EMILIA-ROMAGNA
REGIONAL ACTION PLAN

Project:	**INKREASE – Innovation and Knowledge for Regional Actions and SystEms**
Partner organisation:	Emilia-Romagna Region
Other partner organisations involved (if relevant):	ASTER
Country:	ITALY
NUTS2 region:	Emilia-Romagna
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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 Regional Operational Program 2014-2020, Axis 1, Action 1.2.2 - Strategic industrial research projects

BACKGROUND

The Emilia Romagna Regional Innovation System

Over the last 15 years Emilia – Romagna Region (RER) invested sizeable funds – from European, national and own resources – to create a regional ecosystem conducive to research and innovation. This includes the High Technology Network, the Technopoles network and the new Clust-ERs ("Clusters of Emilia Romagna") Associations.

The High Technology Network (HTN) consists of ***82 laboratories and 13 innovation centres*** coordinated by ASTER , arranged in ***thematic platforms*** and supported by ***10 regional Technopoles***.

The HTN Laboratories are facilities mainly engaged in industrial research, development of the results of applied research and disclosure of such results. The main activities regard:

- implementation of collaborative research projects with businesses in order to develop new prototypes or demonstrators, also through joint allocation of public grants
- technological consultancy and partnership for businesses or outsourcing
- industrial exploitation of know-how and patents
- research and innovation services for businesses, including the use of available scientific instruments
- generation of manufacturing or research technological spin-offs.

The HTN Innovation centres are organisations sponsored by businesses, universities, research establishments, other public and private bodies and local authorities and organisations whose aim is to promote innovation and the transfer of know-how and technological skills to businesses and the economic system in general. In most cases, the innovation centres cover their local area.

The Innovation Centres offer technology-transfer and innovative-business start-up services such as:

- organisation of technology disclosure and demonstration activities
- technology check-up and assessment for businesses
- technical support to businesses for the development of research and technological innovation projects and activities
- identification and pairing of technology partners and building of research and innovation networks
- provision of technical services for technological innovation
- seeking sponsorship and assistance for the implementation of research and innovation projects

The Network is organised in six ***thematic platforms*** (Agrifood, Constructions, Energy Environment, ICT and Design, Life Science, Mechatronics and mechanics Materials) and is developing towards a new model, where enterprises and research centres will gather around the most important industrial sectors identified by the Emilia-Romagna Smart Specialization Strategy - S3: the Clust-ERs

CLUST-ER AGRIFOOD AGROALIMENTARE
CLUST-ER BUILD EDILIZIA E COSTRUZIONI
CLUST-ER GREENTECH ENERGIA E SOSTENIBILITÀ
CLUST-ER CREATE CULTURA E CREATIVITÀ
CLUST-ER HEALTH SALUTE E BENESSERE
CLUST-ER INNOVATE INNOVAZIONE NEI SERVIZI
CLUST-ER MECH MECCATRONICA E MOTORISTICA

The ***Clust-ER Associations*** are communities of public and private bodies (research centres, businesses, training bodies) that share ideas, skills, tools, and resources to support the competitiveness of the most important production systems in Emilia-Romagna. They aim to build up the inter-disciplinary critical mass necessary to multiply opportunities and develop strategic projects with a high regional impact. The overarching idea is to mobilize the ability of the entire local system to be innovative and attractive to operate on the global market.

In the Clust-ERs, research laboratories and centres for innovation belonging to the High Technology Network team up with the business system and the higher education system to make up the inter-disciplinary critical mass necessary to multiply opportunities and develop strategic projects with a high regional impact.

With Clust-ER Associations, the regional industrial research and innovation system aims to achieve greater integration and to better place itself on the international stage to:

- maximise the opportunities for participating in European programmes and international research and innovation networks;
- forge synergies and set up coordinated and stable networks and connections with other public/private agglomerations operating in the same sectors at national and European level;
- encourage and support the development and creation of initiatives in higher education and the development of human resources;
- support and encourage the development of new research infrastructure in the general interest of the Emilia-Romagna region.

Once set up the basis of the regional research and innovation system, the regional strategy has moved toward strengthening the competitiveness of such system. The Region intends to increase the ability of companies to consolidate research paths, introduce new solutions and products, promote effective innovation paths, enhance the research of the regional high-tech network, increase support for high-tech start-ups and foster the international opening of laboratories and innovation centres and their participation in European programs.

The main policy instruments (including the one addressed in the present Action Plan) to implement such a strategy is the ERDF Regional Operational Programme (ROP) of Region Emilia Romagna (RER) for the programming period 2014-2020.

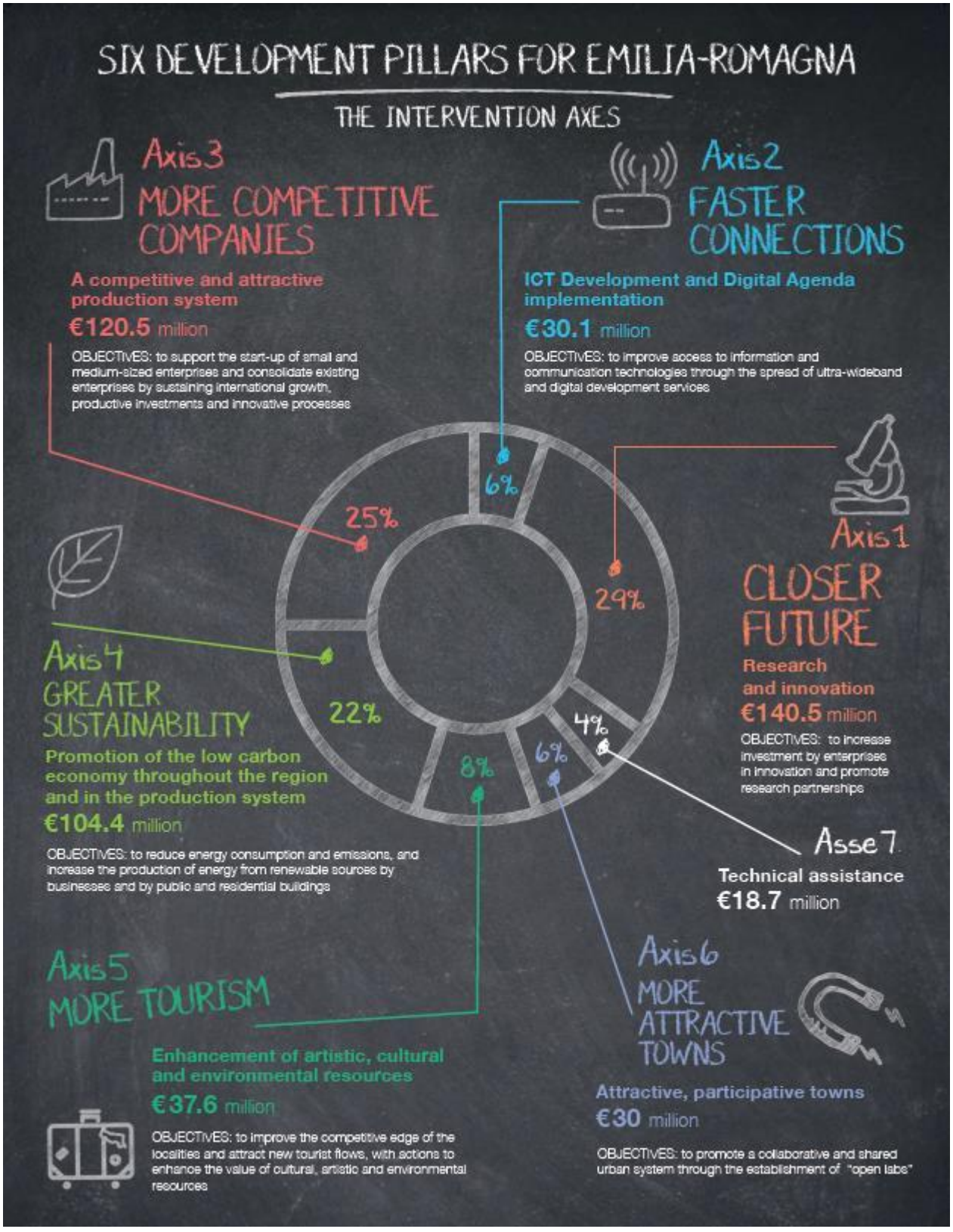
The ERDF Regional Operational Programme 2014-2020

The programme is strongly oriented towards smart growth, as about 90% of the total resources are committed to research and innovation, digital agenda, SMEs competitiveness, and energy efficiency (more than the 80% requested by ESIF regulations).

The ROP is driven by the regional ***smart specialization strategy for research and innovation (RIS3)***.

The following figure offers a synthetic view of the objectives, structure, and resource allocation of the ROP.

1 ROP ERDF 2014-2020 of Region Emilia Romagna: objectives, structure, and resource allocation



Priority axis 1 intends to strengthen the regional network for research and technology transfer to businesses. The measures supported by this axis are aimed at: increasing businesses' capacity to introduce new solutions and products, including through collaborations with research partners; promoting innovation pathways in strategic areas of the regional production system; strengthening the research of the High-Tech Network; facilitating the use of innovation laboratories and centres through international openness and participation in European programmes such as Horizon 2020 and COSME, as well as supporting high-tech start-ups.

It is based on four objectives:

- to strengthen the technological capabilities of laboratories in the High-Tech Network by acquiring new instruments;
- to increase businesses' innovation activities by supporting their research projects, the acquisition of technological innovation services, the adoption of innovative process and product solutions, as well as research and development projects in collaboration with research partners (centres, universities, etc);
- to strengthen the regional and national innovation system by supporting participation among regional actors in specialist technological networks and in complex projects;
- to support the creation and consolidation of high-tech start-ups.

The policy instrument addressed in the present Action Plan belongs to Axis 1, under Investment Priority 1b.

Policy instrument: Strategic projects of industrial research for S3[1]

Action 1.2.2 focuses in particular on technological innovation on R&D projects implementation in selected thematic areas to build a stronger link between research laboratories and companies for the promotion of research and technological innovation to strengthen the regional productive system. The instrument addresses research laboratories which develop, in collaboration with companies, strategic large scale research projects. The intended beneficiaries are accredited laboratories of the HTN, research facilities of universities, research bodies and organizations, centres for innovation, public-private partnerships.

Action 1.2.2 was one of the first to be implemented as soon as the ROP was approved: ***a "Call for groupings of research laboratories" was launched in July 2015*** [2]***.***

The "numbers" of the first call (2015)	
59	**Projects**
226	**Firms involved**
1803	**Researchers, of which**
715	***newly employed***
€ 68,6 MLN	**Total investment**
€ 48,2 MLN	**Total financial contribution**

The aim was to support strategic projects, which included industrial research and experimental development activities aimed at developing and disseminating significant technological advances for the production system, and the realization of new results of technological and industrial relevance, relevant to the supply chains regional

[1] It is formally called "Support for the implementation of complex research and development projects on a few important thematic areas and the application of technological solutions functional to the implementation of the S3 strategy" and belongs to the Specific Objective "Strengthening of the regional and national innovation system.
[2] Publication date 06/07/2015; deadline for participation 30/09/2015.

productions, in the form of demonstrators/samples of new products or new production systems.

The projects were required to foresee the development and experimentation of technologies whose feasibility had already been previously demonstrated. The projects had to include the validation of the technology in a laboratory environment and its demonstration and experimentation in an industrial environment.

Through the first call 59 projects have been financed, involving 230 research partners and 219 firms.

The projects involved results at TRL5-6, however no enabling results have been yet assessed. At present an evaluation of the potential further impact (e.g.: developing the result to TRL 7-8 level) is not carried out.

In 2018 a second call was launched[3], and the selection of projects to be financed is under completion.

The call, in continuity with the previous one, promotes strategic industrial research projects to strengthen the key production systems identified in the S3 Regional Smart Specialization Strategy, taking into consideration the recommendations coming from regional S3 Forums operated from 2017 with the aim to further focus and fine-tune the technological priorities for the needs of system innovation in each production area: agro-food, construction and construction, mechatronics and motors, health and wellness industries, cultural and creative industries, service innovation, energy and sustainable development.

Intended beneficiaries are research laboratories in temporary associations consisting of a minimum of three and a maximum of five entities, of which at least two research laboratories accredited by the Emilia-Romagna Region. The leader must be an accredited industrial research laboratory. Each leader can manage a maximum of two projects. Other non-accredited research organizations may participate in the project for a maximum of 30% of the budget.

Each project can receive a a grant equal to a maximum of 800,000 euro, except for the cultural and creative industries, on which there is a maximum € 600,000. Research organizations will receive support equal to 70% of the value of the industrial research and experimental development project, while for other public and private subjects the contribution will be 50%. For the dissemination and exploitation of results, a contribution equal to 100% of the expenditure is envisaged, for a maximum of 60 thousand euros.

Noticeably, projects must clearly identify the industrial impact of results in one of the S3 areas and their valorisation in favour of regional companies. To this end it is necessary that the laboratories ensure, especially in the final implementation phase of the project, the concrete involvement of at least 2 companies. In addition, a plan to disseminate and exploit what has been achieved will have to be defined, in agreement with the regional offices. The projects must be completed within 24 months of the signing of the agreement with the Region.

[3] Publication date 09/07/2018; deadline terms participation 16/10/2018.

THE ACTIONS ENVISAGED in INKREASE ACTION PLAN

Sharing the experience of setting up the High Technology Network and the Technopoles, and the implementation of the strategic projects, was the focus of INKREASE. As a matter of fact, exposure to partners' experiences has provided several inputs at a strategic level. However, it has also made clear that organization and governance issues are very relevant for RER at this stage of its policies .Therefore, strengthening the "nuts and bolts" of the innovation system is central to the effective improvement of its effectiveness and, ultimately, its impact.

While several strategic considerations have been fed by the inputs of the activities in INKREASE, the choice of the action to be implemented in the next two years reflects the range of possibility remaining available as the main policy instruments for the current multi-annual budgeting period have been spent up. Therefore, on the one hand, relevant inputs will be used in revising the policy instrument (Measure 1.2.2 of ERDF ROP) in the view of its evolution for the next programming period. On the other hand, the actions envisaged in the present plan while contributing to introduce immediate improvements, will also provide further elements to feed the revision of the policy instrument.

The Action Plan, therefore, will be structured in the following Actions:

Action 1 - Improving Monitoring and Follow Up of Project Results, for Better Impact

- 1.1 Improving the monitoring of the projects
- 1.2 Valorization of experiences

Action 2 - Reinforcing the Efficacy of Clust-ERs

- 2.1 Developing a strategic and operational development plan for the Clust-ERs (Base model)
- 2.2 Reinforcing the management of the Clust-ERs

The actions and their link to INKREASE's activities are detailed in the following section.

DETAILS OF THE ACTIONS ENVISAGED

ACTION 1 - IMPROVING MONITORING AND FOLLOW UP FOR BETTER IMPACT

1) Background

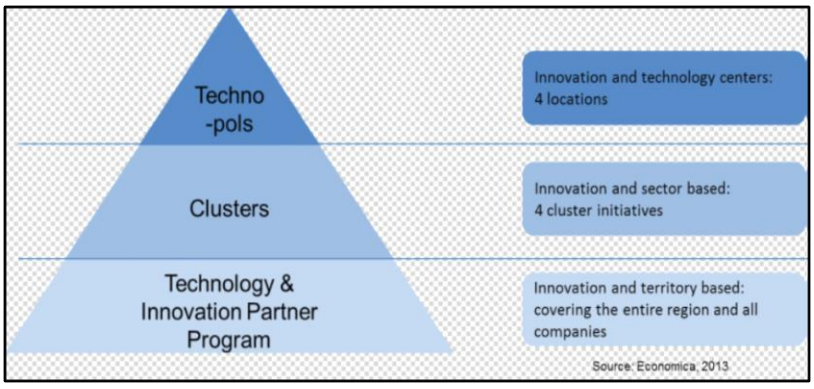
The instrument "Strategic projects of industrial research for S3 (Action 1.2.2 of RER's ERDF ROP 2014-2020) has financed 2 calls for projects, the second being still under evaluation. Through the first call 59 projects (7 specific to the energy sector) have been financed, involving 230 research partners and 219 firms.

The instrument implemented was designed in continuity with the policies and tools implemented in the previous programming period, when the strategy aimed at establishing the regional innovation system. It is worth noting that the overall experience has been (independently) evaluated very positively in terms of effectiveness (no impact assessment has been carried out so far). However, an emerging element has been the limited amount of information on the actions during implementation, and a limited ability to perform quality and quantity assessment of the outcomes. For example, the projects carried out in the first call involved results at TRL5-6, however no enabling results have been yet assessed. At present an evaluation of the potential further impact (e.g.: developing the result to TRL 7-8 level) is not carried out.

INKREASE Interregional exchanges: the experiences more relevant to RER

INKREASE's activities have provided several element of reflections for RER, here is a bullet point, not-exhaustive list of issues and elements acquired:

- *The Lower Austrian experience of the "The Smart Growth Initiative: a systemic approach for stimulating competence based growth potentials" (illustrated during the Interregional Workshop held in S. Poelten in July 2017 and discussed with local stakeholders in Emilia Romagna during the learning camp arranged in April 2018)*.



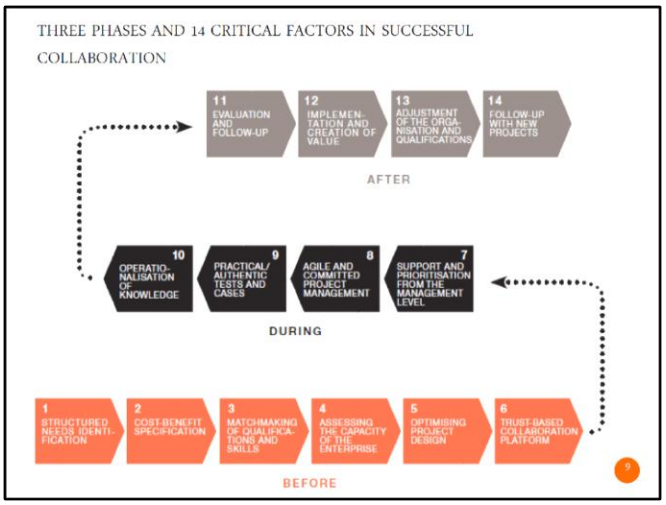
The critical point was "knowing in detail what the (partner) companies and R&D organizations are really good in …" in order to "better support the cluster members exploiting their growth opportunities". This led to developing a systematic multi level approach linking companies, R&D organizations, Technopols, Clusters, Networks and the territory. Such experience suggested the opportunities and merits of applying a competence based management. This require, though, a competence mapping within the partners of the innovation system. The approach to competence mapping and competence based managements will be a model the RER will keep as a reference for the further strategic thinking at system level.

- The Technopole programme part of the Smart Growth Initiative – provides more immediate inputs,
- The Peer Review (INKREASE Interregional Meeting – St. Polten , 03 July 2017) and the INKREASE LEARNING CAMP on Techopoles Management (Reggio Emilia, 26 September 2017), and
- The Staff exchange in Lower Austria (Wr. Neustadt - Tulln - St. Pölten, 05-06-07 July 2017) have provided key inputs on the Technopole managers role, and their qualifications and staff support. In particular, the need for evaluating the effectiveness of the actions and activities within the technopoles and the importance of an effective communication strategy has been clearly highlighted and possible approaches have emerged.

- The Danish experience of the study "Knowledge Bridges for Growth" and the "The Guide To successful Knowledge Cooperation" presented during the Interregional Workshop held in Aarhus in Nov 2017 and discussed with the Emilia-Romagna local stakeholders at the INKREASE LEARNING CAMP in Bologna (April 2018)

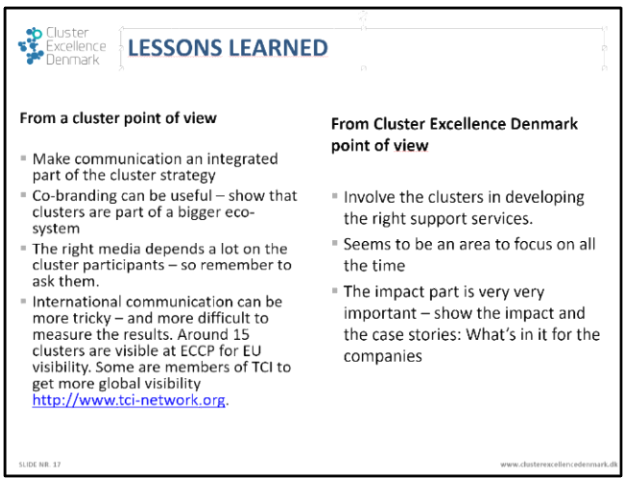
  The study highlights three phases and 14 critical factors in successful collaboration. Some of the main findings of the study are of special relevance for the RER approach. These are

  - the "before" (preparation) and "after" (follow up) phase of a project are critical for success;
  - the eco system plays a key role in successful collaboration.



Further element of reflection have emerged also form discussion on the management and governance of Technopoles in Brittany.

- The experience on diffusion and communication provided by the "Cluster Excellence Denmark" (discussed during the Learning camp on Cluster management arranged in September 2018) also proves very relevant for RER. And should be taken in account for the whole strategy of communication for the R&I system of the Region.



Lessons learnt

The elements clearly emerging in the experiences reviewed, are:

- Improving the availability of information on partners, projects, results achieved in order to improve the ability to chart future actions;
- Evaluating effectiveness, efficiency (and impact) of the research results obtained by the project financed;
- Identification of good practices of projects developed up to TRL 8-9 their analysis and diffusion for reference to perspective project applicants.

The policy instrument addressed in INKREASE, therefore, can be improved by including provisions and requirements that allow the collection of information from the project partners, and provide funding to Technopoles and Clusters to increase their managerial capabilities. Also, in order to improve the systemic impact of research results, diffusion of information has to be stepped up and has to be given higher visibility.

Objective

To increase the focus on the phases of ***monitoring and follow up***; to evaluate the impact of projects financed with the ERDF ROP's Action 1.2.2

2) Components of the actions:

Component 1.1 - Improving the monitoring of the projects

- systematic collection and elaboration of technology information on research project, by developing standard procedures and info sheets
- mapping the technology solutions proposed
- analysis of their technologies and industry linkages
- systematization of the diffusion, demonstration and transfer activities
- measuring the enabling results achieved

ACTION 1 - IMPROVING MONITORING AND FOLLOW UP FOR BETTER IMPACT

Component : 1.1 Improving the monitoring of the projects					
Activity	**PLAYERS INVOLVED**		**HOW**	**INTERMEDIATE OUTPUTS**	**OUTPUT**
Developing standard procedures and info sheets	ROP's MA staff and ASTER staff to develop;	CLUST-ERs' and Technopoles' managers to provide guidance and review;	Desk analysis and elaboration; Focus groups with stakeholders for feedbacks	At least 2 focus group carried on;	Standard project info sheet; Data collection procedure;
Mapping the technology solutions proposed	ROP's MA staff and ASTER staff to develop;	CLUST-ERs' and Technopoles' managers (and Project managers, if necessary) for details;	Desk analysis and elaboration; Interview, if necessary;		Map of the technology solutions proposed by policy instrument
Analysis of their technologies and industry linkage	ROP's MA staff and ASTER staff to develop;	CLUST-ERs' and Technopoles' managers; Project managers for details (if necessary)	Desk analysis and elaboration; Interview;		Map of the industry linkages of the technological solutions proposed in the projects financed by the policy instrument
Systematization of the diffusion, demonstration and transfer activities	ROP's MA staff and ASTER staff to develop;	CLUST-ERs' and Technopoles' managers to provide feedback; Project managers for details (if necessary)	Desk analysis and elaboration; Interview;		Report on the activities of diffusion, demonstration and transfer o innovation project outcomes;
Measuring the enabling results achieved	ROP's MA staff and ASTER staff to develop; ROP Independent Evaluator (tbc)	CLUST-ERs' and Technopoles' managers to provide feedback and review;	Desk analysis; Focus groups with stakeholders for feedbacks;	At least 1 focus group carried on;	Report on the assessment of the enabling results of project financed through the policy instrument;

Component 1.2 - Valorisation (exploitation) and diffusion of experiences

- selection of projects developed up to TRL 8-9
- building case studies explaining "what worked" and (possibly) "why"
- exploring the option to set up a showcase initiative, such as an innovation project award

Component 1.2 Valorization (exploitation) and diffusion of experiences, through					
Activity	**PLAYERS INVOLVED**		**HOW**	**INTERMEDIATE OUTPUTS**	**OUTPUT**
Selection of projects developed up to TRL 8-9	ROP's MA staff and ASTER staff to develop	CLUST-ERs' and Technopoles' managers to provide feedback and review	Desk analysis; Interview for details, if necessary		List of project financed through the policy instrument developed up to TRL 8-9
Building case studies explaining "what worked" and (possibly) "why"	ROP's MA staff and ASTER staff to develop	CLUST-ERs' and Technopoles' managers to provide feedback; Project managers for details (if necessary)	Desk analysis; Field analysis: interview/focus groups (as deemed appropriate)	At least 6 case studies selected and elaborated	Report of synthesis of results and annexed cases studies
Realization of a showcase initiative, such as an innovation project award, generated by research projects	ROP's MA staff and ASTER staff to develop	CLUST-ERs' and Technopoles' managers to provide feedback	Desk analysis		First pilot edition of an "innovation project award"

3) Timeframe

Component 1.1 should be completed in about 14 months, by June 2020 *(to be confirmed)*

Action 1.2 could be implemented by December 2020 *(to be confirmed)*

4) Costs

Approximately 90.000,00 EUR *(slight variations may occur)*

5) Funding Sources

ERDF ROP 2014-2020, Axis 7 - Technical assistance

ACTION 2 - REINFORCING THE EFFICACY OF THE CLUST-ERs

1) Background

Emilia-Romagna Region is well aware that the competitiveness of its production systems can no longer rely on the ability of individual research centres or businesses to operate on the global market, but increasingly on the ability of the entire local system to be innovative and attractive.

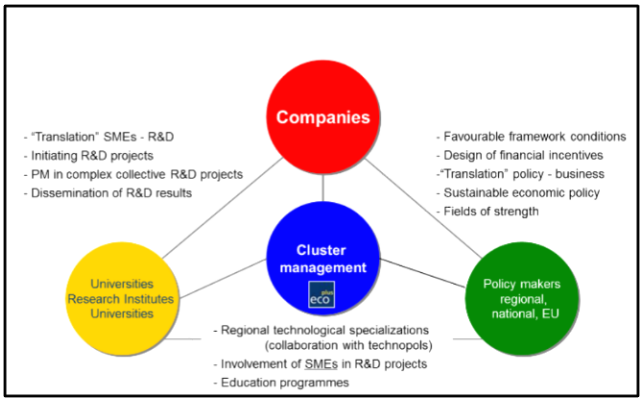
The Clust-ERs communities integrated with the Emilia Romagna High Technology Network aim to build up the inter-disciplinary critical mass necessary to multiply opportunities and develop strategic projects with a high regional impact. So far the activity of the Clust-ERs can be considered very positive and worth further development. As a matter of fact, for the Clust-ERs to increase their ability to reach their policy objectives, issues of reinforcement of governance and management of the associations arise.

INKREASE Interregional exchanges: the experiences more relevant to RER

The activities within INKREASE have provided several opportunities of learning, discussion, and reflections on the possible way ahead. Here is a bullet point, not-exhaustive list of issues and elements acquired:

The experiences, events, and the considerations stemming from them listed in the background of Action 1, do have provided important elements concerning the improvement of clusters.

- The Evaluation of Good Practice “Lower Austrian Cluster Program” stated clearly “For operating a cluster it is important to have an organisation which is well trained, have an excellent knowhow of the branch and the specified technologies”. It also described “means” and “costs” of running an effective cluster. From the description also emerged the need for a comprehensive selection of services to be provided within the cluster, in order to serve the objectives.



  The experience also shows that the life-cycle of the Cluster is constantly accompanied by an evaluation process. While the document states clearly that the “For implementation of a new Cluster an evaluation is essential” …. “This evaluation process is very important, because for implementing a new Cluster the demand of companies had to be exactly specified and even the acceptance for cooperation in industry project is an essential part for the success of a new Cluster”. This aspect also lead to the critical importance of a deep knowledge of the partners companies and organization of each cluster (and of their evolution) that can only be obtained through a deep initial mapping and a constant qualitative and quantitative monitoring. The Lower Austrian Cluster programme effectiveness has been evaluated several time. “The annual work of the cluster management is controlled by a BSC (Balanced Score Card) System.”

- The Cluster management in Denmark -presented to Emilia- Romagna cluster managers during the Learning camp held in Spilamberto on September 2018- also point to a

structured organization, endowed with critical skills. In the case of Denmark, on one hand Cluster Excellence Denmark provides “umbrella services” through a “Team of different competences both in Denmark and aboard to match the different services. On a daily basis 6 persons work within Cluster Excellence Denmark. Two offices in Copenhagen and in Lemvig”. However, the 41 leading clusters are, on average, strong of 8,3 full time equivalent staff.

The Danish cluster system has been evaluated over time, providing a wealth of information, very useful for effective management: this provides a further element of reflection for future actions.

The Danish Cluster experience with diffusion and communication is also very relevant, as already mentioned in the background to the previous action.

- Furthermore, the experience provided by the “Models for internationalization of SMEs through clusters”, i.e.: the lessons learned from the evaluation of the internationalization projects supported by BSR Stars Innovation Express, has provided very valuable insights. However, these are not appropriate for consideration within the policy tool addressed in the present project. They will be taken in due consideration in the designing of strategies and approaches to R&I in the next programme g period of ESI Funds.

Lessons learnt

The elements clearly emerging in the experiences reviewed, are:

- Good practices of CLUSTERS activities envisage a number of services and activities that require a form of organization and endowment of resources and skill (mainly human) more articulated than currently the CLUST-ERs structure;
- Evaluating effectiveness and efficiency (and impact) of the clusters (as well as of the overall policy approach to which they belong) is essential. This needs, though, to be based on information that need to be collected and systematized on regular basis.

These drive the action envisaged for the prosecution of the INKREASE projects.

Objective

Improving the role and the efficacy of Clust-ERs in promoting multidisciplinary and inter-industry research projects between labs and companies, selecting priorities

2) Components of the Action:

2.1 Developing a draft strategic and operational development plan for the CLUST-ERs (Base model), containing:

- Articulated operational objectives;
- Services to be provided;
- Capacity and resources needed;
- Designing an Organizational Development Plan;
- Identifying the funding/policy instrument

Component2.1.1 Developing a draft strategic and operational development plan for the CLUST-ERs (Base model)					
Activity	**PLAYERS INVOLVED**		**HOW**	**INTERMEDIATE OUTPUTS**	**OUTPUT**
Developing a draft strategic and operational development plan for the CLUST-ERs (Base model) containing: ○ Articulated operational objectives; ○ Services to be provided; ○ Capacity and resources needed; ○ Designing an Organizational Development Plan; ○ Identifying the funding/policy instrument	ROP's MA staff; and ASTER staff to develop;	CLUST-ERs' managers and governing bodies to provide guidance, and review;	Desk analysis; Focus groups with stakeholders;	At least 2 focus groups carried on;	Draft strategic and operational plan for the Clust-ERs

2.2 Reinforcing the management of the CLUST-ERs

- Setting up a larger scale system of collection of information for the use of Monitoring and Evaluation (M&E) of the Cluster's activities – this could be made through:
    - the definition of a set of indicators;
    - designing and implementing the data collection system to feed the indicators of performance
- Identifying training needs for M&E Clusters operators

Component 2.2 Reinforcing the management of the CLUST-ERs					
Activity	**PLAYERS INVOLVED**		**HOW**	**INTERMEDIATE OUTPUTS**	**OUTPUT**
Setting up a larger scale system of collection of information for the use of Monitoring and Evaluation (M&E) of the Cluster's activities – this could be made through:	ROP's MA staff and ASTER staff to develop;	CLUST-ERs'' managers and governing bodies to provide guidance and review;	Desk analysis; Focus group with stakeholders;	Set of performance indicators defined; Data collection system for indicators; At least two focus group carried on;	Large scale information system for Monitoring and valuation of Cluster's activities
Identifying training needs for M&E Clusters operators	ROP's MA staff and ASTER staff to develop;	CLUST-ERs'' managers and governing bodies to provide feedback;	Desk analysis; Focus group with stakeholders;	Professional profiles detailed;	Training Needs Analysis Report

3) Timeframe

Component 2.1 should be completed so to provide inputs to the EU programming period 2021-2027, therefore by June 2020

Component 2.2 will be implemented by the end of the action plan March 2021

4) Costs

Approximately 35.000,00 EUR *(slight variations may occur)*

5) Funding Sources:

ERDF ROP 2014-2020, Axis 7 - Technical assistance

Date: _____

Signature: _____

Stamp of the organisation: