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Abbreviations

ABMEE	Braşov Energy Management and Environment Protection Agency
AMDDTPBV	The Metropolitan Association for Sustainable Development of Public Transport Braşov
BMA	Braşov Metropolitan Area Intercommunity Development Agency
BV	Braşov
DCC	Danube Competence Center
DMOs	Destination Management Organizations
DSVSA	Food Safety and Sanitary-Veterinary Direction
EU	European Union
HORECA	Hotel, Restaurants and Cafes
ID	International Development
IFACCA	The International Federation of Arts Councils and Culture Agencies
IGCAT	Institute of Gastronomy, Culture, Arts and Tourism
RAS	Reimbursable Advisory Services
RATBV	Brasov City Transport Company
SME	Small and Medium Enterprises
UNESCO	United Nations Educational, Scientific and Cultural Organization
WB	World Bank

Introduction

A ‘growth coalition’ is a combined effort of public and private stakeholders to solve a shared challenge in economic development. Sometimes this practice is called ‘Public-Private Dialog’, but here the term ‘growth coalitions’ is used since it emphasizes actions, not only discussions.

The coalition aims to solve what is known as a ‘coordination failure’. A coordination failure is a failure of stakeholders with shared interests to pursue shared actions that lead to mutual benefits. Some examples of coordination failures would include: a shared interest in establishing Braşov as a gastronomic tourism destination (the interest shared by hotels, restaurants, farmers and transport operators); a shared interest in connecting farmers to more lucrative export markets (the interest shared by farmers and logistics operators); or a shared interest in achieving faster innovation in manufactured products (the interest shared by manufacturing companies, universities, and students). In each of these examples, joint actions could achieve benefits for many organizations, more efficiently and at less cost than trying to achieve the same results alone or in a smaller group—and a ‘coordination failure’ is said to occur if those joint actions are not made.

The growth coalition acts as an institution to facilitate constructive discussion and agreement on joint actions. Joint actions require effort, commitment, and decisions to put into practice. They are not a natural outcome, especially since they require working across the boundaries of organizations. They sometimes involve individuals working together even when they do not like each other. An institution—either a formal institution such as an economic development council; or an informal institution such as an ad hoc working group—will be necessary to act as a lubricant on these barriers. Its objective is to turn shared interests into shared actions.

Following the Growth coalition report published in December 2018, the municipality selected two challenges to become pilot projects under the WB technical assistance: gastronomic tourism, and open innovation/smart mobility. Between December 2018 and May 2019, the municipality selected and confirmed the two topics for continuation as pilot areas of focus for the growth coalition process facilitated by the World Bank. Initial working groups meetings were held for gastronomic tourism and open innovation/smart mobility, and industry 4.0. Industry 4.0 is a topic for which business-to-business collaboration would be useful, but most likely can be done without involvement of the public sector in the short term, so it was not selected for continuation under the first wave of topics in the growth coalition process. The topics of gastronomic tourism and open innovation /smart mobility became the focus of the Growth Coalition Forum.

A three-day Growth Coalition Forum was organized between 1-3 of July 2019 with an aim to gather the key stakeholders on the two selected topics around the table, to inspire the local growth coalitions with international examples and to brainstorm about the challenges to be solved. The first day of the forum was organized with an aim to identify a common focus for the members of the Gastronomy Growth Coalition. The second and third days revolved around the smart mobility topic. The purpose of these days was to inspire the local growth coalition on smart mobility with successful international examples of development of urban initiatives through open innovation and to have stakeholders agree on the challenge for which a solution would be piloted either by a selected group of stakeholders or through an open innovation challenge. The objectives, deliver, key findings and next steps agreed during the three days of the forum are presented in the next chapters.

1. Gastronomic Tourism

Braşov has an ambition to become a recognized gastronomic tourism destination in Europe. Braşov already has an excellent foundation for gastronomic tourism, including: several well-regarded restaurants; boutique hotels; an attractive old town with a rich cultural history; and superb mountainous surrounding landscape. Key local actors, such as the City hall, the Metropolitan Agency, the County Council, local entrepreneurs and companies, civil society organizations, and academia recognize the relevance of gastronomic tourism for the region of Braşov. Focusing on gastronomy would bring a transformative impact through upscaling the type of tourism practiced in the Braşov region, with sophisticated and/or authentic gastronomy being an important driver in attracting niche tourism and higher income spending tourists in the region.

However, several urgent challenges must be solved, to achieve this objective:

- **The first challenge relates to the accelerated loss of culinary traditions and endowments and the lack of products with protected geographical identity.** Life in local communities in the Braşov region is changing fast, leading to a loss in know-how and gastronomic practices that become less and less relevant for the new generations. A significant number of traditional recipes are lost every year to fast-food or more modern cuisine and this represents a danger for the endogenous and authentic cuisine. Although this is the trend, the local producers and chefs still have access to old cooking recipes. The perspectives of different actors are divergent, most likely because of a lack of a structured spaces for dialogue that would enable alignment and co-generation of ideas for Braşov. Additionally, the inventory of products with protected geographical identity is unknown and it is unclear how Braşov compares to other destinations in Europe.
- **The second challenge relates to a lack of access by local farmers to the Hotel/Restaurant/Café (HORECA) industry, due to both lack of price competitiveness and of adequate certification.** Foods must be purchased from certified suppliers, especially to satisfy the calibration and hygiene requirements but also to take advantage of the economies of scale and cheaper prices. Quality of produce from local farmers is anecdotally known to be better however the local farmers are not yet well-organized, and especially smaller farmers are not yet complying with veterinary and certification requirements.
- **The third challenge relates to weak promotion of Braşov's gastronomic tourism industry, and fragmentation of a tourism 'product'.** Braşov is not yet well-known by potential tourists outside Romania (and sometimes even within Romania) as a gastronomic tourism hub. Promotion efforts have been made but have not yet had a strong enough impact. Meanwhile, Braşov's tourism 'product' can also be strengthened: there is not yet a reliable calendar of gastronomic tourism events in the city or metropolitan area; and there are some doubts that the 'local' food sold by restaurants and cafes in the city is truly local (sometimes it is substituted with cheaper mass-produced foods).

Solving these challenges will require collaboration amongst multiple stakeholders, in the metropolitan area and the wider region. The collaborative dimension of activating the gastronomic potential of the region is given by the large number of stakeholders needed to be engaged from different sectors of the economy (tourism, food, culture, etc.) and from different public institutions, companies, civil society, and academia and a sustained collaboration on the topic.

The Braşov Growth Coalition Forum provided the platform to jumpstart the collaboration to enhance the gastronomic tourism image in the city and the region. The Braşov Growth Coalition on Gastronomy met on the first day of the Forum to discuss its strategic direction and brainstorming about joint activities. The event brought together participants from different sectors and backgrounds – among the participants we had representatives of the business and entrepreneurial sector, public administration, civil society, and academia¹. The Mayor of Braşov, Mr. George Scripcaru, opened and closed the Forum, presented his support for the Growth Coalition, and encouraged its members to generate a bold and proactive proposal.

1.a. Objective & delivery of the gastronomic tourism forum day

The objective of the day was to identify a common focus for the members of the Gastronomic Tourism Growth Coalition. The members of the Growth Coalition have been discussing about the potential focus of their work in past meetings, however, there was no agreement on a joint objective. In previous meetings, a potential objective has been identified in applying for the European Region of Gastronomy Award², however that was not jointly agreed upon by the group and there was not a common understanding regarding the needed steps in the application process. Therefore, the role of the meeting was to clarify any questions regarding the European Region of Gastronomy Award and to facilitate a process through which the members can take informed decisions on objectives and next steps.

The World Bank invited international experts to provide inspiration and good practice examples to the Braşov stakeholders. Two external guests were invited, Ms. Gordana Plamenac, Former Director, National Tourism Organization of Serbia, and current President of the Danube Competence Center and Ms. Davinia Galea, expert affiliated with the International Institute of Gastronomy, Culture, Arts and Tourism (IGCAT³) and Special Advisor to the South Aegean European Region of Gastronomy. Ms. Plamenac discussed key factors for successful gastronomic regions, including: a) use of strategic thinking resources and evidence in building owned multi-stakeholder strategies; b) implementation of public-private partnerships; c). maximizing technology for developing and promoting gastronomic tourism, and d) mobilizing wide audiences through good storytelling. Ms. Plamenac also highlighted the importance of registering local products and connecting to international initiatives⁴ and itineraries (such as the Cultural Routes of the Council of Europe). Ms. Galea presented the process of applying for the European Region of Gastronomy Award and the prior step of joining the IGCAT platform, the organization that offers the Award. Ms. Galea facilitated through an interactive workshop the first steps involved in the preparation of the bid for the application for the European Region of Gastronomy Award. The group discussions facilitated the mapping of cultural assets, the identification of challenges and strength, weaknesses, opportunities and threats for the development of gastronomic tourism in the region.

¹ For a full list of participants please see Annex 1.

² <https://www.europeanregionofgastronomy.org/>;

³ The key purpose of IGCAT is to contribute to a better quality of life by raising awareness about the importance of cultural and food uniqueness, stimulating creativity and gastronomic innovation, educating for better nutrition, improving sustainable tourism standards, highlighting distinctive food cultures, and strengthening community well-being.

⁴ UNWTO has developed the 2019 Guidelines for the Development of Gastronomy Tourism <https://www.e-unwto.org/doi/book/10.18111/9789284420957>

1.b. Key Findings and Outcomes

The group agreed to adopt as key objectives joining the IGCAT platform⁵ and applying for the European Region of Gastronomy Award. The meeting reached its aims about both providing a space for constructive interactions among all the involved stakeholders and identifying a key objective for the group. The dynamics among participants, while it revealed some previous challenges⁶, improved and by the end of the meeting a high level of agreement was reached regarding the common objective and next steps. The International Institute for Gastronomy, Culture, Arts and Tourism (IGCAT) represents a key opportunity in realizing the group's endeavor. By joining the network and applying for the European Region of Gastronomy Award, the Growth Coalition can enable Braşov not only to become a gastronomic tourism destination in Europe, but more so to organize around a common objective and start implementing initiatives together.

The application to the European Region of Gastronomy Award represents an opportunity to deepen collaboration around a common goal but also solving other challenges along the way. The local authorities expressed their openness to listen to the voices of the private sector, academia and civil society. However, the discussion between the authorities and the local producers is sometimes difficult, illustrating the need for a different discussion format: one practical challenge is the lack of access of local suppliers to restaurants in the historic center at specific times. The collaboration between the authorities and the business sector is rather inconsistent. The business sector is perceived by the authorities to lose motivation to stay engaged after few meetings. The entrepreneurs are perceived to follow their own interest and to have little motivation in mobilizing for collective interests. At the same time, the present entrepreneurs perceive they do not have the space to express their views and the necessary process to work constructively with the local decision-makers. Nevertheless, the Municipality appears to be interested in innovation and projects that stimulate the community as the representatives of the City hall, the Braşov metropolitan Agency and the County Council all called for bolder and sustained contributions from the private sector and expressed commitment in supporting the initiative. Also, there is willingness among the participants to contribute towards developing the gastronomy sector in Braşov. The level of engagement and commitment varies, but overall, there is interest in the process and commitment to contribute.

The process of application requires achieving certain milestones and planning a yearlong calendar of activities around gastronomic tourism in the region. The first milestone is to become a member of the IGCAT Platform. The process contains of establishing a stakeholder group, sign an agreement among all stakeholders, pay a registration fee of 15.000 euros and a yearly membership fee of 5.000 euros (for a minimum of five years), and sign a protocol with IGCAT. Once a region becomes a member of the IGCAT Platform, it can apply for the Award. Regarding the Award, the key aims are to act as a stimulus to link food, hospitality, tourism, culture, health and sustainability, to support economic, cultural, social and environmental development, and to generate a long-term regional strategy. Applying for the Award includes agreeing on a governance mechanism for the stakeholder group, preparing a bid with the engagement of all the stakeholders, payment of an application fee of 25.000 euros, hosting the visit of four experts who provide feedback on the bid document. The process of application is not competitive, it

⁵ https://www.europeanregionofgastronomy.org/wp-content/uploads/2019/05/Region-of-Gastronomy_Official-Guidelines_2019_compressed.pdf

⁶ There is a degree of distrust between civil society organizations, entrepreneurs, and public authorities in Braşov. Civil society organizations and private entrepreneurs feel that decisions have previously been taken by public authorities without consultation, even when they affect businesses. Meanwhile, public authorities feel that entrepreneurs and civil society organizations are not always constructive, and 'disappear' once their own problems are fixed, regardless of the broader issues that they have been advocating. Currently the contentious topics include garbage collection and traffic restrictions in the central area of Braşov where many gastronomy-relevant businesses are located.

is rather a check list of prerequisites that a destination needs to fulfill. Each year up to three regions can be awarded. A region, in order to be successful, should envisage its bid plan of action as part of a long-term regional strategy for gastronomy. The success of the application depends on building a bid that provides a good plan, based on the engagement of a wide array of relevant stakeholders and which puts forward a credible team by also capitalizing on natural resources, take pride in traditions and innovations, ensure quality, combine good food with local knowledge, and increase positive experiences in order to spend more time and money in the region. For that to happen a good standard in the quality of food and tourism is of utmost importance.

The Growth Coalition initiated the process of preparation for designing a midterm regional strategy through identifying cultural assets, but also strengths, weaknesses, opportunities and threats for the development for the development of gastronomic tourism in the region. The participants listed cultural assets revolving around food and local receipts, such as: the existence of three cuisines (German, Hungarian, and Romanian) that also mix, generating fusion and innovation; traditional dishes including lettuce soup, plum dumplings, honey, cheese in tree bark, and Novac Carp⁷ and locally prepared drinks such as natural juices, țuică⁸, or beer. Other identified assets refer to the quality of the soil conditions for specific berries and vegetables and broader cultural traditions such as Junii Brașovului, socăcițele (women chefs from villages coming together and share knowledge on receipts), proximity of rural and urban communities enabling certain kind of gastronomic value chains and product creation, the center of Brașov, the type of tourists that Brașov already attracts, the villages around Brașov. Challenges to the development of gastronomic tourism in Brașov include transport connectivity (closest airport is in Bucharest) and access to the HORECA of the local producers, mindset about food and local ingredients; traceability of origin; a fragmented gastronomy sector as well as the difficulties in creating a brand and in being more efficient in attracting tourists, including the challenge relates to registering Destination Management Organizations (DMOs). Weaknesses identified by the participants include the low offer of local products, the low number in geographically protected products as well as the diminishing size of the labor force. Transylvania University in Brașov is a relevant asset, as it can become a partner in different initiatives.

1.c. Immediate Next steps

Immediate next steps include the work on a mid-term strategy for the development of gastronomic tourism in Brașov. The Growth coalitions will not focus exclusively on the bid but also on defining the governance structure of the growth coalition and setting thematic focuses for reaching consensus on common actions that are required to address the challenges in the gastronomic sector in a sustainable manner. Thematic working groups will be set up in order to tackle smaller issues that are preventing good collaboration in the community. The next step for the for the European Region of Gastronomy award will be the facilitation of workshops for the writing of the bid document. The WB will ensure the facilitation of groups as long as needed between July and December 2019. Davinia Galea will be invited in September to facilitate a workshop on writing the bid document. The first post forum facilitated meeting of the group with coalition already met on July 16th, when an even bigger group⁹ convened. The group already agreed to meet another time in August in order to learn from the experience of Sibiu. Davinia promised to ask IGCAT when would it be a good time for Brasov to apply for IGCAT membership, given that IGCAT

⁷ Smoked bighead carp is a product from Brașov county with EU Protected geographical indication

⁸ General name of a local alcoholic drink resembling a brandy

⁹ Additional members were invited based on the recommendations of participants at the forum.

recommended that the city waits until the end of 2019 to announce its candidacy. Even if membership on the platform is postponed, the bid can be prepared in advance.

A timeline for applying for both the IGCAT membership and the Award is comprised in the below table. The table indicates the steps as well needed at every stage of the process, as well as areas to decide on from a timing perspective:

Phase	Requirements	Budgets needed	Indicative steps or timeline
Joining the IGCAT Platform	<ul style="list-style-type: none"> *Stakeholder Group *Signed Agreement by Stakeholders *Nomination of 2 reps. who attend platform meetings and events *Signed Protocol between Stakeholders and IGCAT 	<ul style="list-style-type: none"> • 15.000 euros application fee • 5.000 euros/year (commitment of 5 years). 	<ul style="list-style-type: none"> *Identify & invite stakeholders *Draft agreement: to be decided in the group *Sign agreement: once agreement is agreed by stakeholders *Submission: as soon as agreement is signed *Acceptance: once documents submitted *Sign protocol with IGCAT: immediate next meeting once previous steps are completed
Apply for the Award	<ul style="list-style-type: none"> *Governance Structure *Bid team *Define key objectives and activities *All stakeholders contribute *Team who collects program initiatives *Bid document *Visit of the Jury (4 experts who conduct an independent assessment) 	<ul style="list-style-type: none"> • 25.000 euros application fee 	<ul style="list-style-type: none"> *Formation of Bid team: September 2019 *Writing the Bid: September to December 2019 *Deadline for finalization of the Bid: December 2019 *Submission of the bid: Potentially May 2020 *Visit of independent experts & Report: July 2020 *Acceptance: October 2020
Implement the Plan	<ul style="list-style-type: none"> *All stakeholders implement the activities they assumed *Enlargement of stakeholder group 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> *Implement activities according to the plan: one year – 2023

2. Smart Urban Mobility

A relatively fast population growth and increased private car ownership will put pressure on urban mobility and increase the levels of air pollution in Braşov. It is estimated that the car population will almost double from 50,000 in 2015 to 98,000 in 2030. In terms of air pollution, Braşov ranks 638th with moderate air pollution levels in the 2018 AirVisual ranking of the world's most polluted cities. The city ranks 3rd in as the top of most polluted cities in Romania, after Iasi and Cluj-Napoca, which can be quite surprising for a city located in the proximity of the mountains. The mobility system needs to adapt to ongoing changes in Braşov's urban structure, and to address the current problem of air pollution. For the development of Braşov towards a (more) attractive, healthy and accessible city the city needs to prioritize alternatives to the – currently dominant – individual fossil-fueled cars. This is not an easy endeavor, as it requires the construction of new infrastructures and the establishment of new collaborations, combined with behavioral change and a paradigm-shift.

Solving these challenges will require collaboration amongst multiple stakeholders, in the metropolitan area or the wider region. The complexity and multidimensionality of the topic will require the engagement of key stakeholders from different sectors of the economy (city infrastructure, automotive, utility companies, IT industry and creative industries) and from different public institutions, companies, civil society, and academia.

The Braşov Growth Coalition Forum provided the platform to jumpstart the collaboration to identify the challenge to focus on, to map the initiatives already implemented in this space and to identify initial resources for a potential pilot. The one and a half days dedicated to Smart Mobility were attended by 28 participants with different backgrounds and experiences including the IT industry, the IT department of the city hall, the metropolitan agency, utilities companies (for city lightning; the public transportation company), creative industries and academia. The format of the smart mobility forum allowed for a longer interaction given that this was the first time that the participants met.

2.a. Objective & Delivery of the Smart Mobility Forum days

The objective of the Forum sessions on urban mobility was to prioritize a smart mobility challenge for Braşov that the Growth Coalition could pilot. The first step in the creation of a growth coalition is the collective definition of the problems to be solved and the filtering of options through the urgent, transformative and collaborative criteria. The secondary goals of the workshop were: to exchange specific project-ideas; to foster mutual inspiration; to formulate creative solutions; to start building a change community; and to grow commitment from participants to further process.

The World Bank invited international experts to provide inspiration and good practice examples to the Braşov stakeholders. Two external guests were invited: Mr. Chris Roorda (expert on smart urban mobility from the Dutch Research Institute for Transitions of the Erasmus University Rotterdam); and Mr. Harald Kjellin (expert on smart cities and Professor in Computer and Systems Science from Stockholm University). Mr. Kjellin presented an overview of how smart city solutions were implemented in good practice cities and provided useful examples of initial and sequential basic investment required for smart cities and smart mobility. Additionally, Mr. Kjellin discussed models for open innovation that are used by cities to help aggregate information or engage citizens in a participatory process and decomposed how

data and analytics can be used to deal with complexity. Mr. Roorda presented models for co-creating the future of mobility based on transition examples from Rotterdam and other cities. Mr. Roorda provided concrete and visual ideas that could inspire Braşov such as separation of biking lanes in a city; transformation of parking spots into parks; promoting the use of bikes through behavioral design, applications for improving the use of public transportation in the city; restriction of traffic on certain arteries of the city.

The workshop used a series of participatory facilitation methods in order to gamify the process and make it enjoyable for the participants. The 1st day started with the presentations of the two speakers, then the rest of the sessions for the two days employed interactive facilitating methods such as speed dating, word café, group clustering around specific challenge, vote with your feet, mapping of initiatives, needs and resources in the growth coalition and the wider community. At the end of the first day, 3 challenges were defined and prioritized. On the second day, the group continued to elaborate the prioritized challenges, and finally select one central challenge. Looking forward, needs and opportunities were identified and participants – together with the Mayor - reflected on their own role in making the next steps a success.

2.b. Key Findings and Outcomes

The Smart Mobility Forum achieved its objective of prioritizing a smart mobility challenge for Braşov: tackling the air pollution problem and increasing the use of public transport. The group brainstormed on the challenges that the city is facing and used three criteria for shaping and prioritizing their ideas: the challenge must be an *urgent* need, of strong interest of Braşov & the members of the Growth Coalition; the challenge must *require collaboration* to succeed, otherwise it can simply be pursued by separate organizations; the response to the challenge must involve *ambitious transformation*—i.e. not marginal change but an initiative that will really make a difference. Three challenges were prioritized through this process: “How to make public transport great again?”; “How to tackle the air pollution and cater community’s need for better transportation?”; “How to reduce the polluting traffic in the historical center between 7:30-8:00 and 16:00-18:00?”. The group indicated through “voting with their feet” the importance of the challenge for the city and their willingness getting involved themselves in solving the challenge. Based on these two criteria, clear priority was given to the first two ideas mentioned. Finally, further refining resulted in the formulation of one central challenge: “How to improve the availability, attractiveness and ultimately increase the use of public transport and other sustainable means of transport by the local community?”

The next step would be to take forward a set of solutions or pilot project(s), based on decisions about a preferred innovation process. Discussions explored several dimensions to deciding and implementing on pilot projects. These included: (i) technical scope; (ii) existing initiatives and capabilities; and (iii) the type of innovation process that could be undertaken (curated innovation versus open innovation). These discussions can be summarized as follows.

- (i) **The technical scope of a pilot project would be based on potential technical solutions, behavioral changes, and needs analysis.** These three topics were explored during discussions:
 - **Technical solutions.** Several potential solutions were explored, including to attract new passengers on public transport, bike sharing, and creating infrastructure for alternative

transport. Such solutions also have structural components, such as park & ride services, lower pricing of public tramway, and limiting cars in the central area. On the larger scale, infrastructures need to be adapted to the needs of current and future generations within the local community.

- **Behavioral changes.** Any of these solutions would involve a behavioral change, for example regarding the car as status symbol or parents (mis)trusting traffic and public transport. Several instruments were discussed for achieving these changes, including urbanism workshops; mini-pilot projects with new technologies; campaigns for new mobility with cultural operators, public institutions and companies; and gamified approaches or apps that enhance green behavior.
- **Needs analysis.** As a first step, the needs of various stakeholders and communities living in Braşov can be understood by analyzing their preferences. Currently, user data is not available or not optimally used for improvements.

(ii) Existing relevant initiatives were mapped, to help formulate activities. The purpose of the mapping was to avoid re-inventing the wheel and to leverage existing projects for collaboration. Within the municipality, there are existing resources, strategies, projects ideas and action plans that can become foundations for pilot projects (such as the street lighting system, the new buses that were recently procured, e-ticketing system in place, existing partnerships and participatory budgeting planned for 2019, the ongoing traffic study conducted by Search Corporation). The energy management agency mentioned different projects on infrastructure and awareness. The creative community in Braşov (Members of the BV Design Center and Vissual HUB) is active and is investing time and resources for community (e.g.: design hackathon).

Existing capabilities were also mapped, to identify expertise and gaps that will need to be addressed. The creative industry can contribute through organization of awareness campaigns, based on international experience with public relations, digital design (including web design and media campaigns) and design thinking. The Metropolitan Association for Sustainable Development of Public Transport Braşov (AMDDTP) can provide analysis of consumption patterns, and the department of projects within the City Hall can provide know-how in the process of forming a strategy for Braşov, especially through provision of funds and in writing funding applications. Rejas¹⁰ can be of support in installing bike racks at every public institution and provide help in performing inquiries for new routes. The University can provide research and technical support. In addition to the institutional resources, participants mentioned the strengths they are willing to share with the coalition including technological skills (infrastructure planning, modelling), analysis skills (data analysis, SPSS, data flux, user experience, evaluation and monitoring), writing grants and funds, and creative skills such as design, communication and event organizing. Meanwhile, several gaps were also mentioned: the scarcity of financing opportunities; the low presence of urbanists involved in the process; and the lack of experience of the public authorities in engaging or communicating with citizens. Some of these do exist in Braşov, so the pool of participants would need to be

¹⁰ Rejas is a foreign firm with offices in Brasov delivering professional services in installing wrought iron

enlarged beyond the individuals present at the Growth Forum. Many NGOs are experienced in mobilizing and creating awareness in their communities. The needs for research can be addressed by the Universities with the help of engaged students, especially from the Sociology faculty.

(iii) **The innovation process to design and implement a pilot project will need to be decided upfront: it could be established as a process of curated innovation, or as a process of open innovation.** The differences between these are as follows:

- **‘Curated innovation’:** this denotes a predominantly exclusivist process, where the growth coalition members define the challenge and are also the ones generates and implements a solution.
- **‘Open innovation’:** this denotes a predominantly ‘bottom up’ process, where the growth coalition defines the challenge and then opens a call for innovative solutions that are generated by consortia or other actors from Braşov or elsewhere.

The pros and cons of each type of process are summarized in Table 1 below. These reflect the insights gained from discussion during the Forum.

Table 1: Key characteristics, and pros and cons, of Curated Innovation and Open Innovation.

	Curated innovation	Open Innovation
Definition	Working group will define the challenge and will generate and implement a solution.	Working group will define the challenge, then open a call for innovative solutions that are generated by consortia of other actors.
Role of growth coalition	To design the solution and find quick implementation avenues.	To define and manage the process of designing the solution.
Outputs during the process	Working group may commission a study to understand the smart mobility problem in more detail. Working group may also commission a ‘Solutions Workshop’ to broaden discussion of potential solutions.	Working group defines the challenge and issues a call for solutions. Working group will evaluate the solutions (or establish an evaluation committee to do so).
Positive aspects	<ul style="list-style-type: none"> • Curated innovation can provide a unitary concept, and more predictability in implementation, since the working group retains control over the whole process. • This type of framework helps authority build power and the project is easier to implement on account of the fact that the decision group is smaller. • There is a better understanding of existing resources, legal framework and implementation and also better control over structure, outcome and resources. 	<ul style="list-style-type: none"> • An open innovation process is likely to be more attractive and engaging for public opinion. It is more transparent about the solutions to be chosen and may generate excitement about the solution to be found. • The paradigm of competition and challenge may generate a higher quality solution, by opening up the process to broader participation and unexpected solutions. The process embodies a ‘marketplace of ideas’. • Momentum is likely to be maintained, since the process will be public and so there will be attention and expectations

	Curated innovation	Open Innovation
		about the process continuing to its conclusion.
Negative Aspects	<ul style="list-style-type: none"> • Innovative solutions may be missed if the group does not discuss more broadly (or widen its membership to include members of the creative industries too). The control group does not involve all important sectors for the community, therefore there is less trust and involvement from the community and less connection with the people and their needs. • The process is too dependent on political will and there may be a lack of leadership or buy-in to the process amongst the working group. • There may be a struggle between structure and control versus ideas (since the working group is responsible for the process and for generating ideas). • Until decisions are being taken the momentum might die. 	<ul style="list-style-type: none"> • Open innovation may require more time to implement, since the process will have to be clearly defined, the evaluation process credible, and any procurement issues will need to be resolved. • Some upfront investment in learning may be required, about how to configure the process, and how to comply with any procurement requirements (especially if EU Funds are utilized).

A hybrid approach might be taken by piloting both an open innovation process and a curated pilot approach. The Growth coalition will have to choose in the next meeting the modality to be used for the implementation of the project. The choice will depend on the type of expertise that the group wants to build. Usually in Braşov, curated innovation processes have been used. However, an open innovation process would build the capacity of the stakeholders in dealing with behavioral challenges, revealing preferences of users, aggregating and using data to inform policy or implementation choices, not to mention the transparency of the process and solutions, and the way that the process can become a vehicle for generating community buy-in and interest in the solution

Political and administrative support for progress in smart mobility was confirmed by the participation of the Mayor in the opening and closing sessions of the Forum and the uptake of specific responsibilities by the participants to the forum. The Mayor appreciated the ideas as a valuable complement to the

current projects and strategies of the municipality (e.g.: mobility plan), sees the wider engagement as brought forward by the growth coalition as support for making bold choices, acknowledged the need to better understand community needs in terms of sustainable transport and mobility, and is open for further suggestions and ideas – as is also reflected in the ambition to work with a participatory budget. The Metropolitan Association for Sustainable Development of Public Transport Braşov expressed interest to assume a secretariat role for these three to six months. The participants expressed a wide range of contributions they could bring: elaborating grant writing documents, urban design and community interaction, design system, design thinking, technical solution consultancy, technical competences, communication, and idea generating.

Ideally the smart mobility pilot project in Braşov will develop capabilities and solutions within its firms and institutions that can be applied elsewhere in Romania or in other countries. Cities in Europe that have developed smart mobility solutions with their private sector have managed to foster a set of competitive advantages that can be marketed and deployed elsewhere. This outcome would be a desirable one for the smart mobility working group.

2.c. Immediate Next steps

The groups will meet biweekly or monthly – depending on the need and will be facilitated by the World Bank facilitators. The objective of the recurrent meetings is to make sure that the action plan agreed by the group is on track and momentum is kept.

The next meeting is proposed for 26th of July. The goal is to review key points discussed at the Forum; to finalize the mapping of ongoing or past initiatives in the sector and to clarify the list of stakeholders; to agree on next steps; and to specify how to work together and how to communicate going forward.

The participants can propose and invite new relevant stakeholders. Organizations already suggested by the participants include: Braşovul Pedalează, Asociația Visum, Dirt Bike, ProBike, European Innovation Institute in Budapest, BM, Bartolomeu Research Institute and ABMEE, as well as representatives bike NGOs and car companies, more experts from universities, and youth.

Building on the input from the group, a decision will be made on the type of process, either open innovation or curated innovation.

Annex 1. List of Participants

Participants - Gastronomy Growth Coalition

Nr.	Last / first name	Organization/institution
1	Avram Laura	Sensations Lifestyle, Nutrition & Spa
2	Barbu Raluca	Highclere Consulting
3	Blaj Aurel	BioCarpathia
4	Blaj Monica Daniela	BioCarpathia
5	Chirilus Tiberiu Nicolae	Vama Buzăului Commune
6	Coantă Oana	Bistro de l'Arte - Restaurant; member of the Chef's Association in Braşov
7	Dan Şerban	DSVSA Braşov
8	David Dragoş	Braşov Metropolitan Agency
9	Deaconu Alina	BioCarpathia
10	Dragomir Lucian	La Borcan - local traditional products store
11	Enache Ionut	American Hotel Academy
12	Frangulea Cătălin	Braşov Metropolitan Agency
13	Grădinaru Evelina	La Ceau - Restaurant; member of the the Chef's Association in Braşov
14	Lungu Dorian	Luado Chocolate - Gourmet Chocolate producer
15	Micu Bogdan	Braşov City hall
16	Pandrea Alexandru	Beurre Noisette (sweet gourmet shop)
17	Scripcaru George	Braşov City Hall
18	Segăreanu Mircea	Braşov Metropolitan Agency
19	Socaciu Andreea	Braşov community Development Association
20	Szasz Alina	County Council Braşov
21	Vlad Gabriela	Braşov City Hall

Participants – Smart Mobility Growth Coalition

Nr.	Last / first name	Organization/institution
1	Andrei Larisa	Braşov City Hall
2	Bulgariu Violeta	Braşov City Hall
3	Burdă Marius	Sustainable Development of Public Transport - AMDDTPBV
4	Cârcea Andrei	Studio Kort
5	Chiriac Tomi	RATBV
6	Cornea George	Metropolitan Association for Sustainable Development of Public Transport Braşov
7	Danu Aurelian	Metropolitan Association for Sustainable Development of Public Transport Braşov
8	David Dragoş	Braşov Metropolitan Agency
9	Drăgan Rareş	HighContrast
10	Ganea Sorin	Braşov Metropolitan Agency
11	Grădinaru Marian	Pegas Braşov
12	Lăcătuş Adrian	Faculty of Letters, Transilvania University

Nr.	Last / first name	Organization/institution
13	Lorincz-Kraila Bianca	Braşov City Hall
14	Nechita Florin	Faculty of Scoilogy and Communication, Transilvania University
15	Pascu Răzvan	Visssual
16	Pătraşcu Răzvan	Firestarter
17	Rizescu Alina	Rizi Design
18	Roorda Chris	Dutch Research Institute for Transitions, Erasmus University of Rotterdam
19	Scripcaru George	Braşov City Hall
20	Segărceanu Mircea	Braşov Metropolitan Agency
21	Septimiu Nechifor	Siemens Corporate Technologic
22	Stamate Flavia	Braşov Community Foundation
23	Ştefănescu Bogdan	Rizi Design
24	Surdilă Bianca	Braşov City Hall
25	Ursuţiu Doru	Computer Science Department, Transilvania University
26	Vătăjelu Dan	Flash Lighting Services
27	Vlad Gabriela	Braşov City Hall
28	Zaharia George	Falshnet

Annex 2. Agenda & Mode of delivery

Braşov - Growth Coalitions Forum

1st of July 2019; Focus: Gastronomy Growth Coalition

Venue: Braşov Business Park, Room “Stefan Luchian 1”, Street Ionescu Crum no. 1 Braşov 500446

Participants: 21 key sector leaders per day from Braşov’s private sector, public sector, researchers, and civil society.

Objectives:

- (i) Share relevant European examples on Gastronomic Tourism;
- (ii) Define next steps for Growth Coalition Working Groups in Braşov.

01.07.2019

Focus: Gastronomy Growth Coalition

08:30-09:00	<i>- Registration and Coffee -</i>	
09:00-09:30	Welcome Remarks	Mr. George Scripcaru Mayor Municipality of Braşov
09:30-09:45	Objectives of the day	Mr. Dragos David Director General Braşov Metropolitan Agency (ABM) Ms. Mădălina Prună Private Sector Development Specialist World Bank Group
09:45-10:45	Presentation: What can we learn from the Example “Soul Food” and Serbia’s strategy of gastronomic tourism?	Ms. Gordana Plamenac Former Director, National Tourism Organization of Serbia President, Danube Competence Center <i>(40 minutes)</i> Discussion <i>(20 minutes)</i>
10:45-11:15	<i>- Coffee break -</i>	
11:15-12:15	Presentation: What can we learn from the successful example of the South Aegean in organizing the bid for the title European Region of Gastronomy	Ms. Davinia Galea International Institute of Gastronomy, Culture, Arts and Tourism, and Expert and Special advisor to the European Region of Gastronomy. <i>(40 minutes)</i> Discussion <i>(20 minutes)</i>
12:15-13:30	<i>- Lunch -</i>	

13:30-15:15	Strategy Group Discussions Facilitated discussions in groups	Gastronomy Group will focus on how to apply international success stories to Braşov and what are the next steps for growth coalition.
15:15-15:30		- <i>Coffee break</i> -
15:30-16:30	Report to the Mayor	Presentation by representatives of the group (international expert plus one or two participants from Braşov). Mayor and Director of AMB conclude with intended next steps.

Braşov - Growth Coalitions Forum

2nd of July 2019; Focus: Smart city and open innovation Growth Coalition

Venue: Braşov Business Park, Room “Stefan Luchian 1”, Street Ionescu Crum no. 1 Braşov 500446

Participants: 28 key sector leaders per day from Braşov’s private sector, public sector, researchers, and civil society.

Objectives:

- (i) Share successful examples on Smart City initiatives and Urban Mobility;
- (ii) Define next steps for Growth Coalition Working Groups in Braşov.

02.07.2019

Focus: Smart city and open innovation Growth Coalition

08:30-09:00		- <i>Registration and Coffee</i> -
09:00-09:15	Opening of the day	Mr. George Scripcaru Mayor Municipality of Braşov
09:15-09:30	Objectives of the day	Mr. Dragos David Director General Braşov Metropolitan Agency Ms. Mădălina Prună Private Sector Development Specialist World Bank Group
09:30-10:30	Presentation: What can we learn from smart city/urban mobility Success Cases? Focus: Participatory approaches for identifying smart city challenges	Mr. Chris Roorda Senior Consultant Dutch Research Institute for Transitions, Erasmus University Rotterdam (40 minutes) Discussion (20 minutes)
10:30-11:00		- <i>Coffee break</i> -

<p>11:00-12:00</p>	<p>Presentation: What can we learn from smart city Success Cases?</p> <p>Focus: Experiences from Chief Information Officers</p>	<p>Mr. Harald Kjellin Professor in Computer and Systems science - Stockholm University Expert Egovlab Sweden <i>(40 minutes)</i></p> <p>Discussion <i>(20 minutes)</i></p>
<p>12:00-13:15</p>	<p>- Lunch -</p>	
<p>13:15-15:00</p>	<p>Strategy Group Discussions (part 1)</p>	<p>Groups will focus on discussing the elements of the presented cases in the first part of the day and identifying the priority challenges for Braşov.</p>
<p>15:00-15:30</p>	<p>- Coffee break -</p>	
<p>15:30-16:30</p>	<p>Strategy Group Discussions (part 2)</p>	<p>Groups will focus on discussing the elements of the presented cases in the first part of the day and identifying the priority challenges for Braşov.</p>

Braşov - Growth Coalitions Forum

3rd of July 2019; Focus: Smart city and open innovation Growth Coalition

03.07.2019

Focus: Smart city and open innovation – part 2

08:30-09:00	<i>- Registration and Coffee -</i>	
09:00-09:30	(i) Recap of Tuesday's insights; (ii) Shortlist of urgent and impactful challenges in Braşov the smart city initiative will address	Mr. Dragos David Director General Braşov Metropolitan Agency Ms. Mădălina Prună Private Sector Development Specialist World Bank Group
09:30-09:45	<i>- Coffee break-</i>	
09:45-11:45	Final group discussions	Facilitated discussions to propose plan of action for the challenge.
11:45-13:00	<i>- Lunch -</i>	
13:00-14:00	Report to the Mayor	Each group presents main conclusions to the Mayor and to fellow participants. Mayor and Director of AMB will consider the three options and decide on next steps to move forward.
14:00	<i>- Close-</i>	

Annex 3. Speakers Bios

George Scripcaru is the mayor of Municipality of Braşov since 2004. His activity in the field of local public administration began in 1996, with the position of local councilor in the period 1996-2000. As a local counselor, part of a deliberative authority contributes with initiatives and decisions, under the law, to all issues of local interest. He continued to work in the field of executive authority, starting with 2000, in the 2000-2004 mandate as deputy mayor of Braşov Municipality, with activities established under Law 215/2001.

As Mayor of Braşov, since 2004 to present, has started a process to transform the City Hall into a modern institution, using intelligent solutions to support all the decision-making and administrative processes of the institution. He has created a team of professionals, has led and implemented large-scale projects on modernizing the city's infrastructure, modernizing public utility services, and improving all services provided to citizens, including the electronic ones like e-government. A visionary mayor made all the projects with commitment, responsibility and respect for the people.

In all these years, Braşov has been brought on the smart cities map, putting a strong emphasis on Smart City strategy development, closely correlated with the Integrated Urban Development Strategy, Urban Mobility Plan and other medium- and long-term urban development and planning strategies. Braşov is a pioneer in many project implementations, approaches and strategies. All these are adopted in the context of an ecosystem, of a partnership involving citizens, business environment, organizations, public authorities, sharing a common vision, starting from the needs of the community. The mayor of Braşov continues the development of intelligent city management models. The modern management of public utility services has materialized through the implementation of modernization projects at local public transport, traffic management, intelligent public lighting, public safety, and land management.

The mayor has created an intelligent governance strategy, focusing on the future of public services by delivering high efficiency through the use of concepts and technologies to streamline decision-making and administrative processes.

He has also initiated and continues on developing of ongoing international relations with other similar municipalities in the European Union, territorial cooperation programs and internal and international cultural exchanges.

Most of the projects funded from both local and European funds, were appreciated and awarded at various national and international competitions and conferences, which confirmed that are modern, technologically mature, integrated, correlated, sustainable and innovative projects.

Dragos David is the General Manager of Braşov Metropolitan Agency for Sustainable Development. His main activities and responsibilities are: ensuring effective management of the organization, coordination and control of the organization regarding the effectiveness of financial resources use, human resources management, implementation of the objective based management system, planning and implementation of the organizational development strategy. From January 2012 to present is also the General Manager of Tinutul Barsei Local Action Group working on Implementation of rural development projects, implementation of leader approach in the Tinutul Barsei territory, local rural development policy coordination, development of the Local Action Group partner network. From 2018 to present is the president of The Metropolitan Association for sustainable Development of Public Transport local coordinator, working on legal proceeding to establish the association, the association accreditation as licensing authority for public passenger transport services at local level, team coordination for the elaboration of the Metropolitan Transportation Plan, public partnership development with relevant

public passenger transport stakeholders. He was member of the European Parliament in the period December 2007-June 2009.

He has a University Degree in Fine Mechanics- Automation Specialization, Transilvania University of Braşov, Post university specialization degree in Global Pilotage of Foreign Trade Enterprise from Academy of Economic Studies, Bucharest. His post university specialization degree is in Pollution management and environmental protection from Transilvania University Braşov, Faculty of Material Engineering and Sciences.

Mădălina Prună is currently Private Sector Development Specialist with World Bank's Romania's office, working on innovation and competitiveness in Romania and on tourism and agribusiness in Tajikistan. She is leading the implementation of the component on city economic competitiveness for the technical assistance project that the World Bank has signed with the Braşov Municipality. Madalina has worked in the fields of competition, innovation, global and regional connectivity and trade logistics in Sub-Saharan Africa, India, Tajikistan and Romania. A graduate of the Master's in Public Administration and international Development (MPA/ID) from the Harvard Kennedy School of Government, Madalina co-founded Instiglio – a social enterprise working on social impact bonds, worked with Bollore Africa Logistics in multiple African countries and with the Development Directorate of the European Commission researching Chinese investments in Africa. Madalina is also a co-founder and president of ARCADIA – the Romanian Association for International Cooperation and Development and a proud alumna of the environmental non-governmental Organization ViitorPlus.

Gordana Plamenac is currently President of the Board Danube Competence Center (DCC). A creative and accomplished business professional, with vast Tourism and Professional Conference Organization experience specializing in the planning and organization of international meetings involving professional associations and corporate accounts. She was the Director and CEO of the National Tourism Organization of Serbia from 2007 until 2015, during which she was instrumental for several successful promotional campaigns of the country, where the most significant one was SoulFood Serbia. Among other great achievements, in 2014 she received the "IMEX Academy Award" as the representative of Europe, for extraordinary contribution to the development of the Congress Tourism and was a panelist at the WTTC (The World Travel & Tourism Council) Global Summit, Hainan, China 2014, on the panel "Beyond Economics". She was vice president of European Travel Commission (ETC) from 2010 until 2012. She is currently holding the position of Chairperson and President of the Danube Competence Center (DDC) since 2013. The DCC works to build and support networks of tourism stakeholders from the whole Danube region. DCC contributes to the development of the sustainable tourism sector through initiating and implementing relevant projects and building capacities.

Davinia Galea has worked in the cultural sector for more than thirty years in various roles including as a musician, cultural event producer, policy maker and CEO. Davinia is the Director of Management at the architecture firm AP Valletta, whose historical and technical research is at the core of concern with design, partnered with an inherent dedication to heritage. In 2014 she set up ARC Research and Consultancy, which services creation, practice, and production within the creative and cultural sectors. ARC is the Malta contact point for the European Festivals Association project Europe for Festivals, Festivals for Europe (EFFE) and the Maltese partner for the Medina network set up by Festival d'Aix en Provence. Between 2007-2013, she was Executive Director of the Malta Council for Culture and the Arts (MCCA). She chaired and co-authored Malta's Cultural Policy in 2011 and was responsible for the setting up of the Malta's Arts Fund in 2009. She led the successful bid to co-host the IFACCA World Summit on Arts and Culture in Valletta in 2016. Davinia was a member of the inter-ministerial commission that successfully applied for Valletta, European Capital of Culture, 2018, and a member of the presenting panel of the Bid. She was appointed as IGCAT expert and special advisor to the European Region of Gastronomy in 2016. In 2014

she was appointed as a member of the Roberto Cimetta Fund Expert Committee that provides mobility and cultural development grants in the Euro-Med zone. She is a visiting lecturer at the School of Performing Arts at the University of Malta. Davinia has a BA in Music and History of Art from the University of Malta and an MA in Arts and Cultural Management from Sussex University.

Chris Roorda is consultant at research institute Dutch Research Institute for Transitions (DRIFT) of Erasmus University and works with public authorities, companies and other clients on sustainability transitions in diverse domains. His work involves performing in-depth analyses of sustainability challenges, facilitating co-creation processes as well as capacity building for transition governance. Recent projects he worked on include Resilient Europe, in which 11 European cities work towards a resilient future; Cycling at South, a consortium working on the promotion of cycling as a means for socio-economic development in a disadvantaged area of Rotterdam; the mobility arena project, mobilizing change agents in Rotterdam to work on radical innovation for sustainable mobility; Mapping the transition to sustainable apparel, a participative systems analysis of the global fashion industry for C&A Foundation and Innovative City Harbor involving local stakeholders in the co-creation of a new development strategy for a city harbor area in Antwerp. Chris holds a Bachelor's-degree in Mathematics and a Master's degree in Energy Science.

Harald Kjellin is a professor at the department of Computer and System Sciences at Stockholm University. He has been responsible for research projects in Artificial Intelligence that resulted in systems that were used nationwide in Sweden. He also has a bachelor's degree in psychology. His research has, since 1989, dealt with acquiring and organizing knowledge in order to make it suited for being reused. He has worked with how knowledge can be acquired for expert systems and how the Artificial Intelligence perspective on system design can make the organization more effective, flexible and innovative.

Presently his focus is on how to design models of an organization's communication with its customers, clients and employees. These models are used when the organization wants to implement artificial intelligence and machine learning to enhance its communication processes with customers, clients and employees.

Beside the research that is presented above Harald is also engaged as a consultant in giving lectures to companies and public organizations on the following topics: standard methods for indexing and structuring valuable data; how to design models of communication processes; System thinking and conceptual modeling; Effective strategic decision making; How to centralize rules in order to be able to delegate operational responsibility; Power games in organizations

Austin Kilroy is a Senior Economist for the World Bank Group, based in Zagreb, Croatia. He currently leads a multi-sector team of over 70 staff and consultants that support the Croatian Government's initiative on 'Project Slavonia', which deploys European funds and other resources for regional economic development in the lagging region of eastern Croatia. Elsewhere in Europe he has worked in Poland (on SME competitiveness) and in six countries of the 'Eastern Partnership' to help Mayors and local authorities configure their economic development plans. Previously Austin co-led the World Bank's global 'Competitive Cities' initiative and co-led the team in South Africa providing support to the National Treasury on city development. He has a PhD from the Massachusetts Institute of Technology on urban and regional economics, and an undergraduate degree from the University of Cambridge.

Anamaria Vrabie is a consultant of the World Bank office in Romania as senior urban economist and local development expert. She is currently leading within Cluj Cultural Centre the development of Cluj-Napoca Urban Innovation Unit, the first of its kind in Eastern Europe, tackling urban mobility, housing and future of jobs challenges. She has co-designed and is currently co-managing the city's Urban Innovative Actions initiative which is testing the impact of creative and cultural industries on enabling a more competitive and equitable local economy.

Anamaria has been working in the field of integrated urban development for the past 12 years in Europe and US, acting as lead expert for governance and urban innovation for the URBACT program and the World Bank. She has strongly invested in creating new modes of action for urban and regional development practice in Romania, acting as co-founder for the Urban Inc NGO and the start-up MKBT: Make Better. She holds an MA in International Affairs as a Fulbright Scholar at The New School New York.

She is a norm entrepreneur for making cities places of engagement, wellbeing and human generosity.

Adriana Cârnu – is a Consultant for the World Bank Office in Romania, expert in facilitation of community development processes. After pursuing a leadership destiny in AIESEC, the world's largest student organization, Adriana Cârnu has been investing energy and passion in the field of community development and education since 2004. In 2010 she founded Sigma Association together with her team, a platform that emerged from the intention of having an impact on the social architecture of the rural communities in the South East of Romania. The NGO has initiated and implemented projects and activities that revolved around community development innovation, as well as in the social inclusion policies and education, enriching the area with an absorption of 2,5 million euros for the growth and development of the local region. She has initiated and invested her energy in steering volunteering projects, youth workers development and education, but also research and piloting in the field of education, developing non-formal education enabling instruments for teachers. Her overall experience revolves around project management, grant writing and implementation, learning and development. In terms of processes, her main community mantra is that the well-being of the community should be decided by the entity itself with the agents of change holding space for the dynamics. That is why her passions revolve around process designing, coaching groups, hosting and harvesting group transformation.

Dr. Ștefan Cibian is a consultant for the World Bank Office in Romania, expert in facilitation of community development processes. Ștefan is also co-founder and executive director of the Făgăraș Research Institute. Ștefan is an Academy Associate with Chatham House – The Royal Institute of International Affairs, Africa Programme, he is also teaching courses related to international development at Babeș-Bolyai University and manages Cibian Consulting S.R.L. Previously, Ștefan worked with the Association for Community Relations, the European Commission, the EU Delegation to Senegal, and the Central European University (CEU). In what concerns teaching and research, Ștefan is focusing on development and statehood in Sub-Saharan Africa, CEE and EU – Africa relations, development policy, international relations theory, peacebuilding, democratization, civil society, migration, and human rights. Ștefan is the President of FOND, the Romanian NGDO Platform, the Treasurer of CONCORD – the European NGO Confederation for Humanitarian Aid and Development. He is also a board member for the following organizations: ARCADIA – The Romanian Association for International Cooperation and Development, Țara Făgărașului Community Foundation (FCTF), UiPath Foundation, and the Foundation for Youth Involvement (FIT). Ștefan received his Ph.D. degree in political science and international relations (2012) as well as his M.A. in public policy (2006) from CEU. He holds a BA in political science from Babeș-Bolyai University in Cluj-Napoca and in law from 1st of December 2019 University, Alba Iulia, Romania. Also, Ștefan studied or conducted research at the University of California in L.A., University of Ljubljana, and Salzburg University.

Annex 4. Evaluations report

Analysis of evaluation results for the Gastronomy Growth Coalition meeting on July 1, 2019

The participants at the Gastronomy Growth Coalition received an evaluation survey to complete. This annex presents an analysis of the results of the evaluation surveys.

Most of the participants who have completed the survey (14 respondent out of 21 participants) have been very satisfied with the workshop (13 out of 14) and 11 of the 14 participants are interested in attending a follow-up event. From among the 14 participants that completed the questionnaire 9 appreciated that the allotted time was well decided upon while 10 consider that the workshop had the right length. Three participants considered that the program was too long, while two that it was too short.

Some of the most appreciated aspects related to the diversity of the presented and generated ideas, that it had the right duration (not too long), that the workshop started from an introductory level and then reached a more advance level, that the workshop is helpful in understanding how to better promote local gastronomy, Davinia's presentation and the way discussions were facilitated, that the authorities were well represented and engaged, that the speakers were very open and willing to share their experience, and, also, the diversity of the stakeholders involved.

As suggestions for further workshops the participants indicated that the day could be split in shorter intervals and the workshop could be shorter than one day. Technical challenges with the visibility of the presentation should be avoided, and if they occur the focus should shift to discussions. The Growth Coalition could develop a better framework for communication among the participants.

The opinion of the participants on the two external speakers is also positive. Davinia Galea (DG) was perceived to be knowledgeable on the topic by almost all participants that filled in the evaluation forms, all of them considered that DG was a good communicator. With regard to Gordana Plamenac (GP), most participants perceived the speaker to be knowledgeable (9 out of 14), while 11 of the 14 considered she is a good communicator.

In what regards the way in which the way the participants will apply the knowledge shared during the workshop in their own jobs, some will aim to discover more local products, others will become more active in promoting local values, others will focus more on food safety control, some will focus on developing more local food value chains, and others will focus more on collaborative projects and on improving the lessons they teach. A participant is aiming to develop the Braşov Food Acceleration Lab, while other participants will review the internal strategy in their home organization or contribute to the further development of the County strategies.

Analysis of evaluation results for the Smart Mobility Growth Coalition meeting on July 2-3, 2019

The participants at the Smart City and Mobility Growth Coalition received an evaluation survey to complete. This annex presents an analysis of the results of the evaluation surveys.

Of the people who submitted (13 participants out of 28) the evaluation sheet the majority of the participants have been very satisfied with the workshop (8 out of 13) and all of these are interested in attending a follow-up event. From among the 13 participants that completed the questionnaire 11

appreciated that the allotted time was well decided upon while 9 consider that the workshop had the right length. Three participants considered that the program was too short, while one participant did not answer the question. Some of the most appreciated aspects related to the workshop are the flexibility in forming groups and discussing sub-topics, the focus on concrete cases and the level of detail provided, that different stakeholders were present, Chris Roorda' part of the workshop, the practical character of the workshop, the content of the presentations, the networking that accompanied the workshop, facilitation, that some of the facilitators were having significant experience.

The opinion of the participants on the two external speakers is also positive. Chris Roorda (CR) was perceived to be knowledgeable on the topic by almost all participants that filled in the evaluation forms (10 out of 13), most of them also considered that CR was a good communicator (9 out of 13). With regard to Harald Kjellin (HK), most participants perceived the speaker to be knowledgeable (8 out of 13), while seven of the participants considered he is a very good or good communicator.

With regard to the content of the workshop, nine of the respondents considered the content to be at an intermediate level, two at an introductory level and one at an advanced level, while one did not respond.

In what regards the way in which the knowledge shared within the framework of the workshop will be used by the participants, some will share the knowledge with their students, include certain aspects in the education offered to students, better shape own proposals, develop a future course on cultural values in the city, and create development plans.