

**CLUSTERIX 2.0**

Interreg Europe



European Union  
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## **ACTION PLAN**

**CLUSTERIX 2.0 NEW MODELS OF INNOVATION FOR STRATEGIC  
CLUSTER PARTNERSHIPS**

**ROMANIA**

**INMA. THE NATIONAL OF REASEACH-DEVELOPMENT FOR MACHINES AND INSTALALTIONS DESIGNED TO  
AGRICULTURE AND FOOD INDUSTRY**

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## Part I – General information

Project: **CLUSTERIX 2.0 - New Models of Innovation for Strategic Cluster Partnerships**

Partner organisation: **INMA. The National Institute of Research-Development for Machines and Installations Designed to Agriculture and Food Industry**

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NUTS2 region: **Bucharest Ilfov**  
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## Part II – Policy context

- The Action Plan aims to impact:
- Investment for Growth and Jobs programme
  - European Territorial Cooperation programme
  - Other regional development policy instrument

Name of the policy instrument addressed:

**ERDF Operational Programme Competitiveness 2014-2020; Priority Axis 1 – Research, Technological Development and Innovation (RDI) in support of competitiveness and business development; Investment Priority PI1a – Enhancement of research and innovation infrastructures and capacity development in order to foster RDI excellence and to promote competence centres of European relevance; Specific Objective OS1.1 – Development of scientific capacities in smart specialisation sectors and health; Action 1.1.1 Big R&D Infrastructures; Type of projects: innovative clusters**

Name of the second policy instrument addressed:

**National Research, Development and Innovation Programme III 2015-2020; Programme 2 P2 – Increasing Romanian Economic Competitiveness through RDI; Subprogramme 2.1 – Competitiveness through Research, Development and Innovation, “Cluster establishment and development – Innovative Clusters”**

**Short introduction of the policy instruments addressed:**

**The Competitiveness Operational Programme (COP)** addresses the challenges stemming from the low support for research, development and innovation (RDI) and the under-developed information and communication technologies (ICT) services and infrastructure. By investing in these areas, the COP aims to contribute to bolster the competitiveness of the Romanian economy. Priority Axis 1 supports the smart specialisations strategies identified by the National RDI Strategy (Bioeconomy; ICT, security and space; energy, environment and climate change; eco-nano technologies and advanced materials) plus health. The Action 1.1.1 Major RD infrastructure – Type of project: Projects for innovative cluster – Section B aims to stimulate innovation, the action targets the innovation clusters development in order to promote the joint use of equipment, exchange and knowledge transfer, networking, information dissemination and collaboration among the enterprises and other organisations from the cluster.

**The Intermediate Body for the policy instrument addressed the Ministry of Research and Innovation, endorses and supports action 1.** The Guide for Applicants for the second call under the ERDF OP Competitiveness Cluster Programme is currently still under revision. The call will be launched in 2019.

**The National RDI PLAN III** aims at increasing competitiveness through innovation, increasing the Romanian share to the progress of knowledge and increasing the role of science in society. Programme 2 – Increasing Romanian Economic Competitiveness through RDI aims among others to maximize the added value of innovative goods through value chain integration, increased capacity of SMEs to absorb

technology, support to smart specialisation processes. Sub programme 2.1 and especially the “Cluster establishment and development – Innovative Clusters” type of project aims at increasing the competitiveness of enterprises which are cluster members by efficient use of resources and development of innovative products, technologies and services coming out of the RDI activities jointly undertaken at cluster level.

The National RDI Plan was developed in 2012-2014. It is the legal framework and condition for the Ministry of Research and Innovation to allocate funds for the schemes listed in it. However, it furthermore needs the decision of the Romanian Ministry of Research and Innovation to allocate budget, to develop the guidelines and to launch a call. It is important to understand that the Romanian Ministry of Research and Innovation is not obliged to launch all types of schemes mentioned in the RDI Plan. This decision depends not only on available funds but also on the ministry’s priorities.

The preparation of the guideline for the “Cluster Bridge Scheme” started during the CLUSTERIX 2.0 project. The Ministry of Research and Innovation was intensively involved as stakeholder of P4, participated in all interregional meetings and intensified the dialogue with P4 and cluster managers.

**The managing authority for National RDI III 2015-2020, the UEFISCDI within the Ministry of Research and Innovation, endorses and supports action 2.** The first call under this scheme was already launched on 29 November 2017. The budget of the call was set at around EUR 1.8 million, The deadline for submitting the project proposals was 10.01.2018. Sixteen clusters applied in this call. The final results of the projects approved for financing was published on 18.05.2018 based on the address no. 10704/18.05.2018 of the Ministry of Research and Innovation. Twelve cluster projects were approved with a total project volume of 4,188,645.00 RON (ca. 900,000.00 EUR), i.e. using a half of the available funds.

### **Challenge / Starting point in the project:**

Although a late starter in Europe, Romania has seen tremendous developments in the cluster landscape over the last ten years. With 72 clusters recorded by the Ministry of Economy, 42 cluster members of the Romanian Cluster Association, 2 ESCA Gold labelled clusters, 11 ESCA silver labelled clusters (2 valid in January 2019), 57 ESCA bronze benchmarked clusters (24 valid in January 2019), it is one of the European champions, an outstanding performance given the rather incoherent public support.

Regarding international cluster visibility, Romania ranks also on top. It started in 2012 with the first national cluster conference organised in the frame of INTERREG IVC CLUSTERIX Project, arriving this year at its 6<sup>th</sup> edition, this time with significant contribution from INTERREG Europe Project CLUSTERIX 2.0. In 2015, Romania hosted also the Balkan & Black Sea Cluster Conference, in 2017 the North Western Cluster Consortium has co-organised the European Open Innovation 2.0 Conference, and 2018 saw the Joint Romanian-Hungarian Cluster Conference as the first European event of the EU Cluster Weeks Series, while in 2019 Romania will host the European Cluster Conference.

Still, ESCA evaluation prove relative weaknesses in terms of strategic planning processes at cluster level. Strategies are either too abstract, not accompanied by correlated action plan or they are being done on an ad hoc basis for the sake of one or the other financing programme requiring it.

On the other hand, lack of appropriate financing for the cluster management organisations threatens to jeopardise the momentum. For example, the financing gap between the ERDF OP Competitiveness Call in 2013 and the National RDI Programme III Call in 2018 put a very high stress on

the Romanian clusters, at least 4 out of them coming short of breath, after a very good start 5 years ago.

In fact, after the success of the cluster-financing scheme under the Competitiveness Sectoral Operational Programme (2007-2013) where 27 Romanian clusters benefited of cluster management support, the new programming phase foresaw the financing of innovation clusters in complex projects reaching up to 7,5 mil EUR. However, the “jump” was too quick, the measure proved unfit for the cluster needs, due to the high value of the projects (minimum 2 mil EUR) and the high co-financing rate. (Around 50%) Consequently, the 1<sup>st</sup> call of 2015 was under-addressed: only 3 clusters are currently running a project under this scheme.

Against this background, the efforts of the INMA (Romanian partner) with the support of the entire CLUSTERIX 2.0 consortium was set on 2 directions:

- (1) Changing of the cluster financing scheme under structural funds (ERDF COP) so that it fits cluster needs;
- (2) Elaboration of a “bridge” cluster scheme, of a smaller scale, dedicated to strengthening cluster management on its way towards excellence and financed by national RDI funds.

The actions consisted in:

- The exchange of best practice and participation of representatives of the Romanian Ministry of Innovation and Research to all inter-regional CLUSTERIX 2.0 activities, staff exchange between Lower Austria and Romania etc.;
- Organisation of several national and regional peer review workshops on the adaptation of the financing scheme, with the participation both of the clusters and the Ministry of Research and Innovation;
- “Advocacy” work in support of the relaunching of the ERDF COP IP 1A innovative clusters projects scheme, which had been endangered by the reallocation of the funds to other axes, due to the low success rate of the first call. This would not have been possible without the fruitful discussions among Romanian and European peer programme owners/policy makers in the CLUSTERIX 2.0 project;
- Concrete work and proposals on the New Guide of Applicants for both policy instruments;

The transfer of lessons learned was also assured by the presence of the Ministry of Economy (responsible for the Romanian Cluster Policy) and the Ministry of Research and Innovation as selected stakeholders. Representatives of the two Ministries took part in project activities, such as the European Cluster Policy Benchmarking and Peer Review, the staff exchange of a Lower Austrian cluster manager to Romania and the study visits and interregional meetings where they saw and discussed good practices in cluster development from other countries. They identified a number of inspiring ideas from across the project partnership and turned them into a so-called ‘bridge’ cluster scheme under the National RDI Plan 2015-2020 dedicated to cluster management aimed at setting up the cluster research agenda. 12 clusters are currently in the project implementation phase. The programme was regionally orientated allowing a maximum of 3 projects per region. The regional approach is an absolute novelty for a national programme in Romania and builds upon the strong regional focus of the CLUSTERIX 2.0 approach.

Other good practices were reflected in the eligible activities for this ‘bridge’ cluster scheme. For example, the good practice of IDM “Business Innovation Services for SMEs” including innovation

management tools such as competence mapping inspired the programme owner to include competence mapping as eligible activity under the national 'bridge' cluster scheme . During the two years period of a cluster project, each cluster has to develop a strategic research, development and innovation agenda, as well as an implementation plan of the agenda.

However, the benefits flow in both directions. Based on the model of the Romanian Cluster Association, a similar organisation was founded in Hungary (IKOSZ) while the Romanian cluster evaluation tool is currently taken into consideration in the redefinition of European Cluster Excellence criteria.

As to the ERDF OP Competitiveness, the results consist in:

- the relaunching of the New Guide of Applicants, found under public consultation until the end of May 2018, the call being expected later this year;
- Reduction of the minimum value of the project to 200.000 EUR

## Part III – Details of the actions envisaged

### ERDF OP Competitiveness Cluster Programme

#### **ACTION 1: Support to the preparation of the 2<sup>nd</sup> call under the ERDF OP Competitiveness Cluster Programme**

##### **1.1 The background**

##### **Challenges:**

- Adapting the guide of applicants to the cluster needs
- Need of learning from best practice for the management authority/intermediate body experts

##### **Relevance of CLUSTERIX 2.0 / Lessons learned:**

Learnings from the CLUSTERIX 2.0 working group Monitoring and Evaluation:

The Hungarian good practice Cluster Accreditation Model is an example of coherent public support towards cluster development. It has evaluated in the last 10 years from the POLUS Programme, financing mainly start up clusters to the current ERDF Programme, financing excellent clusters. Of particular interest is the inclusion of ESCA relevant indicators in the Hungarian accreditation system, the accreditation being an eligibility criterion to obtain finance.

The Hungarian Model has been presented and exemplified by Westpannon (CLUSTERIX 2.0 project partner) & the Hungarian Ministry of Economy within WG Monitoring and Evaluation as well as in several (supported by) CLUSTERIX 2.0 actions, such as the 5<sup>th</sup> & 6<sup>th</sup> Romanian National Cluster Conference in Galati/Bucharest in 2016/2017.

As a representative community of practice at national level, the Romanian Cluster Association recognises the cluster status of one organisation, on a voluntary basis, at its turn influenced by the Hungarian system. It is the concept of a common understanding of the cluster concept, well emphasised in the Hungarian Model, that has been translated into the new guide of applicants, in

accordance with the CLUSTERO views (this applies also for Action 2). The CLUSTERO approach had already been taken over by the Ministry of Economy when performing the 2<sup>nd</sup> Romanian cluster mapping in 2017.

Learnings from the European Cluster Policy Benchmarking and Peer Review (Ostrava, 10/2017)

Responsible persons from the Intermediate Body within the Ministry of Research and Innovation participated in the benchmarking and peer review and learned that both the Flemish and the Skane Cluster Programmes foresee “in kind” co-financing as a tool to ease the cluster access to the ERDF Programmes, which lie under the State Aid for RDI. The “in kind” co-financing, not in use until now in Romania, would be a major incentive to boost the participation of clusters to the ERDF Cluster Programme. The in kind co-financing has been proposed for the new guide of applicants by INMA experts, based on the Flemish and Swedish examples.

## **1.2 Description of Action**

The actions undertaken by INMA aimed at two objectives: to convince the Management Authority to launch a new call after the quasi-failed 1<sup>st</sup> call in 2015 and to change the guide of applicants according to the cluster needs in order to ensure the success of the 2<sup>nd</sup> call. In doing so, INMA strongly cooperated with the Romanian Cluster Association – CLUSTERO, main representative of Romanian clusters both at national and international level.

Following steps are being followed:

1. Step 1: Elaboration of the point of view of the Association in terms of changes to the Guide of Applicants; several bilateral meetings with Programme experts have been organised (Ministerial and state secretary levels, management authority and intermediate body levels)
2. Step 2: Participation of management authority/intermediate body experts to CLUSTERIX 2.0 project meetings.
3. Step 3: Organisation of regional/national events with participation of management authority/intermediate body where CLUSTERIX 2.0 best practices have been presented, such as the 6<sup>th</sup> Romanian National Cluster Conference, Galati, October 2017; 7<sup>th</sup> Romanian National Cluster Conference, Bucharest, November 2018; 3<sup>rd</sup> Winter Informal Meeting of CLUSTERO, Piatra Neamt, February 2018.
4. Step 4: Support to the elaboration of the new guide of applicants (2018)
5. Step 5: Launching of the call (expected 2019)
6. Step 6: Accompanying new projects and share learning (2019-2023)
7. Step 7: Evaluation of results (until 2023 and beyond)

## **1.3 Players involved**

ERDF OP Competitiveness MA, Intermediate Body for Research and Innovation, Romanian Cluster Association, Romanian clusters

## **1.4 Timeframe**

- Development of concepts: 2016-2017
- Relaunching of the New Guide of Applicants: 2018 publishing expected in Q2/2019 (milestone 1)



- 2<sup>nd</sup> call launched: expected in Q4/2019 (milestone 2)
- Accompanying new projects and share learnings: 2020 – 2023
- Monitoring and evaluation: No of projects in implementation: 2021 (milestone 3).

### 1.5 Costs

Development of concepts: 5,000 EUR (10 expert days x 500 EUR/(expert day) own resources of INMA & CLUSTERO;

Elaboration of the new guide: 5,000 EUR (10 expert days x 500 EUR/(expert day) own resources of INMA & CLUSTERO;

Total budget available under the 2<sup>nd</sup> call (costs of the Competitiveness Operational Programme): 31.7 Mio. EUR

Accompanying new projects and share learnings: resources of the projects and of the programme;

Monitoring and evaluation: resources of the Programme

Available funding / project: min 200.000 max 7, 5 mil EUR.

Type of Activity	Region	Public financing rate
Investments	NV, V, C, NE, SE, S, SV	65%
	BI	55%
Innovation	All regions	50%
Exploitation	All regions	50%

### 1.6 Funding sources:

ERDF OP Competitiveness

### 1.7 Monitoring

The clusters will report to the MA both on project and programme indicators.

#### Programme Indicators (output)

- No of new researches at the level of financing beneficiaries
- Value of private investments in RDI, combined with the public support

#### Programme indicators (outcome)

- Value of Horizon 2020 attracted budget
- Co-published public-private scientific papers
- **Project Indicators (output)**
- Aggregated turnover at cluster level
- Aggregated sales at cluster level
- Aggregated exports at cluster level

- New R&D organization attracted in the cluster
- New enterprises attracted in the cluster
- New products/services introduced on the market by the cluster members
- Modernised R&D labs
- New R&D labs created within the project

**Project Indicators (outcome)**

- No of Horizon 2020 project proposals
- No of SMEs accessing RD facilities developed within the project

## National RDI Plan III Cluster “Bridge” Scheme

### **ACTION 2: Regional Approach in Funding for Innovation Clusters under the National RDI Plan III (Cluster Bridge Scheme)**

#### **1. The background**

##### **Challenge:**

- Low level of innovation in SMEs of Romanian clusters;
- Need to strengthen strategic planning at cluster level

The severely under-appealed ERDF COP call of 2015 demonstrated that Romanian clusters were not yet ready to head for large scale innovation projects. One of the reasons was the lack of innovative strategic processes at cluster level, i.e. of an innovation & internationalisation strategy embedded in the general development strategy of the cluster. Hence came the need of a dedicated support for the elaboration of a RDI cluster strategy, which could have been supported by the Ministry of Research and Innovation.

##### **Relevance of CLUSTERIX 2.0 / Lessons learned:**

- European Cluster Policy Benchmarking and Peer review:

Of specific importance was the peer review meeting in Ostrava in October 2016, that clearly showed the weakness of public financing for clusters in Romania. The Ministry representatives participating in the peer review learned that all other partner regions do provide financial support for cluster management organizations – a support that did not exist in Romania so far - and why this is important for the innovation system in their regions/countries. Only one of practices is the Flemish Cluster Programme, described on the CLUSTERIX 2.0 website under the headline “Cluster Pacts”, which supports not only collaborative projects of cluster members, but also provides substantial FUNDING to CLUSTER MANAGEMENT ORGANISATIONS (CMO). The Flanders Cluster Programme is very clear about the reasons why:

- CMO are recognized as central actor for all stakeholders in the cluster and as “discussion” partner for innovation policy makers.
  - They are understood as facilitator for the removal of obstacles for growth, for activities along the innovation spectrum and for collaboration inside and outside the cluster.
  - They play a key role to transfer knowledge creation as a means to result in increased competitiveness and economic value creation
- Learnings from the Staff exchange Lower Austria – Romania, 2017

Similarly to the Flanders Cluster Programme also the Lower Austrian Cluster Programme provides support for cluster management. During the CLUSTERIX 2.0 staff exchange of Harald Bleier, manager of the Plastics & Mechatronics Clusters Lower Austria (LP ecoplus) in Romania in May 2017, hosted by P4 INMA, he participated in a “policy learning” workshop with the representatives of the Ministry of Research and Innovation, including Prof. Dr. eng Lucian Georgescu, at that time state secretary, who would become the next minister. Mr. Bleier presented the role of clusters in the Lower Austrian innovation system and economic strategy, activities and outputs. This meeting also significantly

contributed to prioritize the “Cluster Bridge Scheme” on the agenda of the Ministry of Research and Innovation.

The reasoning of the CLUSTERIX 2.0 Good Practice from Flanders explaining why CMO should receive substantial public funding, was crucial to convince the Romanian Ministry of Research and Innovation to prioritize the Cluster Bridge Scheme, to allocate funds for it, develop and finalize the guidelines and to finally launch the first call on 29 November 2017.

- Learnings from the CLUSTERIX 2.0 working group “Innovation Services for SMEs”

IDM South Tyrol finances the competence mapping of cluster companies. Competence Mapping is a very comprehensive business & innovation audit building upon the identification of existing resources in order to determine new horizontal/vertical development opportunities for the company.

The Guide of Applicants already listed business reviews, innovation audits and competence mapping as eligible voluntary activities in order to trigger innovative developments at cluster level before (as a result of the previous Interreg IVC project Clusterix). However the South Tyrolean (P2) good practice "Business Innovation Services for SMEs" discussed in the related working group provides valuable inspiration for Romanian cluster managers on how to IMPLEMENT this activity.

- Learnings from the CLUSTERIX 2.0 working group “Monitoring and Evaluation”

In their cluster financing programmes, several regions/countries relate to ESCA evaluation system in terms of accreditation/eligibility/project evaluation (e.g. South Denmark).

In order to prevent opportunistic approaches of the call, the bronze label was set as a minimum eligibility criterion also for the cluster projects under the Romanian cluster bridge scheme.

Maybe not a concrete transfer of good practices, but none the less very important motivation for further developing and “pushing” the cluster bridge scheme derived also from several other CLUSTERIX 2.0 activities such as Clusterix 2.0 dissemination events:

Of high relevance for the success of the endeavour was the 6<sup>th</sup> Romanian National Cluster Conference, held in Galati in October 2018 with a dedicated session to CMO Services, attended by representatives of the Ministry of Research and Innovation (including the future minister).

## **2. Description of Action**

### **Step 1: Development of concepts (2016-2017)**

The Hungarian accreditation system contributed in the way that a common definition of clusters recognised by all actors was set in place (relevant for Action 1, too), i.e the Romanian Cluster Association and the Ministry of Economy). The CLUSTERIO recognition was marked by a bonus in the evaluation of the projects.

### **Step 2: Elaboration of the guide (2017)**

When defining the possible eligible activities, the Lower Austrian Model has been used, in terms of the steps for building up the innovation strategy of the cluster.

The regional financing approach of Lower Austria and Flanders has been taken over into a regional allocation of cluster financing, i.e. in the first call, only 3 clusters per region will have been funded.

Step 3: Launching of the call (29 November 2017)

The reasoning of the CLUSTERIX 2.0 Good Practice from Flanders explaining why CMO should receive substantial public funding, was crucial to convince the Romanian Ministry of Research and Innovation to prioritize the Cluster Bridge Scheme, to allocate funds for it, develop and finalize the guidelines and to finally launch the first call on 29 November 2017.

Step 4: Accompanying new projects and share learnings (2018-2020)

Step 5: Monitoring and evaluation: until 2020 and beyond

### 3. Players involved

The action was run in cooperation between INMA (Clusterix 2.0 partner PP4), the Romanian Cluster Association – CLUSTERO, main representative of Romanian clusters both at national and international level and the Executive Unit for Funding of Higher Education and Research (UEFISCDI) (the Romanian Innovation Agency), as Management Authority of the Programme.

Ministry of Research and Innovation, Executive Unit for Funding of Higher Education and Research (UEFISCDI) (the Romanian Innovation Agency); Romanian Cluster Association, Romanian clusters

### 4. Timeframe

Step 1: Development of concepts: 2016-2017

Step 2: Elaboration of the guide: 2017

Step 3: Launching of the call: 29.11.2017 (milestone 1)

Step 4: Accompanying new projects and share learnings (2018-2020)

Step 5: Monitoring and evaluation: 2021 (milestone 2)

### 5. Costs

Development of concepts: 10,000 EUR (20 expert days x 500 EUR/(expert day) own resources of INMA & CLUSTERO;

Elaboration of the new guide: 10,000 EUR (20 expert days x 500 EUR/expert day) own resources of INMA, CLUSTERO, and UEFISCDI.

2<sup>nd</sup> call launched: costs of the National RDI Programme III; budget call: 1.8 Mio EUR.

Accompanying new projects and share learnings: resources of the projects and of the programme;

Monitoring and evaluation: resources of the National RDI Programme III

### 6. Funding sources:

National Plan for RDI III.

Budget available per project: around 80.000 euro.

Type of activity	Public Funding rate
Industrial Research	Max 80%

## **7. Monitoring**

Clusters implementing projects report each year on project and programme indicators.

### **Indicators**

New innovation services offered by the cluster management to the members

No of jointly developed RDI projects at cluster level

New products/technologies/processed developed at cluster level

New intra and inter-cluster cooperation agreements

## **CAPACITY DEVELOPMENT**

### **ACTION 3: Cluster Capacity Development**

#### **1. The background**

##### **Challenge:**

- Need to diversify the spectrum of services towards the members, in particular with respect to innovation and internationalisation
- Relative low strategic planning skills at the level of the cluster management
- Need to develop long term sustainable business models

#### **Relevance of CLUSTERIX 2.0 / Lessons learned**

The CLUSTERIX 2.0 Working Group Services for Cluster Management Organizations provided a strong input to the elaboration of cluster management training curricula to be envisaged by the Romanian Cluster Association in the following period. Representatives of INMA and Clustero learned about the trainings offered already or soon in partner regions like Denmark (PP7), Skane (PP11), Flanders (PP9) and Hungary (PP3).

#### **2. Description of Action**

The Romanian Cluster Association Clustero as a representative body of Romanian clusters (including PP4 INMA) already organised several cluster trainings in the past. Based on the learnings from Denmark, Skane, Flanders and Hungary, Clustero with INMA is in a first step assessing the cluster management training needs (P4 INMA will report these activities in RP6) and will test it at a training for cluster managers in June 2019.

In a third step Clustero will transfer successful training offers from Denmark, Skane, Flanders and Hungary to Romania by elaborating a long-term cluster management training programme.

The lessons learned refer mainly to the “curriculum” of the cluster trainings modules:

- Innovation , inspired by Skane and Flanders;
- Internationalisation, inspired by South Denmark;
- Evaluation of cluster management, inspired by Hungary

In the same line of thought, the new trainings will aim at supporting the elaboration and implementation of new projects under the ERDF COP cluster call (1<sup>st</sup> policy instrument addressed) as well as under the Cluster Bridge scheme (2<sup>nd</sup> policy instrument addressed).

Step 1: Assessment of cluster management training needs (2019)

Step2: Cluster Management Training (2019)

Step 3: Elaboration of a long-term cluster management training programme

#### **3. Players involved**

INMA (Clusterix 2.0 PP4), the Romanian Cluster Association – CLUSTERO, Romanian clusters

#### **4. Timeframe**

Step 1: Assessment of cluster management training needs (Piatra Neamt, 15.02.2019, with the occasion of the 4<sup>th</sup> Winter Informal Meeting of CLUSTERO

Step2: Cluster Management Training (June 2019)

Step 3: Elaboration of a long term cluster management training programme (July-December 2019)

#### **5. Costs**

Assessment of cluster management training needs: CLUSTERO own resources, cluster own resources;  
Cluster Management Training: clusters own resources, (partly from projects under the National RDI Plan III "bridge" scheme);

Elaboration of a long term cluster management training programme: CLUSTERO own resources

Costs in total: 20,000 EUR: 10,000 EUR (20 expert days x 500 EUR/(expert day) plus 10,000 EUR for other costs to organize the training (room rental, catering etc.).

#### **6. Funding sources:**

National RDI Plan III, own resources

#### **7. Monitoring**

Number of cluster managers trained

Number of ESCA labels

Number of CLUSTERO accredited clusters




Place, date: 1.10.2019

**INMA. The National Institute of Research-Development for Machines and Installations Designed to Agriculture and Food Industry**

INMA General Manager

PhD. Eng. Nicolae Valentin Vlăduț



INMA Clusterix 2.0 project responsible

PhD. Eng. Cornelia Muraru-Ionel



# ENDORSEMENT LETTER

## CLUSTERIX 2.0

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Project acronym	<b>CLUSTERIX 2.0</b>
Project title	<b>New Models of Innovation for Strategic Cluster Partnerships</b>
Name of the organisation (original) including department (if relevant)	<b>Ministerul Cercetarii si Inovarii - Romania</b> <b><u><a href="http://www.research.gov.ro">www.research.gov.ro</a></u></b> <b>Organismul Intermediar pentru Cercetare-Doamna Octaviana Marincas – Director General</b>
Name of the organisation (English) including department (if relevant)	<b>Ministry of Research and Innovation - Romania</b> <b>Intermediate Body - Mrs. Octaviana Marincas- General Director</b>
Name of the policy instrument addressed (original)	<b>Programul Operational Competitivitate 2014-2020 Axa 1 Sectiunea B Clustere de Inovare</b>
Name of the policy instrument addressed (English)	<b>Competitiveness Operational Program 2014-2020 Axis 1 Section B Innovation Clusters</b>
Name of partner(s) concerned in the application form (English)	<b>National Institute of Research and Development for Machines and Installations designed to Agriculture and Food Industry-INMA</b>

We hereby confirm:

- that we engaged with the project partners and stakeholders and were involved in the exchange of experience and learning in the CLUSTERIX 2.0 project,
- that we endorse and support the CLUSTERIX 2.0 Action Plan, Action 1 and Action 3, developed by the partner organization mentioned above and intend to implement it through our policy instrument.

Name of signatory	<i>Octaviana Marincas</i>
Position of signatory	<i>General Director of Intermediate Body of Competitiveness Operational Programme 2014-2020 Axis 1</i>
Date	
Signature and institution stamp (if exists)	<i>Marincas</i>

# ENDORSEMENT LETTER

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Project title	<b>New Models of Innovation for Strategic Cluster Partnerships</b>
Name of the organisation (original) including department (if relevant)	<b>Ministerul Cercetarii si Inovarii - Romania <a href="http://www.research.gov.ro">www.research.gov.ro</a> Directia Inovare si Infrastructura CDI – Domnul Gheorghe Bala - Director</b>
Name of the organisation (English) including department (if relevant)	<b>Ministry of Research and Innovation – Romania Innovation and RDI Infrastructure Division - Mr. Gheorghe Bala- Director</b>
Name of the policy instrument addressed (original)	<b>Planul National de Cercetare-Dezvoltare si Inovare PNCDI III 2015 – 2020, Programul 2 “Cresterea competitivitatii economiei romanesti prin cercetare, dezvoltare si inovare”, Tip de proiect “Organizare si dezvoltare cluster - Cluster inovativ”</b>
Name of the policy instrument addressed (English)	<b>National Plan for Research-Development and Research NPRDI III 2015 – 2020, Programme 2 “Increasing the competitiveness of the Romanian economy through Research Development and Innovation”, Type of project “Organization and development of Cluster - Innovative Cluster”</b>
Name of partner(s) concerned in the application form (English)	<b>National Institute of Research and Development for Machines and Installations designed to Agriculture and Food Industry - INMA</b>

We hereby confirm:

- that we engaged with the project partners and stakeholders and were involved in the exchange of experience and learning in the CLUSTERIX 2.0 project,
- that we endorse and support the CLUSTERIX 2.0 Action Plan, Action 2 and Action 3, developed by the partner organization mentioned above and intend to implement it through our policy instrument.

Name of signatory	<i>Gheorghe Bala</i>
Position of signatory	<i>General Director of Innovation and RDI Infrastructure Division</i>
Date	
Signature and institution stamp (if exists)	

# ENDORSEMENT LETTER

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Project acronym	<b>CLUSTERIX 2.0</b>
Project title	<b>New Models of Innovation for Strategic Cluster Partnerships</b>
Name of the organisation (original) including department (if relevant)	<b>Ministerul Cercetării și Inovării - Romania <a href="http://www.research.gov.ro">www.research.gov.ro</a> Directia Politici și Programe CDI – Doamna Simona Malureanu - Director</b>
Name of the organisation (English) including department (if relevant)	<b>Ministry of Research and Innovation – Romania RDI Policies and Programmes Division – Mrs. Simona Malureanu – Director</b>
Name of the policy instrument addressed (original)	<b>Planul National de Cercetare-Dezvoltare și Inovare PNCDI III 2015 – 2020, Programul 2 “Cresterea competitivitatii economiei romanesti prin cercetare, dezvoltare și inovare”, Tip de proiect “Organizare și dezvoltare cluster - Cluster inovativ”</b>
Name of the policy instrument addressed (English)	<b>National Plan for Research-Development and Research NPRDI III 2015 – 2020, Programme 2 “Increasing the competitiveness of the Romanian economy through Research Development and Innovation”, Type of project “Organization and development of Cluster - Innovative Cluster”</b>
Name of partner(s) concerned in the application form (English)	<b>National Institute of Research and Development for Machines and Installations designed to Agriculture and Food Industry - INMA</b>

We hereby confirm:

- that we engaged with the project partners and stakeholders and were involved in the exchange of experience and learning in the CLUSTERIX 2.0 project,
- that we endorse and support the CLUSTERIX 2.0 Action Plan, Action 2 and Action 3, developed by the partner organization mentioned above and intend to implement it through our policy instrument.

Name of signatory	<i>Simona Malureanu</i>
Position of signatory	<i>General Director of Policies and Programmes Division</i>
Date	<i>25.03.2019</i>
Signature and institution stamp (if exists)	