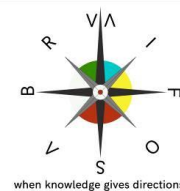




IAP - BoostINNO BAIA MARE

Integrated Action Plan of Baia Mare Municipality
for Social Innovation



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1. INTRODUCTION

1.1. Background and city context

The city of Baia Mare is the capital of Maramureş County and it is located, along Săsar River, in north-western Romania, close to the Hungarian and Ukrainian borders. According to the Territorial Development Strategy of Romania, Baia Mare is ranked as the third largest city in the North-West Region, has a population of around 136,000 inhabitants.

The location of Baia Mare is relatively at the core of the Metropolitan Area and peripheral in the North-West Region. Baia Mare is a city of the second rank, having an inter-county, regional importance and playing the role of balancing the urban system. The city has a status of urban development pole, which indicates that the city acts as a hub for regional and local growth, ensuring development in adjacent areas.

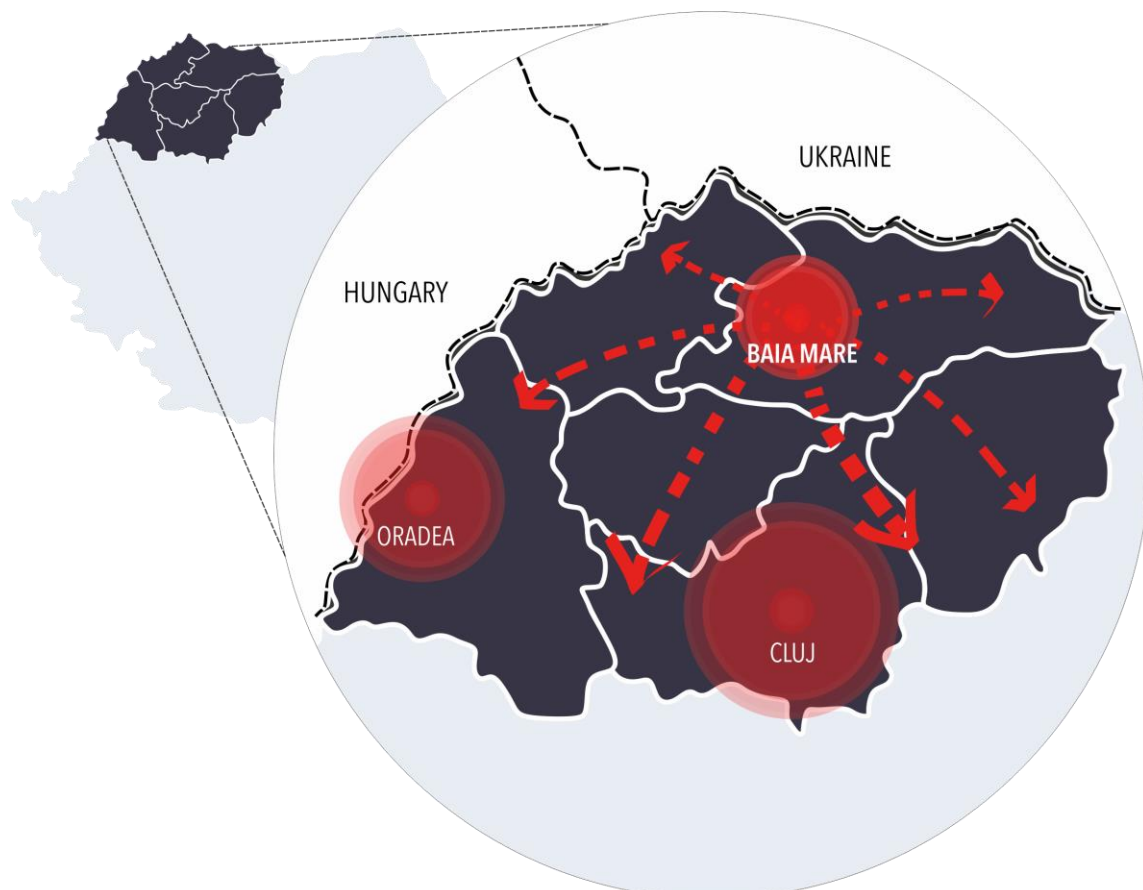


Figure 1- Location of Baia Mare

1.1.1. Demographic profile – age, gender, ethnicity

The city of Baia Mare is a medium size city in the urban hierarchy of Romanian cities, being the county capital of Maramureş in the north-western part of Romania. It has a population of 135 855 inhabitants which is the 26,86 per cent of the county total population. It is the 16th city in Romania, in terms of the size of the population, according to statistics provided by Eurostat. Baia Mare metropolitan area has a population of 215,932 (44.6% of the county population), an area of 1,395.38 km², and includes the municipality of Baia Mare, five towns (Baia Sprie, Cavnic, Seini, Somcuta Mare and Tăuţii-Măgherauş), and 13 communes (Cerneşti, Cicârlău, Coaş, Coltău, Copalnic-Mănăştur, Dumbrăviţa, Groşi, Mireşu Mare, Recea, RemeteaChioarului, Satulung, Săcălăşeni and ValeaChioarului). By age groups, the following data: 14 % are children (0-14 years), 13% are young (15-24 years), 61% of persons aged 25-64 years and 12% of people over 65 years. (Population Structure by age groups, source: National Institution of Statistics, 2015). The ethnic composition of the city is as follows: Romanian: (84.11%); Hungarian: (12.25%); Roma: (2.76%); German:(0.24%); Ukrainian: (0.16%); Jews: (0.02%); and 642 others, including Greeks, Turks, Italians, Lippovans, Poles and Slovaks.

Baia Mare has a great and multifarious social capital.

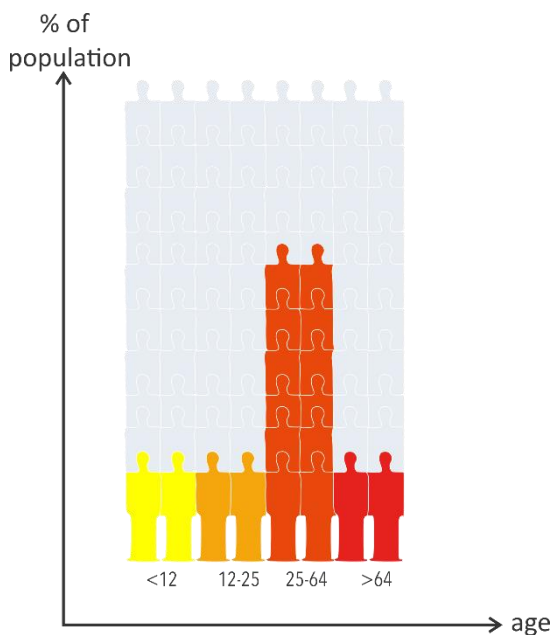


Figure 2 - Population by Age

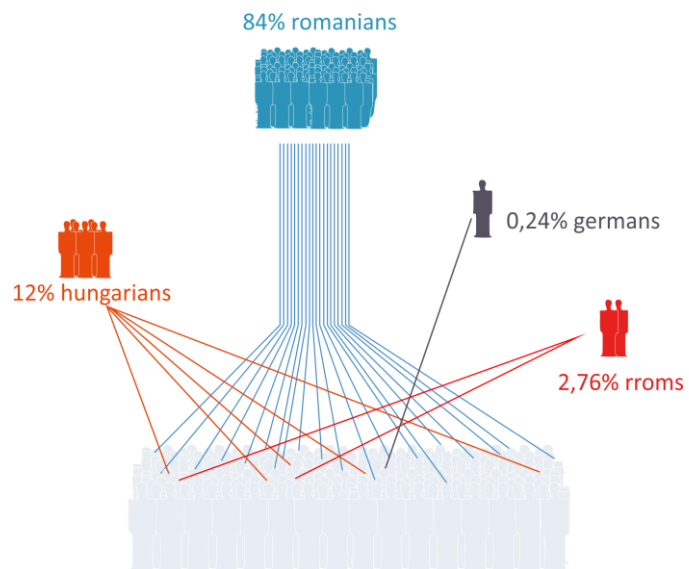


Figure 3 - Population by ethnicity

Fig. 2 – Population by ethnicity

1.1.2. Local economy

Baia Mare was the capital of the mining and metallurgical industry in Romania but has changed its economic profile in the past 10 years. Due to the closure of mines, the city now has a secondary-tertiary profile, with predominant industrial, construction and services activities which have improved the city's economy in recent years. Representative sectors of activity for Baia Mare today are the processing industry (furniture manufacturing, electrical equipment manufacturing, etc.) representing approximately 35% of the volume of economic activity of the municipality, according to the turnover. Gross domestic product in the year 2013 was for Maramures County 8.4831 million lei, representing 7.16% of GDP for the North West region. In 2013 in Baia Mare were registered about 52,089 employees as follow: 33.95% in the processing industry, 22.60% in trade, 12.21% in construction, 4.69% in services, 8.21% in public authority services, 18.34% health and social services. 75% of the employees are working in SMEs. Baia Mare represents more than 50% of the active enterprises in the county and about 1/11 from the region.

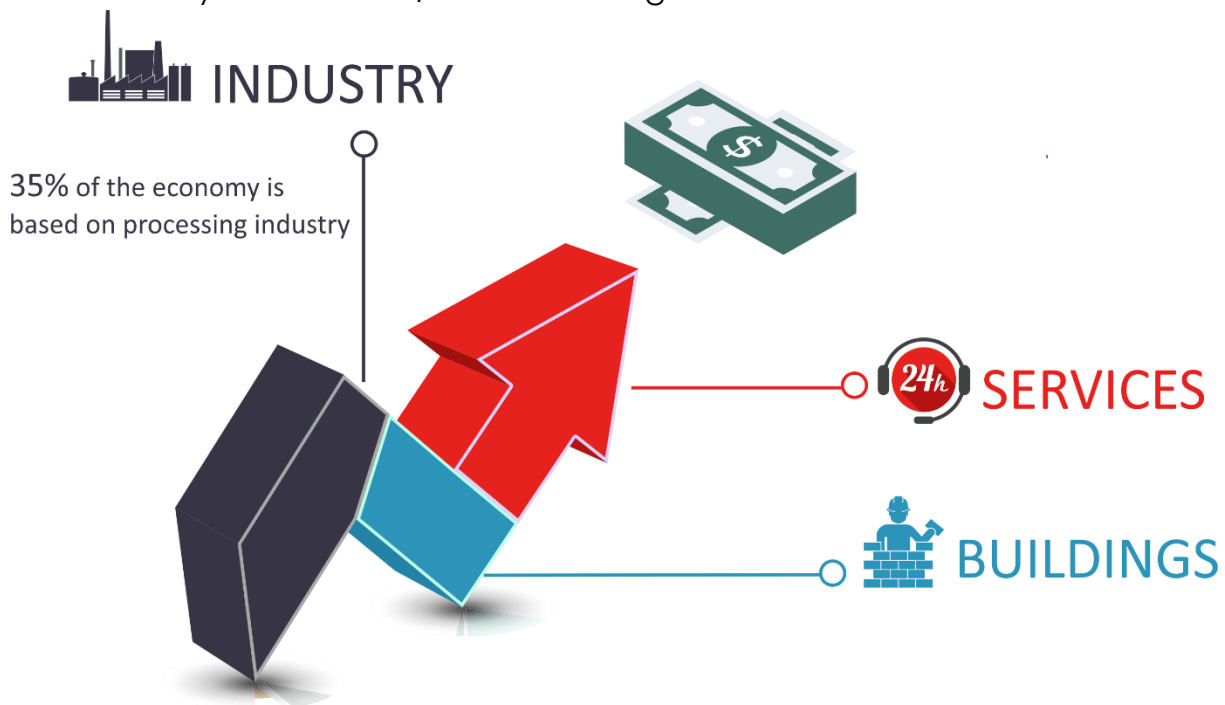


Figure 4 - Local Economy

1.1.2.1. Business-start up rates

In 2013 the indicator for start-up enterprises was 7.72 for new legal enterprises/100 existing enterprises as compared with 7.67 in 2010 and 20.83 new individuals enterprises/100 existing enterprises as compared with 48.94 in 2010. The percentage of the newly established enterprises by field of activity are:

- 6.42% processing industry
- 7% constructions;
- 12.48% trade,
- 32.49% transport,
- 12.06% hotels and restaurants,
- 9.34% professional activities.

The survival rate of start-ups over 2 years period is 89.96% in 2013 as compared with 88.94% in 2012 while the national level is lower with 15%. In 2013 only 5 research and development start-ups were created.

On the other hand, the highest number of unemployed rate was registered in Baia Mare in 2013 for unskilled workers in diverse sectors such as manufacturing, farming, construction of buildings, social workers, commerce.

Improving the skills and competencies of citizens can positively influence the local economy.

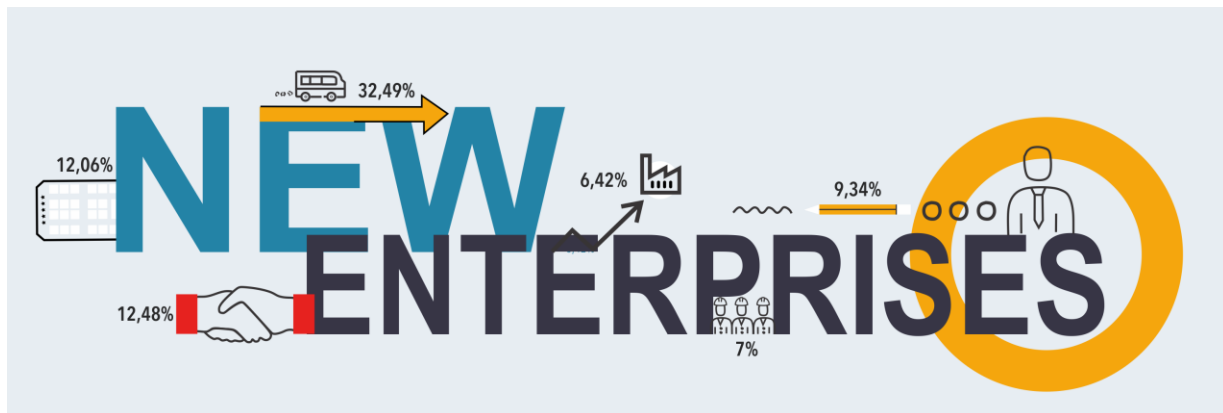


Figure 5 - Business-start up rates

1.1.3. Education

The educational Infrastructure of Baia Mare Municipality includes institutions for all levels of education (nurseries, kindergartens, primary and secondary schools, high schools and universities). In 2013, the total school population was 31,129 children, pupils and students registered in the 76 educational units. The number of students per number of teachers, for primary, gymnasium and high school, is similar to the national level, respectively 13.9 in Baia Mare and 13.8 in Romania. In case of educational units, 65% of laboratories and specialized offices of the schools in Baia Mare are adequately equipped, 90% of schools have at least one well-equipped informatics laboratory (with an internal server and internet connection) and they assure online visibility as well. (National Institution of Statistics). In terms of the number of pupils per teacher, the situation is: 13.79 children / teacher in preschool, 21.46 student / teacher ratio in primary education, 11.67 students / teacher in secondary education, 14.40 students / teacher in high school, 11.4 students / teacher in vocational education and vocational and 8.4 students / teacher in higher education. Regarding Life Long Learning, the participation of adults in Baia Mare in training programs ranged from 0.9% to 1.5% compared to 1.7% - 2.1% in the county of Maramures and 2.7% - 4.8% nationally during 2010-2013.

Social Innovation can be seen as creating entrepreneurship for youth around schools.

1.1.4. City programmes in relation to the Integrated Action Plan

The following programmes, implemented or foreseen by the city administration are in strong relation to the Integrated Action Plan developed under the BoostINNO Urbact project:

1.1.4.1. *Volunteering programme in Baia Mare*

The city has established Volunteer Centres which are managed by non-governmental organizations and volunteers and their aim is to help citizens in their daily problems, to promote and consolidate the concept of volunteering and to increase the number of volunteers.

Outside the public sector, sustaining an innovation will involve volunteering which is one of the core movement towards innovation. Through divers volunteering programme citizens can have an open and collaborative way to share information, know-how and to generate new ideas.

1.1.4.2. Neighbourhood Civic Councils

This programme aims to increase the involvement and responsibility of the public administration towards the citizens and to stimulate the active participation of citizens in the decision-making processes towards better decision making and transparency in the city. Within this programme, the Neighbourhoods Councils facilitate activities and events in the districts. Furthermore, twice-a-year they revise both citizen and public administration initiatives' progress and provide feedback and suggestions on them.

The Neighbourhood Civic Council programme is in strong relation with the IAP expected results, respectively with 2.1. Empowered community and reinforced local identity through urban acupuncture projects and 2.2. Empowered community and reinforced local identity through events and activities. Through the extended councils activities and can be strengthen active citizenship and community initiatives.

1.1.4.3. Sustainable entrepreneurship in the North-West Region

The project aims to support sustainable entrepreneurship and create sustainable jobs through non-agricultural enterprises in the urban area of the North West Region of Romania. Development of common activities in relation to - 3.1. New entrepreneurial skills for young people and adults through programmes and educational activities and 3.2. Boosting innovation through events and activities - expected results of the IAP can be increased the local impact and can be improved the local entrepreneurships.

1.2. City context in relation to innovation

“Innovation is a process, involving multiple activities, performed by multiple actors from one or several organizations, during which new combinations of means and/or ends, which are new for a creating and/or adopting unit, are developed and/or produced and/or implemented and/or transferred to old and/or new (Joerg Gemuenden. at Innovation.cc)

1.2.1. Integrated Urban Development Strategy 2015-2030

Within the Integrated Urban Development Strategy 2015-2030, the city of Baia Mare highlights the importance of innovation by making it one of the strategy development themes and objectives:

"Baia Mare for investors" - a city favourable to entrepreneurs and large companies alike, open to new initiatives and a partner for innovation

Performance economy based on innovation and tourism by which new jobs will be created.

The main actors are the local authority, the 3 universities in Baia Mare, schools, The Centre for Development of SMEs, Baia Mare Metropolitan Area, professional associations, NGOs, citizens, especially youth and children.

The main buildings used for innovation are the locations of the North University, Community centres buildings, renovated and modernized by the Local Authority within the districts, and new centres which the Municipality wants to renovate and modernize in the near future.

Some active organizations (NGO's, associations) in social innovation are such as ASSOC, Hope and Home for Children, YMCA and Deis Associations, Young Roma Association, Centre of Innovation and Sustainable Development Northwest.

1.2.2. Participatory budgeting

There is a story behind this method and a learning process ongoing: critical area of such a mix of citizen participation and deliberation have been thoroughly explored, with some experiences being limited to exploiting the communication leverage and others truly allowing empowerment (Baiocchi & Ganuza, 2014)

In 2017, the city of Baia Mare launched its participatory budgeting programme, which is a tool to increase and deepen citizen participation in the city decision-making processes and to find new solutions for the local needs and challenges driven by the community. Within the programme have been successfully submitted 35 projects on diverse topics such as creative industry, education, youth, mobility, IT, health care, and public spaces. This programme can enable a long-term open collaboration among the local public authority and community.

1.3. Problems, needs and challenges

Identifying local needs and challenges is one of the most important steps in Urbact projects in order to develop clear objectives and directions for the city Integrated Action Plan. Within the BoostINNO Urbact project the ULG members identified key local needs and challenges for a successful and sustainable development to be established in Baia Mare in four fields in relation with the project themes:

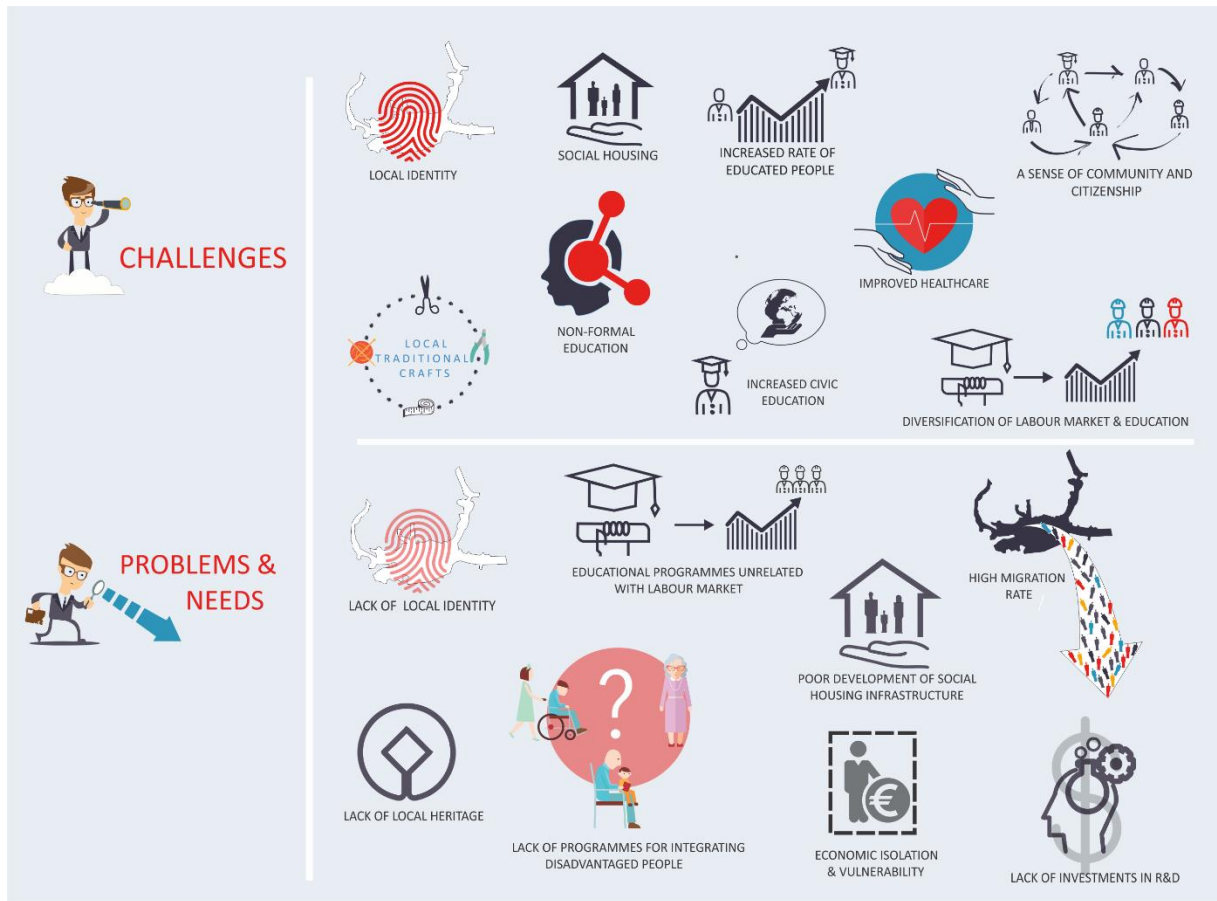


Figure 6 - Problems, needs and challenges

Cultural needs and challenges

- the local heritage and cultural identity is lacking behind;
- lack of an integrated approach to promote Baia Mare's cultural values, traditions;
- insufficient cultural offers for disadvantaged people;
- strengthening and innovating local traditional crafts;
- strengthening local identity through cultural activities;

Educational needs and challenges

- inadequate educational programmes to local labour market need;
- decrease the undereducated population rate;
- to boost local civic education level;
- develop and consolidate non-formal education modules;

Social challenges and need

- processes of depopulation and ageing of the population;
- increased population rate in risk of poverty and social exclusion;
- migration of young people looking for work beyond the city (lack of life perspectives);
- poor development of social housing facilities;
- better social inclusion and poverty management policies;
- improve health care;
- improve infrastructure for social housing;
- increase active citizenship, community initiatives and engagement;

Economic needs and challenges

- lack of investments in research and development;
- economic isolation and vulnerability;
- lack of diversity in case of services;
- diversification of labour market and education, training to labour market demands;
- underdeveloped business environment to attract investments and to stimulate local entrepreneurship;
- lack of industrial parks and business incubators.

1.4. Urbact Local Group (ULG) members and target groups

1.4.1. Local Action Group

The integrated approach to sustainable urban development promoted by URBACT builds on the participation of key local stakeholders in policy-making and delivery. (URBACT)

The aim of the ULG is to bring around the table the specific interests at stakes and unique perspectives to frame problems and agree on policy priorities, and layout concrete answers that allows you to cope with these issues adequately. The Local Action Group of Baia Mare has 17 members, of various ages, from distinctive professions and fields of activity.

| Coordinating team | | | |
|--------------------------|-----------------|-------------------------------------------------------------|-----------------|
| Nr. | Name | Organization | Role |
| 1. | Dorin MICLĂUȘ | Urban Planning Department, Municipality of Baia Mare | Project Manager |
| 2. | Gabriel TRIF | Urban Planning Department, Municipality of Baia Mare | ULG coordinator |
| 3. | Mariana POPESCU | Urban Planning Department, Municipality of Baia Mare | ULG coordinator |
| 4. | Camelia RAT | Public Social Assistance Service, Municipality of Baia Mare | ULG coordinator |
| 5. | Romana ONET | Public Social Assistance Service, Municipality of Baia Mare | ULG coordinator |
| 6. | Gabriel STETCO | Public Social Assistance Service, Municipality of Baia Mare | ULG coordinator |

Table 1 - ULG coordinating Team

| ULG Members | | |
|--------------------|-----------------------|-----------------------------------------------------------------------------------|
| Nr. | Name | Organization |
| 1. | Vlad Adrian ROMAN | Association MuntzoMani, Baia Mare |
| 2. | Dana CSINOS | Business Communications |
| 3. | Ramona Nicoleta BUHAI | Technical College C.D.Nenitescu, Baia Mare |
| 4. | Iulea HOJDA | Technical College C.D.Nenitescu, Baia Mare |
| 5. | Adalbert MEHES | Technical College C.D.Nenitescu, Baia Mare |
| 6. | Dr. Ioan TOHATAN | North University Center Baia Mare, Technical University of Cluj-Napoca, Baia Mare |
| 7. | Delia SUIOGAN | North University Center Baia Mare, Technical University of Cluj-Napoca, Baia Mare |
| 8. | Călin HERTEG | West University Vasile Goldis Baia Mare |
| 9. | Edith LAPSANSZKI | "Nicolae Iorga" Secondary School, Baia Mare |
| 10. | Natalia DANCU | "Nicolae Iorga" Secondary School, Baia Mare |
| 11. | Ecaterina NICULESCU | "Avram Iancu" Secondary School, Baia Mare |
| 12. | Bogdan ILUTIU | Volunteers Foundation Somaschi, Baia Mare |
| 13. | Bianca BODEA | Baia Mare Municipality |
| 14. | Cristina FRASIN | Volunteers Foundation Somaschi, Baia Mare |
| 15. | Sorin POP | INDECO SOFT SRL Baia Mare |
| 16. | Ananta ARDELEAN | Baia Mare Metropolitan Area |
| 17. | Andreea IATU | Autism Association Baia Mare |

Table 2 - ULG members

1.4.2. Target groups

The ULG member identified potential stakeholders for BoostINNO subthemes, culture, education, social and economics, for a successful development and consolidation of the social innovation ecosystem in the city of Baia Mare.

Traditions, crafts, local history

- craftsmen, specialists and experts;
- schools and universities;
- Volunteer Associations;
- County Museum of History and Archaeology Baia Mare;
- County Museum of Mineralogy Victor Gorduza;
- County Museum of Art;
- Museum of Ethnography and Folk Art;
- regional and local public authorities;
- private sector;
- neighbourhood civic councils;
- educational institutions;
- NGOs, associations;

Youth and Education

- County School Inspectorate;
- students, parents, professors;
- psychologists in schools
- Social workers
- regional and local public authorities;
- private sector;
- neighbourhood civic councils;
- educational institutions: schools, universities;
- NGOs, associations;

Economic

- small, medium sized companies, start-ups;
- universities, schools from Baia Mare;
- NGOs, associations;
- regional and local public authorities;
- private sector;
- neighbourhood civic councils;

Social

- national, regional and local public authorities;
- NGOs, associations;
- small, medium sized companies, start-ups;
- universities, schools from Baia Mare;
- NGOs, associations;
- regional and local public authorities;
- private sector;
- neighbourhood civic councils;

TARGET GROUPS

Traditions, Crafts, Local history



- craftsmen, specialists and experts;
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- neighbourhood civic councils;
- educational institutions;
- NGOs, associations;



Youth and Education



- County School Inspectorate;
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- small, medium sized companies, start-ups;
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- private sector;
- neighbourhood civic councils;



Social



- national, regional and local public authorities;
- NGOs, associations;
- small, medium sized companies, start-ups;
- universities, schools from Baia Mare;
- NGOs, associations;
- regional and local public authorities;
- private sector;
- neighbourhood civic councils;



Figure 7 - Target groups

2. STRATEGIC OVERVIEW - LOCAL APPROACH

2.1. Social innovation (definition and aspects)

Social innovation [SI] describes the process by which new responses to social needs are developed in order to deliver better social outcomes.

Social innovation gathers new solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need (more effectively than existing solutions) and lead to new or improved capabilities and relationships and better use of assets and resources. (Caulier-Grice J., Davies A., Patrick R., Norman W., 2012)

Five core features of social innovation (Caulier-Grice J., Davies A., Patrick R., Norman W., 2012)

- **Novelty:** SI is new to the field, sector, region, market or user, or to be applied in a new way;
- **From ideas to implementation** – SI describes the implementation and application of new ideas, rather than just the development of new ideas (inventions);
- **Meets a social need** – SI is explicitly designed to meet a recognised social need;
- **Effectiveness:** SI are more effective than existing solutions – they create a measurable improvement in terms of outcomes;
- **Enhances society's capacity to act:** SI empowers beneficiaries by creating new roles and relationships, developing assets and capabilities and/or better use of assets and resources.

Common features of social innovation:

- **Cross-sectoral:** occur at the interfaces between sectors and involved actors from different sectors;
- **New social relationships and capabilities:** developed 'with' and 'by' users and not delivered 'to' and 'for' them. They can be identified by the type of relationships they create with and between their beneficiaries;
- **Open, collaborative and experimental:** often involve production by the masses - large numbers of people working independently on collective projects without normal market structures and mechanisms;

- **Presumption and co-production:** frequently includes blurred boundaries between producers and consumers;
- **Grass-roots, bottom-up:** feature distributed systems where innovation and initiative are dispersed to the periphery and connected through networks;
- **Mutualism:** based on the idea that individual and collective well-being is obtainable only by mutual dependence;
- **Better use of assets and resources:** involves the recognition, exploitation and coordination of latent social assets;
- **Development of capabilities and assets:** based on a participatory approach that enables beneficiaries to meet their needs over long-term.

| Types of social innovation | Examples |
|----------------------------|------------------------------------------------------------------------------------|
| New products | Assistive technologies developed for people with disabilities (voice synthesizers) |
| New services | Mobile banking (MPesa in Kenya) |
| New processes | Peer-to-peer collaboration and crowdsourcing |
| New markets | Fair Trade or time banking |
| New platforms | New legal or regulatory frameworks or platforms for care |
| New organisational forms | Community interest companies |
| New business models | Social franchising, or just in time models applied to social challenges |

Table 3 -Types of Social Innovation

Even though social innovation can take place in all sectors, none of them is completely concerned with social innovation and each is involved in many other activities. The four sectors are:

- the non-profit sector;
- the public;
- the private sector;
- the informal sector.

2.2. Main theme for Baia Mare

Considering the city's Integrated Urban Development Strategy for 2015-2030 subtheme on innovation policy and the current main challenges towards active citizenship and increased community involvement in decision-making processes, the current Integrated Action Plan aims to establish the basis for an active community and for well-functioning social innovation eco-system within the city in relation to the already existing strategies.

In order to build a sustainable innovation eco-system, this IAP is based on certain variables on which BoostINNO network was focusing during the project lifetime, such as:

Empowerment of citizens – As many cities from Europe, put lots of efforts to communicate with their inhabitants and how to hear and to welcome their innovations. Baia Mare, one of the network cities, which is currently at the initial phase of citizen empowerment, therefore its activities and IAP is focused on how to increase citizen involvement and consolidate this process through different activities and tools.

Opening up of public authorities – during BoostINNO lifetime, Baia Mare Municipality had major steps towards a more open, user-friendly public services by implementing participatory budgeting. This platform enables citizens to openly identify local needs and find solutions for them.

Brokers – municipalities can play the role of brokers among the local non-profit, public, private and informal sectors. This form of coordination, or rather brokerage is close to the idea of pathfinders and can be taken on board by individuals, NGO's, social enterprises and public authorities. This approach is one of the medium –long-term goals of the city of Baia Mare. However, brokerage requires improved competences and common understanding of the concept by all the sectors, in order to reduce risk and to stimulate efficient and sustainable results.

Impact measurement – is one of the key elements towards social innovation ecosystems. In order to reach improvement, impact and consolidate innovation, cities have to set a baseline (through research and implemented activities) and to make regular quantitative and qualitative measurements. In Baia Mare, baseline studies can be set up for participatory budgeting and for BoostINNO Talks and District Panel activities.

Within BoostINNO project, the following four major themes have been acknowledged: 1) cities and citizens, 2) governance and policy-making, 3) spaces and 4) financial and social impact. Given the local context and challenges (concerning citizen involvement) and the need for creating an open dialogue among the local stakeholders, ULG members from Baia Mare have chosen **cities and citizens** as the main theme for their action plan.

Cities and citizens

Cities are composed of people who have become their inhabitants. It is (more and more) the local government's role to be close to the citizens. Many cities are developing branches of the city hall in various suburbs and area elections are held to bring area elected persons into closer contact with citizens. The ambition of the network is to deepen this relationship in a sustainable way. Intensive exchange and constructive criticism will be organised so that the peer group learning between the 10 cities is at its maximum. In addition to inputs will be organized: e.g. open social innovation based on the GENIUS project's experiences, linked to design and culture as vehicles for social innovation (Wroclaw).

Planning and organising social innovation will be studied and adapted to local needs with the stimulation of the Tilburg model of the Open Source Knowledge Development Platform, addressing not only the creative aspect, but also the exchange procedures which are necessary to allow everyone to benefit from social innovation, as the experiences and stories are stocked and organised. (Peter Wolkowski, Lead Expert for Boosting Social Innovation, Gdansk 14/03/2016)

2.2.1. Subthemes

In addition to the main topic addressed within BoostINNO framework, the ULG members developed four subtopics listed below (in relevancy order). IAP will focus on the two most relevant subtopics of Culture and Education to ensure the establishment and consolidation of social innovation and it will approach partially the other subtheme.

1. **Local culture and heritage** - (cultural identity, traditions, crafts, history and heritage, tourism and economy)

The local cultural identity, the culture of Maramures - indigenous peasants, traditional customs, traditions and crafts – is fading. The local identity had and still has an impregnable image of "decadency", especially from young people's point of view. Consumerism and the intense marketing of products has caused a huge social gap in the minds of young people in cities, and beyond. Traditional clothing, traditional dances and customs, and often traditional food, show a socially disadvantaged character.

The local history and traditions of the city of Baia Mare are one of the most important aspects to empower the local community through activities and events towards a reinforced local identity, valorised heritage and enhanced city branding.

2. **Youth and education** (civic education, life perspectives, job opportunities and quality of life)

The lack of diversified curricula of educational institutions and to train young adults for the local labour market result in an increased rate of youth migration. By focusing on this topic, youth and education, the IAP aims to engage key stakeholders (educational institutions, youth and private sector) to improve and diversify the pedagogic curricula, in order to train youth for the local job opportunities and to create life perspectives for them.

3. **Socio-Economic** (social inclusion, housing, infrastructure, social services, entrepreneurship, creative industry, business development)

Social and economic subthemes are addressed in depth by different city strategies and programmes (Integrated Urban Development Strategy 2015-2030, Sustainable Urban Mobility Plan, Sustainable Energy Action Plan, Cultural Development Strategy) and tangentially within this IAP in order to ensure an integrated approach.

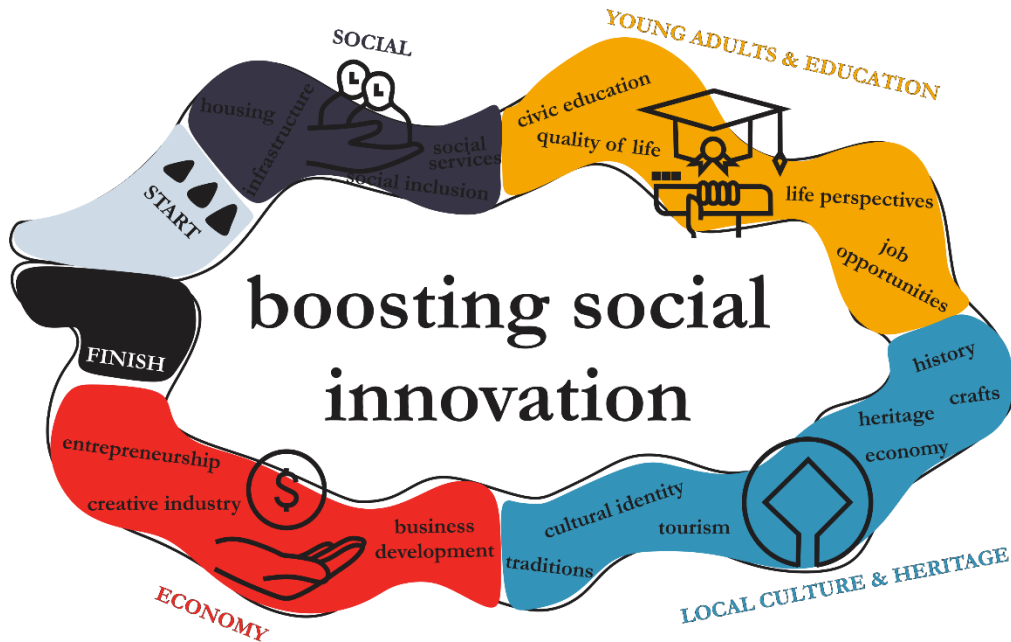


Figure 8 -Social Innovation and subthemes

2.3. Strategic concept

The strategy is based on the concept **“from zoom in to zoom out”** which is a twofold systematic approach as a powerful method to overcome key challenges of cities.

First, it pulls all the four sectors (non-profit, public, private, informal sector) out a short-time period attitude concerning the city development and enables them to build alignment around a shared long-term period view of a relevant area of interest. Secondly, it enables cities to develop tighter focus and overcome a natural tendency to spread themselves too thinly across too many projects, none of which obtain a critical mass of support. Most significantly, the focus that they develop is related to a long-term vision, not just prioritizing a few of the multitude of short-term activities that command their attention on a daily basis. This approach to strategy engages a broad range of scenario development tools and approaches to draw cities out of their comfort zone, but it differs from scenario development as commonly practised on multiple levels. It enables the city to pick not just the most likely scenario, but the scenario that they will commit to follow.

2.3.1. Zoom in

The *zoom in* part of the approach can play a critical role in developing a credible narrative. The most powerful narratives are the ones where relatively modest actions in the short-term can yield tangible impact in advancing participants towards the longer-term opportunity. By pursuing zoom in initiatives (through urban acupuncture, events and activities), the city shaping the narrative can start to build credibility for the broader innovation narrative by showcasing short-term impact in accelerating movement towards the longer-term objectives.

2.3.2. Zoom out

While the *zooming out* part allows anticipating how citizens are likely to evolve and what the local needs and challenges are likely to be. Seen through this lens, cities are likely to identify emerging priorities from the community perspective. The zoom out view can provide a structured way (set up long-term goals and framing legal and normative instruments) to identify and focus on priorities that are emerging from long-term forces playing out over decades. The narrative framework provides an important filter for prioritizing opportunities and objectives.

2.4. IAP strategic approach in three phases

2.4.1. First Phase

Through the *zoom out* approach, ULG members identified main challenges, key themes (culture and local identity, education, social and economy) and an overall goal towards social innovation. On the other hand, within BoostINNO lifetime, specific narratives have been developed in order to raise awareness and consolidate the concept of social innovation and active citizenship through a set of local events and activities (BoostINNO Talks, Participatory Budgeting and District Panel). Furthermore, it was identified the first district, Oraşul Vechi/ Historical centre, for *zoom in* scenarios development.

BoostINNO Talks – a series of events to promote social innovation concepts, examples of good practices, methods and means of active participation and involvement in community life with invited speakers - local actors and regional ones that have an impact on the development of their communities.

Participatory Budgeting – is public funding tool to increase and deepen citizen participation in the city decision-making processes and to find new solutions for the local needs and challenges driven by the community.

District Panel – public consultation - the aim of this action is to encourage citizens to identify both problems and viable solutions within the neighbourhoods.

Pilot Area – Historical centre

Baia Mare's historic centre (locally known as the Old City Centre) was the place where the weekly fair was formerly held. The historic centre hosts about twenty of the oldest buildings in Baia Mare, built between the 15th and the 19th century, and it's indisputably the most beautiful part of the city.

The Old Centre includes the historical area, has a mixed functional character, polarizing activities of public interest. In the S and E Historic Centre (the northern side of the Alecsandri district and the western part of the Old Town district) and the N of Sasar River, a major functional area of individual dwellings/ housing (Valea Borcutului, Valea Roşie and Grivita) is constituted. The situation is positive in Ferneziu and the Old Town where the number of young people is higher than that of the elderly (65% higher in Ferneziu and 15% higher in the Old City).

2.4.2. Second Phase

During the second phase, focus was given on setting up a baseline and measuring the impact of the first narratives in order to improve methods and to provide a systematic approach for the long-term goals. Within this phase, the improved *zoom in* scenarios will be implemented and completed (new narratives on the field of education, creative industry and local identity) in further districts in order to frame a legal and normative base towards a social innovation ecosystem. (Medium and long - term)

2.4.3. Third Phase

This phase foresees a consolidated social innovation ecosystem supported by public policies and the transformation of Baia Mare's citizens into self-organized active community. Constant impact measurement, improving old *zoom in* scenarios and developing new ones will lead to set up new *zoom out* narratives (long-term goals) and this will provide a constant driving-force for the city development.

3. ACTION PLAN

3.1. Overall goal

The Integrated Action Plan of BOOSTINO Baia Mare foresees a 2030-horizon and it based on three strategic objectives, with an overall goal to increase civic education level, encourage citizen initiatives and engagement for community projects and to create an open dialogue between citizens and public administration towards a balanced social innovation ecosystem in the city.







For a better understating of the global objective, it is linked to three sub-objectives and their expected results, specific directions in relation to priority time frame, potential funding sources and actors. The sub-objectives are:

- the consolidation of social innovation concept through legal and methodological instruments and promotional campaigns,
- empowering citizens, boosting educational level and reinforcing local identity through *zoom in* scenarios (urban acupuncture, events, activities),
- strengthening entrepreneur skills and boosting innovation through educational, mentoring programmes and events.

3.2. Sub-Objectives

SO1. Strengthen the social innovation ecosystem by promoting and developing supporting tools

This objective aims firstly, to strengthen and promote the concept of social innovation towards a raised awareness and community engagement for short and medium term. Secondly, it is a supporting objective for the other two sub-objectives that ensure their smooth implementation and consolidation through its activities and tools for a long-term period. This objective enables the city to develop the *zoom out* narrative based on the followed *zoom in* scenarios within SO1 and SO2. Related expected results, specific directions, duration and priorities:¹

| | | |
|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| ¹ Priority | | |
|  High |  Medium |  Low |
| Realization Term | | |
|  Short term |  Medium Term |  Long-Term |

1.1. Established foundations for public policy in the field of innovation

| | | | | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------|------|------|------|------|------|-------------------------|------|------|------|------|
| 1.1.1. Developing an assessment guide to measure innovation impact at economic and social level. (establishment of the baseline and indicators for monitoring development) | Priority | | | | | | | Realization term | | | | |
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |

Table 4 - Specific Direction -priority, realization term and duration

| | | | | | | | | | | | | |
|--------------------------------------------------------------------------------------------------------|-----------------|------|------|------|------|------|------|-------------------------|------|------|------|------|
| 1.1.2. Developing collaborative tools between stakeholders (non-profit-public-private-informal sector) | Priority | | | | | | | Realization term | | | | |
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |

Table 5 - Specific Direction -priority, realization term and duration

T

1.2. New financial instruments to support innovation (Public funding through Participatory Budgeting)

| | | | | | | | | | | | | |
|-------------------------------------------------------------------------------------------------------------------|-----------------|------|------|------|------|------|------|-------------------------|------|------|------|------|
| 1.2.1. Developing a new innovation category within Baia Mare Participatory Budgeting Programme / Baia Mare Activ. | Priority | | | | | | | Realization term | | | | |
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |

Table 6 - Specific Direction -priority, realization term and duration

| | | | | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------|------|------|------|------|------|-------------------------|------|------|------|------|
| 1.2.2. Developing district funding axis within Baia Mare Participatory Budgeting Programme as a financial support for community empowerment. | Priority | | | | | | | Realization term | | | | |
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |

Table 7 - Specific Direction -priority, realization term and duration

1.3. Engaged community and well informed about social innovation

1.3.1. Events to promote successfully developed projects in Baia Mare in the field of social innovation (citizens can present the development, implementation processes and the final result)

| Priority | | | | | | | | | | | | | Realization term | |
|----------|------|------|------|------|------|------|------|------|------|------|------|------|------------------|--|
| 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | | |
| | | | | | | | | | | | | | | |

Table 8 - Specific Direction -priority, realization term and duration

1.3.2. Awareness campaigns and local events to promote the concept of social innovation (promotion campaign on various media channels, dissemination of promotional materials during events)

| Priority | | | | | | | | | | | | | Realization term | |
|----------|------|------|------|------|------|------|------|------|------|------|------|------|------------------|--|
| 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | | |
| | | | | | | | | | | | | | | |

Table 9 - Specific Direction -priority, realization term and duration

1.3.3. Organizing biannual matchmaking and think-tank events - setting up partnerships for developing new ideas and projects between non-profit-public-private-informal sectors.

| Priority | | | | | | | | | | | | | Realization term | |
|----------|------|------|------|------|------|------|------|------|------|------|------|------|------------------|--|
| 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | | |
| | | | | | | | | | | | | | | |

Table 10 - Specific Direction -priority, realization term and duration

1.3.4. Using the municipality's social centres as gathering places for community meetings and community-based activities of neighbourhood organizations.

| Priority | | | | | | | | | | | | | Realization term | |
|----------|------|------|------|------|------|------|------|------|------|------|------|------|------------------|--|
| 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | | |
| | | | | | | | | | | | | | | |

Table 11 - Specific Direction -priority, realization term and duration

SO2. Empowering local community, boosting educational level and capitalizing the local identity.

Within this objective, some of the *zoom in* scenarios (in relation to its two main expected results empowered community and reinforced local identity) will be developed. Firstly, through urban acupuncture projects - symbolic moves, small scale projects, which can give energy to an area, and create a context for social innovation and local identity. Secondly, to reinforce SI and local identity through events and activities – organizing public events and developing non-formal educational modules on local history and culture. Related expected results, specific directions, duration and priorities:

2.1 Empowered community and reinforced local identity through urban acupuncture projects

2.1.1. District Panel - Implementing the first board in the Old Town neighbourhood (at "C.D. Nenitescu" Technical College) for citizens to identify community problems, needs and potential solutions.

| Priority | | | | Realization term | | | | | | | | |
|----------|------|------|------|------------------|------|------|------|------|------|------|------|------|
| 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |




Table 12 - Specific Direction -priority, realization term and duration

2.1.2. Neighbourhood mapping - to identify new potential spaces for District Panels implementation in Baia Mare's districts (Bogdan Vodă | Decebal | Depozitelor | Ferneziu | Firiza | Gării | Griviței | Progresul | Republicii | Săsar | Traian | Valea Borcutului | Valea Roșie | Vasile Alecsandri)

| Priority | | | | Realization term | | | | | | | | |
|----------|------|------|------|------------------|------|------|------|------|------|------|------|------|
| 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |




Table 13 - Specific Direction -priority, realization term and duration

2.1.3. Establishment of temporary exhibition spaces (to exhibit vintage photographs of the city and for community photo contests).

| Priority | | | | Realization term | | | | | | | | |
|----------|------|------|------|------------------|------|------|------|------|------|------|------|------|
| 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |




Table 14 - Specific Direction -priority, realization term and duration

2.1.4. Development of a Virtual Reality [VR] application at the Mineralogy Museum (to present the history of mines and a virtual tour of a mine).

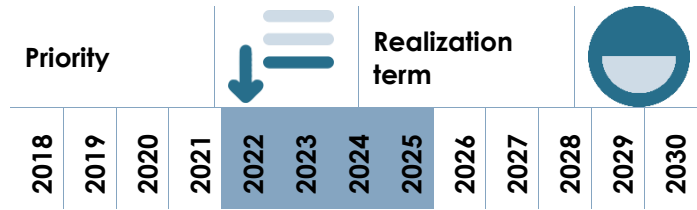


Table 15 - Specific Direction -priority, realization term and duration

2.1.5. Transforming "Casa de Cultură/ Cultural House" into a cultural-artistic hub.

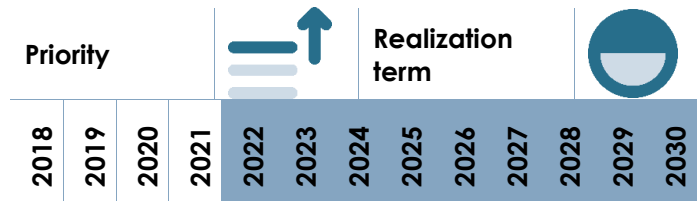


Table 16 - Specific Direction -priority, realization term and duration

2.2. Empowered community and reinforced local identity through events and activities.

2.2.1. District Panel - public consultation, regular (quarterly) meetings to identify issues, community needs and potential solutions (facilitated by representatives of civic neighbourhood councils).

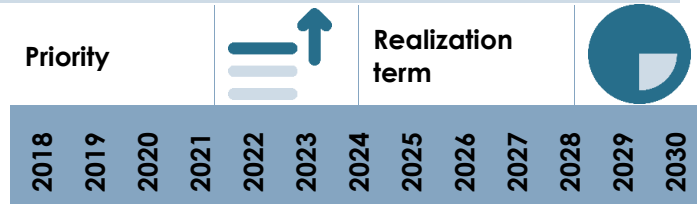


Table 17 - Specific Direction -priority, realization term and duration

2.2.2. Developing a non-formal / auxiliary educational guide/textbook about the history of the city for teaching and dissemination purposes.

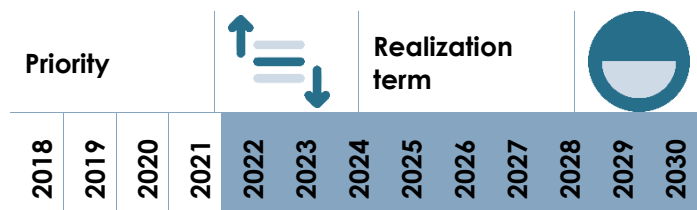


Table 18 - Specific Direction -priority, realization term and duration

2.2.3. Organizing craft workshops in schools, community centres and public spaces.

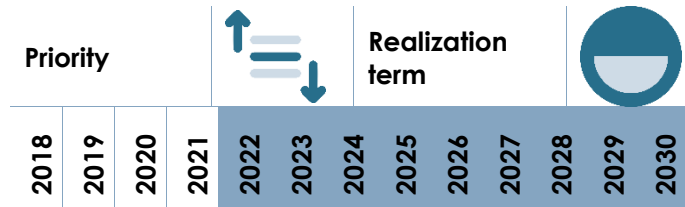


Table 19 - Specific Direction -priority, realization term and duration

2.2.4. Establishing Vocational / Apprenticeship Schools, alongside with craftsmen, both in the community and in different cities - possible internationalization of them.

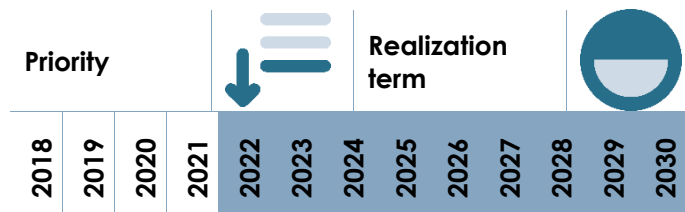


Table 20 - Specific Direction -priority, realization term and duration

2.2.5. Promoting local identity at regularly organized events in the city (integrated branding campaign: brochure, books, exhibitions, shows, vernissage, etc.)

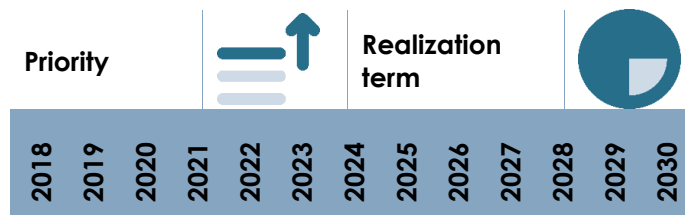


Table 21 - Specific Direction -priority, realization term and duration

SO3. Developing new entrepreneurial skills, stimulating and encouraging innovation

In respect to this objective, the main aim is searching and establishing the most suitable *zoom in* scenarios regarding boosting entrepreneurship and innovation through activities and programmes for the city towards a global narrative and public policy in the field of innovation. Related expected results, specific directions, duration and priorities:

1. New entrepreneurial skills for young people and adults through programmes and educational activities

| | | | | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|------|------------------|------|------|------|------|------|------|------|------|
| 3.1.1. Baia Mare Talks - on specific themes (IT, creative industries, education, entrepreneurship, visual arts, etc.) for young people and adults. | Priority | | | Realization term | | | | | | | | |
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |

Table 22 - Specific Direction -priority, realization term and duration

| | | | | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------|----------|------|------|------------------|------|------|------|------|------|------|------|------|
| 3.1.2. Developing a non-formal educational program for young people (to develop entrepreneurial skills and thinking) | Priority | | | Realization term | | | | | | | | |
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |

4.
Table 23 - Specific Direction -priority, realization term and duration

| | | | | | | | | | | | | |
|-------------------------------------------------------------------------------------------|----------|------|------|------------------|------|------|------|------|------|------|------|------|
| 4.1.1. Training of young animators, youth workers and strengthening volunteer activities. | Priority | | | Realization term | | | | | | | | |
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |

Table 24 - Specific Direction -priority, realization term and duration

4.1.2. Strengthening human resources capacity in innovation and training specialists for related fields.

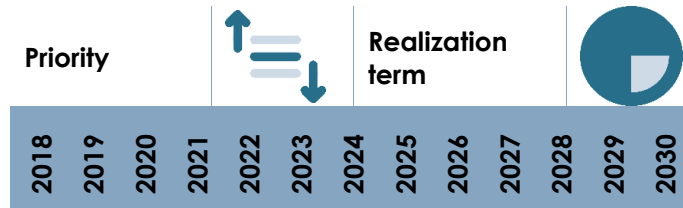


Table 25 - Specific Direction -priority, realization term and duration

2. Boosting innovation through events and activities.

4.2.1. Organizing events like the job market for young people and employers (it aims to facilitate young people's access to the labour market / young people's awareness of economic opportunities and employers' awareness on local human resources).

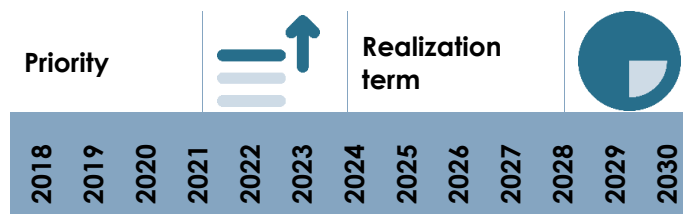


Table 26 - Specific Direction -priority, realization term and duration

4.2.2. Biannual meetings among customers and manufacturers for design and re-design services (user-developer).

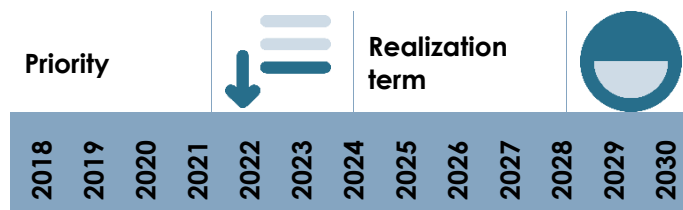


Table 27 - Specific Direction -priority, realization term and duration

4.2.3. Seed-camp - an event where groups of initiatives can be guided by mentors (entrepreneurs, CEOs, product designers, marketing specialists, lawyers, accountants, economists) to develop a viable business.

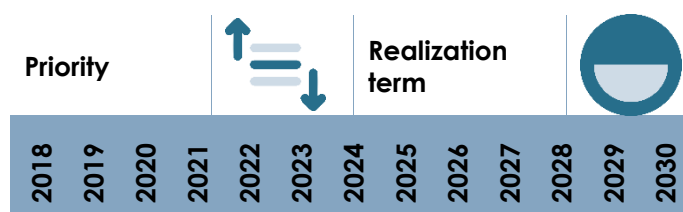


Table 28 - Specific Direction -priority, realization term and duration

3.3. Risks and Assumptions

Risk management involves: risk identification, risk impact and assessment, risk prioritization analysis and risk mitigation planning, implementation and progress monitoring. In the table below, several general risks which could appear during the Action Plan lifetime are identified. However during project implementation, it is advised to design diverse risk management plans in order to manage, mitigate and eliminate further risks to an acceptable level. The strategy also requires regular biannual monitoring to assess its efficacy with the intent of revising the course-of-action if needed.

| Risk | Impact | Probability | Mitigation |
|------------------------------------------------------------------------------------------------------------|--------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Late alteration of the public administration in relation to innovation. | High | Medium | Regular assessment of zoom in scenarios and systematic development and improvement of the public administration and public policies. |
| Unforeseen delays regarding expected results achievements | Medium | High | Regular monitoring of activities and their implementation to increase adequate reaction time for the unforeseen events. |
| Lack of financial resources | Low | High | Adjust the project requirements or constraints to eliminate or reduce the risk by a change in funding, schedule, or technical requirements. |
| Low level of stakeholder (public, private, non-formal and informal sectors) engagement through activities. | High | Medium | Monitoring the activities and reactions of the stakeholders and improve or change conditions in favour to increase their engagement. |

| Risk | Impact | Probability | Mitigation |
|--------------------------------------------------------------|--------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Low level of collaboration among the sectors. | High | Medium | Monitoring the activities and collaboration of the stakeholders and adjust requirements of programmes in favour to enhance and boost partnerships. |
| Low level accomplishment of activities and expected results. | High | Low | Revise accomplished activities and make deliberate decisions how to change future programmes and their conditions in order to achieve better results. |

Table 29 - Risks and Risk Mitigation

3.4. Results and Next steps

The synthesis of BoostINNO URBACT project is to boost Social Innovation on the pathway towards strengthening city social innovation eco-systems, by developing deeper relations and organising the results of the exchange of information and knowledge for the sustainable management and development of cities (Peter Wolkowski, lead expert for Boosting Social Innovation, Gdansk 14/03/2016)

Within this three-year URBACT project (15.09.2015-03.05.2018), the city of Baia Mare already established the basis for some of the core programmes in order to create and consolidate the social innovation ecosystem.

Firstly, within BoostINNO project lifetimes, the city developed and implemented two activities such as: District Panel meetings (in 5 districts) – the aim of this action is to encourage citizens to identify both the problems they face in neighbourhoods and viable solutions to them and to facilitate a better communication among citizens and public administration.

Secondly, the city together with ULG members organized several BoostINNO Talks events (14) on diverse topics such as: IT, creative industry, active citizenship, local history etc. This event series was aimed to promote social innovation in diverse fields and to enhance collaboration of different sectors representatives. Furthermore, due to BoostINNO project influence, the city has launched other city programmes such as: Participatory Budgeting (Baia Mare Activ) which starts

the projects implementation phase in 2018. This programme was a success and based on the first-year results, the city can establish a baseline study to measure the future projects and their evolution in a qualitative and quantitative way. On the other hand, the pillars towards an active community are established by two city programmes such as: Neighbourhood Councils and Volunteering programme.

These activities and programmes together with the Integrated Urban Development Plan (2015 -2020) and the current Integrated Action Plan can ensure the smooth development and consolidation of a social innovation ecosystem within the city.

This IAP aims to create links among city programmes mentioned above and to boost new *zoom in* scenarios and to improve *zoom out* narratives for long term. The city to ensure the sustainability of the project and development of the IAP established the following actions:

- Setting up a long term vision towards innovation, which enables the city to draft a long term narrative and various small goals to achieve.
- Integration of sustainability in local projects and activities by launching participatory budgeting and providing opportunity for the community and ULG members as well. Involving key stakeholders as ULG members and facilitating multi-stakeholder dialogues, meetings ensured sustainability by further projects development similar to BoostINNO experiences and activities such as Baia Mare Talks, Digital Baia Mare, City History through children eyes, Creative hubs, Fab-labs. This would also ensure that once the primary project funding terminates the community have a strong support to continue their projects.
- Developing a strong communication and dissemination strategy to share the project results with the large audience and investing in future promotion campaigns can ensure citizen awareness on project results and sustain their interest towards social innovation projects.
- URBACT methodology provides a large variety of learning opportunities to gain new competences and insights on diverse processes and programmes. The skills and knowledge gained by the Local Urbact Group (ULG) are transferable and replicable during the project lifetime and beyond.
- Involving actively the local government and departments ensures improved communication among citizens and local administration, furthermore it gives responsibility for them and through their collaboration can be sustained the project activities beyond the project duration.

Considering next steps - firstly, the active participation of ULG members in BoostINNO project from all the four sectors (non-formal, public, private and informal) and their multi-sectorial communication and collaboration ensure the replicability of BoostINNO experience at local level. Secondly, ensuring the continuity of the already established city activities and programmes and their completion with new, improved *zoom in* scenarios enable a smooth and sustainable development towards a social innovation ecosystem within the city.



Figure 9 - Integrated development

4. ANNEXS

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