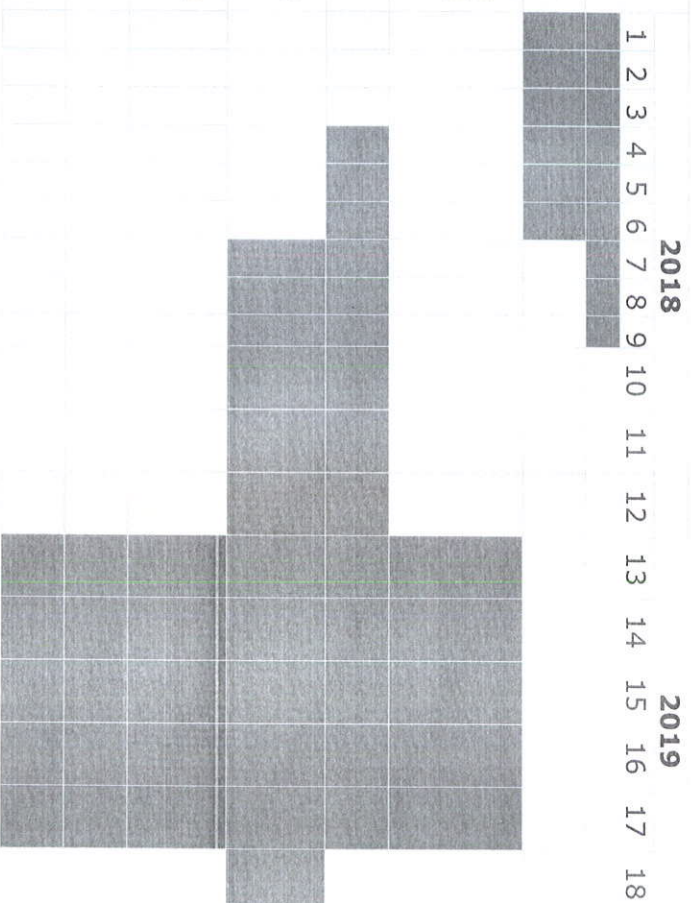
Action 3 - New communication approach in working with shareholders

Action 4 - Events outside the Innovation LAB

4.1.Meet your business idol for a day

4.2."How to" workshops

	2018												2019					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

Danube Transnational Programme
NewGenerationSkills

New Generation Skills

III. LOCAL ACTION PLAN ASSESSMENT AND INDICATORS

1. Dimensions of sustainability

The local action plan envisions a long-term involvement of the LIAG and keeping the structure running even after the funding of the project ends. The actions proposed under New communication approach in working with shareholders are meant to strengthen the collaboration of stakeholders in the field of youth and social innovation and to create a medium that permits new idea and project generation. The participation of stakeholders in LIAG and in the elaboration process of the action plan will further empower them to promote the project objectives and to share our vision.

In terms of economic sustainability, the action plan and previous protocols with LIAG members include this dimension. Specifically, the Innovation will be hosted in USAMV and the university will support not only the space costs, but also the utilities. Moreover, Cluj Hub, ARIES as a cluster and Cluj Innovation Park will contribute in promoting the overall purpose of the project and co-organize events with the 2 project partners.

2. Risk assessment and risk mitigation measures

Risk	Recommendations to reduce / eliminate identified risks
Not meeting the timeframes of implementation and the financial provisions of the proposed activities	To avoid this risk, both the calendar of activities and the budget were realistically based on certain inputs. Also, throughout the project, special attention will be paid to monitoring activities, in order to correct possible problems on time.
Absence and / or inconsistency of relevant data and information for the efficient and timely performance of the audit, including the quality of reports and monitoring data, or other documents of similar value	Local data may be inadequate or may be missing. Access or lack of access to this information may lead to false or highly subjective conclusions. To avoid this risk, official sources (documents and statistics) will be used exclusively, and the resulting conclusions will be discussed in consultation meetings with stakeholders. In addition, we plan to mobilize additional resources to obtain information from various

	sources, to match the types of data obtained and to centralize them.
Low interest of community representatives - public administration, business environment, civil society - for attending meetings	This risk relates to the non-validation of the results of the activities carried out. It will act through the team's direct intervention to popularize the project and increase community involvement. Validation of the results of the affected activities will be done in consultation with the LIAG and the relevant local stakeholders available.
Low response rate of subjects within online platforms	Useful responses will be used in order to have a representative, though not exhaustive overview of the actions. At the same time, the stakeholders' intervention will be required to raise the awareness of the target audience for the optimal realization of the project.
Personnel change or unavailability of staff in key project positions	The risk refers to situations in which the key contract personnel changes or is unavailable, which would lead to delays in project implementation and obtaining the approvals / validations needed to run the stages of the activities, and would affect the transfer of knowledge. A stable structure of the stakeholders involved, which will retain the same composition throughout the project, will effectively support the efforts and is an essential condition for ensuring the success of the project's implementation.

The project team therefore intends to minimize this risk by ensuring adequate documentation of the progress of implementation, in order to facilitate an accurate understanding of the project status and the intermediate results achieved at each time of implementation by any new member in the team. |
| Deficient communication with the stakeholders | At the start of the implementation phase, clear communication and management procedures must be established. Without |

good communication between the project team and the stakeholders on the one hand and community representatives on the other hand, the results of the project in terms of quality can be affected.

At the same time, the team members must work on a permanent basis to identify and adjust the best ways to communicate with each interested stakeholder.

Bureaucratic difficulties and cumbersome decision-making processes slow down the pace of collaboration and cause non-compliance with the project activity chart	Based on experience in project implementation, and knowing the realities of bureaucracy and decision-making in Romania, this is a real risk in project management and monitoring procedures. Specifically, we outline some aspects that will be respected to overcome these difficulties:

In case of requiring approval or support in collecting information or decision making, the team will make arrangements for submitting requests to the stakeholders sufficiently in advance to allow the latter to respond in a timely manner. |
Emerging additional needs / requirements of the stakeholders	Any additional data request will be carefully analyzed from the point of view of its relevance and the added value it will bring to the final results of the project. The LIAG will show flexibility and good faith in trying to adapt to the additional needs of the stakeholders.
The possibility that, for reasons beyond their control, experts are not available at any stage of the implementation process	Ultimately, if an expert becomes unavailable, he will be replaced, with the team's and stakeholders acceptance, by another expert who meets at least the qualification criteria of the first expert
Lack of correlation between the ongoing activities in the work of the stakeholders and the	To avoid this, cooperation with all the stakeholders involved in the implementation process is essential. There are various solutions to address this issue, including a rigorous planning and a high degree of

program and the implementation requirements.

adaptability to project needs. Based on previous experience and a good understanding of the context of the contract, we are confident that we will find the best solutions for the benefit of the project. The key is to allocate efficient staff in effective communication throughout implementation.

3. Post-implementation operations and maintenance

After the implementation of the project, both project partners will keep running the Innovation Lab and the relationship with target group and stakeholders through the activities and permanent collaboration.

IV. LOCAL ACTION PLAN ASSESSMENT AND INDICATORS

IV.1 Project indicators

Action 1 - Communication Campaign and Launch Event
- I1A Target audience – youth: 300 -500 people
- I1B Participants at the events: 100 people

Action 2 - Setting up the Innovation LAB
- I2A Applicants at the Dynamic Learning Package: 70 -100 people
- I2B Ideas selected for future development and mentoring: 5 – 7 projects
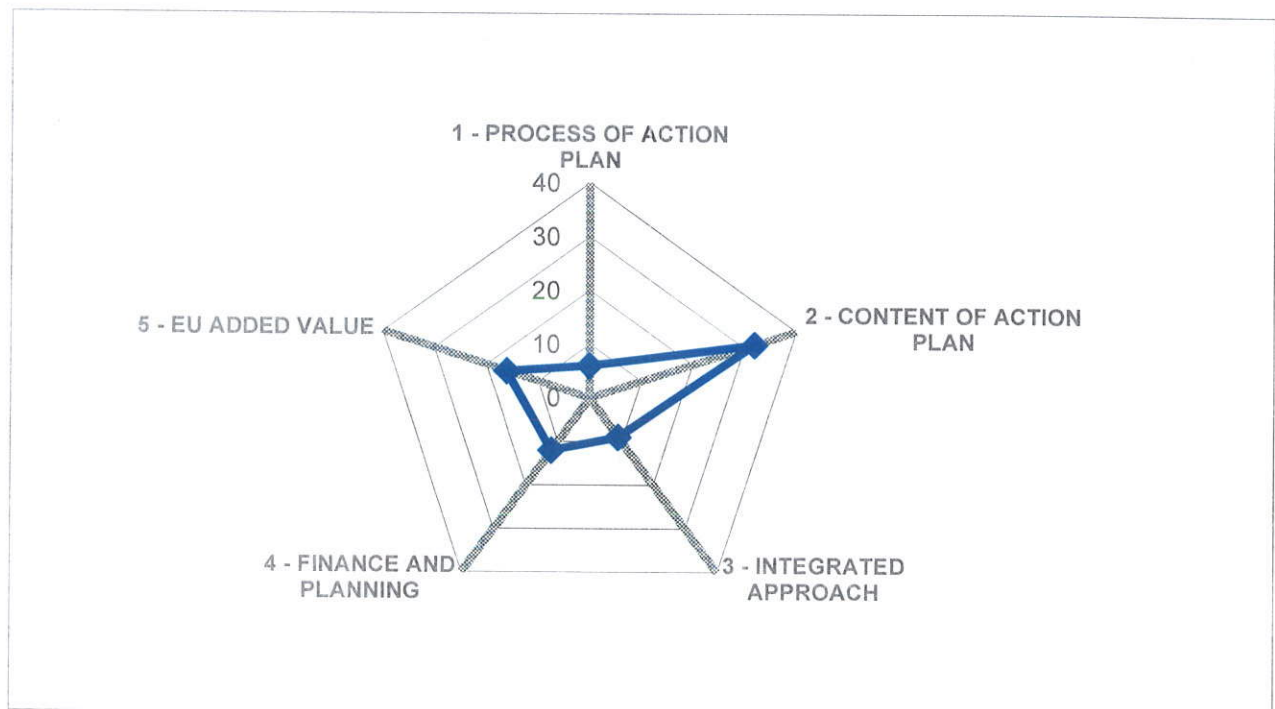
Action 3 - New communication approach in working with shareholders
- I3A Number of new partnerships with stakeholders: 3
- I3B Number of Idea Days organized: 4
- I3C Number of Breakfasts: 1 per quarter

Action 4 - Events outside the Innovation LAB
- I4A Number of events held: 2
- I4B Number of workshops held: 5

IV.2 Self-assessment graphic

AGENTIA
DE DEZVOLTARE
REGIONALĂ NORD-VEST

Interreg
Danube Transnational Programme
NewGenerationSkills

Appendix 1

Instructions	For each indicator (row) complete the score column by entering a score between 1 and 5 where 1 is weak and 5 is strong. You can use the score criteria on the right to see what score to give. Complete the evidence column for each indicator. The radar plot and summary scores at the bottom of the table will be calculated automatically.		
1 - PROCESS OF ACTION PLAN			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
Description of how the action plan was developed with the partners	3		score 1: not addressed score 3: thin description score 5: clear outline of how the ULSG worked
Consultation meetings with stakeholders (who are not part of LIAG)	3		score 1: no meetings held with stakeholders score 3: small number of meetings score 5: meetings held with all stakeholders
1 Total Score	**6**		
2 - CONTENT OF ACTION PLAN			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
Organisation of document	5		score 1: no coherent structure score 3: some structure but no progression score 5: clear logical progression from description of situation to problem analysis to proposed actions
Coherence of objectives with actions and indicators	5		score 1: solutions do not have link to problems score 3: not much linkage score 5: solutions and indicators relate clearly to problems
Evidence to support definition of problem	3		score 1: no data presented on problem score 3: some data presented score 5: full and comprehensive data presented
Problem analysis	3		score 1: no problem analysis score 3: weak attempt at problem analysis score 5: clear problem analysis based on evidence from data, causes and effects identified
Option analysis - does the plan show that other options were examined?	1		score 1: no other options looked at score 3: options identified but no evaluation score 5: different options have been considered and evaluated

Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
Strategic goal with clear objectives	5		score 1: lack of clear goal and objectives score 3: some objectives but lacking clarity score 5: clear strategic goal and sub objectives shown in logical format
How well are the actions described? Do they give a clear picture of what is intended?	5		score 1: barely described, just headings score 3: some description of what is intended score 5: full description including rationale, nature of intervention, anticipated results
Use of indicators to measure anticipated results	5		score 1: no indicators score 3:indicators are mentioned but targets are not quantified score 5: full set of quantified indicators with milestones in specific section of action plan
2 Total Score	**32**		

3 - INTEGRATED APPROACH

Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
Economic, social and environmental factors are looked at together	5		score 1:no consideration of other aspects score 3: two out of three are addressed (e.g. Social and economic) score 5: full integration of sustainable development in both conception of plan and delivery actions proposed
Contributions from range of agencies within the area to the action plan (horizontal partnership)	3		score 1:No engagement by other bodies (i.e. Only local authority involved) score 3: some engagement by other bodies score 5: all relevant departments and agencies are engaged
Contributions from higher levels of government in the action plan (vertical partnership)	1		score 1:no involvement of higher levels score 3:limited involvement of higher levels score 5:higher levels of government have committed to the plan, including financially
Actions from both ERDF and ESF type are included			
3 Total score	**9**		

4 - FINANCE AND PLANNING

Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring

Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
Gantt chart showing actions and timetable	5		score 1:no clear timetable score 3:rough timetable score 5:fully developed timetable for life of action plan
Detailed financial planning	3		score 1:no costings of individual projects or actions score 3:some costings score 5: projects are fully costed with clear requirements for future years
Identifies and relates to specific measure in ERDF and/or ESF programmes	1		score 1:no identification score 3:programme identified score 5: specific measure and action identified
Financial support	3		score 1:no financial breakdowns at project level score 3:some breakdowns but unclear who pays for what score 5: contributions from different national and regional parties and from ERDF ESF measures identified
4 Total Score	**12**		
5- EU ADDED VALUE			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
There is an explicit link to exchange and learning activities	5		score 1:no link score 3:some links score 5: ULSG members participated in exchange and brought back new ideas
LAP summary translated into English so that other cities can read and review	5		score 1: only available in local language score 3:summaries translated score 5: full version translated
Learning from good practice elsewhere in Europe	5		score 1: no evidence of learning from elsewhere score 3:some evidence of learning but not clear how this features in LAP score 5: evidence of incorporation of best practices in local action plan
LAP has been peer reviewed by other cities	1		score 1: no peer review score 3:some exchange but no review score 5: time set aside to present and review each others LAPs
5 Total Score	**16**		

NWRDA

DYNAMIC LEARNING PACKAGE

1

New Generation Skills

Cluj Metropolitan Area, also known as the treasure city, nowadays represents one the most complex valuable cultural heritage concentrations in the country, having the means to access, on one hand, youth potential, through its representative academia, its public business oriented educational events, and on the other hand youngsters eager to assimilate as much information as possible in fields as innovation, digitalization, volunteering.

Introduction to Locally adapted DLP

Cluj-Napoca Dynamic Learning Package (Locally adapted DLP) is based on the transnational DLP concept of the NewGenerationSkills project. It is closely connected to Transnational Innovation Lab concept and aims at overcoming skill gaps identified in youngsters living in the Danube Region.

DLP was designed through a process involving both partners, Cluj Metropolitan Area and North West Regional Development Agency, together with LIAG members from the quadruple helix group: academia, youth associations, the municipality and private sector supporting start-ups. Based on the transnational DLP, all the parties involved gathered in brainstorming sessions and required by societal metropolitan needs identified previously, DLP was developed.

DLP was created as a innovation learning package, through new out-of-the-box approaches that would help boost youth potential and determining them to update their professional route in the cycle of life.

2

The individual modules are being held since May 2018 until April 2019 and are free of charge.

The space for TheLAB is within USAMV Library, Calea Manastur 3-5, Cluj-Napoca, ROMANIA

1sr session DLP	
WORKSHOP Format: 5 hours – week-end/ Wed-Thurs	MOTIVATIONAL Format: 2 hours- evening
How to build the TEAM you want to innovate with	City, Region, Country, Europe PONT Association
How to get innovative solutions	Entrepreneurship & Innovation Trilulilu
How to transform an idea into a sustainable business model	Captain Bean
Sales & Marketing	
2nd session DLP	
WORKSHOP Format: 3 hours – week-end/ Tue-Thurs	MOTIVATIONAL Format: 2 hours- evening
How to communicate your idea	
How to become a nutritionist and healthy-life promoter/ entrepreneur	Society Social media Traps Public speaking
How to use a #D Printer	

When designing the 1st session of the pilot DLP we analyzed things from a more education-developing point of view and envisioned all the basics youngsters would need to take into consideration when starting a new business. It is of utmost importance to understand the relevance dlifferent actors occupy in helping your business.

3

Module 1
# How to build the TEAM you want to innovate with
Adrian Rusu

Module developed by the trainer, involving creation of games that meant to coagulate the group and give the youngsters a sense of possibilities and opportunities when working in a team.

- Simulation of business innovator - Cybertech
- Experience the effect and impact of innovation in an organization
- Get to know the principles of managing a innovation team and steps towards implementing a innovation managing system

How to prepare your organization and your team for innovation

- Innovation in leadership
- Developing visions and strategies
- Stimulating a culture of innovation
- Roles, responsability and organizational authority
- Management of communication and information
- Collaboration management
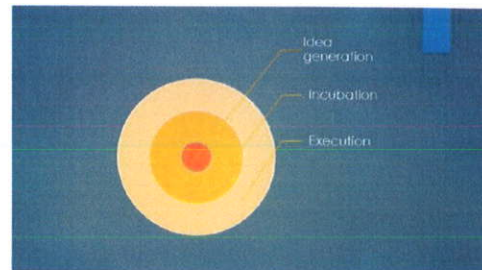
Duration: 5 lessons

Method: workshop, team work

4

Practical exercise

- a complete tour of a city bus -> identifying problems our society has

- participants used an innovative method to identify and gather the information – mobile app Menti.com

- mindmapping problems and solutions the participants identified

Opportunities of Cluj Metropolitan Area

- Jobs

- Cultural activities

- Quality of life

- The vibe and atmosphere of the city

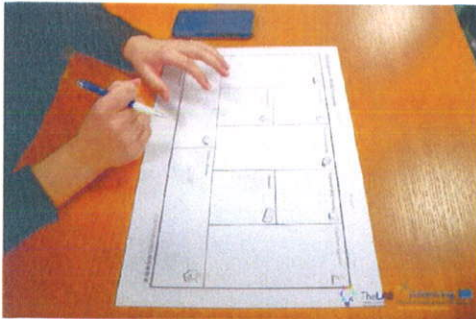- Festivals

- Demographic perspectives
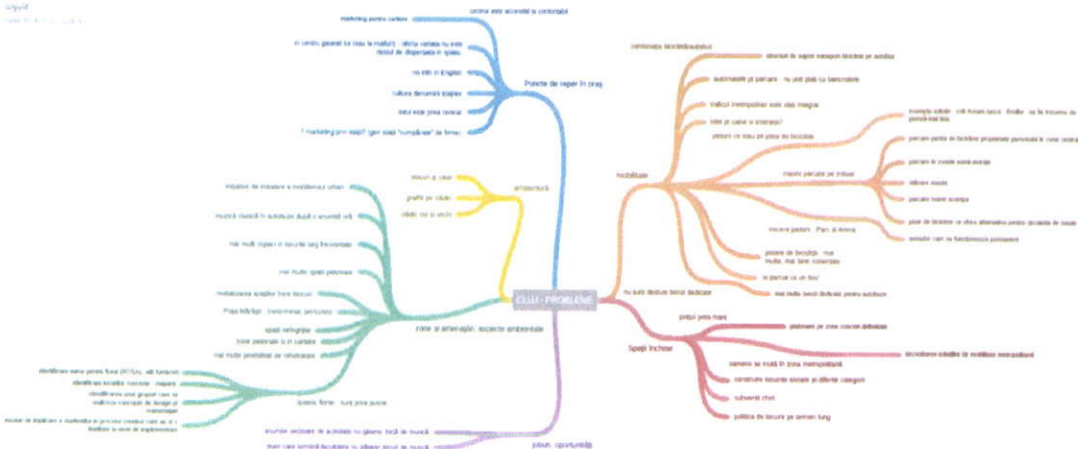
Duration: 5 lessons

Mehod: workshop, learning by doing

5

How to transform an idea into a sustainable business model
Mircea Vadan

BUSINESS MODEL CANVAS:

- Value proposition – solves a need to satisfy a customer
- Customer segments – who are they and why would they buy from you
- Channels – means of distribution
- Customer relationship – get, keep, grow customers
- Revenue streams – how to make money
- Key resources – what assets are required
- Key partners – partners and suppliers
- Key activities – activities to be done
- Cost structure- costs to operate

Duration: 5 lessons

Mehod: workshop, learning by doing

6

Module 4
Sales & Marketing
Florin Somodi

Based on BMC studied during the 3rd module

- SWOT analysis

- Gantt Chart

- 4Ps of Marketing

- B2B or B2C

- Competition's analysis

- Smart objectives

Duration: 5 lessons

Mehod: workshop, learning by doing, team work

7

Journalistic Genres

- News
- Reportage
- Interview
- Editorial
- Review/ Chronicle

Promotion Techniques

DIGITAL TRENDS IN 2019

01 LIVE VIDEOS
The biggest reach on Facebook
People prefer live videos

05 GAMIFICATION
Game projects for users
Restricted small communities

07 VIRTUAL REALITY
Virtual product simulations /
services / equipment / whatever

04 INFLUENCER MK
Collaboration with influencers
Transparent communication

03 STORIES
Content expiring after 24h
Fresh content every day

09 MOBILE FIRST
Platforms and mobile apps for
permanent interaction

02 REAL TIME MARKETING
Active listening on social media
Interaction based on listening

06 BRANDED SPACES
Networking platforms
Meeting rooms for the community

08 AUGMENTED REALITY
VR simulations with the addition of
AR through mobile applications

8

Module 6
How to become a nutritionist and healthy-life promoter/ entrepreneur
Lorena Someşan

- How does your whole day look?
- How we adapt to our schedule?
- Which are your desires? Are you an ambitious person?
- Determinant health factors;
- Who influences our eating behavior?
- "What do you think you eat?" vs. "What do you actually eat?"
- Which are the risks and diseases?
- Tissues of the body affected by autoimmune attack;
- Modern diet vs autoimmune diseases;
- Food addiction. Why does this addiction appear?
- The pyramid of physical activity. The purpose of eating.
- How to eat depending on how busy you are.
- How to change your unhealthy lifestyle?
- Smart& fast ideas;

9
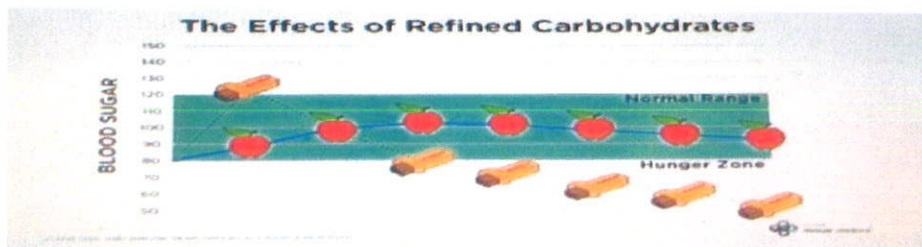
- Sales strategy;
- 31 principles to follow for an effective management of potential customers, meetings and sales;
- improving your skills;
- Approach and validation of the customers;
- How to get effective sales?
- Win-Win situation;
- Analyzing the needs;
- Customer relationship;
- Building partnerships;
- Brief feedback (on business idea presentation);

ASSOCIATE	BUYING SIGNAL MEETINGS PER MONTH (LAST 3)	% DIRECT LINES ON CONTRACT LIST
Rep 1	11	51%
Rep 2	13	45%
Rep 3	20	76%
Rep 4	22	74%
Rep 5	29	87%
Rep 6	33	97.6%

10

V. SIGNATURE

Date: 28.03.2019

Signature:

Stamp of the organisation (if available):