

Document Title

Local Innovation Action Plans Project Region: Centru Development Region in Romania)

Document Type

Project Output

Project Information

Programme: [Danube Transnational Programme](#)

Project Title: FORESDA – ‘Forest-based cross-sectoral value chains fostering innovation and competitiveness in the Danube Region’

Project code: DTP1-383-1.1

Lead partner: CyberForum e.V

Start of the project: 01.01.2017

Duration: 30 months

<http://www.interreg-danube.eu/foresda>

Document Information

Type and number: Project Output 3.2

Lead contractor for the output: Croatian Wood Cluster

Authors: KO-FA Association legal management entity of the PRO WOOD Cluster

Submission date: December 2017

Dissemination level: Public.

<i>Version</i>	<i>Date</i>	<i>Content</i>	<i>Elaborated by</i>	<i>Reviewed by</i>
1.1	22.11.2017	1st draft (template)	Croatian Wood Cluster	Ralf Trunko
1.2	08.12.2017	LIAP Romania Draft	PROWOOD	Ana Dijan
1.3	15.12.2017	LIAP Romania Final	PROWOOD	Ana Dijan, Claire Duval, Amir Kubat
Final	22.12.2017	Review of the final version	PROWOOD	Dr. Annalisa Zuccotti
Resubmission	28.09.2018	Review of the final version - resubmitted	PROWOOD, Ana Dijan	Kerstin Goos, Tamara Högl

Table of Contents

1. List of Abbreviations	3
2. Executive Summary	4
3. Methodology.....	5
4. Project region/Country Context	6
5. Focus, Objectives and Impacts	8
5.1. Identification of All Priority Needs	8
5.2. Identification of Needs to be Addressed in the Framework of FORESDA	10
5.3. Objectives and Expected Impacts.....	13
5.4. Links with other FORESDA Outcomes	15
6. Actions And Schedule	16
7. Key Implementation Steps	23
8. Responsibilities	28
9. Target Groups and Stakeholders	29
10. Resources and Budget.....	31
10.1. Human	31
10.2. Physical	31
10.3. Facilities.....	32
10.4. Financial	32
11. Communication Activities	34
12. Risk Analysis.....	35
13. Appendix I: LIAP Romania - Table Overview.....	37

Disclaimer:

The information and perspectives set out in this document are those of the authors and do not necessarily reflect the official opinion of the European Commission. Neither the European Commission institutions and bodies nor any person acting on their behalf may be held responsible for the use that may be made of the information contained therein.



1. LIST OF ABBREVIATIONS

FBI - Forest Based Industries

CDR - Centre Development Region

SMEs - Small-and Medium-sized Entreprises

PPs - Project Partners

ASPs - Project Partners, ineligible but with specific competencies

SCOM - Steering Committee

R&D - Research and Development

LIAP - Project output 3.2 Local Innovation Action Plan

2. EXECUTIVE SUMMARY

The aim of this Joint Action Plan is to set a list of actions to address the identified needs within the region for the development of the supporting environments of wood sector in Centre Development Region in Romania. Afterwards, based on the identified needs from Centre Development Region in Romania, the development of the supporting environments related to the possible FBI cross-sectoral activities will be addressed in the framework of FORESDA project.

The national project partner of FORESDA project, namely the PRO WOOD Cluster realizes the identification of the regional, specific and real needs in wood processes in order to achieve an accurate assessment and to support the improvement of the FBI cross-sectoral activities in the studied region. Benchmarking of the different group of stakeholders (SMEs, academic area, public authorities, consulting companies) is crucial in this deliverable. For present outputs the established FORESDA Project Working Group in Romania contributed its results.

In order to know the supporting environments of wood processes, the experiences and feedbacks of the involved stakeholders has to be identified and analysed. The economic, social and environmental aspects of the FBI cross-sectoral activities will be assessed and the needs of the regional wood industry has to be identified and categorized. The Pro Wood Cluster involved in the FORESDA project several stakeholders from different areas, such universities and R+D institutions from academic areas, national and regional public authorities and forest management public and private entities, consulting companies in order to understand the ongoing challenges in the wood processes and local SMEs from the wood industry.



3. METHODOLOGY

The following LIAP for improved technology transfer and innovation processes in SMEs of the forest-based sector is defined specifically for the project region Centre Development Region (Romania), as one of the main outputs of the FORESDA project ([Interreg Danube Transnational Programme](#)). All LIAPs should be developed in coherence with the set Transnational Strategy (O.3.1), which aims to improve the framework conditions for forest-based cross-sectoral value chains and describes how the project will address identified needs with respect to the regional innovation systems (RIS), and with a focus on cross-sectoral aspects. The LIAPs on the other hand, should specify the concrete implementation – activities, timeline, responsibilities, and measurable objectives – of the Transnational Strategy elaborated at the project level in each region. Accordingly, a validation workshop has been organized in each region, and the participants - relevant stakeholders from FBI and RIS environment - had the opportunity to discuss and contribute to the proposed actions and measures. Their comments and suggestions are integrated in the document and therefore the LIAP reflects the real market needs on the local level.

4. PROJECT REGION/COUNTRY CONTEXT

Romania is a country gifted with extensive forests. Particular in Transylvania in the country's geographical centre, the forest industry has long historical background, already several centuries before started using the timber in their environment for energy and construction purposes. Today the wood processing industry in the area of Transylvania is the dominant industrial activity in particular in the part of Transylvania recently called Centre Development Region (afterwards CDR).

Nowadays the region is one of the EU's leading timber suppliers. Most of the harvested timber is exported either as raw material or intermediate products by several international companies located in the region. Their low-cost production methods ensure high volumes of output which find their ways to Danube region and European markets. The distribution pattern of forests in Europe means that there are regions of biomass surplus and regions with a deficit, with trade being used to balance the two. In a foreseen expansion of the use of biomass for wood industry and generally in the development towards a bio based economy and bioenergy external supply will be required both to fill the volumes needed and to keep biomass prices on reasonable competitive levels. For this reason, it is crucial to analyse the effects of cascading regulation from a perspective of international trade.

Since in Romania has not elaborated the Bioeconomy Action Plan yet, the intention of government to increase the percentage share of timber in the public buildings, in industry and at private consumers is not intensive. There is no support for the forest and wood cluster in Romania, however regional cluster activities and R&D projects has been started with the focus on the development of the FBI.

In the same time, the labour force in the sector is aging, the lack of experienced and well-trained specialists are one of the most discussed issue in the regional wood sector. Centre Development Region is most affected by lack of qualified technology staff. On



the other hand, the lack of value added wood products and lack of technology means low income for the SMEs and other regional stakeholders in the FBI sector.

5. FOCUS, OBJECTIVES AND IMPACTS

5.1. IDENTIFICATION OF ALL PRIORITY NEEDS

The present chapter offers an overview of the actual needs of the project region Centre Development Region (CDR) in Romania, according to the main issues defined in the previously performed activities (mapping of the regional wood process activities, transregional and national strategy, etc.).

Priority Area 1 – Image & Lobbying

- To implement an action plan for improvement of the image of FBI sectors on the regional and national levels, heartening the cross-sectoral business collaboration;
- To support the activities of the clusters in FBI sector in order to involve different actors in the wood processes;
- To create activities on further improvement of the FBI sectors' image on the national and international level with the accent on cross-sectoral potential, Online marketing is crucial, branding and image development for local SMEs for higher international visibility
- Collecting database of best practice is not enough, offline and onsite dissemination, study tours for the target groups is much more efficient and have significant and long term impacts

Priority area 2 - Policy & Legislative Support

- To raise the level of importance of cross-sectoral activities in terms of regional and national investment priorities. The national government has to identify the strategic importance sectors and new foundig programs for cross-sectoral collaboration, such as IT and FBI sector has to treat with priority. The harmonization of the cross-sectoral investments, new integrated investment programs have to be launched;

- To create possible business models, dissemination of best-practices on how to intensify cross-sectoral collaboration on the international and cross-regional level. According to common business interests, the local and regional policies have to be adjusted in order to intensify the cross-regional and cross-sectoral collaboration;
- Better coordination of the policies and strategies within FBI sectors on level of national government and regional clusters, related to the cross-sectoral activities.
- Reducing the complexity and bureaucracy of the application processes in existing funding programmes

Priority area 3 - Funding & Business Environment

- Development of associative structures among small forest owners in order to organize themselves into associations for a more visibility and lobby activities;
- Improvement and enhancement of business support actions in the sectorial and regional development programs for the period of 2018-2020;
- Better access to finance for the SMEs willing to modernize their production line;
- Creation of regional business support structures for SMEs;
- To join into regional clusters/associations the regional companies operating in the wood sector;
- Increasing internationalization and participation of small businesses, especially those in the furniture industry, to European economic cooperation networks;
- The developed models on how to intensify the collaboration between R&D and business sector and cross sectorial projects have to be implemented. Based on local and regional-specific projects the cross-sectoral collaborations can be achieved;
- To increase the cross-sectoral business activities and interdisciplinary in R&D projects, involve real local stakeholders in R&D projects, harmonize the goals of policy-makers with real needs of the companies;

- To disseminate the available funding schemes intended for boosting up of cross-sectoral activities and projects;
- To create tools for the companies in order to facilitate the use of funding programmes for SMEs.

Priority area 4 - Education & Human Resources

- To adapt the educational programmes to the real market needs, including the needs of developing cross-sectoral activities. Huge gap has been identified between the educational curricula and the real market needs, outdated educational programs even in the higher education system;
- Offer more cross-sectoral topics in educational programmes. Project based and problem solving-centered education has to be introduced. Interdisciplinarity and multidisciplinary approached for cross-sectoral knowledge and skills.
- To create possible models, e-learning platforms by educational institutes on how to attract young people to work in FBI sectors with an accent on modern and cross-sectoral opportunities. New career models and mentor programs are needed, predictability for long term and decent salaries.

5.2. IDENTIFICATION OF NEEDS TO BE ADDRESSED IN THE FRAMEWORK OF FORESDA

The following chapter describes the needs to be addressed in the framework of FORESDA in the project region in Romania, according to the priority areas of Transnational Strategy (O.3.1) which aims to improve the framework conditions for forest-based cross-sectoral value chains, and which is developed as a strategic document and therefore a basic document for the development of LIAP:

Priority area 1. Image & Lobbying:

- To increase the cross-sectoral business activities and interdisciplinary in R&D projects, involve relevant local stakeholders, launch new interdisciplinary R&D projects;
- To support the innovative wood process activities of the SMEs in FBI sector in order to involve different actors in the wood processes;
- To create activities on further improvement of the FBI sectors' image on the national and international level with the accent on cross-sectoral potential,
- Improve the online marketing of the SMEs, branding and image development for local SMEs for higher international visibility
- Create a database of best practices, dissemination activities, study tours for the target group is crucial in order to achieve significant and long term impacts

Priority area 2. Policy & Legislative Support

- Harmonize the goals of policy-makers with real regional and local economic needs of the FBI sectors;
- To raise the level of importance of cross-sectoral activities in terms of regional and national investment priorities.
- To show new possible models on how to intensify cross-sectoral collaboration on the international and cross-regional level.
- Improvement of lobby activities for FBI companies, coordination of the policies and strategies within FBI sectors, related to the cross-sectoral activities.

Priority area 3. Funding & Business Environment

- Dissemination activities about associative structures among small forest owners, in order to increase the cross-sectoral collaboration;
- Improvement and enhancement of business support actions in the sectorial and regional development programs for the period 2018-2020;

- Information sharing and consultancy for a better access to business development support programs, venture capital for the SMEs willing to modernize their production line;
- Supporting the establishment of cooperative structures for the regional companies operating in the wood sector;
- Increasing internationalization and participation of small businesses, especially those in the furniture industry, in European economic cooperation networks;
- Implementation of developed models on how to intensify the collaboration between R&D and business sector and cross sectorial projects has to be implemented.
- To disseminate available funding schemes intended for boosting up of cross-sectoral activities and projects;
- To create relevant tools for the companies in order to facilitate the use of funding programmes for SMEs.

Priority area 4. – Education & Human Resources

- Establish collaboration between the education providing entities and businesses in order to shape the educational curricula to the real market needs, including the needs of developing cross-sectoral activities.
- Introduction of more cross-sectoral topics in educational programmes: from lexical knowledge-centered to project based and problem solving-centered education programs has to be introduced. Interdisciplinarity and multidisciplinary approached for cross-sectoral knowledge and skills.
- To create and develop possible models on how to attract young people to work in FBI sectors with an accent on modern and cross-sectoral opportunities.

5.3. OBJECTIVES AND EXPECTED IMPACTS

The present chapter describes the objectives and the expected impacts of the Local Innovation Action Plan related to the needs described in the previous chapter “5.2 Identification of Needs to be Adressed in the Framework of FORESDA”.

OBJECTIVES	EXPECTED IMPACTS
<p>To improve the already existing strategy and action plan for improvement of the image of FBI sectors on the local, regional and national levels in order to supporting the cross-sectoral business collaboration;</p>	<p>Increase the number of business collaboration within the regional FBI sector and other linked sectors.</p>
<p>To create dissemination activities on further improvement of the FBI sectors' image on the regional (CDR) national (Romania) and international level with the accent on cross-sectoral potential;</p>	<p>Attraction of new investors/investments and young generation in the regional FBI sector, develop the cross-sectoral business collaboration;</p>
<p>Harmonize the goals of policy-makers with real regional and local economic needs of the FBI sectors;</p>	<p>Establishment of new communication channels between the policy-makers and stakeholders from FBI sector, establishment of regular meetings;</p>
<p>To raise the level of importance of cross-sectoral activities in terms of regional and national investment priorities;</p>	<p>Increase the number of cross-sectoral investment on regional level for FBI and linked sectors;</p>
<p>To improve cross-collaboration between the local and regional public authorities on</p>	<p>New cross-sectoral cooperation (public-private), new incentives and favourable</p>



<p>regional level (CDR) and to raise awareness about the needs of the regional FBI sector to the national authorities (political level);</p> <p>Improvement and enhancement of business support actions in the FBI sectoral and regional development programs for the period 2014-2020;</p> <p>Supporting the establishment of cooperative structures for the regional companies operating in the wood sector;</p> <p>Establish collaboration between the education entities and businesses in order to shape the educational curricula to the real market needs, including the needs of developing cross-sectoral activities.</p>	<p>legislative framework for Romanian FBI sector;</p> <p>New investment and technology innovation within the FBI sector, more efficient use of financial incentives for the new wood products;</p> <p>New cooperatives and associated investment on local and regional level within the FBI sector;</p> <p>More dual training programs in collaboration of educational and business entities in order to attract more people towards careers in the FBI sector</p>
--	--

5.4. LINKS WITH OTHER FORESDA OUTCOMES

The selected needs of regional FBI sector and the related actions defined in the present LIAP will be addressed within the different work packages of the project. This document is the output of the previous WP3 activities, namely the mapping of the regional stakeholders, their needs for the wood process development, studying the Transnational Strategy, etc.

The PRO WOOD Cluster is committed that the activities performed in the framework of the next pilot (WP4) will address the above mentioned needs and actions defined herewith. The Romanian pilot “Cascading concepts in the wood processes” is to disseminate and implement the cascading concepts in terms of cross-sectoral collaboration and cross-clustering to all stakeholder groups – in this case as a model project involving the wood industry, logistic companies, from the log wood process to the furniture sector, as well as the construction sector.

In the framework of WP5 there is a need for a longer timeframe than the simple project duration is. The Collaborative Networks are expected to provide the basis for the emergence of truly transnational and cross-sectoral new industrial value chains, thus leading to new developments and economic activities on the long-term. Experienced experts in the different technological and forest-based fields, but also young and innovative stakeholders from different linked sectors could reshape the wood production within cross-sectoral collaboration.

In the WP6, the outcomes of all previous WP activities as well as experiences gained during the FORESDA project will be benefit from and shared with the whole consortium. The PPs will evaluate the outcomes of the implementation of the different LIAPs and draw lessons learnt out of their experiences. The PPs will share the experiences with the other PPs and carry out a benchmarking analysis with their long-term strategy on consortium level.

6. ACTIONS AND SCHEDULE

In this chapter, we can find a description of the main planned activities and actions which will be developed and implemented at the project region level (CDR, Romania) in the framework and timeline of the FORESDA project in order to reach the above-mentioned objectives and expected impacts.

Priority Area 1 – Image & Lobbying

Planned actions and activities:

1. Elaborating a strategy in order to implement the innovative **cascading concepts** in wood processes in order to supporting the image development and **cross-sectoral business collaboration**;

PRO WOOD will elaborate the strategy and will disseminate for the regional stakeholders at least three times organizing different cross-sectoral events

2. To **support the innovative activities of the SMEs** in FBI sector in order to involve different actors (R&D, product developers, marketing experts) in the wood processes for a more innovative, modern and value added wood products;

PRO WOOD will involve different SMEs in order to develop the high-specialization of the wood processes on regional level`

3. Establish a **support mechanism/campaigns** on further improvement of the FBI sectors' image on the local, national level with the accent on cross-sectoral potential;

The PRO WOOD Cluster will make use of on-going image campaigns from other regional entities related FBI sector like Romsilva, and provide dissemination activities at professional training courses and regularly dissemination at educational institutions in order to shape the mindset of the next generation;

The PRO WOOD Cluster will create and develop a complementary image campaign on social networks to attract new start ups/companies to the FBI sector from the region.

PRO WOOD Cluster will make use its newsletter list and will create marketing campaign in order to make the rural region more attractive for young people, companies, and investors to promote both FBI jobs and sustainable development of rural areas in general.

4. Improve the online marketing of the SMEs, branding and image development for local SMEs for higher international visibility;

PRO WOOD will provide online marketing support for SMEs in order to create new brands and increase the image for the local entrepreneurs in FBI sector

5. Collecting database of best practice and live dissemination activities for the target group.

2 Workshops and meetings will be organized by PRO WOOD in order to achieve significant and long term impacts in terms of material efficiency, implementation of cascading concept in FBI sector; one during the EXPOWOOD wood industry fair in March, another one within the DESIGN WEEK Sfântu Gheorghe, in November.

Main Objectives: Improvement of the new, modern and competitive image of the FBI sector and its related companies

Expected impacts: Attraction of investors/investments for FBI sector, cross-sectoral collaboration from other sectors (education, forest management companies) in order to have new technology and skilled workers to the FBI sector

Expected date of achievement of the activities: June 2019

ACTIONS & SCHEDULE → Timeline ↓ Action Description	Project Period 3 (1-6/2018)		Project Period 4 (7-12/2018)		Project Period 5 (1-6/2019)	
	1-3	4-6	7-9	10-12	1-3	4-6

1. Elaborating a strategy in order to implement the cascading concepts in wood processes in order to supporting the cross-sectoral business collaboration;						
2. To support the activities of the SMEs in FBI sector in order to involve different actors in the wood processes;						
3. Establish a support mechanism/campaigns on further improvement of the FBI sectors' image on the local, national level with the accent on cross-sectoral potential						
4. Improve the online marketing of the SMEs, branding and image development for local SMEs for higher international visibility						
5. Collecting database of best practice and live dissemination activities for the target group						

Priority Area 2 - Policy & Legislative Support

Planned actions and activities:

1. Harmonize the goals of policy-makers with real regional and local economic needs of the FBI sectors;

Pro Wood Cluster will provide workshops for the local and regional policy makers and stakeholders from FBI sector, share of relevant information for both entities

2. Raise the level of importance of cross-sectoral activities in terms of regional and national investment priorities.

Dissemination activities, real examples about the importance of cross-sectoral collaboration and investments at the regional level, involvement of the Agency of Regional Development. Show new possible models on how to intensify cross-sectoral collaboration on the international and cross-regional level.

3. Better coordination of the policies and strategies within FBI sectors, related to the cross-sectoral activities.

Involvement of the local decision makers and stakeholders in common cross-sectoral activities, organizing regular meeting with the regional stakeholders.

ACTIONS & SCHEDULE → Timeline ↓ Action Description	Project Period 3 (1-6/2018)		Project Period 4 (7-12/2018)		Project Period 5 (1-6/2019)	
	1-3	4-6	7-9	10-12	1-3	4-6
1. Harmonize the goals of policy-makers with real regional and local economic needs of the FBI sectors						



2. Raise the level of importance of cross-sectoral activities in terms of regional and national investment priorities;						
3. Better coordination of the policies and strategies within FBI sectors, related to the cross-sectoral activities						

Main Objectives: To improve the cross-collaboration between the policy makers and economy stakeholders at regional level (CDR) and to raise awareness about the needs of the FBI sector to the regional authorities.

Expected impacts: Higher innovation through cross-sectoral cooperations and investments for Romanian FBI sector.

Expected date of achievement of the activities: June 2019

Priority Area 3 – Funding & Business Opportunities

Planned actions and activities

1. Improvement and enhancement of business support actions in the sectorial and regional development programs for the period 2014-2020;

PRO WOOD will extend its regional funding consulting service to the stakeholders gained via FORESDA activities.

PRO WOOD will disseminate available funding schemes intended for boosting up of cross-sectoral activities and projects using the newsletter facilities and regular meetings *with the SMEs in FBI sector;*

PRO WOOD will create relevant tools for the companies in order to facilitate the use of funding programmes for SMEs.

2. Information sharing and consultancy for a better access to finance for the SMEs willing to modernize their production line;

Sharing information on funding opportunities, and provide personal coaching, face to face and personal meetings in order to prepare the SMEs for funding programmes.

3. Supporting the establishment of cooperative structures for the regional companies operating in the wood sector;

Present business opportunities through collaboration with the FBI sector and cross-sectoral collaboration with the IT (online-marketing) as well as funding opportunities to develop innovative projects, involvement of R&D entities. Organizing workshop by PRO WOOD Cluster in cooperation with FORESDA Working Group in Romania.

4. Increasing internationalization and participation of small businesses, especially those in the furniture industry, to European economic cooperation networks;

Support the participation of SMEs on international networking events and business collaboration meetings is crucial, using the support of the COSME, Enterprise Europe Network, etc. Dissemination of developed models on how to intensify the collaboration between R&D and business sector and cross sectorial projects.

ACTIONS & SCHEDULE → Timeline ↓ Action Description	Project Period 3 (1-6/2018)		Project Period 4 (7-12/2018)		Project Period 5 (1-6/2019)	
	1-3	4-6	7-9	10-12	1-3	4-6
1.Improvement and enhancement of business support actions in the sectorial and regional development programs for the period 2014-2020						
2.Information sharing and consultancy for a better access to finance for the SMEs willing to modernize their production line;;						
3.Supporting the establishment of cooperative structures for the regional companies operating in the wood sector;						
4.Increasing internationalization and participation of small businesses, especially those in the furniture industry, to European economic cooperation networks						

Main Objectives: To support the development of FBI sector and cross-sectoral collaboration and to push the use of funding opportunities by the companies from the FBI-sector, highlighted the SMEs

Expected impacts: More innovation within the FBI sector and more efficient use of the financial support for the development of new wood products

Expected date of achievement of the activities: June 2019

Priority Area 4 – Education & Human Resources

1. Establish collaboration between the education entities and businesses in order to shape the local educational curricula to the real market needs, including the needs of developing cross-sectoral activities.

The activities in this action will be linked to the activities under Priority Area 1.3 – “Establish a support mechanism/campaigns on further improvement of the FBI sectors' image on the local, national level with the accent on cross-sectoral potential”

2. Offer more cross-sectoral topics in educational programmes: from lexical knowledge-centered to project based and problem solving-centered education programs has to be introduced. Interdisciplinarity and multidisciplinary approached for cross-sectoral knowledge and skills.

In the framework of the FORESDA project Pro Wood Cluster will be involved in alternative programs of the educational institutes.

3. To create and develop possible models on how to attract young people to work in FBI sectors with an accent on modern and cross-sectoral opportunities.

To attract more young people towards careers in the rural area and FBI sector is crucial, therefore example of careers will be presented by Pro Wood Cluster in educational institutes

ACTIONS & SCHEDULE → Timeline ↓ Action Description	Project Period 3 (1-6/2018)		Project Period 4 (7-12/2018)		Project Period 5 (1-6/2019)	
	1-3	4-6	7-9	10-12	1-3	4-6
1. Establish collaboration between the education entities and businesses in order to shape the local educational curricula to the real market needs, including the needs of developing cross-sectoral activities.						
2. Offer more cross-sectoral topics in educational programmes: from lexical knowledge-centered to project based and problem solving-centered education programs has to be introduced.						
3. To create and develop possible models on how to attract young people to work in FBI sectors with an accent on modern and cross-sectoral opportunities;						

Main Objectives: To attract the young generation towards careers in the FBI sector.



Expected impacts: Establish new start-ups, have skilled workforce for SMEs to develop the FBI sector.

Expected date of achievement of the activities: June 2019

7. KEY IMPLEMENTATION STEPS

Priority Area 1 – Image & Lobbying

Planned actions and activities:

1. Elaborating a strategy in order to implement the cascading concepts in wood processes in order to supporting the cross-sectoral business collaboration; Pro Wood Cluster will elaborate the strategy and will disseminate for the regional stakeholders at least three times organizing different cross-sectoral events.

Preparation – analysis the state of the art in FBI sector. September 2017-March 2018

Presentation of Cascading concept Strategy on the conference “Business Meeting in Saint Gheorghe, Romania 2018” – April 2018

Presentation of Cascading concept Strategy and the Foresda Project on the 7th International Cluster Conference in Arad, October 2018,

Presentation of Cascading concept Strategy Business Meeting in Saint Gheorghe, Romania 2018” – April 2018

Dissemination of the strategy: April 2018 – June 2019

2. To support the activities of the SMEs in FBI sector in order to involve different actors in the wood processes;

The PRO WOOD Cluster will involve different SMEs in order to develop the high-specialization of the wood processes on regional level

Preparation to create materials, contact up with SMEs between January and June 2018

Dissemination and implementation July 2018-June 2019

3. Establish a support mechanism/campaigns on further improvement of the FBI sectors' image on the local, national level with the accent on cross-sectoral potential;

PRO WOOD Cluster will joint to on-going image campaigns from other regional entities related FBI sector like Romsilva, and provide dissemination activities at professional training courses and regularly dissemination at educational institutions, will use the newsletter list, will create and develop a complementary image campaign on social networks to attract new start ups/companies to the FBI sector from the region, will create marketing campaign in order to make the rural region more attractive for young people.

Preparation: July-Septemer 2018

Realization - Online and phisycall October 2018 - June 2019

4. Improve the online marketing of the SMEs, branding and image development for local SMEs for higher international visibility;

PRO WOOD cluster will provide online marketing support for SMEs in order to create new brands and increase the image for the local entrepreneurs in FBI sector

Preparation: April-June 2018

Realization - Online and phisycall July 2018 - June 2019

5. Collecting database of best practice and live dissemination activities for the target group.

Preparation of workshops and meetings April – June 2018

Organization: July 2018- March 2019

Priority Area 2 - Policy & Legislative Support

Planned actions and activities:

1. Harmonize the goals of policy-makers with real regional and local economic needs of the FBI sectors;

On-going during the whole Foresda time period

2. Raise the level of importance of cross-sectoral activities in terms of regional and national investment priorities.

Dissemination activities about the importance of cross-sectoral collaboration and investments at the regional level, involvement of the Agency of Regional Development. Show new possible models on how to intensify cross-sectoral collaboration on the international and cross-regional level.

Preparation with the Agency of Regional Development in CDR, January-March 2018

Realization: April 2018- June 2019

Presentation of cross-sectoral collaboration opportunities on Expowood Fair Romania, in April 2018

3. Better coordination of the policies and strategies within FBI sectors, related to the cross-sectoral activities.

Organizing regular meeting with the regional stakeholders: April 2018-June 2019

Priority Area 3 – Funding & Business Opportunities

Planned actions and activities

1. Improvement and enhancement of business support actions in the sectorial and regional development programs for the period 2014-2020;

PRO WOOD Cluster will extend its regional funding consulting service to the stakeholders gained via FORESDA activities between April 2018- June 2019

PRO WOOD Cluster will create relevant tools for the companies in order to facilitate the use of funding programmes for SMEs between April 2018- June 2019

2. Information sharing and consultancy to SMEs between January 2018 – June 2019

Personal coaching, face to face and personal meetings between June 2018-
June 2019

3. Supporting the establishment of cooperative structures for the regional companies operating in the wood sector

From April 2018 to March 2019

4. Increasing internationalization and participation of small businesses, especially those in the furniture industry, to European economic cooperation networks;

Support the participation of SMEs on international matchmaking events January 2018 – June 2019

Priority Area 4 – Education & Human Resources

1. Establish collaboration between the education entities and businesses in order to influence the local educational curricula to the real market needs, including the needs of developing cross-sectoral activities.

Preparation materials- to create ideas, set-up of communication tools... April -June 2018

Dissemination and organization meetings with relevant educational institution - Online and phisycall / July 2018 -March 2019

2. Offer more cross-sectoral topics in educational programmes: from lexical knowledge-centered to project based and problem solving-centered education programs has to be introduced. Interdisciplinarity and multidisciplinary approached for cross-sectoral knowledge and skills.

Preparation - to create ideas, set-up of communication approaches April- June 2018

Dissemination - Online and phisycall / July 2018 – June 2019

3. To create and develop possible models on how to attract young people to work in FBI sectors

Preparation - to create ideas, set-up of communication cannel/methodology

April-June 2018

Dissemination - Online and phisycall / June – March 2019

Monitoring of realization March - June 2019

8. RESPONSIBILITIES

The present LIAP will be produced by the representatives of the PRO WOOD Cluster, who is the main promotor of the proposed measures for improving the image and business in the field of the wood industry, however in the dissemination activities the Agency of the Regional Development and the Faculty of Silviculture and Forest Engineering from University of Transylvania in Braşov going to be also involved. In addition to the faculty, as an educational institution, promotion of the LIAP will also involve representatives of the Regional Working Group, including the relevant representatives of enterprises, the Chamber of Commerce in Covasna County and Association of Small and Medium Enterprises Covasna (ASIMCOV) etc. The representatives of the Chamber of Commerce, ASIMCOV and the Faculty of Silviculture and Forest Engineering will play a crucial role in the field of influence on creation of conditions that will contribute to better business and greater recognition of the profession. In addition to the Faculty, representatives of secondary vocational schools will let the dissemination activities and will be part of the team that will be involved in the implementation of the proposed measures in the field of education. Better access to information will be provided to all decision makers through various conferences, trade fairs and workshops. In an indirect way, the LIAP will also include local authorities, public enterprises in order to achieve more efficient dissemination activities.

9. TARGET GROUPS AND STAKEHOLDERS

Priority Area 1 – Image & Lobbying

The stakeholders for the Priority Area 1. are from four different fields:

- small and medium enterprises from wood industry,
- academic area,
- public authorities,
- consulting companies.

First and biggest category of stakeholders is the local businesses (SMEs) from wood industry in the Centre Development Region of Romania. In order to make FBI sector more attractive through image campaigns the local stakeholders like local authorities, educational institutions and SMEs will be involved.

Priority Area 2 – Policy & Legislative Support

In order to harmonize the goals of policy-makers with real regional and local economic needs the two main involved groups will be the local and regional policy makers and the SMEs

In order to raise the level of importance of cross-sectoral activities in terms of regional and national investment priorities, the agency of regional development and regional decision makers have to be involved.

In order to raise the knowledge about the new possible models on how to intensify cross-sectoral collaboration on the international and cross-regional level has to be involved the local SMEs and FBI related businesses.

In order to increase the efficiency of the coordination of the policies and strategies within FBI sectors and related to the cross-sectoral activities local authorities, stakeholders from business area will be involved.

Priority area 3. Funding & Business Environment

For the dissemination activities about associative structures among small forest owners will be involved forest owners associations and consultant companies.

Improvement and enhancement of business support actions in the sectorial and regional development programs for the period 2014-2020;

Information sharing will be provided by PRO WOOD Cluster and Agency for Regional Development from Centre Development Region and professional consultancy will be provided by consultant companies, in order to achieve a better access to finance for the SMEs willing to modernize their production line;

In order to achieve establishment of cooperative structures for the regional companies operating in the wood sector SMEs will be involved.

Priority area 4 - Education & Human Resources

In order to adapt the educational programmes to the real market needs, universities and vocational schools and local SMEs going to be involved, while the target groups are educational institutes.

In order to achieve more cross-sectoral topics in educational programmes, educational institutes and local businesses from FBI sector going to be involved.

In order to create possible models on how to attract young people to work in FBI sectors with an accent on modern and cross-sectoral opportunities, local businesspersons, schools and SMEs will be involved. New career models and mentor program will be offered for the young people in the schools, foreseeable, long term career opportunities going to be offered by local SMEs to the young generation.

10. RESOURCES AND BUDGET

10.1. HUMAN

- Establish the FORESDA Working Group within the FORESDA Project - FORESDA Budget
- Elaboration of a strategy that will ensure support from all levels of authorities and institutions for the development of the FBI - FORESDA / PRO WOOD Cluster
- Establish a working group to draft a Guide for Business in European Union countries in various areas of the wood industry – available state budget
- Develop a catalog with the presentation of financing methods for sectors from national and foreign funds – available state budget
- Support the introduction of pilot departments according to the principles of dual education for the training of staff in secondary vocational schools for wood-related professions - state budget/ Non-governmental organizations

10.2. PHYSICAL

- Establish a local support mechanism at the local and regional levels to stimulate young people to study for the profession or to become employed in the field, especially in rural areas - State budget / Agency of Regional Development
- Influence the creation of investment measures for technological modernization, improvement of the production of wood products with the highest level of wood processing and export (preparation of presentations and promotion of products, fair presentation or individual manifestations)
- Cooperation between the forestry sector and wood industry - point to the necessity of educating private forest owners on the importance of sustainable forest management - State budget / NGOs
- Use the support program for increasing the export of wood industry and its branding in foreign markets, participation at international fairs, matchmaking events - State Budget

- Create a state program to support the establishment of new businesses in the rural areas where the FBI sector is the only source of income (at state and local levels) - State budget / Local budget
- Create new start ups in the supply chain of companies that export high value added wood products - State budget
- Influence the Regional Development Agency, and the Romanian Government to develop project support programs for the development of enterprises with an emphasis on those that cooperate with R & D institutions - State Budget
- Describe the need to create a legal framework for the participation of business people and other relevant institutions in creating curricula and learning programs of vocational schools - State Budget / Non-governmental organizations
- Influence drafting of a Rulebook on rewarding the best students and attracting the best students from secondary schools to faculties (through company scholarships, through a reduction of school fees, etc.) - State budget / NGOs
- Influence drafting of a Rulebook on the support to pupils, students and professors for going to fair events, study visits to learn about the current trends in design, technology and so on. - State Budget

10.3. FACILITIES

- Establish a new center for the development of innovative products - produce a study on the need and ways of forming an innovative center - State budget / European Innovation Funds

10.4. FINANCIAL

- Develop a national sector strategy that will provide support from all levels of authorities and institutions for the development of the FBI sector - State budget
- Establish a special financial fund for the development of innovative products State budget / European Innovation Funds

- Support the introduction of new classes, according to the principles of dual education for the training of staff in secondary vocational schools for the profession - State budget/ Businesses from FBI

11. COMMUNICATION ACTIVITIES

Communication activities for the purpose of presenting the Local Innovation Action Plan will be divided into two main groups. One group of activities will be on-line presentations (e.g. on the webpage of PRO WOOD Cluster, social networks, newsletters, electronic journals etc.- *online activities*), and another group of activities that will disseminate information about the LIAP will be organized off-line (local and regional press releases, workshops, fairs, professional conferences etc.) which is considered *off-line communication activities*.

On-line communication activities:

Information on the prepared Local Innovation Action Plan (LIAP) within the FORESDA project will be posted on the website of the PRO WOOD Cluster. The information about the LIAP will also be sent to public and private companies and relevant institutions from the database of the Pro Wood Cluster. The member of the working group of the project will be updated according to the LIAP.

Off-line communication activities

Within the off-line LIAP presentation, the planned activities include workshops, fairs, professional conferences, etc. In April 2018 on the Expowood Fair Romania, the 7th International Cluster Conference in Arad, October 2018 will be presented the outcomes of the FORESDA project. The plan for the agenda of the conference is to include a topic related to the project FORESDA by PRO WOOD Cluster.

12. RISK ANALYSIS

DESCRIPTION OF POSSIBLE RISK	PROBABILITY OF OCCURRENCE	IMPACT	REMEDIAL ACTIONS
1. Local and regional education institutions do not adopt support to the stimulation of young people to be educated and become employed in the FBI sector	0.5	0.7	Organize workshops and meetings with education institutions on the topic of the significance of providing support to young people
2. Not financial incentive measures for technological modernization in FBI sector	0.4	0.7	Organize workshops and meetings with SMEs in FBI sector on the topic of the significance of providing support to the technological modernization, and improvement of production of products with the highest level of processing
3. The education of private forest owners is limited for the importance of sustainable forest management	0.4	0.7	Organize workshops and meetings with member of forest owner associations on the importance of sustainable forest management
4. Lack of a national FBI sector strategy	0.4	0.8	Organize workshops and meetings with SMEs in FBI sector on the significance of having a sector strategy
5. No support program to increase the value added export of wood products and its branding in the foreign market	0.6	0.8	Organize workshops and meetings with policy makers on the importance of having support programs to export and branding of products with a high added value
6. No creation of a special national program to support the establishment of companies in rural areas in order to develop the sustainability of the FBI sector	0.5	0.8	Organize workshops and meetings with SMEs in FBI sector and regional politicians on the importance of providing support to the establishment of enterprises in FBI sector
7. The Agency of the Regional Development has insufficient influence in order to develop the project support program for the development of the companies	0.7	0.7	Organize workshops and meetings with Agency of the Regional Development, SMEs from FBI sector and policy makers on the



with emphasis on those that cooperate with R & D institutions			significance of having such a program
8. Insufficient common interest for establishing a legal framework for the participation of business people and other relevant institutions in the creation of curricula and learning programs of vocational schools	0.4	0.8	Organize workshops and meetings with educational institutions and SMEs in FBI sector on the importance of the legal framework for the participation of business people and other relevant institutions in the creation of curricula and learning programs of vocational schools

13. APPENDIX I:

LIAP ROMANIA - TABLE OVERVIEW

LOCAL ACTION PLAN DETAILS	TIMELINE						OBJECTIVES	TARGET GROUPS	ESTIMATED BUDGET (EUR)
	PP 3 (1-6/18)		PP 4 (7-12/18)		PP 5 (1-6/18)				
ACTION & KEY IMPLEMENTATION STEPS	01-03	04-06	07-09	10-12	01-03	04-06			
Priority area 1 - Image & Lobbying									
1. Elaborating a strategy in order to implement the cascading concepts in wood processes in order to supporting the cross-sectoral business collaboration;							Elaboration of the strategy of cascading concept in order to support the cross-sectoral businesses	SMEs from the FBI sector and related businesses	Not estimated.
2. To support the activities of the SMEs in FBI sector in order to involve different actors in the wood processes							Improve the image of the FBI sector providing campaign and involving the relevant stakeholders	SMEs from the FBI sector and related businesses, local forest owner associations	Not estimated.
3. Establish a support mechanism/campaigns on further improvement of the FBI sectors' image on the local, national level with the accent on cross-sectoral potential							Local improvement of FBI sector, involvement of the local stakeholders	SMEs from the FBI sector, local authorities, Romsilva, ARD	Not estimated.
4. Improve the online marketing of the SMEs, branding and image development for local SMEs for higher international visibility							More visibility of the local SMEs, development the brand of SMEs	SMEs	Not estimated.
5. Collecting database of best practice and live dissemination activities for the target group							Influence of the target group with the aim of development of the FBI sector	Educational institutions, local authorities and associations in the FBI sector	Not estimated.
Priority Area 2 - Policy & Legislative Support									
1. Harmonize the goals of policy-makers with real regional and local economic needs of the FBI sectors							Influence the national strategy for the FBI sector	Companies from FBI sector, local and regional authorities, associations	Not estimated.
2. Raise the level of importance of cross-sectoral activities in terms of regional and national investment priorities;							Influence the national strategy for the FBI sector	Companies from FBI sector, local and regional authorities, associations	Not estimated.
3. Better coordination of the policies and strategies within FBI sectors, related to the cross-sectoral activities							Influence the decision makers for more favourable conditions for FBI sector	national and regional authorities, associations	Not estimated.
Priority Area 3 - Funding & Business Opportunities									
1. Improvement and enhancement of business support actions in the sectorial and regional development programs for the period 2014-2020							Prepare the companies to apply for funding support programs	Companies from FBI sector, local and regional authorities, associations	Not estimated.
2. Information sharing and consultancy for a better access to finance for the SMEs willing to modernize their production line;							Prepare the companies to apply for funding support programs	Companies from FBI sector, local and regional authorities, associations	Not estimated.
3. Supporting the establishment of cooperative structures for the regional companies operating in the wood sector;							Prepare the Associations to apply for funding support programs	Local and regional companies, Forest owner associations, Associations in FBI sector	Not estimated.
4. Increasing internationalization and participation of small businesses, especially those in the furniture industry, to European economic cooperation networks							Companies and associations from FBI sector	Companies from FBI sector, Associations	Not estimated.
Priority Area 4 - Education & Human Resources									
1. Establish collaboration between the education entities and businesses in order to shape the local educational curricula to the real market needs, including the needs of developing cross-sectoral activities.							Involve the education institutions and business sector for more dynamic collaboration	Companies and educational institutes	Not estimated.
2. Offer more cross-sectoral topics in educational programmes: from lexical knowledge-centered to project based and problem solving-centered education programs has to be introduced.							Offer more practice oriented training programs for the young generation	Companies and educational institutes	Not estimated.
3. To create and develop possible models on how to attract young people to work in FBI sectors with an accent on modern and cross-sectoral opportunities;							Development of carrier models for young generation	Educational institutions, young people from vocational high school	Not estimated.
4. Increasing internationalization and participation of small businesses, especially those in the furniture industry, to European economic cooperation networks							Increase the international visibility of local SMEs	SMEs from the FBI sector	Not estimated.