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Author:
Simone d'Antonio
UIA Expert



The Urban Lab of Europe !

The Cluj Future of Work project Journal N° 1

Project led by the City of Cluj-Napoca



**JOBS & SKILLS
IN THE LOCAL ECONOMY**



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Cluj future of work project

The city of Cluj-Napoca seeks to tackle its high vulnerability to emerging technologies as well as anticipate issues arising from significant emigration and an aging population. With the CLUJ FUTURE WORK project it will build a knowledge-based economy and imagine a socially resilient working ecosystem for current and future jobs. Several pilot cultural and creative industries (CCI) will be connected with the knowledge intensive business services (KIBS) in order to tackle the mismatch between supply and demand and strengthen business models for local promising industries. A strong focus will also be on those professions most susceptible to automation in order to support the transition to Industry 4.0. Last but not least, to foster a thriving but also inclusive local economy, the project will integrate in its activities disadvantaged and marginalised communities. The focal point for all these complementary actions will be the local cultural centre that will be equipped with cutting-edge technology. A robust impact assessment methodology will support the implementation process and inform further policy developments in line with the regional Smart Specialisation strategy.

Partnership:

- City of Cluj-Napoca
- Centrul Cultural Clujean
- ARIES - association for electronic industry and software
- Asociația Cluj IT
- Cluster Mobilier Transilvan
- Transylvania Creative Industries Cluster
- Universitatea de Artă și Design din Cluj-Napoca
- Asociația PLAI
- Asociația pentru Promovarea Filmului Românesc

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1. EXECUTIVE SUMMARY

The first journal of Cluj Future of Work reports on the progress made in the first year of implementation, highlighting the connection between the strategy and the actions carried out locally by the project and the national and European context.

Work affects all the aspect of the everyday life of a city: from education to housing, from social inclusion to urban mobility. Predicting how the future of work will be in an urban context is decisive not only to public authorities, in order to orientate the future choices in terms of governance and urban regeneration, but also to different categories of residents, in order to make them better prepared to face the future challenges of the labour market.

In a city as Cluj-Napoca, which had the highest economic growth rate in Romania in the last decade, the alliance between public authorities, private sector, academia and civil society to test innovative actions and methods through the Cluj Future of Work project is particularly important to be analysed, with the aim to understand how the work can contribute to the vitality of the city in the next twenty years and deliver possible solutions involving different categories of residents.

The section 2 explores how Cluj Future of Work is connected to the current European debate on jobs and skills, in particular to the thematic partnership of the European Urban Agenda, and to national and regional policies on work.

The section 3 presents the key activities carried out by the project partners until December 2019 and the impact that these actions are having on the whole project and at urban level.

The section 4 highlights the most relevant implementation challenges, with a particular focus on the progress registered on specific aspects, such as the peculiar co-governance system established by the City of Cluj-Napoca and the Cluj Cultural Centre or also the collaborative approach undertaken to ensure an effective process of public procurement for the acquisition of technological equipment for the laboratories on visual effects and virtual reality, design development and machine learning and automation hosted by CREIC.

The attention given by all the partners to the cultural and social dimension of work, to its impact on quality of life and cohesion in Cluj on medium and long term more than just on city's economic attractiveness, is an aspect that is strongly emerging from Cluj Future of Work. The variety of backgrounds and sectors covered by the partners contributes to make the reflection on the future of work in Cluj more holistic and universal, opening up interesting angles of view on aspects such as the role of arts and culture in our society or the harmonization between the introduction of new technologies automating the work in some sector and the evolution of occupations and job positions as we actually know them.

2. JOBS AND SKILLS IN THE EU, IN ROMANIA AND IN CLUJ-NAPOCA

2.1 The policy context in Europe

The creation of jobs and the improvement of skills are among the main priorities of the European Union. One of the most ambitious targets of the Europe 2020 Strategy was to guarantee an employability rate of 75% for people aged between 20 and 64. According to Eurostat¹, in 2018 this rate stood at 73,2%, with many EU countries exceeding or getting considerably close to the national objectives set to contribute to the EU target: among these countries, Romania is just 0,1% away from its goal of having 70% of people between 20 and 64 years old employed by 2020.

Even though all the statistics seems to show that European economy is slowly but firmly recovering from the crisis, the impact on cities is still relative and youth unemployment remains one of the main issues for local, regional and national authorities. While employment and training services are mainly offered by state, regions and counties, cities can create the conditions for better investments and a more inclusive and equal access to labour market. Local governments can play the role of facilitators of innovation, train the workforce and promote smart specialization, making some specific sectors and related knowledge intensive business services

more competitive and crucial for social and economic growth.

Jobs and skills in the local economy is one of 12 priority themes of the European Urban Agenda, established by the Pact of Amsterdam approved by the Dutch Presidency of the EU in 2016, and was the topic at the core of a thematic partnership co-chaired by Romania and the cities of Rotterdam and Jelgava. The partnership² focused on three priority areas (Skills, Capital Investments and Governance) and six themes to intervene in (Valorisation of R&D, Business Location, Public Services, Effective Local Governance, Next Economy, Education and Skills), formulating indications on how to improve current legislation, funding instruments and knowledge sharing included in an Action Plan published in October 2018. The plan³ includes some actions intersecting the topics and the methods of Cluj Future of Work. These interventions are the introduction of new economic facilities for the regeneration of deprived areas; the creation of favourable conditions for business development, including a job-oriented ecosystem, improved public services and effective local governance; the introduction of a permanent mechanism to transfer and develop future labour market skills. In the framework of the Action Plans, it is

¹ Eurostat, European Labour Force Survey 2018: <https://ec.europa.eu/eurostat/web/microdata/european-union-labour-force-survey>

² EU Urban Agenda 2017, Partnership on Jobs and Skills in Local Economy, Orientation Paper https://ec.europa.eu/futurium/sites/futurium/files/orientation_paper_jobs_and_skills.pdf

³ EU Urban Agenda 2018, Partnership on Jobs and Skills in Local Economy, Action Plan (Final Draft) https://ec.europa.eu/futurium/en/system/files/ged/ap20final20draft_jobs_and_skills_26oct2018.pdf

particularly remarkable that Romania is leading the implementation of the action related the creation of job-oriented ecosystems, a topic that will be also introduced in the revised version of the Leipzig Charter that the German Presidency of the EU is going to finalize in the second half of 2020.

The commitments included in the Action Plan on Jobs and Skills in Local Economy of the European Urban Agenda are linked to 8 of 17 UN Sustainable Development Goals (Goal n.1 - End poverty in all its forms everywhere; Goal n.4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; Goal n.5 - Achieve gender equality and empower all women and girls; Goal n.8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for

all; Goal n.9- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; Goal n.10- Reduce inequality within and among countries; Goal n.11 - Make cities and human settlements inclusive, safe, resilient and sustainable; Goal n.17- Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). Furthermore, the actions of the Plan are also connected to the UN's New Urban Agenda, stating that well-planned urbanization can increase productivity, competitiveness and innovation (article 14.b) but also when it promotes the progressive transition of urban economy through high-value-added sectors (technological upgrading, research and innovation) and the promotion of cultural and creative industries, sustainable tourism and performing arts, among others (article 60).

2.2 The policy context in Romania and in Cluj-Napoca

Despite one of the strongest growth rates in Europe (real GDP is estimated to have grown 4% in 2018, after a peak of 7% in 2017) and a low unemployment rate (3,8% in December 2018), Romania still faces relevant social and economic challenges, such as unbalanced employment levels among different regions and social groups, high number of young people not in education, employment or training, high levels of poverty, especially among Roma people. Many active labour policies were put in place in the last decade but, despite their success in raising the number of employed, they had a limited impact in increasing employment rates among sensitive target categories, such as NEET and Roma

people⁴. The level of spending in education is still one of the lowest in the EU and early school leaving are still high. As highlighted also by the Country Report 2019 of the European Commission⁵, labour and skills supply are not keeping-up with the fast-changing needs of the economy. The limited availability of skilled labour is still one of the main limits to Romania's growth. According to the OECD Country note on Skills for Jobs⁶, in Romania 6 out of 10 jobs facing skill shortage are in occupations requiring medium skills, while 35% of jobs that are hard-to-fill requires high-skills. Qualification and field-of-study mismatches are still important: 3 out of 10 workers in Romania are either over- or under-

⁴ Vasilescu C., Social and Employment Policies in Romania, study requested by the EMPL Committee of the European Parliament, March 2019 [http://www.europarl.europa.eu/RegData/etudes/STUD/2018/626064/IPOL_STU\(2018\)626064_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/STUD/2018/626064/IPOL_STU(2018)626064_EN.pdf)

⁵ European Commission, Country Report Romania 2019, https://ec.europa.eu/info/sites/info/files/file_import/2019-european-semester-country-report-romania_en.pdf

⁶ OECD Skills for Jobs, Romania Country Note, October 2018 https://www.oecdskillsforjobsdatabase.org/data/country_notes/Romania%20country%20note.pdf

qualified for the work that they are doing and over 50% of graduates in the fields of Mathematics and Statistics, Arts and Humanities, ICT and agriculture, among the others, work in a job different from the field they focused in. Emigration of the workforce is still a relevant aspect affecting sustainable economic growth: is estimated that 3 million people left the country in the last three decades, 23,3% of Romanian working-age population according to World Bank⁷.

In the Romanian context still characterized by strong regional inequalities, Cluj-Napoca is one of the best-ranked cities in terms of quality of life and access to employment (second in Europe only to Prague, according to the Eurostat survey on working in cities⁸). More than 27000 companies are based in the Cluj-Napoca Metropolitan Area, with a 30% increase of private employment in ten years and an annual average of 7% job creation in the service sector. Cluj-Napoca is together with Bucharest the major hub for ICT sector, with the number of employees tripled in the last ten years and more than 350 ICT start-ups created every year. This dynamic business environment is organized around eight business clusters (some of these are delivery partners of Cluj Future of Work) regrouping 393 companies, 8 local universities, 5 public institutions and 22 catalyst organizations.

The dynamism of Cluj-Napoca is testified not only by its strong ICT sector or by the massive amount of public investments on urban infrastructures (48% of development budget dedicated to transportation and streets, 19% to housing and community development) but also by the vitality

of its cultural sector, which grew considerably in the last decade. The turnover related to cultural industries is 38% higher in 2018 than in 2008, with an increase of the gross profit for cultural industries by 50% compared to 2008. Film production, design and music industries are on an ascending trend, while around 2000 students graduate every year from art universities in Cluj-Napoca. In a country as Romania occupying the last position in the EU for the percentage of employees in the cultural sector, Cluj-Napoca bucks the national trend ranking first in the national index on Cultural Vitality of Cities, with high scores for creative industries and specialized workforce.

Despite the positive figures and an encouraging general economic framework, the sectors focused by Cluj Future of Work (Cultural and creative industries, Informal work and Work 4.0) still presents some critical elements. According to the research conducted by the Faculty of Sociology and Social Work of the Babeş-Bolyai University commissioned with the Cluj Future of Work project, most of the cultural workers and artists active in Cluj-Napoca lives in a precarious situation, mostly due to the lack of proper national regulation for atypical work, and 44% of them report that their incomes do not cover daily needs. A more inclusive support framework for culture is strongly asked by independent artists and organizations, who would considerably benefit from reinforcing the synergies with other productive sectors active in Cluj-Napoca.

Regarding Work 4.0 and the impact of automation and digitalization on labour, in the city of Cluj-Napoca 57% of jobs are at high risk of automation,

⁷ World Bank, Magnet cities – migration and commuting in Romania, 2017: <http://documents.worldbank.org/curated/en/327451497949480572/Magnet-cities-migration-and-commuting-in-Romania>

⁸ Eurostat, Urban Europe: Statistics on cities, towns and suburbs, 2016 https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Urban_Europe_%E2%80%94_statistics_on_cities,_towns_and_suburbs

almost in line with the 60% forecasted for developing economies like Romania (in Western Europe 47% of jobs are at high risk of automation). According to the research of the Interdisciplinary Centre for Data Science of the Babeş-Bolyai University, computerization will mostly affect industry (71% of the jobs of this sector are at risk), trade and constructions (with 63% of jobs at high risk, mostly occupations of manual routine). The need shared by local companies of repositioning themselves in the global value chain goes hand in hand with the reconversion of the labour force, to be reskilled in order to meet the future demand. This task looks particularly challenging not only for Cluj-Napoca, considered that is still hard to figure out how the future market of labour will look like. According to the World Economic Forum's report on the The Future of Jobs⁹, the skill sets required in old and new occupations will change in most industries and transform how and where people work. For that reason, cities as Cluj-Napoca need to be ready to manage a future scenario where automation and digitalization will play a key role and where less skilled workers and deprived groups cannot be left behind.

⁹ World Economic Forum, The Future of Jobs Report 2016, http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf

3. THE PROJECT

3.1 The concept

In a city that is experiencing a stable economic growth and where urban identity is strongly characterized by its cultural institutions and universities (ten in total, whose courses are attended by around 100.000 students), Cluj Future of Work follows the path of the City's strategic planning action started in 2004 and implemented in the last decade, but at the same time introduces elements of novelty in terms of analysis, trainings and testing actions in order to make city's working ecosystem more sustainable on medium and long term. Cluj Future of Work aims at preparing the city to the evolution of labour market reimagining the work and tackling the vulnerability of local economy towards new technologies.

“How we can increase the impact of cultural industries in the city? How we can prepare the city for the future? We tried to translate these questions into the UIA project” Ovidiu Cîmpean, Director of Investment and Local Development Department and co-manager of Cluj Future of Work, City of Cluj Napoca

Thanks to the project, Cluj-Napoca is focusing on aspects and categories which were left apart of the narrative of growth in the last decade, mainly focused on ICT sector and business oriented services, and on jobs and professional figures most vulnerable to unavoidable perspectives such as automation and digitalization.

The competitiveness of cultural and creative industries, the relation between informal work and regular labour market, the impact of automation on current and future jobs: these are

the crucial topics on which Cluj Future of Work is working with the active involvement of all the most relevant local actors already active in these fields.

The City of Cluj-Napoca is co-leading with the Cluj Cultural Centre a consortium composed in total of ten local organizations with the objective of creating a local working ecosystem which is sustainable, ethical and inclusive, where inequalities are reduced and technologies can offer opportunities of growth to different sectors of society.

The partnership:

- **City of Cluj Napoca**, departments of Service Communication, local development and project management; Public auctions; Finance service; Marketing and public relations;
- **Cluj Cultural Centre**, non-governmental organization for culture and urban development with 95 members as cultural institutions and local cultural organizations, Cluj universities, business clubs and clusters, civil society organizations, local and regional administration, through its Urban Innovation Unit department. Cluj Future of Work has been designed and incubated as an initiative of the Urban Innovation Unit in Cluj-Napoca, created by the Cluj Cultural Centre in partnership with the Center for Innovation and Civic Imagination of the Municipality of Cluj-Napoca.
- **ARIES Transilvania**, Transylvanian branch of Romanian association for electronic industry and software, composed of 74 members

(companies, public administration, universities catalyzers);

- **Cluj IT Cluster**, cluster association of more than 80 organizations active in ICT
- **Transylvanian Furniture Cluster**, cluster association of more than 70 members from the furniture industry, RDI, design and consultancy from the Nord-West region of Romania
- **ADI ZMC**, intercommunity development association of Cluj Metropolitan Area
- **University of Art and Design of Cluj-Napoca**, departments of Graphic art, Design and Textile design
- **PLAI Association**, public lab of architecture, innovation and experiments organizing the ZAIN Transylvanian Creativity Festival
- **Romanian Film Promotion**, association organizing the Transylvania International Film Festival
- **Transylvania Creative Industries Cluster**, a cluster structure representing creative industries Cluj Future of Work is based on three main pillars:

Cultural and Creative Industries

An entrepreneurial education programme for the cultural and creative sectors called Culturepreneurs will be launched in favour of potential entrepreneurs, who will get access to learning, infrastructure and support. The participants to the programme, chosen on the basis of a public call, will benefit of coaching and mentoring on the topic chosen and on nine training modules, based on thematic curricula elaborated in collaboration with the delivery partners of the project

- Management and Strategy
- Marketing and Communication
- Finance and Legal
- Systems Thinking and Open Innovation
- Artistic Thinking
- VFX and Post-Production
- Digitalisation
- Gamification
- Custom Design

In terms of infrastructure, the participants will have access to a private desk and working station in a dedicated co-working space, the so-called Culturepreneurs Hub hosted by CREIC, the regional center for excellence for creative industries located in the Lomb area of Cluj-Napoca. Furthermore, the participants will have access to three labs (Film Lab, Design Lab, Work 4.0 Lab), also hosted by CREIC, equipped for CGI, VFX and sound management (Film Lab), with 3D scanners and printers (Design Lab) and for machine learning and automation (Work 4.0 Lab).

The participants to the Culturepreneurs programme will gain 400 euros net as monthly stipend while some of them will benefit also of a Local Trademark programme, recognizing the added value of their products for local economy. Five selected Culturepreneurs will get internationalization services, as marketing and sales support, in order to promote their products on foreign markets.



*The first edition of the Culturepreneurs programme was launched in 2018. Here are the winners of the second edition held in 2019.
Source: Cluj Cultural Centre*



*One of the meetings of the Culturepreneurs programme.
Source: Cluj Cultural Centre*

Informal Work

The Roma community of Pata Rât, with an estimated population of 1500 persons living close to the former city waste dump, is targeted by an action aimed at re-imagining the narrative of work in collaboration with the members of this deprived group and easing the access to regular labour market.

Four typologies of work and workers were identified as specific to the Pata Rât community:

- Waste collection and selection
- Construction workers
- Qualified workers
- Unqualified workers

A participatory process in the area, with the identification of target groups and a community facilitation made by cultural mediators issued by the community itself, will lead to a participatory budgeting process which will select and finance four small entrepreneurial activities constituting an alternative to the informal work. The solutions tested in the framework of Cluj Future of Work will offer significant elements to influence the local public policies about informal work and create concrete actions in favor of the residents of Pata Rât.



*Community gathering in Pata Rât.
Source: ADI ZMC*

Work 4.0

A series of thematic training programs will be delivered to 40 workers of sectors under high risk of automation, who will test pilot actions showing how different job profiles can evolve in the future. Cluj Experimentation Vouchers will be given to front office workers and to employees active on business process outsourcing, both selected by

companies member of the thematic clusters which are delivery partners of Cluj Future of Work. This part of the project will also prototype future local value added chains and will show how reskilled workers can effectively contribute to innovate functions in the context where they work.



*All the trainings will be carried out at CREIC:
Source: UIA Expert*

3.2 What has been done so far

During the inception of the project, a strong attention was given by the City of Cluj-Napoca and the Cluj Cultural Centre to establish a well-functioning system of co-management and to create a stronger cohesion with all the delivery partners, in order to achieve the ambitious goals set by the project.

Significant progress has been made in different aspects of the three main pillars of Cluj Future of Work. First of all, a series of baseline studies were produced by different departments of the Babeş-Bolyai University (Interdisciplinary Centre for Data Sciences, Faculty of Political, Administrative and Communication Sciences, Faculty of

Sociology and Social Work) on future of cultural labour market, competitiveness of Cluj-Napoca's cultural and creative industries and on the impact of automation and digitalization on the organization of work. The results of these studies, conducted both with desk research and distribution of surveys to local artists and cultural workers, were useful to assess the needs of potential participants to the activities of the Culturepreneurs programme.

At that purpose, useful elements for the curricula of the training for cultural entrepreneurs came also from the first session of future scenario planning, which took place in Cluj in October 2019. Global changes in work, with a particular focus on culture, was the topic of a workshop facilitated by the Austrian laboratory Time's Up, who guided a group of 30 participants (mostly local students and artists) through the construction of experiential situations with the use of different scenario planning methods. This was the first of a series of workshops that in 2020 will be dedicated to the analysis of future

scenarios on Work 4.0, Cultural and creative industries and Informal work but that already showed how the power of imagination can fuel the training process, proposing the inclusion of elements on mental health, transdisciplinary education and environmental impact in curricula and pilot actions.

In view of the launch of the call for participants to the first round of Culturepreneurs, many delivery partners (Cluj Cultural Centre, Transilvania IT, Cluj IT Cluster, University of Art and Design of Cluj Napoca and Romanian Film Promotion, while Transylvanian Furniture Cluster just for Work 4.0) started to define the curricula and the modules that will be delivered to the participants. The partners contributed also to identify and to list all the equipment to be purchased by the City of Cluj-Napoca for the Film Lab, Design Lab and Work 4.0 Lab hosted by CREIC, where a co-working space for participants of the Culturepreneurs programme has already been equipped and the preparation of the spaces for the Labs has just started.



*The first future scenario planning workshop involved artists, cultural operators and students
Source: Cluj Cultural Centre*

In the framework of the activities on informal work, a thematic Steering Committee was set up with the most relevant actors (Cluj Municipality, Cluj Cultural Centre, Faculty of Sociology and Social Work of Babeş-Bolyai University and local NGOs working in Pata Rât). The thematic Steering Committee commissioned a baseline study which identified the typology of workers active in the area and highlighted the main problems shared

by the local Roma community, such as the lack of public transport to the city centre and the need for better access to education and skill development activities. Around 30 residents of Pata Rât took part to the first community meeting, with the objective of discussing ideas and priorities for the participatory budgeting process, starting in the first months of 2020.



The first community meeting in Pata Rât. Source: Cluj Cultural Centre

About Work 4.0, preparation activities in view of the launch of the trainings to the workers to be reskilled and the design of the Cluj Experimentation Vouchers for pilot actions mainly involved the sectorial clusters (Cluj IT Cluster, Transylvanian Furniture Cluster, ARIES Transylvanian branch of Romanian Association for Electronic Industry and Software, Cluj Cultural Centre) responsible for the action and their member companies/organisations for the identification of the potential candidates, who will be officially selected at the beginning of 2020.

The Cluj Future of Work Conference was an opportunity to share the results of the first year of implementation and create local public awareness, allowing stakeholders and target groups to get familiar with the methods and the actions of the project. Working sessions dedicated to Informal Work, Culturepreneurs and Work 4.0 gave to the local participants the opportunity to dialogue with international experts, to discuss the results of the Baseline studies and propose suggestions and solutions related to the main evidences of the research.



The Cluj Future of Work Conference took place in Cluj-Napoca on 6 December 2019. Source: Cluj Cultural Centre

4. IMPLEMENTATION CHALLENGES

Most of the implementation challenges identified by UIA proved to be relevant for Cluj Future of

Work, while some of them were just relatively addressed by the project.

Leadership

The leadership of the City of Cluj-Napoca is consistent also thanks to the innovative system of co-management established with the Cluj Cultural Centre, which ensures strong political and administrative commitment by one side and constant motivation of the delivery partners and local stakeholders involved in Cluj Future of Work.

The establishment of an effective co-management structure was one of the main activities carried out in the first year of project, in order to share in an equal way the responsibilities on project management between the City of Cluj-Napoca and the Cultural Centre (each of them assigned a co-manager, a programme co-manager, a co-financial manager, an operations manager and three project officers for the entire duration of the project). This action was useful to ensure a correct management of the project's Steering

Committee, as well as to manage the relations with the partners in an effective way through the creation of thematic Steering Committees related to the main strands of the project (Culturepreneurs, Informal Work, Work 4.0, Procurement).

Cluj Future of Work is coherent with the approach shared by city government of considering Cluj-Napoca as a platform for accelerating innovation, an ecosystem of ecosystems. The active participation of the mayor Emil Boc to the capitalization visit to Boston, made by representatives of the City of Cluj and Cluj Cultural Centre in September 2019, was an important opportunity not only to share international good practices but also to promote the innovative model of Cluj Future of Work in the framework of the existing system of relations with Boston and its City Innovation Unit.

Public procurement

Public procurement is a relevant issue at the beginning of the project. In this phase, the acquisition of the equipment to be installed into the Film Lab, Design Lab and Work 4.0 Lab at CREIC is carefully planned by the City of Cluj-Napoca, in collaboration with the partners in charge of managing the Labs and delivering the training modules to the participants of the Culturepreneurs program and Work 4.0 reskilling activities. A market analysis and research was carried out at the beginning of the project and its results were shared with the Procurement

Steering Committee, to create transdisciplinary connections among different Labs. Technical experts were contracted by the City of Cluj-Napoca to support the City's Procurement Office in drafting the final list of equipment needed for each Lab and write an official terms of contract for the equipment to be purchased.

Avoiding conflicts of interest on who had access to that type of information before the official launch of the procurement process was a major issue, especially considering the technical level of knowledge required to evaluate very specific

types of equipment (for example, technological tools for motion capture, stop motion and post-production studio needed for the Film Lab). A due diligence on the experts involved in drafting the final list of equipment was carried out by the City.

The procurement procedures are handled by the Procurement Office of Cluj-Napoca, which is

effectively cooperating with the co-management structure of Cluj Future of Work but some delays may arise since much of the equipment is custom-ordered. Nevertheless, by the first half of 2020 all the equipment should be delivered and transferred to the Labs.

Organizational arrangements within the urban authority

The different departments of the City of Cluj-Napoca involved in Cluj Future of Work are cooperating well, also thanks to the co-management system which is ensuring a strong support by the Cluj Cultural Centre in all the phases of the project.

The UIA project is part of a long-standing collaboration resulted in the creation of an Urban Innovation Unit in 2017. Shared by the City and the Cluj Cultural Centre, the Unit has the objective of bringing ideas and knowledge from civil society to local administration.

The project has also used as a multidimensional and integrated testing ground for a stronger

collaboration between the City of Cluj-Napoca, the Cluj Cultural Centre and its related system of local stakeholders and organizations in view of the incorporation of the Urban Innovation Unit in the City's organizational structure in 2022.

One of the future challenges will be how to incorporate the elements emerged in the project into stable public policies whose implementation is in charge of different City's departments. These policies may also address sensitive topics, such as the social and economic inclusion of deprived groups and the support to cultural and creative industries.

Participative approach for co-implementation

The active participation of local stakeholders is guaranteed by the presence in the project's partnership of many thematic clusters, having universities, companies and NGOs among their members. The internal communication flow ensured by each organization is guaranteeing a good knowledge about the project by all the relevant actors of the productive sectors, as well as by potential beneficiaries of reskilling activities as Work 4.0 or training and mentoring actions as Culturepreneurs. The success of the previous editions of this programme, that in the first two editions launched before the beginning of Cluj Future Work supported the creation of many

start-ups in Cluj-Napoca, ensures a critical mass on the project's topics and methodologies but also a relevant amount of new potential beneficiaries.

Co-implementation is guaranteed by a strong level of commitment by all the delivery partners, who see Cluj Future of Work as a potential leverage for further development of cultural and creative sector. The active involvement of the Roma community of Pata Rât in the project activities on Informal Work may pose serious challenges because work is not considered as the main problem by a community which is primarily asking for better housing solutions and transport

services. In order to avoid possible future conflicts, the participatory action carried out in Pata Rât should make clear since the beginning that the solutions developed through the participatory budgeting scheme on informal work

Monitoring and evaluation

The City of Cluj-Napoca and the Cluj Cultural Centre monitor progress made at project level with regular Steering Committees, involving representatives of all the delivery partners. An Ex-Ante monitoring evaluation was carried out by the Babeş-Bolyai University in 2019, combining the use of quantitative data collected from institutional actors and audience surveys to qualitative data collected through interviews to potential beneficiaries of training activities.

Even though monitoring and evaluation are not perceived as major issues of the project, a stronger attention should be given in evaluating the added

value of the training courses for the different categories involved (potential entrepreneurs in cultural and creative industries, workers to be reskilled, informal workers), for the future career paths of the individuals but also for the local production cycles. An ongoing evaluation of the contents of the curricula will be put in place by some of the partners, such as the universities which are members of the Cluj IT Cluster, not only to refine the approach while the trainings are delivered but also to include these curricula in university courses in the near future, with the objective of improving the entrepreneurial skills of the students of different faculties.

Communication with target beneficiaries and users

The wide range of relations established along the years by the Cluj Cultural Centre with the stakeholders active on the topics at the core of Cluj Future of Work is a relevant starting point for the communication activities and for the involvement of potential beneficiaries and users. The same is happening within most of the project partners, in particular the clusters having universities, companies and NGOs among their members. The use of relational, internal and external communication tools proved to be useful for the involvement of a wide number of active participants to the Future of Work Conference of December 2019. The combined use of different communication tools and approaches can be precious also for a targeted promotion of the first

call for Culturepreneurs and to select the first participants to reskilling activities. Cluj Cultural Centre is using its digital and social media communication tools as official channels to promote the activities of the project, to reach different types of public (institutions, NGOs, innovators, international audience) and to give visibility to the actions of the project. A stronger connection with the communication tools used officially by the City of Cluj-Napoca needs to be reinforced also to better reach local media and other multipliers of information which can better inform the general public on the opportunities and the success stories generated by Cluj Future of Work.

Upscaling

Upscaling does not appear as a major issue for Cluj Future of Work, since most of the partners are clusters or umbrella organizations which will ensure a rapid and function upscaling and dissemination of the results among their members (public institutions, universities, companies and NGOs).

Making the Culturepreneurs programme a stable and permanent element of the City's offer to innovators and potential entrepreneurs, as well as part of the activities fostered by the Urban Innovation Unit once it will be incorporated by the City in 2022, is one of the objectives of Cluj Future of Work. The preparation of curriculum and modules for two rounds of Culturepreneurs to be launched in the framework of the project offers a relevant opportunity to refine the methodology and to test mechanisms to constantly assess the needs of the beneficiaries.

The experimentations made by reskilled workers can result into innovation of industrial and technical procedures, to be transferred into the everyday practices of their companies. Most of all, the transfer of knowledge among workers will increase resiliency towards the future changes in the labour market.

More in general, the approach adopted by Cluj Future of Work will improve the way on which the City acts in view of future scenarios and in dealing with sensitive topics, as the active inclusion of deprived groups. These aspects should be carefully included in a gradual and sectorial upscaling action, which can be fostered also through the active presence in European programs and networks, such as URBACT and Eurocities, or in the framework of the action of the Mayor of Cluj-Napoca as member of the Committee of the Regions.



Highlights on the keywords emerged from the first future scenarios workshop. Source: Cluj Cultural Centre

5. NEXT STEPS AND CONCLUSIONS

In the next months, most of the activities of Cluj Future of Work will officially start after intensive months of preparation. The participants to the first round of Culturepreneurs will be selected and the learning activities will start with the first modules on basic entrepreneurial notions, such as marketing and management. The procurement process will be completed and the first equipment will be installed at CREIC, which will reinforce its role of knowledge centre in the framework of the Cluj Innovation Park. The activities in Pata Rât will move forward, with the organization of community meetings and the official launch of the participatory budgeting. Three future scenario workshops will be organized to better identify how cultural and creative industries, informal work and Work 4.0 will be in the future,

involving project's beneficiaries in a collaborative, imaginary effort which contributes to shape the narrative of future of work. Cluj Future of Work is an integrated project with a strong and committed partnership at local level. The project has a potential impact which goes far beyond the limits of Cluj-Napoca but can offer interesting solutions to improve the employability of specific categories, raises the role of culture at urban level and reacts in an effective way to the changes brought by automation. Its focus on categories which are contributing in very different ways to local economy, from artists to informal workers, makes Cluj Future of Work an interesting example of creative thinking applied to the contrast to inequalities and to the creation of relations of trust and community spirit at local level.



The partners of Future of Work. Source: Cluj Cultural Centre

Urban Innovative Actions (UIA) is an Initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges. Based on article 8 of ERDF, the Initiative has a total ERDF budget of EUR 372 million for 2014-2020.

UIA projects will produce a wealth of knowledge stemming from the implementation of the innovative solutions for sustainable urban development that are of interest for city practitioners and stakeholders across the EU. This journal is a paper written by a UIA Expert that captures and disseminates the lessons learnt from the project implementation and the good practices identified. The journals will be structured around the main challenges of implementation identified and faced at local level by UIA projects. They will be published on a regular basis on the UIA website.



Urban Innovative Actions

Les Arcuriales
45D rue de Tournai
F- 59000 Lille

+33 (0)3 61 76 59 34
info@uia-initiative.eu
www.uia-initiative.eu

Follow us on **twitter**
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