



European Commission  
Enterprise and Industry



Agreement ref. no.: **SI2.607231 – 4/G/ENT/CIP/11/C/N04C021**

## Technical Implementation Report & Financial Statement

### Final Report

Report Due Date: **15/01/2014**

Actual Submission Date: **15/01/2014**

Project Start Date: **1/12/2011**

Project End Date: **11/30/2013**

Coordinator's name: **MAG – Hungarian Economic Development Centre**

Signed on behalf of CENTRAMO Consortium by the Project Coordinator:

**GYULA E. BARTA** MAG – Hungarian Economic Development Centre

Date: 15. January 2014, Budapest

MAG HUNGARY, 1139 Budapest, Váci út 83.

1139 Bp., Váci út 83.

2.

Revision [Draft]

**Project co-funded by the European Commission within the Competitiveness and Innovation Framework Programme  
(2007-2013)**

#### Dissemination Level

<b>PU</b>	Public
<b>PP</b>	Restricted to other programme participants (including the Commission Services)
<b>RE</b>	Restricted to a group specified by the consortium (including the Commission Services)
<b>CO</b>	Confidential, only for members of the consortium (including the Commission Services)

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## 1 PUBLISHABLE EXECUTIVE SUMMARY

The overall objective of the CENTRAMO (Cluster Excellence Network for TRaining And MObility) project was to raise the level of excellence of cluster and network management in the member countries and region of our consortium, namely in Poland, Slovakia, the Czech Republic, Hungary, Croatia and the Izmir region in Turkey by exploiting the results of the ECE Initiative.

The end users of the CENTRAMO project will be the cluster organisations with better skills and increased experience to drive the clusters they manage to success.

The composition of the CENTRAMO consortium was as follows:

1. MAG - Hungarian Economic Development Centre, Hungary - coordinator
2. Slovak Energy and Innovation Agency, Slovakia
3. CzechInvest, The Czech Republic
4. Ministry of Entrepreneurship and Crafts, Croatia
5. Izmir Development Agency, Turkey and
6. Ministry of Economy, Poland

**Overall, the CENTRAMO partnership completed all activities and delivered all outputs in accordance with the description of work. Delays from the first implementation year have been made up in the second year by the active participation of all partners.**

Concerning progress broken down to work packages the most relevant information is summarised below:

**The cluster benchmarking training (Activity 1.1.2) has been successfully completed** on May 9-11, 2012. The training took place in Budapest. MAG procured VDI/VDE Innovation Technik GmbH as the European Secretariat for Cluster Analysis (ESCA) mandated by the ECEI project consortium. Each consortium partner sent 2 participants for the training. All 12 participants were present in the training in its full length and all of them completed the benchmarking training successfully. The content of the benchmarking training was in line with the ESCA benchmarking methodology. The IP agreement to be signed by participants caused however some problems. After a couple of rounds of negotiations with both partners and VDI/VDE, MAG could propose such a version that was acceptable to all. Nevertheless some partners insisted that they would only sign the IP agreement once they procured VDI/VDE as the organisation for the evaluation of the benchmarking reports. Since the signature of the IP agreement was a precondition to the execution of the benchmarking interviews, delays are observed at most partners with the cluster benchmarking.

**The cluster management training (Activity 1.1.3) has been successfully finished by all 6 consortium participants.** MAG as the consortium coordinator procured the European Foundation for Cluster Excellence for the provision of the training. Participants completed the full course including in-class trainings and the field project. **All 6 participants were awarded the Associate Trainer certificate.**

**The customisation and the translation of the training materials (Activity 1.2) were carried out in the last 6 months. Cluster management training materials (selected case studies)**

**have been translated to Croatian, Czech, Hungarian, Polish, Slovak and Turkish.** Beyond that partners saw rationale **in starting developing a Central-East European based case study** as part of training materials customisation based on the experience of the cluster management training. The European Foundation for Cluster Excellence provided methodological assistance in examining one of the field projects (Bratislava fashion industry) for its potential development to a case study. Major conclusion of the work was that the selected case could in fact be developed to a case study in the long run.

**The cluster benchmarking activity (Activity 2.1) has been completed in H1 2013 following some delays in the first reporting period.** Altogether 60 clusters have been benchmarked using the ESCA and ECEI methodology. The CENTRAMO certified benchmarking experts conducted the cluster interviews, whereas the evaluation of the interviews were done by VDI/VDE Innovation + Technik GmbH in the case of all partners.

**Each partner collected additional relevant information on regional assets, studies on framework conditions, etc (Activity 2.2)** to provide a comprehensive picture of the local business environment of the cluster and network organisations.

Concerning the **Mobility work package (WP3) 6 study visits have been organised for cluster managers** in issues that had been identified as relevant during the cluster benchmarking activity. The study visits included experience exchange, presentation of good practices, round table discussions, workshops, etc.

## 2 FINAL REPORT ON THE IMPLEMENTATION OF THE ACTION

*This final report will demonstrate for each work package the implementation of the agreed proposal. It will also highlight:*

- *the lessons learned during the implementation of the action, including the difficulties;*
- *the European added value of the project;*
- *the Exit Strategy, which will also present the complementary or consolidating actions foreseen by the partners as well as analyse the long term perspectives of the project.*

### Implementation of work packages

#### Work Package 1: Training work package

The DoW determines the work package structure as follows:

<b>1.1</b>	<b>Train the trainers</b>
<b>1.1.1</b>	<b>Selection of participants for the two types of training</b>
<b>1.1.2</b>	<b>Organise and participate in the trainings on benchmarking of clusters</b>
<b>1.1.3</b>	<b>Organise and participate in the trainings for instructors on cluster management</b>
<b>1.2</b>	<b>Customise and translate training materials</b>

#### Activity 1.1.1: Selection of participants for the two types of training

Selection of participants for the cluster benchmarking training and the cluster management training has been carried out by all partners without any reported problems. Partners selected experienced participants, who successfully finished the cluster benchmarking training course (see next point). **For the cluster benchmarking training**, 12 experts have been selected (2 participants from each consortium member). Participants mainly chose internal colleagues for this training, only 3 participants from 2 partners were external experts. Status of participants is summarised in the table below:

<b>Partner</b>	<b>Selected participants at the cluster benchmarking training</b>	<b>Names of selected participants</b>
MAG	2 internal experts	Mr Peter Keller Mr Matyas Somkuti
SIEA	2 internal experts	Mr Miroslav Balog Mr Pavol Duman
CZECHINVEST	2 internal experts	Ms Martina Fronkova Ms Hana Brezinova
Ministry of Entrepreneurship and Crafts, Croatia	1 internal and 1 external expert	Ms Zdenka Mesic Ms Sandra Hizak
IZKA	2 internal experts	Mr Sena Gürsoy Mr Korhan Mangir
MINISTERSTWO GOSPODARKI	2 external experts	Ms Dominika Walec Ms Monika Jedrzejczak

**For the cluster management training** partners successfully selected 1 participant on behalf of each consortium member (altogether 6 participants). Selection of participants was done with a view to the requirements set by the training provider Cluster Competitiveness Foundation. All participants are internal colleagues of the consortium partners. All participants were accepted by the Foundation and they all could start the cluster management training in December 2012. The list of the selected participants is shown in the table below:

Partner	Name of selected participant
MAG	Mr Peter Keller
SIEA	Mr Miroslav Balog
CZECHINVEST	Ms Martina Fronkova
Ministry of Entrepreneurship and Crafts, Croatia	Ms Iva Rasic
IZKA	Mr Emin Cetin Hasar
MINISTERSTWO GOSPODARKI	Ms Justyna Choinska

#### Activity 1.1.2: Organise and participate in the trainings on benchmarking of clusters

The cluster benchmarking training has been successfully completed on May 9-11, 2012. The training took place in Budapest. MAG procured VDI/VDE Innovation Technik GmbH as the European Secretariat for Cluster Analysis (ESCA) mandated by the ECEI project consortium (Contract No. 1 in the subcontracting sheet of MAG). VDI/VDE appointed Mr Helmut Kergel and Mr Thomas Lämmer-Gamp as the benchmarking trainers. According to the contract, the ESCA training experts asked for the compensation of their travel to and from Budapest beyond the service contract (Contract No. 2 in the subcontracting sheet of MAG).

MAG has provided catering for the 12 participants during the training (Contract No. 6 and Contract No. 7 in the subcontracting sheet of MAG).

Each consortium partner sent 2 participants for the training. All 12 participants were present in the training in its full length and all of them completed the benchmarking training successfully. The content of the benchmarking training was in line with the ESCA benchmarking methodology.

The issue of the so-called IP agreement<sup>1</sup> caused however lasting problems. Consortium partners expressed their view that the IP agreement draft proposed by VDI/VDE was imposing undue liabilities on the trained experts and so partners asked for the possibility of making comments to the IP agreement with the aim coming to a jointly acceptable solution. After a couple of rounds of negotiations with both partners and VDI/VDE, MAG could propose such a version that was acceptable to all. Nevertheless some partners insisted that they would only sign the IP agreement once they procured VDI/VDE as the organisation for the evaluation of the benchmarking reports.

Since the signature of the IP agreement was a precondition to the execution of the benchmarking interviews, delays were observed at most partners with the cluster

<sup>1</sup> Intellectual Property Agreement for Cooperation in the Context of the Benchmarking of Cluster Organisations and the Use of Related Materials Provided by ESCA for this Purpose

benchmarking (see below).

Activity 1.1.3 (beyond reporting period): Organise and participate in the trainings for instructors on cluster management

The cluster management training was procured by MAG following a joint decision of partners after some conditions for the training have become known for the CENTRAMO partnership. Because of this, an amendment of the grant agreement seemed necessary. The procured service provider was the European Foundation for Cluster Excellence.

For the cluster management training partners had selected 1 participant on behalf of each consortium member (altogether 6 participants) in the first period. Selection of participants was done with a view to the requirements set by the training provider European Foundation for Cluster Excellence. All participants are internal colleagues of the consortium partners. All participants were accepted by the Foundation and they all could start the cluster management training with the first in-class training in Barcelona on 11 December, 2012

The list of the selected participants is shown in the table below:

<b>Partner</b>	<b>Name of selected participant</b>
MAG	Mr Peter Keller
SIEA	Mr Miroslav Balog
CZECHINVEST	Ms Martina Sustrova (Fronkova)
Ministry of Entrepreneurship and Crafts, Croatia	Ms Iva Rasic
IZKA	Mr Emin Cetin Hasar
MINISTERSTWO GOSPODARKI	Ms Justyna Choinska

The training consisted of two major modules:

1. In class trainings: 6 occasions (locations: Barcelona and Linz and 1 online occasion)
2. Field project

The schedule for the in-class trainings was as follows:

<b>No.</b>	<b>Date</b>	<b>Location</b>
1	11 December 2012 -14 December 2012	Barcelona
2	21 January 2013 – 25 January 2013	Barcelona
3	4 March 2013 – 8 March 2013	Barcelona
4	8 April 2013 – 12 April 2013	Barcelona
5	13 May 2013 – 17 May 2013	Linz
6	9 July 2013 – 16 July 2013	Online

**All 6 CENTRAMO participants completed the course successfully and were awarded the Associate Trainer certificate.**

### Activity 1.2: Customise and translate training materials

After the project start and during the procurement of the two trainings it has become clear that this activity is only relevant for the cluster management training materials (case studies). **Training materials have been translated to the following languages: Croatian, Czech, Hungarian, Polish, Slovak and Turkish.**

Based on the instructions of the European Foundation for Cluster Excellence only case studies were translated but not the respective teaching notes. **The volume of the case studies was much larger than originally expected** therefore not all training materials have been translated. **Each consortium partner translated such a set of training materials that makes possible the organisation of a national/regional level cluster management training for native speaker attendants in all partner countries.**

Translation of the training materials was done in the last weeks of the project implementation period. Because of the unexpectedly large volume of the materials most partners decided to outsource the translation against their original intention.

Based on partners' assessment concerning the cluster management training a perceived drawback of the case studies was that **none of them originated from a Central-East European context** – the context to which most of the CENTRAMO partnership belong. Therefore beyond the mere translation of case studies **partners saw rationale in starting developing a Central-East European based case study as part of customisation.** However, during the cluster management training course it has become clear that the development and writing of a case study is a much longer and complex process than the current project could accommodate. Nevertheless **MAG contracted the European Foundation for Cluster Excellence for methodological consultancy concerning case study development.** The Contractor provided methodological assistance in examining one of the field projects (Bratislava fashion industry) for its potential development to a case study. **Major conclusion of the work was that the selected case could in fact be developed to a case study in the long run.**

Since the cases had not been known to partners when drafting the project proposal **this customization task was not planned in the project proposal.** Nevertheless, during the project implementation partners agreed that such a supplementary action would be beneficial for the project.

### **Work Package 2: Benchmarking work package**

The DoW determines the work package structure as follows:

2.1	<b>Benchmarking clusters</b>
2.2	<b>Collecting additional relevant information on regional assets, framework conditions etc.</b>



### Activity 2.1 Benchmarking clusters

In the DoW partners have undertaken to conduct 8-12 cluster benchmarking interviews each, as follows:

Partner	No. of benchmarked clusters
MAG	12
SIEA	8
CZECHINVEST	12
Ministry of Entrepreneurship and Crafts, Croatia	10
IZKA	8
MINISTERSTWO GOSPODARKI	10
<b>TOTAL</b>	<b>60</b>

This activity was substantially delayed at most partners due to problems with signature of the European Secretariat for Cluster Analysis (ESCA) IP agreement. Therefore the completion of this task took place mainly in the 2<sup>nd</sup> period.

**By the project closure all 60 clusters have been successfully benchmarked.** In the case of the Izmir Development Agency (IZKA, Turkey) the benchmarking of the Turkish clusters was done by the Aegean Exporters' Association (a member of the CDCM project) with the involvement of IZKA benchmarking experts.

The benchmarking interviews have been conducted by the benchmarking experts of the CENTRAMO project partners. The evaluation of the benchmarking interviews was carried out by VDI/VDE Innovation + Technik GmbH for all partners.

Linked to the cluster benchmarking the following further outputs have been delivered

- Each partner promoted the European Cluster Collaboration Platform and the European Cluster Manager's Club (and its successor, the European Cluster Group) for the benchmarked clusters.
- Each partner has compiled a joint evaluation profile of the benchmarked clusters that summarises the major outcomes of the benchmarking.
- A structured introduction profile has been produced for all 60 benchmarked clusters.
- Based on the benchmarking evaluations and the recommendations included in them project partners identified six development areas relevant to the benchmarked clusters.

#### The six development areas were as follows:

1. How to increase the quality of services provided by the cluster organisation
2. Collaborative technology development, technology transfer of R&D related activities in the cluster
3. Internationalisation, access to foreign markets

4. Development in strategic planning and implementation process
5. Cooperation: Cooperation, trust building among companies. Developing personal contacts between the cluster management team and the cluster participants
6. Exchange of information and experience among participants. Matchmaking

These six development areas provided the themes to the study visits organised in Work Package 3.

Activity 2.2 Collecting additional relevant information on regional assets, framework conditions etc.

In accordance with the DoW, partners have collected additional relevant information on regional assets, studies on framework conditions, etc to provide a comprehensive picture of the local business environment of the cluster and network organisations. Collected materials are available at each partner.

**Work Package 3: Mobility work package**

The DoW determines the work package structure as follows:

<b>3.1</b>	<b>Organisations and management of study visits</b>
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6 study visits have been organised for cluster managers in the frame of Work Package 3. Each partner was responsible for the organisation of one study visit. The topics of the study visits have been decided based on the results of the cluster benchmarking (development areas with the highest relevance for the benchmarked clusters, see above).

The study visits took place in the last 3 months of the implementation period. This was the schedule of the 6 study visits:

Partner	Location and Date
MAG	Budapest, 16-18 October 2013
SIEA	Trnava, 17-19 September 2013
CzechInvest	Brno, 5-7 November 2013
Min. of Entr. And Crafts, CR	Zagreb, 27-29 November 2013
IZKA	Izmir, 20-22 November 2013
Ministry of Economy, PL	Gdansk, 13-15 November 2013

The study visits targeted cluster managers. The study visits included experience exchange, presentation of good practices, round table discussions, workshops, etc. On each study visit cluster managers from all 6 partners have been invited. A written summary has been produced about each study visit.

#### **Work Package 4: Project management and project communication**

The kick-off meeting was held in Budapest on 12 January 2012 at the premises of MAG. Partners introduced themselves, presented their plans in and added value to the project. Partners discussed through the work packages and the timeplan of the project.

We invited representatives of the European Commission to the event. EC representatives could join us via skype for part of the meeting. MAG provided catering for partners for the event (Contract No 3 and Contract No 5 in the subcontracting sheet).

MAG developed the project identity involving a professional organisation (Contract No 4 in the subcontracting sheet). Logos of the project, letter headed paper samples, layout for letters and presentations have been created and roll-ups have been produced.

In general, communication between partners was excellent and efficient. Partners discussed several issues on a daily basis related to the implementation of the project. Major communications channels were emailing, phone and skype. Further, on professional events where partners were present in person, they discussed relevant project management issues, as well.

The closing meeting was organised by MAG and held in Budapest on 26 November 2013. Partners presented and discussed the main achievements and outputs of the project. Partners exchanged ideas on future plans concerning specifically the national/regional level cluster management trainings. Furthermore, partners talked about the closing duties related to the project.

## Additional remarks

### 1. Underspending

Based on our financial reports, the project has been realised with a fairly significant underspending (28,71 %). Most of the underspending occurs at MAG, the coordinator. **The main reason** is that the cluster management training subcontracting fee (contract with the European Foundation for Cluster Excellence) was much lower than expected therefore roughly EUR 10 thousand could have been reallocated to each partner to cover other costs.

1. **CENTRAMO partners voted for a joint procurement of the train-the-trainers service** so the amendment of the grant agreement was initiated by MAG on **29.06.2012**. Therefore the budget for cluster manager training (EUR 16,287/partner) must have been allocated from each partner to the lead partner's budget. **Consequently, EUR 97,722 was transferred to MAG's budget** to finance the train-the-trainers service for the whole partnership. Around this date the openly communicated price for the total training was around EUR 150,000.
2. It was not before October 2012 that the Foundation first published an indicative price of EUR 36,000 for 6 participants.
3. At this time our grant agreement amendment request was at the final stage. MAG received the printed original of the amended grant agreement to sign on 14.11.2012. After immediate signature we sent it back to the Commission (The amended contract signed by both parties is dated to 30.11. 2012.)
4. Knowing the actual fee of the training in our interim report (January 2013) we indicated that the unused amount must be reallocated to the partners to cover their other unexpected costs (Field project, travel costs etc.). An administrative adjustment of the grant agreement was submitted in this subject (see point 2 above) but it was not accepted.

### 2. Experience and recommendations concerning the cluster management training

Concerning content, the ECEI Train-the-trainers activity on cluster management met high quality standards. In the view of the consortium, the training methodology is innovative and new in Europe. The course was well-structured and comprised useful and state-of-the-art knowledge that participants can utilise well.

Since it was a new tool, some of the conditions were set when the project implementation was already in progress. Concerning certain requirements of the training the insufficient and late disclosure of information caused difficulties for participants of our consortium. Most important of these are:

- Number of staff hours necessary to implement the field project (one of the two major modules of the training)
- The multi-level certificate process following the training
- The set of conditions for the provision of future national/regional level trainings

Since the amount of necessary staff hours for the field project was not known at the time of budgeting the project proposal this resulted in difficulties managing the budget during the project implementation period and consequently re-allocations in budget have been necessary.

### Recommendations

Based on the first, introductory year's experience, concerning future calls we recommend that precise and detailed information is published in call the documentation that includes the ECEI train-the-trainers activity so that applicants become aware of the financial and human resources needs of the training, the training process and other requirements in time. This would result in a sound budgeting before submitting the application.

In our view, information that should be published in the call includes among others:

- amount of staff hours needed for the completion of the train-the-trainers activity;
- future rights of use of the case studies presented in the training;
- conditions of providing national/regional level trainings by the trained and certified trainers;
- multi-level certification;

In our opinion, the above recommendations can contribute to sound and well-established budgets of future project proposals and this can lead to a decreased number of cost reallocations after the grant decision is made.

### **3. Exit strategy**

#### ECEI cluster management training

CENTRAMO partners (with the exception of the Ministry of Entrepreneurship and Crafts, Croatia) expressed their intention to organise national/regional level cluster management trainings starting from 2014 provided that feasible financial models are found for the implementation of the courses. At this stage partners have different views concerning to what extent the cost of the training can be charged to participating cluster managers therefore some partners will seek EU/national funding. Furthermore, partners expressed their intention to involve mutually each other's certified associate trainer in the national/regional level trainings.

#### Case study development

MAG perceives that it would be useful to develop a case study with Central-East European context for the cluster management training. An initial step has been made in this subject in the CENTRAMO project by contracting the European Foundation for Cluster Excellence for methodological assistance in developing a case study. MAG intends to carry on this work after the project closure and to continue the cooperation with the Foundation.

#### Cluster benchmarking

During the project implementation additional clusters turned to the project partners for acquiring the BRONZE label (e. g. in Hungary beyond the 12 clusters participating in the CENTRAMO cluster benchmarking 2 additional clusters applied for participating in the benchmarking). Partners expect that a growing number of clusters wish to acquire the BRONZE and the GOLD label in the future. Partners will cooperate with the European Secretariat for Cluster Analysis for the execution of the cluster benchmarkings.

### 3 FINAL FINANCIAL STATEMENT

*The coordinator is requested to send the signed and dated Consolidated Cost Statement (form B) in original, as well as the signed and dated Individual Cost Statements (forms B.1) in original, covering the full project period and equalling the totals of the Consolidated Cost Statements per period, in line with art. II.15.4 Grant Agreement:*

- *a final financial statement of the eligible costs actually incurred, following the structure of the estimated budget, including a consolidated statement and a breakdown between each beneficiary;*
- *a full summary statement of the receipts and expenditure of the action including a consolidated statement and a breakdown between each beneficiary.*

The beneficiaries shall keep at the Commission's disposal all original documents, especially accounting and tax records, or, in exceptional and duly justified cases, certified copies of original documents relating to the agreement, stored on any appropriate medium that ensures their integrity in accordance with the applicable national legislation, for a period of five years from the date of payment of the balance specified in article I.5 / II.20.2 Grant Agreement.

## Consolidated Cost Statement - Final (whole project period)

<b>Project acronym:</b>	<b>CENTRAMO</b>
<b>Project start and end dates:</b>	<b>01/12/2011 - 30/11/2013</b>

	<b>Total Eligible Costs</b>	<b>Total Action Costs</b>
Beneficiary 1/Co-ordinator	107 657,43	193 226,76
Beneficiary 2	32 262,78	43 872,94
Beneficiary 3	26 960,26	52 778,25
Beneficiary 4	35 050,54	41 673,60
Beneficiary 5	53 885,53	45 780,22
Beneficiary 6	47 647,51	48 366,94
Beneficiary 7	0,00	0,00
Beneficiary 8	0,00	0,00
Beneficiary 9	0,00	0,00
Beneficiary 10	0,00	0,00
<b>TOTAL ACTION COSTS</b>		425 698,71
<b>TOTAL ELIGIBLE COSTS</b>	303 464,05	
<b>Requested EC contribution</b>		285 134,73

"I herewith certify that the information provided in my request for payment is full, reliable and true. I also certify that the costs incurred can be considered eligible in accordance with the agreement, that all receipts have been declared, and that the request for payment is substantiated by adequate supporting documents that can be checked. I declare on honour that previous ex post audit findings have been taken into account, if applicable."

*Barta E. Gyula*

Coordinator: GYULA E. BARTA CEO

Date: 15/01/2014

1139 Bp., Váci út 83.

2.

**REMINDER: Quality of this Financial Statement has an impact on payment timing. Items in the Financial Statement should be cross-checked before submission to the Commission to avoid incoherencies and discrepancies. Figures must correspond to the totals for all project periods.**

Name of Beneficiary 1 - Coordinator:

**MAG-Hungarian Economic  
Development Centre**

Form B/1

Individual Cost Statement - Final	
Expenditure	Costs* (EUR)
1.1. Beneficiary's own staff personnel costs	25 657,68
1.2. Other costs	3 321,70
Travel and subsistence expenses	3 321,70
Equipment	0,00
Consumables and supplies	0,00
Miscellaneous	0,00
1.3. Services subcontracted	71 635,04
1. Total direct costs (1.1 + 1.2 + 1.3)	100 614,42
2. Indirect costs**	7 043,01
<b>3. TOTAL ELIGIBLE COSTS (1 + 2)</b>	<b>107 657,43</b>
4. Receipts	
5. Contributions in kind	

\* see rules in grant agreement and guide for submission

\*\* max. 7% of "1. Total direct costs"

I herewith certify that the information provided in my cost statement is full, reliable and true. I also certify that the costs incurred can be considered eligible in accordance with the agreement, that all receipts have been declared, and that the cost statement is substantiated by adequate supporting documents that can be checked. I declare on honour that previous ex post audit findings have been taken into account, if applicable.

  
Authorized Representative : GYULA E. BARTA CEO, Signature

Date: 15/01/2014

MAG-Hungarian Economic Development Centre  
1139 Bp., Váci út 83.  
2.



Name of the Beneficiary 2:

Slovak Innovation and Energy Agency

Form B/1

Individual Cost Statement - Final	
Expenditure	Costs* (EUR)
1.1. Beneficiary's own staff personnel costs	15 956,37
1.2. Other costs	6 655,76
Travel and subsistence expenses	6 655,76
Equipment	0,00
Consumables and supplies	0,00
Miscellaneous	0,00
1.3. Services subcontracted	7 540,00
1. Total direct costs (1.1+1.2+1.3)	30 152,13
2. Indirect costs**	2 110,65
3. TOTAL ELIGIBLE COSTS (1+2)	32 262,78
4. Receipts	
5. Contributions in kind	

\* see rules in grant agreement and guide for submission

\*\* max. 7% of "1. Total direct costs"

I herewith certify that the information provided in my cost statement is full, reliable and true. I also certify that the costs incurred can be considered eligible in accordance with the agreement, that all receipts have been declared, and that the cost statement is substantiated by adequate supporting documents that can be checked. I declare on honour that previous ex post audit findings have been taken into account, if applicable.

Zuzana Klúčiková, Executive Director of Economy Department

Authorized Representative (name printed), Signature

Date

18.12.2013

Name of the Beneficiary 3:

Investment and Business  
Development Agency CzechInvest

Form B/1

Individual Cost Statement - Final	
Expenditure	Costs* (EUR)
1.1. Beneficiary's own staff personnel costs	6 865,35
1.2. Other costs	6 278,01
Travel and subsistence expenses	6 278,01
Equipment	
Consumables and supplies	
Miscellaneous	
1.3. Services subcontracted	12 053,14
1. Total direct costs (1.1+1.2+1.3)	25 196,50
2. Indirect costs**	1 763,76
3. TOTAL ELIGIBLE COSTS (1+2)	26 960,26
4. Receipts	
5. Contributions in kind	

\* see rules in grant agreement and guide for submission

\*\* max. 7% of "1. Total direct costs"

I herewith certify that the information provided in my cost statement is full, reliable and true. I also certify that the costs incurred can be considered eligible in accordance with the agreement, that all receipts have been declared, and that the cost statement is substantiated by adequate supporting documents that can be checked. I declare on honour that previous ex post audit findings have been taken into account, if applicable.

-3 -01- 2014

Ing. Marian Piecha, Ph.D., LL.M.

Date

Name of the Beneficiary 4:

Ministry of Entrepreneurship  
and Crafts, Croatia

Form B/1

Individual Cost Statement - Final	
Expenditure	Costs* (EUR)
1.1. Beneficiary's own staff personnel costs	11.966,49
1.2. Other costs	5.149,91
Travel and subsistence expenses	5.149,91
Equipment	
Consumables and supplies	
Miscellaneous	
1.3. Services subcontracted	15.641,11
1. Total direct costs (1.1+1.2+1.3)	32.757,51
2. Indirect costs**	2.293,03
3. TOTAL ELIGIBLE COSTS (1+2)	35.050,54
4. Receipts	
5. Contributions in kind	

\* see rules in grant agreement and guide for submission

\*\* max. 7% of "1. Total direct costs"

I herewith certify that the information provided in my cost statement is full, reliable and true. I also certify that the costs incurred can be considered eligible in accordance with the agreement, that all receipts have been declared, and that the cost statement is substantiated by adequate supporting documents that can be checked. I declare on honour that previous ex post audit findings have been taken into account, if applicable.

Assistant Minister of the Ministry of Entrepreneurship and Crafts,  
Vjekoslav Rakamaric

15. January 2014.



Name of the Beneficiary 6:

MINISTERSTWO GOSPODARKI

Form B/1

Individual Cost Statement - Final	
Expenditure	Costs* (EUR)
1.1. Beneficiary's own staff personnel costs	8 855,72
1.2. Other costs	7 108,79
Travel and subsistence expenses	7 108,79
Equipment	0,00
Consumables and supplies	0,00
Miscellaneous	0,00
1.3. Services subcontracted	28 565,87
1. Total direct costs (1.1+1.2+1.3)	44 530,38
2. Indirect costs**	3 117,13
3. TOTAL ELIGIBLE COSTS (1+2)	47 647,51
4. Receipts	
5. Contributions in kind	

\* see rules in grant agreement and guide for submission

\*\* max. 7% of "1. Total direct costs"

I herewith certify that the information provided in my cost statement is full, reliable and true. I also certify that the costs incurred can be considered eligible in accordance with the agreement, that all receipts have been declared, and that the cost statement is substantiated by adequate supporting documents that can be checked. I declare on honour that previous ex post audit findings have been taken into account, if applicable.

DYREKTOR

JERZY MAJCHRZAK

Authorized Representative (name printed), Signature

Date

15/01/2014

Name of the Beneficiary 5:

İzmir Development Agency  
(İZKA)

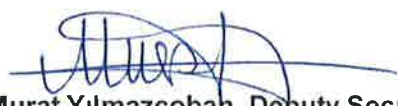
Form B/1

Individual Cost Statement - Final	
Expenditure	Costs* (EUR)
1.1. Beneficiary's own staff personnel costs	22.266,63
1.2. Other costs	19.115,80
Travel and subsistence expenses	19.115,80
Equipment	0,00
Consumables and supplies	0,00
Miscellaneous	0,00
1.3. Services subcontracted	8.977,88
1. Total direct costs (1.1+1.2+1.3)	50.360,31
2. Indirect costs**	3.525,22
3. TOTAL ELIGIBLE COSTS (1+2)	53.885,53
4. Receipts	
5. Contributions in kind	

\* see rules in grant agreement and guide for submission

\*\* max. 7% of "1. Total direct costs"

I herewith certify that the information provided in my cost statement is full, reliable and true. I also certify that the costs incurred can be considered eligible in accordance with the agreement, that all receipts have been declared, and that the cost statement is substantiated by adequate supporting documents that can be checked. I declare on honour that previous ex post audit findings have been taken into account, if applicable.



Murat Yılmazçoban, Deputy Secretary General  
Authorized Representative (name printed), Signature

15.01.2014  
Date

İZMİR KALKINMA AJANSI  
Ş. Fethiye Cad. 49/1 K: 3  
Ortak Plaza Pasaport - İZMİR  
Tel: 0.232.489 81 81  
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## 4 DELIVERABLES

**Table 1: Deliverables List**

List all deliverables, giving date of submission and any proposed revision to plans.

Del. no.	Deliverable name	Workpackage no.	Date due	Actual/Forecast delivery date	Estimated indicative person-months *)	Used indicative person-months *)	Lead Beneficiary
1	12 participants trained in the cluster benchmarking training	1	May 2012	May 2012			
2	6 participants trained in the cluster manager training	1	October 2013	July 2013			
3	Full set of ECE training materials translated into languages of the consortium partners.	1	July 2013	November 2013			
4	Promotion of 60 clusters to register profiles on the European Cluster Collaboration Platform	2	January 2013	November 2013			
5	60 completed questionnaires on cluster benchmarking sent to ECE for evaluation	2	January 2013	June 2013			
6	Improvement actions recommended to 60 clusters based on the benchmarking	2	January 2013	July 2013			

7	Relevant information collected on cluster policy framework, regional assets, marketing materials for each participant member's country/region	2	July 2013	November 2013
8	Introduction of well performing clusters to the European Club of Cluster Managers	2	March 2013	November 2013
9	Definition and summary of 6 development areas relevant to benchmarked clusters	2	March 2013	August 2013
10	Organisation and implementation of 6 study visits	3	November 2013	November 2013
11	Summary of 6 peer reviews based on study visits	3	November 2013	November 2013
12	Joint report on public evaluation profiles of the 60 benchmarked clusters	2	September 2013	November 2013
13	Summary report on project: with presentation of main activities and results	2	November 2013	November 2013
14	Structured profile of the 60 participating clusters	2	November 2013	November 2013
15	Kick off meeting	4	December 2011	January 2012
16	Closing event	4	November 2013	November 2013

\*) if available

## Table 2: Milestones List

List all milestones, giving date of achievement and any proposed revision to plans.

Milestone no.	Milestone name	Workpackage no.	Date due	Actual/Forecast delivery date	Lead Beneficiary
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Final Technical Implementation Report & Financial Statement  
CENTRAMO

1	Kick-off meeting	4	December 2011	12.01.2012
2	Cluster benchmarking training	1	May 2012	9-11.05.2012
3	Cluster management training	1	July 2013	July 2013
4	Completion of cluster benchmarking	2	January 2013	June 2013
5	Study visits	3	November 2013	November 2013
6	Closing meeting	4	November 2013	November 2013