



**CLUSTER
ACCELERATOR
NETWORK**

Cluster Accelerator Network
Application Guide

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NGen Cluster Accelerator Program

Next Generation Manufacturing Canada (NGen) is the industry-led not-for-profit organization that is spearheading Canada's Global Innovation Cluster for advanced manufacturing. Our mission is to build world-leading advanced manufacturing capabilities in Canada, for the benefit of Canadians.

As part of our strategic ecosystem initiatives aimed at strengthening the competitiveness and growth potential of Canada's advanced manufacturing sector, NGen has established a Cluster Accelerator program with funding allocated to support cluster projects that deliver defined value-adding contributions to Canada's advanced manufacturing ecosystem and help strengthen collaboration among advanced manufacturing clusters across Canada through their engagement in NGen's Cluster Accelerator Network (NGenCAN). NGen's Cluster Accelerator program aims to accelerate the development, adoption, and commercialization of advanced technologies in manufacturing by:

- Amplifying the voice, expanding the reach, and enhancing the value that individual advanced manufacturing clusters provide their members.
- Promoting and showcasing cluster activities.
- Connecting advanced manufacturing clusters and their members across Canada and internationally.
- Leveraging cluster capabilities through a collaborative network of shared best practices, industry insights, tools, and services.
- Promoting Canada's advanced manufacturing ecosystem and NGenCAN as a magnet for international talent and investment attraction.

Why Cluster?

"...When organizations like industry, technology, academia, services, and government *cluster* they solve shared challenges - together, creating something much bigger, smarter, and brighter."

Economic clusters are organized groups of businesses, experts, and supporting organizations that work together collaboratively to address shared challenges and opportunities. By combining the perspectives of stakeholders from industry, academia, government, public, and environmental sectors through the quintuple-helix framework, clusters can be essential drivers of innovation and growth.

Around the world clusters have demonstrated to accelerate innovation, improve economic competitiveness, and drive business growth.

Advanced manufacturing clusters can be regional, national, or international in scope. They aim to facilitate innovation and business growth through, for example, organized collaborative efforts to:

- Develop innovative technologies and business solutions for manufacturers.

- Promote the adoption and commercialization of advanced manufacturing technologies.
- Pivot solutions to solve other clusters' challenges.
- Promote cluster members' capabilities domestically and globally.
- Attract foreign as well as capital investments and supportive infrastructure to Canadian sectors and communities.
- Develop new sustainable customers and supply chains.
- Build a highly skilled advanced manufacturing workforce; attracting and retaining relevant talent.
- Implement best practices in advanced manufacturing management.
- Create new innovative economies easily mobilized around regional communities.

NGen's goal is to supercharge Canada's advanced manufacturing ecosystem by creating a network - a cluster - of clusters that will leverage each others' capabilities to drive exponential benefits for the Canadian economy and for Canadians.

What We Fund

NGen's Cluster Accelerator initiative provides funding for two types of projects:

Cluster Start-up Projects

The objective of these projects is to support the development of new advanced manufacturing clusters with a shared goal to drive innovation and business growth within a collaborative framework. At the completion of this type of project, the start-up cluster will have completed Terms of Reference, incorporated, registered, established bank accounts, recruited at least five member companies, and developed a plan for sustainable operations.

Cluster Building Projects

There are several types of cluster building projects that NGen funds. These are described below.

Innovation Projects - The objective of these projects is to promote the development and/or adoption of advanced manufacturing technologies. At the completion of this type of project, the cluster will demonstrate that the collaborative activities funded by this initiative have contributed to improving competitiveness and business growth of its members.

Commercialization Projects - The objective of these projects is to scope out strategic opportunities for supplier and business development, support commercialization and export readiness of cluster members, and/or facilitate participation in international export or investment missions. At the completion of this type of project, the cluster will demonstrate that the collaborative activities funded by this initiative have contributed to the business growth of their members.

Sustainability Projects - The objective of these projects is to assist cluster members in improving environmental management, reducing GHG emissions, and/or strengthening

domestic supply chain resilience. At the completion of this type of project, the cluster will demonstrate that the collaborative activities funded by this initiative have contributed to improved environmental or supply chain performance.

Workforce and Management Enhancement Projects - The objective of these projects is to enhance the innovation management capabilities of its members, attract young people and equity-seeking groups into careers in advanced manufacturing, develop new skills training and employee placement initiatives, enhance diversity and inclusion in Canada's advanced manufacturing workforce, and/or position the cluster as a magnet for international talent attraction. At the completion of this type of project, the cluster will demonstrate that the collaborative activities funded by this initiative have contributed to the operational excellence and workforce development of its members.

Network Projects - The objective of these projects is to support collaborative initiatives among two or more clusters in pursuit of innovation, commercialization, sustainability, or workforce and management enhancement objectives. At the completion of this type of project, the clusters will demonstrate that the joint activities funded by this initiative have contributed to improving the performance and growth potential of their members.

NGen does not fund:

- Public sector advocacy activities.
- Costs incurred by cluster members located outside Canada.
- Cluster activities unrelated to advanced manufacturing.

Funding Eligibility Requirements

New and existing cluster organizations applying for NGen Cluster Accelerator funding must:

- Include a majority of small or medium sized manufacturing and/or technology companies with fewer than 500 employees.
- Include other supporting ecosystem partners like academia, research, services, and/or public organizations.
- Be incorporated in Canada.
- Contribute industry support (cash or in-kind) of at least 150% of the amount of requested NGen funding.

In exchange for NGen Cluster Accelerator support, applicants must agree to:

- Attest that project activities would not be carried out in the same form, scope, or speed without NGen funding.
- Register their cluster organization and their member companies as members of NGen Canada. NGen membership is offered at no cost.
- Become active members of the NGenCAN Cluster Accelerator Network. Membership is offered at no cost and active engagement may require remote or in-person participation in up to four meetings per year.
- Acknowledge NGen as a partner and publish NGen's logo on their cluster website.

- Be listed as a cluster partner on NGen’s website, NGenCAN asset map, social media, and public announcements.
- Promote and enrol member companies on NGenCAN’s Capabilities Platform.
- Promote and, where applicable, participate in NGen initiatives such as training programs, commercialization activities, and media promotional activities.
- Notify NGen of project results and deliver a final project report to NGen on the completion of the project.

Successful applicants must conclude a Cluster Accelerator Agreement with NGen as a condition of funding.

Funding Terms

- Start-up Cluster projects are eligible for a total NGen grant of up to \$100,000. For clusters that have not established a business at the time of application, the funding will be released in two stages:
 - Stage 1 - Up to \$20,000, to create a business model, incorporate, prepare terms of reference, articles of incorporation, open bank accounts and similar start-up activities.
 - Stage 2 - Up to \$80,000 to grow membership and develop programming. Stage 2 funding is released to the cluster after receipt of documentation that all Stage 1 milestones have been satisfied.
- Established Cluster organizations can apply for up to \$100,000 per year in NGen funding for cluster projects.
- Cluster projects must be completed within twelve months of launch.
- A cluster cannot have two cluster projects open at the same time. The first project must be closed before applying for a second project.
- Cluster funding may not be used to sponsor an event. Clusters may apply to NGen for event sponsorship outside the Cluster Accelerator Program.
- NGen funding must be matched 150% by cash and/or in-kind member contributions.
- NGen funding is provided for eligible expenses related to project activities. Travel costs must comply with the Government of Canada’s Joint Travel Directive. (See Annex A).
- Funding from other government sources may also be raised to support project activities but total funding from non-industry sources may not exceed 75% of total project costs without written permission from NGen.
- Individual companies cannot account for more than 25% of total industry contributions without written permission from NGen.
- Project costs incurred outside Canada must be pre-approved by NGen.
- NGen will hold 15% of its funding until project completion and reconciliation of expenses.

- Projects are complete only upon delivery and acceptance of a final report outlining project activities, deliverables and results, and total funding and industry contributions raised.
- NGen reserves the right to limit and adjust the total amount of funding available for Cluster Accelerator projects.

Who May Apply

- Existing advanced manufacturing clusters that are taking on a new or expanded work-scope that would not otherwise be undertaken without NGen funding.
- A newly activated or reactivated cluster focusing on advanced manufacturing with a majority of SME members.

Cluster Funding Application and Selection Process

- NGen will issue an open call for Cluster Accelerator projects.
- Applicants will be required to submit a proposal.
- NGen uses a six (6) question proposal format for assessing cluster project applications. Guidance with respect to developing the proposal may be found in Annex C.
- For cluster start-up projects, the six questions that must be answered are:
 - Q1. Describe the proposed start-up cluster.
 - Q2. What is the nature and size of the potential market the cluster will address?
 - Q3. Who are the cluster members for this start-up cluster, and what will their roles be in the project?
 - Q4. Outline your project workplan and the activities you will undertake.
 - Q5. Describe your start-up cluster business model and how the cluster will be sustained.
 - Q6. What is the financial commitment required for the project and where will matching funds come from?
- For cluster building projects, the six questions that must be answered are:
 - Q1. What is the opportunity the project addresses?
 - Q2. What economic benefit will the project deliver to those inside and outside the cluster, and over what timescale?
 - Q3. How will the benefits of the project be sustained?
 - Q4. How does NGen funding add value to your cluster?
 - Q5. What is the project workplan?
 - Q6. What is the financial commitment required for the project and where will matching funds come from?

There is a 400-word limit to the answer for each question. Any words in excess of the limit will be removed. Risk registers, project milestone schedules and project work breakdown structures are also required and do not count against this word count limit.

- All cluster project proposals will be reviewed by a panel of three independent assessors, each of whom will score the proposal. The aggregated score of the assessors will be the basis of a decision by NGen to fund or not fund a proposed project.
- Successful applicants will be required to enter into a standard Ecosystem Services Agreement with NGen reflecting the terms and conditions of NGen's Contribution Agreement under the Global Innovation Cluster program.
- Applicants that are not successful will be notified of the reasons why and will be eligible to resubmit their amended application at a future date. No external appeals will be entertained with respect to these decisions unless there is evidence that the processes described in these guidelines have not been followed. In that case, appeals should be directed to and will be considered by the Governance and Compliance Committee of NGen's Board of Directors in consultation with NGen's legal counsel.
- All NGen directors, Senior Leadership Team members, employees, and contractors are subject to NGen's Code of Conduct and Conflict of Interest Policy. (See Annex B).

Annex A: Eligible Costs

Eligible Funded Costs. Eligible Funded Costs for Ecosystem Development initiatives are Program Delivery Costs that are reasonable, incurred by NGen on or after March 23rd, 2023, and in direct support of carrying out the purpose for which NGen is funded, which is to connect, deepen collaboration within, support, and fill the gaps in Canada's advanced manufacturing ecosystem in order to build world-leading advanced manufacturing capabilities in Canada, for the benefit of Canadians. Eligible Funded Costs for Program Delivery must be incurred after the Date of Eligibility of any contracted activity.

1.0 Program Delivery Costs. Eligible Program Delivery Costs include:

- (a) portion of gross wages, salaries, or contracts, including mandatory employment-related costs, and benefits, incurred which can be specifically identified and measured as having been performed on carrying out Project Activities;
- (b) costs related to equipment, facilities, and supplies, including purchase, rental, operation, and maintenance costs;
- (c) user fees;
- (d) materials and supplies;
- (e) capital expenditures;
- (f) room or facility rentals in respect of the Project;
- (g) costs related to rent facilities to support conferences and related telecommunication expenses;
- (h) travel costs, including meal and accommodation costs that are in accordance with the [*National Joint Council Travel Directive*](#);
- (i) dissemination costs (publication costs and other activities);
- (j) incremental costs related to cybersecurity that are necessary and directly related to participation in Recipient-Funded Activities;
- (k) payments to federal entities subject to the TBS *Guide to departmental collaboration with recipients of grants and contributions*;
- (l) honoraria to support Indigenous participation in projects or initiatives;
- (m) other direct costs which can be specifically identified and measured as incurred in the performance of the Project Activities (e.g. market studies); and,
- (n) subject to the provisions of this section, capital expenditures that are linked to the objectives of NGen's Contribution Agreement, vital for the success of research, development, demonstration, or commercialization projects, and not otherwise available as a shared resource.

2.0 Eligible Industry Match Costs. Eligible Industry Matching Costs may include all Eligible Costs under Section 1.0 - Eligible Costs, provided the recipient is an Eligible Organization for purposes of recording Industry Match

3.0 Foreign Costs. On an exceptional basis, Program Delivery costs incurred outside of Canada are eligible if they are necessary for the success of the project and could not otherwise be undertaken in Canada. These expenses require prior approval by NGen.

4.0 Ineligible Costs. Ineligible costs include:

- (a) retroactive costs (i.e. those costs incurred prior to conclusion of contracting with NGen);
- (b) capital, infrastructure, or equipment costs that are unrelated to the objectives of the initiative;
- (c) expenses relating to the construction, purchase of a building or land, except if the Minister approves such costs as Eligible Industry Match Costs in advance;
- (d) interest charges, late fees, fines, and penalties;
- (e) provisions for contingencies;
- (f) losses on investments, other projects, contracts, bad debts, or expenses for the collection charges;
- (g) federal and provincial income taxes, excess profit taxes or surtaxes and/or special expenses in connection with those taxes;
- (h) expenses and depreciation of excess facilities;
- (i) amortization of unrealized appreciation of assets;
- (j) depreciation of assets paid for by the Minister;
- (k) gifts, donations, entertainment expenses and alcoholic beverages;
- (l) dues and other memberships other than regular trade and professional associations;
- (m) extraordinary or abnormal fees for professional advice unless the Minister's approval is obtained prior to incurring the cost;
- (n) discretionary severance and separation packages;
- (o) costs related to the routine administration and operation of recipients, except salary costs related to the Eligible Project, and except other direct or incremental project costs;
- (p) costs for which the Recipient or Ultimate Recipient is eligible for a rebate from federal, provincial, territorial, or municipal government sources;
- (q) salary of the Members of NGen's Board of Directors;
- (r) legal, accounting and consulting fees in connection with litigation or financial reorganization;
- (s) activities where benefits accrue to a single firm or organization;
- (t) lobbyist fees and lobbying costs;
- (u) grants, scholarships, bursaries, and all other disbursements of funds for which

- the costs cannot be accounted; or
- (v) Project Costs where, in the opinion of the Minister, there is no buy-in from NGen members and no collaborative aspect.

5.0 Travel and Hospitality. All Eligible Costs for travel shall not exceed the travel allowances identified in Appendices B, C and D of the *National Joint Council Travel Directive*. All Eligible Costs for hospitality shall be in accordance with the standards and the maximum per person cost limits set out in the *Treasury Board Directive on Travel, Hospitality, Conference and Event Expenditures*.

Annex B: Code of Conduct and Conflicts of Interest

All NGen directors, Senior Leadership Team members, employees, and contractors are subject to NGen's policies with respect to:

- [Competition](#)
- [Data Privacy](#)
- [Data Use](#)
- [Non-Disclosure and Confidentiality of Information](#)
- [Conflicts of Interest](#)
- [Whistleblowing](#)

For greater specificity with respect to how NGen's Code of Conduct and Conflict of Interest will apply to Cluster funding and selection decisions:

1. Code of Conduct

NGen's Code of Conduct applies to all individuals employed by and/or engaged with NGen, including Board members, permanent and temporary employees, faculty members, research scientists, contractors and service providers, project assessors, and volunteers.

The Code stipulates that the engagement of those individuals with NGen requires them to conduct themselves with integrity, in an ethical and professional manner, and in accordance with this Code, at all times. Without limiting the generality of this obligation, each Individual shall:

- Act honestly and uphold the highest ethical standards to ensure the integrity, objectivity, and impartiality of NGen;
- Perform their duties and conduct themselves in a prudent, open, and transparent manner, and in a manner that is respectful and courteous to other persons, and free from discrimination and harassment;
- Ensure their actions on behalf of NGen are impartial and objective and that choices are made on the basis of merit;
- Respect the rights, property, and privileges of NGen, other Individuals, clients, and visitors;
- Use the NGen's assets in a responsible and lawful manner when properly authorized to do so, including protecting assets and information from theft, fraud, destruction, vandalism, and neglect; and
- Comply with all other policies of NGen that apply to the Individual and/or circumstance, including the policies described below.

Specifically, the Code requires those individuals to:

- Exercise care to avoid potential, apparent, and actual conflicts of interest and abide by the NGen's Policy on Conflict of Interest.
- Protect the confidentiality of information obtained in the course of their work or association with NGen and adhere to the NGen's Policy on Confidentiality.
- Abide by the NGen's Intellectual Property policy and framework.
- Refrain from making personal use of, or benefit from NGen's assets, including electronic communications systems (including the internet, intranet, extranet, email, and telephones) and from assisting third parties in their dealing with NGen where this would result in preferential treatment to or create an advantage for any person or organization.
- Abide by NGen's policies prohibiting workplace discrimination and harassment.
- Comply with NGen's Sanctions Compliance Policy.

Compliance with this Code is a condition embedded in all NGen Employment and Contractor Agreements, as well as Agreements undertaken by Directors to serve on NGen's Board of Directors. Compliance is expected upon the cessation of any relationship with NGen insofar as the principles and rules of conduct remain applicable.

Processes for reporting violations of NGen's Code of Conduct are in place. If a violation is deemed to have taken place, the relationship with NGen will be terminated.

2. Conflict of Interest Policy

NGen's Conflict of Interest Policy applies to all to all individuals employed by and/or engaged with NGen, including Board members, permanent and temporary employees, contractors and service providers, project assessors, and volunteers who are in a position to make a decision on behalf of or affecting NGen ("Decision-Makers").

The purpose of the policy is to ensure that decisions affecting NGen are free from actual, potential, or perceived conflicts of interest. This policy establishes a framework within which the organization requires its Decision-Makers to act. The purpose of this Policy is to provide general direction so that conflicts of interest are managed appropriately and in a timely manner.

A conflict of interest arises in any situation where a Decision-Maker's duty to act solely in the best interests of the organization is compromised or impeded by any other interest, relationship, or duty of the Decision-Maker.

Conflicts of interest may arise when:

- A Decision-Maker transacts with NGen directly or indirectly.
- A Decision-Maker has a material direct or indirect interest in a transaction or contract with NGen.
- NGen conducts business with suppliers of goods or services or any other party of which a relative or member of the household of a Decision-Maker is a principal, officer or representative.
- A Decision-Maker or a member of the Decision-Maker's household or any other person or entity designated by the Decision-Maker accepts gifts, payments, services or anything else of more than a token or nominal value from a party with whom the organization may transact business (including a supplier of goods or services) for the purposes of (or that may be perceived to be for the purposes of) influencing an act or decision of NGen.
- A Decision-Maker exercises their powers motivated by self-interest or other improper purposes.
- A Decision-Maker diverts to their own use, an opportunity or advantage that belongs to the organization.
- A Decision-Maker fails to disclose information that is relevant to a vital aspect of the organization's affairs.
- A Decision-Makers is also in a position to make or influence the decisions of other organizations that deal with or compete with NGen.

Disclosure of any potential, actual, or perceived conflicts of interest is required under the conditions of NGen's Employment and Contractor Agreements, as well as in Agreements undertaken by Directors to serve on NGen's Board of Directors.

When a potential, actual, or perceived conflict exists, Decision-Makers are required to take steps to eliminate the conflict or recuse themselves from the decision-making process. Non-compliance with this policy is grounds for the termination of the Decision-Maker's relationship with NGen.

Annex C: Guidance in Preparing Your Proposal

Start-up Cluster Project	
Assessment Question	Response Guidance
Q1. Describe the proposed start-up cluster.	Describe your cluster scope; industry and/or region. Will your cluster represent unique expertise and knowledge to advance Canadian manufacturers?
	Outline the mission of your proposed cluster, including gaps and opportunities it will address within the current market it will support and how it will support its membership.
	Would this cluster be formed without NGen support and how will that support benefit the project?
Q2. What is the nature and size of the potential market the cluster will address?	Describe the strategic importance of the cluster to its potential members. Elements of this could include:
	<ul style="list-style-type: none"> — the target market, including the size, growth potential, market leaders, key competitors, and Canada’s market position. Are there any clusters addressing the same sector as yours in Canada, and if so, how will the proposed cluster collaborate with them for mutual benefit?
	<ul style="list-style-type: none"> — the expected share of market to be captured as a result of this cluster. — the growth opportunity your project will create, including the projected market share capture it will enable or the extent to which the project will increase capacity.
Q3. Who are the cluster members for this start-up cluster, and what will their roles be in the project?	Provide a list of the founding SME for-profit companies (no less than 5) that have come together to form this start-up cluster and the roles they play to support the growth and sustainability of this cluster.
	Identify other key members of the start-up cluster ecosystem such as academia, government, research, not-for-profit partners, service organizations, anchor/OEMs and supporting organizations.
	Describe any novel market research that will be undertaken as part of the cluster start-up and its relevance to the mission of the cluster.
	Provide an estimate of the number of potential SME cluster member companies you will target to onboard as cluster members.

Start-up Cluster Project

Assessment Question	Response Guidance
<p>Q4. Outline your project workplan and the activities you will undertake.</p>	What are the key project milestones for the proposed project?
	Explain why you believe the project participants have the skills and experience necessary to successfully complete the project.
	Identify key project risks and how they will be overcome.
	Identify the role of all outside organizations whose support for this cluster project is essential to project success and provide letters of support detailing this commitment.
<p>Q5. Describe your start-up cluster business model and how the cluster will be sustained.</p>	Describe the activities that will be undertaken to ensure the sustainability and continued growth of the project outcomes beyond the project's end.
	Describe the long-term business plan for the cluster and whether the project has an existing strategic plan.
	If the results of the project will enable the cluster or the members of the cluster to pursue additional and further development support under NGen or other manufacturing development initiatives, please identify how the proposed project fits into an overall development and growth strategy for your organization.
	At the completion of a start-up cluster project, the cluster must be incorporated, have a dedicated manager, have a one-year and three-year strategic plan, terms of reference, bylaws, a cluster board of directors and bank accounts.
<p>Q6. What is the financial commitment required for the project and where will matching funds come from?</p>	Ensure that all key points relating to the finances are described in the application form and that adequate resources are available to successfully complete the proposed activity. Address the following:
	— The total projected cost of the cluster initiative
	— Commitments made by all private sector industry members
	— Commitments made by all other members of the cluster initiative
	— Any additional government funding received by cluster members for the purpose of carrying out the cluster initiative

Cluster Building Project	
Assessment Question	Response Guidance
<p>Q1. What is the opportunity the project addresses?</p>	<p>Outline the big-picture motivation and overall objectives the proposed cluster building project is trying to achieve. Specify the type of project being proposed (Innovation, Commercialization, Sustainability, Workforce/ Management Enhancement).</p>
	<p>Describe any challenges shared by the proposed or current members of the cluster that will be addressed by the project.</p>
	<p>Clearly define the business and/or technology opportunity the project will support including potential economic and ecosystem impacts.</p>
	<p>Identify the aspects of advanced manufacturing that will be addressed by the proposed project, and its potential impact on project outcomes.</p>
<p>Q2. What sort of economic and ecosystem benefits is the project expected to deliver to those inside and outside the cluster, and over what timescale?</p>	<p>Identify the potential economic and ecosystem benefits the project will have, both for participating project partners and those outside the project.</p>
	<p>Describe how the project can help protect or increase employment, exports, and contribution to GDP in the sector, region or industry represented by the proposed or existing cluster.</p>
	<p>Will the project create spin-off business opportunities (new businesses, new or expanded supplier or partner relationships) in Canada?</p>
	<p>Will the cluster project have a positive impact on the Canadian advanced manufacturing workforce, including impacts on recruitment, worker skill and workplace health and safety?</p>
	<p>Describe any other benefits to the manufacturing ecosystem, including supporting the transition to Net Zero Carbon or supply chain resilience.</p>

Cluster Building Project	
Assessment Question	Response Guidance
Q3. How will the benefits of the project be sustained?	Describe the activities that will be undertaken to ensure the sustainability and continued growth of the project outcomes beyond the project's end.
	Describe the long-term business and strategic plan for the cluster and the role of this project in supporting desired outcomes.
	If the results of the project will enable the cluster or members of the cluster to pursue additional and further development support under NGen or other manufacturing development initiatives, please identify how the proposed project fits into an overall development and growth strategy for your cluster.
Q4. How does NGen add value to your project?	Provide evidence that NGen support is essential to achieve the project goals. Questions to consider:
	— Would the desired outcomes be achievable without NGen support?
	—will this project result in new and/or expanded programming for the members in association with advanced manufacturing.
	—does engagement with NGen and the broader NGen membership offer opportunities for additional collaboration and growth?
Q5. What is the overall project workplan?	Provide your overall project plan, including subtask descriptions where necessary.
	Identify key milestones and deliverables that show how the overall project will be achieved as well as how costs will be allocated.
	Identify the cluster leader or facilitator and their relationship to the other participants in the project and how tasks will be allocated.
	Provide an overview of the key risks to be overcome in the project in terms of likelihood and severity of impact and describe strategies for their mitigation.
	Identify the key project personnel and their relevant experience.

Cluster Building Project

Assessment Question	Response Guidance
Q6. What is the financial commitment required for the project and where will matching funds come from?	Ensure that all key points relating to the finances are described in the application form and that adequate resources are available to successfully complete the proposed activity. Address the following:
	— The total projected cost of the cluster initiative
	— Commitments made by all private sector industry members including cash and in-kind contributions.
	— Commitments made by all other members of the cluster initiative including cash and in-kind contributions.
	— Any additional government funding received by cluster members for the purpose of carrying out the cluster initiative