



Figure 1 <https://www.cittametropolitana.bo.it/suap/>

Action Plan for the Metropolitan city of Bologna

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Part I: General Information

Project: Smart tools for quick and easy business start-up in Europe: the once-only challenge - START EASY

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Other partner organizations involved	Not applicable
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1.1 Introduction

START EASY is a five-years European Interregional Cooperation project launched in August 2019 among national, regional & local authorities as well as other stakeholders from partner regions coming from all corners of Europe (BE, ES, FR, IT, LT, LV, PL) which endeavours to create the best conditions for growth.

START EASY allowed to meet the challenges faced by the Metropolitan City of Bologna (MCBO) by improving the conditions for the economic growth of the territories of the Metropolitan City, through the planning of interventions on public decision-making processes.

The partnership was a unique opportunity to overcome common challenges identified, such as:

- | the difficult and costly process behind regulations governing business creation, which tend to discourage entrepreneurial activity.

| the limited responsiveness of the public administration to the needs of these new start-ups, thereby making it necessary to catch up in the digitalization of public services, once-only principle (OOP) for business data registration, one-stop shop (OSS) models, etc.

The project, through promoting active interregional exchange and effective stakeholder engagement for joint development of Action Plans, was expected to the development of:

| improvements in the policy instruments selected, delivering new and enhanced public services and tools that facilitate the entry of new businesses into the marketplace (new projects supporting digital services, OOP, OSS, and administrative simplification in general will be supported).

| a better governance, engaging multiple stakeholders in policy understanding, development, and implementation, in particular key decisions and policy makers at the different governance levels (including Managing Authorities (MA)), agents from the start-up ecosystem and business enabling institutions (BEI)).

For this purpose, Phase 1 of the Project has been characterized by an intensive peer review process, during which partners had the possibility to exchange Good Practices and learnings through the organization of Study Visits, project meetings and Import Thematic Workshops (ITWs), most of which were held in an online set because of the Covid-19 restrictions.

During this Phase, an in-depth Interregional analysis report was developed, reporting the main results of Phase 1 Stakeholder meetings held in each partner region. The scope of the report was twofold: on the one hand, to analyse and examine the existing policy instruments and public services and smart tools related to the entry of new businesses into the marketplace; on the other, to define suggestions and improvements in the policy instruments selected, delivering new and enhanced tools and public services.

The different roles and responsibilities of Project Partners in start-ups policies definition and application, and the differences in stakeholders involved, made the process of comparison quite difficult; however, the report managed to highlight some common trends¹ (Covid-19,

¹ E.g. The current economic crisis related to **Covid-19** pandemic had a serious impact on the EU economic system; start-ups will be the most affected and public policies and institutions will have a key role in containing the negative trend. **Communication**, in terms of tools, skills and services improvement, is a key element to work on and to enhance in the path of policy improvement. **Digital**

communication, digital transformation, bureaucracy, networking, competitive of the private sector, definition of the OSS competences).

Thanks to the peer review process, it was possible for partners to deepen their knowledge of precisely this aspect, allowing them to bring out the variety and diversity of OSS service models existing in the partner regions, which differ one from another depending on the level of advancement, types of services and information provided, integration, participants structure, location and so on. During the first Phase of the project, thanks to the peer review process and the analysis elaborated, partners have identified the specific topic to focus on within the second Phase of the Project, within a range of 11 topics proposed and discussed during the analysis phase. Each action plan is, therefore, the result of a thoughtful process of exchanging and adaptation of the emerged concepts, practices, and solutions to the specific realities of each participating region and policy frameworks. The local plan outlined by MCBO aims at improving, in its individual national and regional/local context, public services for the support of entrepreneurship and the strengthening of tools able to facilitate the entry of new players into the market.

Actions for administrative simplification will be supported also through the implementation of new digital services or the strengthening of pre-existing OSS. These will be inspired by the principle of 'once-only' e-government, i.e., ensuring that throughout the service delivery process, citizens, institutions, and businesses must provide certain standard information to authorities and public authorities only once. By 2023, the actions of the local action plan are expected to lead to better governance, involving an increasing number of stakeholders in the understanding, development, and implementation of policies. Comparison between policy makers and stakeholders that can involve all levels of governance, including management authorities, agents of the start-up

transformation is a central topic but must be considered in its complexity: a real digital transformation implies huge investments for the public administration and the real overcoming of fragmentation of tools and platforms. **Bureaucracy** often represents an important barrier to the start-ups ecosystem, due to the coexistence of different levels of governance not always coordinated, times excessively diversified between different countries and scarce continuous training for PA officers. The importance of strong local, national and international **networking** represents an element of competitiveness, for which partners ask for greater assistance, both advisory and financially, in the creation or enlargement of the reference network. **Competition of the private sector** is not a negative element by itself, and includes several aspects to be deepened. In fact, it can be a good incentive to improve the services. It is also possible to imagine a synergy between public and private sectors and their responsibilities in the support to the start-ups. A rather marked difference has emerged between the **definition of the OSS competences** at European level. Also, it seems that there is lack of uniformity in the services and responsibilities of the One-Stop Shops across countries. A criticality that in Italy is even worse by the fact that there is no uniform approach not even at regional level.

ecosystem (such as “incubators” and “accelerators” or “clusters” of companies), enabling institutions, such as insurance companies, banks or other credit institutions, and operators in the field of alternative finance. The support provided to public authorities to adopt more strategic approaches to the use of technology that stimulate more open, participative, and innovative public-private relationships will show how this can be achieved – although arguably, it is not the task of governance to manage the speed of change in technological innovation, but it can and should determine the goodness of its direction.

1.2 Structure

The Metropolitan City of Bologna Action Plan is structured as the following scheme.

| **PART I: General information**

Where the Start Easy Project is presented in its key elements.

| **PART II: Policy Context**

In this first part of this chapter (sub-chapter 2.1) the different policy levels of competence which MCBO must interact with are explained. In addition, a specific focus on the metropolitan policy level is presented, to best set the policy instrument addressed and the policy improvement needs envisaged. In the sub-chapter 2.2, the reader will be introduced to the project focus and to the relevant elements which gave the inputs to the actions’ identification and the development of the Action.

| **PART III: Detail of the actions envisaged**

After a brief introduction of the list of actions envisaged by the Action Plan in the sub-chapter 2.2 Part III provides a detailed analysis of each action, including the following elements:

- Needs addressed.
- Goals.
- Detailed description of the action.
- Lessons incorporated from the project.
- Preparatory activities.
- Activities and timeframe.

- Stakeholders involved.
- Indicative costs and funding.
- Monitoring.
- Risk and contingency plan.

| **PART IV: Signature**

The final chapter of the present Action Plan includes the institutional commitment to the Action Plan of the Metropolitan City of Bologna.

1.3 Methodology

The project approach has been designed considering the 'policy cycle', which involves problem identification and formulation of policy responses, including the appraisal of the different options to move into the selection of the preferred one/s. Considering the complexities implied in this challenge, the Metropolitan City of Bologna implemented a *selection path* to find specific areas of intervention, relevant for the Metropolitan City's competences and priorities, aligned with the Metropolitan Strategic Plan and inspired by the Interregional learning of the START EASY project.

The steps taken by the Metropolitan City, summarizing the methodology adopted, were the following:

| **Step 1: Start Easy Project Learning**

The intensive interregional learning process of Phase 1 of the project went through the following activities:

- *Policy Context Analysis* The starting point of the Metropolitan City of Bologna Action Plan is represented by the Interregional Analysis Report developed by SCS Consulting - a local stakeholder commissioned by MCBO. The study examined the main administrative barriers inhibiting business environment and some measures facilitating quick and easy business start-up and growth, in all EU regions involved in the project, including a shared analysis of gaps, strengths & opportunities for policy change. From a comparative perspective, the analysis allowed to stress all the success factors of the policies and measures identified to understand their possible

replicability in other contexts and countries.

- An *Interregional Peer Review (IPeR)* process, drawing mainly on the knowledge of the others PPs' and regional stakeholders' expertise.
- *Regional Stakeholder Groups Workshops (RSG)*, to discuss the relevance of the interregional experiences at the regional setting.
- Identification and collection of Good Practices, which were analysed, deepened and reported through *Targeted Study Visits (TSV)* with the aim of identifying the most valuable and transferable policy solutions from the other project partners, and *Interregional Thematic Workshops (ITWs)* organised around the different learning needs (business-centric administration, e-Government, new start-up forms, etc.) with the participation of expert practitioners.

| **Step 2: From improvements needs and action identification to expected impact**

From this analysis, several key scopes of particular interest have emerged, and the main improvement needs for MCBO have been identified in accordance with the objectives of the policy instruments addressed.

The design and set-up of lines of action of the Action Plan took place at the local level with the active involvement of local stakeholders and considering the project learning. The participative role of the regional stakeholders in the design of the AP has been crucial: their involvement through the project has been ensured through a continuous consultation process and generated a better knowledge of the reality. It further determined a participative process, co-responsibility in decisions and the co-creation of policy innovation into the Action Plan.

The policy change through which the policy improvement addressed by the implementation of this Action Plan will be measured, will be outcome indicators, which show how the lessons learnt from the interregional cooperation process will be implemented to improve the policy instrument addressed.

Part II: Policy and context analysis

The action plan aims to impact:

- | Other regional development policy instrument

Policy instrument addressed:

- | Metropolitan Strategic Plan (PSM) 2.0
 - Objective IV: Manufacturing, new industry and training
 - Objective 4.B: Promoting new business and greater entrepreneurship - “Start-up Valley”; provisions for new financial support
 - Objective 4.D: The single contact point for businesses (Making business simple and efficient)

Is the partner organisation responsible for this policy instrument?

- | Yes

2.1 Policy context of the Action Plan

2.1.1 The Regional and Metropolitan Policy Context

The Action Plan developed under the START EASY project addresses the Metropolitan Strategic Plan (PSM2.0), which is the main policy instrument of the Metropolitan City of Bologna (MCBO) under the Sectoral Policy “Manufacturing, new industry and training”. In particular, the activities listed under the action plan have an impact related to achieving **Objective 4.B: Promoting new business and greater entrepreneurship - An incubator for new ideas: the Metropolitan city as a Start-up Valley**; and **Objective 4.D: The single contact point for businesses - Making business simple and efficient** in term of improved management. In concrete, it will take place in the form of a better implementation of the strategies to achieve the selected objectives, which are implemented through the Single Programming Document (DUP 2022-24). Even though a formal revision of the policy instrument (PSM2.0) is not foreseen, the implementation process of the strategic plan will be enhanced thanks to the measures that derive from the lessons learnt from the cooperation under

the project. In addition, the ongoing PSM monitoring will include and consider the Start Easy action plan as tool contributing to achieve the related specific objectives.

The Metropolitan City of Bologna (MCBO) is a local public entity and governed by the statute that constitutes the fundamental act establishing its organisation and operation. Under § 12¹ of the MCBO statute, it is foreseen that the PSM is the strategic overall policy instrument of the Metropolitan city of Bologna and that the actions implementing it are periodically monitored and evaluated. From an operational point of view, other documents and services are needed to translate the PSM strategic objectives into actions and programme, including the **Single Programming Document (DUP)**, described in D. Lgs. 118/2011. The DUP is an operational document and policy support tool for implementation, which specifies operative objectives, such as Objective 117 “Consolidation transformation and attractiveness of the economic system in an international dimension”, but it does not specify the concrete activities as provided in the action plan detailed in this document. Therefore, the action plan will enhance the implementation of the strategy by outlining clear activities and steps to achieve the objectives outlined in the policy instrument.

As an operational document that supports the implementation of the PSM, the DUP does not specify the budget allocated to achieving the operative objectives at this level of detail, but only at functional macro sectors. The funding of the proposed actions will be derived from the policy instrument (PSM).

| **The regional coordination role of OSS for productive activities**

The Emilia-Romagna Region with the support of the provinces, coordinates the network of One-Stop Shops for productive activities. It also carries out activities of administrative simplification of procedures and forms for enterprises through the Regional Coordination Table. Finally, it promotes the computerization of the Points of Single Contact with the creation of the Procedures Database. The counter is, in fact, also telematic.

Starting from 2016 - with the entry into force of the reform of the provinces (administrative districts) and the transfer of some competences at regional level - the Emilia-Romagna Region has launched and developed "Unitary Access": a digital platform for services dedicated to enterprises that has

integrated and made uniform all the different platforms present at provincial level (territorial standardization), as well as the different platforms developed at regional level on different economic sectors (sector standardization). The platform covers almost 90% of the One-Stop-Shops (SUAP) services/practices and by January 2021 also the building sector should be definitively integrated.

| **The metropolitan policy context**

In the framework of the institutional role of territorial government assigned to the Metropolitan City by Law n. 56 of 2014 and Regional Law n. 13 of 2015, the Metropolitan City of Bologna carries out the function of promoting and coordinating the economic and social development of the metropolitan area of Bologna, on the basis of the objectives of the Metropolitan Strategic Plan and the Metropolitan Pact for Work and Economic and Social Development, the framework agreement that defines the strategies that the metropolitan territory intends to share with the Emilia-Romagna Region, with the common objective of making the regional territory competitive and attractive with a strong impact at national and European level.

According to this agreement, Emilia-Romagna Region and Metropolitan City of Bologna share these common policy goals:

- | Simplification policies
- | Policies for attractiveness
- | Development and promotion of research and innovation
- | Policies for enterprises qualification
- | Attracting new productive investments

In the Emilia-Romagna region in the second quarter of 2020 there are 951 innovative start-ups representing 8.27% of the national total and 3.68% of the Region's total new companies. Of the 951 innovative start-ups, 320 are within the Province of Bologna: almost 34% of the total. Thanks to this result, the Metropolitan City of Bologna ranks 5th at national level for the absolute number of innovative start-ups in its territory (preceded by Milan, Rome, Naples and Turin) and 8th for the ratio (in %) of innovative start-ups to the total number of new companies in the province.

In this framework, the Metropolitan City is recognized as the main hub and strategic node of the regional economy. Thus, the challenges faced by the region are of strategic importance at regional level.

2.1.2 The Bologna Metropolitan Strategic Plan 2.0 (PSM)²

The Metropolitan City of Bologna aims at enriching the services offered to start-ups and SMEs in general, enabling a better business environment, in particular developing target services and tools to accompanying strategic investments in the metropolitan area. To that end, the Metropolitan City of Bologna (MCBO) intends to disseminate new knowledge, experience and practices learned through START EASY to the local and regional stakeholders, collaborating with them to develop concrete initiatives allowing to better achieve the PSM 2.0 selected specific objectives, so as boosting Bologna as a Startup Valley, and making business easy and efficient in the metropolitan area. That will improve the implementation and increase the effectiveness of the policy instrument itself.

The Metropolitan Strategic plan (PSM) is the main policy instrument of the Metropolitan City of Bologna (MCBO). The plan identifies the general, sectoral, and transversal development objectives in the medium and long term for the metropolitan area, identifying the priorities of action, resources, and methods. By national law the policy instrument of strategic plan has a running period of three years. The current version 2.0, launched in 2018, is still fully operative and the new elected Metropolitan City government plans to launch the new re-drafting of the plan in the coming months³. The Action Plan developed under the START EASY project addresses the current plan and will aim at improving its implementation.

In order to pursue the objectives of institutional sustainability, the PSM prescribes the guidelines for an overall and profound institutional innovation of local authorities in the metropolitan area,

² Institutional PSM site: <http://psm.bologna.it/>

³ PSM information document (English version) available at:
https://psm.bologna.it/Engine/RAServeFile.php/f/documenti/PagineSingole_EN_PSM_ExecutiveSummary.pdf

which also - and especially - goes through a transversal process of simplification, innovation and digitalization both for citizens, enterprises and Public Administration.

The current PSM consists of seven Sectoral Policies⁴; the priority focuses envisaged and pursued by the Action Plan development belong to the fourth Sectoral Policy **“Manufacturing, new industry and training”**, addressed to fuel entrepreneurship and fostering the economic development towards innovation and the creation of a pro-business environment.

Within this framework, the specific objectives addressed by the local Action Plan are the following.

| **Objective 4.B: Promoting new business and greater entrepreneurship - An incubator for new ideas: the Metropolitan city as a Start-up Valley.**

| **Objective 4.D: The single contact point for businesses - Making business simple and efficient.**

More details of the two targeted objectives of the Metropolitan Strategic Plan addressed by the local action plan are outlined in ANNEX 3.

2.1.3 The improvement capacity of the policy objectives

At the general level, the implementation of the Action Plan aims at the integration of functionalities and procedures, making life easier to entrepreneurs and facilitating business start-up and increasing the range of services they provide to the final users: businesses and start-ups. Working with stakeholders will help to build a new model of relationship with start-ups and businesses, assuring a user centred services and exploiting the benefits of the OOP, moving towards the concept of “I-

⁴ Each Sectoral Policy is detailed in general and specific objectives, intervention strategies, actions and tools. Here below the Sectoral Policies list:

- I. Bologna metropolis: sustainable, responsible and attractive
- II. Urban and Environmental regeneration
- III. Mobility
- IV. Manufacturing, new industry and training
- V. Culture, knowledge, creativity and sport
- VI. Education
- VII. Health, welfare and well-being

OSS” (Intelligent One-Stop-Shop), a new “supermarket” for the SMEs, providing enterprises with an integrated “service package”.

More specifically, the actions that will be presented (Part III), will impact in terms of a better implementation of the strategies set to achieve the selected specific objectives, and thereby will strengthen the outcomes, in particular by contribute to the policy improvements as follows:

Objective 4.B: Promoting new business and greater entrepreneurship - An incubator for new ideas: the Metropolitan city as a Start-up Valley: As mentioned before, the Public Administration can play an important role on the matter of financing orientation envisaged. The improvement of the policy objective 4.B will take place through the enhancement of the synergies existing between the alternative finance and the Public Administration, by the Crowdfunding Hub within the Progetti d'impresa headquarters, by integrating more closely this tool with the services provided by the metropolitan SUAPs.

Born in 2018 thanks to support of the Interreg Central Europe Project “Crowd-fund-Port” and promoted by the Metropolitan City of Bologna and the University of Bologna, the Crowdfunding Hub is the place where start uppers, entrepreneurs and Public Administration can access information, support, and connections for the launch of a crowdfunding campaign. Moreover, it aims to become more and more a point of dissemination of the crowdfunding knowledge and culture, providing the aspiring entrepreneurs with the right tools to approach this resource.

Objective 4.D: The single contact point for businesses - Making business simple and efficient: in order to improve the process of simplification, harmonization and integration of Metropolitan OSS services foreseen by the PSM, the present Action Plan intends to work towards the co-definition of a common scheme of metropolitan operating parameters at the metropolitan level, thus helping to create a smart and favourable business environment, both for SMEs and innovative Start Up rising on the metropolitan territory. In so doing, MCBO will start a path of co-design with the metropolitan SUAPs network, that will lead to the co-definition and co-evaluation of a common scheme of metropolitan parameters of OSS operation.

2.2 Background and context analysis

2.2.1 The project focus: SUAP & Progetti d'Impresa services

| The Metropolitan SUAP coordination point

The focal point for starting a business is represented by SUAP: the One-Stop Shops Productive Activities, supporting entrepreneurs and start uppers in all bureaucratic and administrative procedures related to entry into the market.

As mentioned above, the Metropolitan City of Bologna, as part of the functions for economic development, plays a coordinating role of the SUAP metropolitan network, in close liaison with the Emilia-Romagna Region and in collaboration with the other proposed bodies involved in the procedures concerning the start-up and processing of production activities. There are 29 SUAPs operating in the metropolitan area.

The Metropolitan Coordination of SUAP promotes:

- administrative simplification.
- digitisation of business processes.
- the homogeneity of administrative procedures and their forms within the metropolitan territory.
- transparency of information.

Specifically, the main activities of the Metropolitan Coordination of SUAPs include:

- training, information, animation, and networking activities to support and standardize the action of SUAP.
- in-depth analysis of existing legislation and administrative practices for the most relevant areas of SUAP.
- implementation of simplification tools for SUAPs and businesses (guides, vademecum, fact sheets, etc.).
- specific actions also of an experimental nature, developed in collaboration with the Emilia-Romagna Region, to encourage the adoption of tools and methods of presentation and management of administrative practices related to business activities.

| **Business Projects service**

The Business Projects service (Progetti d'Impresa, in Italian) is the guidance centre for business creation of the Metropolitan City of Bologna, active since 1989. Its main objective is to support the creation of new businesses in the metropolitan area. Therefore, the target group is composed of aspiring entrepreneurs and established companies, who enjoy a free consulting service when booking their appointment with the office. Progetti d'Impresa has its head office in Bologna, within the Metropolitan City headquarter, and 7 affiliated offices distributed in all the metropolitan territory, based within the SUAP offices of Municipalities and Unions of Municipalities (Unione Appennino Bolognese – Vergato; Unione Reno Galliera – S. Giorgio di Piano; Unione Savena – Idice – Pianoro; Unione Terre di Pianura – Granarolo dell'Emilia; Comune di Casalecchio di Reno; Comune di Valsamoggia; Area Persicetana c/o Futura – S. Giovanni in Persiceto).

More specifically, the office guarantees the following services:

- | Support to the development of the business idea and the drawing up of the business plan.
- | Information on data, necessary bureaucratic formalities, obligations to be fulfilled and existing opportunities.
- | Support in research and identification of funding and contributions to support the entrepreneurial project.
- | Courses of training and in-depth study of theoretical and practical aspects related to business management.
- | Assistance in identifying competent bodies and services in start-ups and companies.

Since 1989, "Progetti d'impresa" has processed more than 10,000 business ideas, with an average of 350 ideas per year.

The search for funding resources is a central theme in the process of start-up and business development. The access to traditional forms of financing is becoming even more complicated in a general scenario of uncertainty and precarity, especially for the young generations. It is for this

reason that alternative finance tools are getting more and more importance, also allowing the development of networking, and gaining trust in the marketplace.

At the end of 2021, the network of Business Projects recorded 156 interviews in the year; 123 of them were the first appointments (some people have addressed several times to the single desk or to different branches of the network). The data show an increase compared to 2020 (135 interviews, +15.6%) but a slight inflection compared to the previous years (2019: 196 interviews; 2018: 175 interviews).

2.2.2 Entrepreneurship and innovative start-ups in the Metropolitan City of Bologna, in numbers.

The Metropolitan city of Bologna covers an area of 3,702.3 kmq with an average population density of 274.05 ab. /kmq. The Municipalities which constitute its territory count 55, most of them are formed into Municipal Unions (seven).

MCBO has one of the highest rates of entrepreneurship in Italy, with one firm per twelve inhabitants. The metropolitan territory counts more than 100,000 businesses, 63% of which operate in services and 25% in manufacturing. Remarkably, 94% are micro enterprises, 6% SMEs and only 0,1% are large companies. There is a big share of foreign companies in the region too.

According to the latest metropolitan statistical report⁵, in 2020 the number of new start-ups in the Metropolitan area were 4.499, decreasing from the 5.644 registered in 2019. Compared to 2000 data, there is an overall drop of -21% for registrations and -10% of terminations. In the period 2000-2019 the growth rates of Bolognese start-ups are always lower than those national (which are always positive) but since 2009 they are higher than regional rates.

Since the beginning of 2021, 3.147 businesses have been created, 756 more than June 2020 (they were 2,391). The 1.518 new businesses registered in the second quarter of this year - the best result of the last eight years, even higher than the 1.467 registrations of June 2019 - bring the entrepreneurial birth rate back to pre-Covid levels.

⁵<http://inumeridibolognametropolitana.it/cittametropolitaneconfronto/economia/impresa/impresa-e-addetti>;
<https://www.bo.camcom.gov.it/sites/default/files/statistica-e-studi/impresa-totale/ImpBO20.pdf>;
<https://www.bo.camcom.gov.it/it/blog/bologna-riparte-la-voglia-di-fare-impresa>.

Highlight innovative start-ups⁶, there are 319 are within the Metropolitan city of Bologna in 2020, corresponding to almost 34% of the 951 innovative start-ups in the Emilia-Romagna region in the second quarter of 2020, 8,27% of the national total and 3,68% of the Region's total new companies. Thanks to this result, the Metropolitan City of Bologna ranks 5th at national level for the absolute number of innovative start-ups in its territory (preceded by Milan, Rome, Naples and Turin) and 8th for the ratio (in %) of innovative start-ups to the total number of new companies in the province. As for the total of active enterprises, the Metropolitan City of Bologna is 2nd with 3,8 start-ups out of 1000 active enterprises, a higher value than the national average (2,3). If we look at the trend of the innovative start-up index of the Metropolitan cities, the Metropolitan City of Bologna is 5th with a growing trend between 2016 (100) and 2018 (166,6) and higher than the Italian average (145,2) and basically steady trend until 2020 (168,8) and becoming lower than the Italian average (178,1).

By looking at distribution of the innovative start up in term of sectoral activity, with 43 start-ups, Bologna is 6th in terms of the number of high-tech start-ups in the energy sector, with an incidence of 13,5% on the total of start-ups, a value slightly lower than the national average (14,6%). Regarding start-ups with a social vocation (Company that operates in the sectors identified by the social enterprise discipline (Legislative Decree 155/2006, art.2 paragraph 1)) whether in Bologna or in all the Metropolitan cities these start-ups are a low number: only five in Bologna, 1.6% of the total number of start-ups compared to 2.1% nationally.

By looking at distribution of the start-up in term of disadvantaged groups (youth, women, and migrants) once again in line with the national average, the % incidence of innovative youth start-ups is 17.6% (56), with a stable consistency compared to 2019. In line with the national average, the % incidence of innovative female start-ups in the Metropolitan City of Bologna (39 equal to 12.2%), up from 5 start-ups compared to 2019.

⁶<http://inumeridibolognametropolitana.it/cittametropolitaneconfronto/economia/imprese/start-innovative>;
<https://www.bo.camcom.gov.it/sites/default/files/statistica-e-studi/startup/StartupBO2020.pdf>

The status of "innovative startup" can be obtained by limited liability companies established for less than five years, with an annual turnover of less than five million euros, unlisted, and in possession of certain indicators relating to technological innovation provided for by national legislation. Among the approximately 366 thousand joint-stock companies established in Italy in the last five years and still active, 3.1% were registered as innovative startups at the date of the survey.

2.2.3 The results of the SWOT analysis of the Metropolitan context

As mentioned in the introductory chapter of the Action Plan, during Phase 1 of the project, an in-depth comparative analysis was developed with the support of external technical expertise, starting from the results of the local stakeholders meeting organised by each project partner.

The SWOT analysis carried out during the first part of the workshops allowed to design a complete scenario of the main structural factors that characterize the entrepreneurial environment of each specific local context; the SWOT has been a fundamental tool that led to the second phase of the workshops, during which new suggestions and improvements in the policy instruments selected were provided.

Below the SWOT analysis of the Metropolitan city of Bologna is presented, in order to shed light on the strengths, weaknesses, opportunities and threats that underlie the entrepreneurial environment of its territory, and which determine the market access possibilities of business and start-ups.

Table 1

SWOT analysis of the Metropolitan city of Bologna			
INTERNAL ORIGIN	STRENGTHS	WEAKNESSES	
	<ul style="list-style-type: none"> • Multilevel regional system • Business idea quality • Legal norm interventions • Participation • Attractiveness of the local territory • Long experience on the field • Good connection with other public administrations 	<ul style="list-style-type: none"> • Very limited availability for co-investment of start-ups • Skills • Bureaucracy • Definition of ONE STOP SHOP competences • Access to loans • Tutoring and training • Risk of marginalization • Territorial fragmentation • Communication and dissemination 	
EXTERNAL ORIGIN	OPPORTUNITIES	THREATS	
	<ul style="list-style-type: none"> • Digitalisation <ul style="list-style-type: none"> ◦ Database communication ◦ Digital skills • Integration among ONE-STOP-SHOP and other offices like "Sportelli d'impresa" • Integration of financial services • Improvement of the cooperation with other public institutions • Improvements of the external communication and dissemination activities • Possibility of upgrading infrastructures and spaces • Availability of collaboration with large companies (open innovation logic) 	<ul style="list-style-type: none"> • Centre/Periphery: imbalance of opportunities • Services fragmentation between public actors (union of municipalities / municipalities) • Legislative/Policies uncertainty • Sectoral crises and territorial differences • Competition from the private sector • Digitalisation 	

2.3 List of Actions included in the Action Plan

The Metropolitan City of Bologna has identified two priority actions on which to build its local Action Plan to be implemented from 1st August 2022 to 31st July 2023.

The first actions aim at improving the current OSS service system through the definition of a common scheme of metropolitan working parameters; the second one focuses on the integration between one-stop-shops and new services, and in particular, on alternative financing access for businesses and start-ups.

| **Action 1**

Training, accompanying and support activities for the Metropolitan OSS (SUAP) managers, aimed at promoting the management of high-quality services in terms of platform integration and harmonisation of procedures.

This training action aims at increasing OSS service innovation and effectiveness to target groups such as entrepreneurs, start-ups, and the economic productive system.

Based on the Good Practices experienced during the Phase 1 of the project, the action will be delivered as a workshops cycle to the managers of the metropolitan OSS network, focusing on the main principles, rules, laws, and technologies governing the functioning mechanisms of the OSS services, and co-developing a common scheme of metropolitan parameters that will allow a co-evaluation of OSS quality and integration.

| **Action 2**

Information, communication, and training activities for the managers of the Crowdfunding Hub and local business offices, aimed at improving the access and implementation of innovative and alternative finance services.

The action aims at improving the strategic role of Crowdfunding Hub within the Metropolitan City of Bologna, which is identified in the Single Programming Document 2022-24 (DUP) as a key service useful to achieve concretely the PSM2.0 objectives addressed within the present action plan. It includes a set of activities: information and smart communication, training of operators of local offices of Business Projects on the theme of crowdfunding and the organisation of information and training events for start-ups and small and medium-sized enterprises.

Part III: Details of the actions envisaged

3.1 Action 1

Training, accompanying and support activities for the Metropolitan OSS (SUAP) managers, aimed at promoting the management of high-quality services in terms of platform integration and harmonisation of procedures.

3.1.1 Needs addressed

The metropolitan OSS service network is characterised by a strong territoriality (29 SUAP offices disseminated in Municipalities and Union of Municipalities of the metropolitan territory) and a large heterogeneity in terms of numbers, procedures, and degree of digitization.

Since the introduction of the Unitary Access in 2016 - the online registration platform for enterprises of the Emilia-Romagna Region - not all the metropolitan SUAPs have conformed in the same way to the complete digitalisation of procedures, both for the back- and front-office component. Almost all the SUAPs have implemented the front-office digital component, which allows the interaction with the subjects submitting the request to the SUAP and ensures the retrieval, even at the certified data sources (according to the OOP principle) of information, documents and acts relating to the business creation process, as well as the fulfilment of all the communications necessary for the management and conclusion of the proceeding initiated with the request of the applicant. However, only a small part of the metropolitan SUAPs have adopted the back-office component of the Unitary Access, which implies the database management and ensures the coordination of communication exchanges among the different bodies implied in the procedure request. Moreover, many users - aspiring entrepreneurs - still prefer to carry out the requests by the “offline” (or traditional) procedure and avoid switching to the telematic one.

This gap has consequences in terms of lack of efficiency and delays, in addition to the high risk of fragmentation in procedures and behaviours between different public bodies.

In this framework, there are some clear needs that can be clearly identified and categorised:

| First of all, it is necessary to promote the harmonisation of procedures between partners, overcoming the fragmentation between bodies, especially on the digital level, which has a negative impact on the company.

| At the same time, an updating in knowledge and skills of OSS operators is fundamental, to compensate for the shortage of human resources and to fill the gap that often characterise the OSS staff themselves, both at generational and competence level.

| Finally, to get the commitment of the network of OSS service providers and stakeholders, it is crucial to clearly define the advantages that the partners have in cooperating as an integrated network, and to improve the coordination between the various institutional levels implied (Municipalities, Union of Municipalities, Metropolitan City, Region) in order to avoid overlapping of competencies and roles.

These needs will be addressed by the present Action Plan, and the “SUAP coordination point” of the Metropolitan City of Bologna, who can play a strategic role in addressing the Action 1 development in order to meet them.

3.1.2 Goals

With the present Action 1 of the Action Plan, the Metropolitan city of Bologna aims at improving OSS service in term of innovation, integration and effectiveness by delivering information, training and support activities disseminating new knowledge, experience and practices learned through START EASY to OSS management of MCBO and the local and regional stakeholders consultation, collaborating with them to develop concrete initiatives aligned with PSM 2.0 and its *objective 4.D “The single contact point for businesses - Making business simple and efficient”*, in order to boost Bologna as a Start-up Valley and strengthening the economic productive system as whole.

Therefore, the present Action 1 refers to a type 2 improvement: *change in the way the strategy is implemented*. The Action 1 addresses the **Objective 4.D** of the strategic plan PSM2.0: **The single contact point for businesses - Making business simple and efficient translated as general objective in the strategic section of the Single Programming Document**. In particular, Action 1 contributes to a better achievement of the objective 117 of the Single Programming Document (DUP 2022-24): consolidation, transformation and attractiveness of the economic system in an international

dimension. The Action 1 will also indirectly impact on the general objective 199 (governance, network, institutional integration for economic development), and 197 (strategic metropolis in the sector institutional affairs and administrative innovation).

As main goal, Action 1 intends to improve the process of integration and digitalisation of Metropolitan OSS services network, in terms of front- and back-office, through support and technical support activity, and the co-definition of a system of metropolitan parameters that monitor the levels of quality, effectiveness and innovation thereof.

The action intends to support the OSS innovation process and its effectiveness, by focusing on one specific **target group**, consisting of managers and operators of the SUAP services existing in Municipalities and Unions of Municipalities of the Metropolitan City of Bologna; more specifically: 29 SUAP services, located within Municipalities and Unions of Municipalities of the metropolitan territory.

The main **results** expected from the implementation of Action 1 are the following:

- | More competent OSS managers and operators, in terms of knowledge, experience and practices learned from Start Easy.
- | A more integrated metropolitan SUAP network in terms of communication, procedures, and quality level.
- | Easier access to SUAP digital procedures by final users (entrepreneurs, start-up developers, citizens).



Figure 2 <https://www.cittametropolitana.bo.it/suap/>

3.1.3 Detailed description of the action

Action 1 aims, through a specific and structured set of activities linked to each other in terms of time and content, to develop the metropolitan OSS services as an increasingly smart and integrated network, thus helping to improve the PSM's goal related to business and entrepreneurship promotion.

Four main clusters of subsequent activities contribute to create the Action 1 implementation; the succession of different typologies of activities, conceived mainly thanks to the contribution of Start Easy project, will lead to the development - as mentioned before - of a common scheme of metropolitan parameters of functioning for SUAPs: this tool will be developed from a bottom-up process, through a consultation process with the same OSS managers and operators, Municipalities and Unions of Municipalities, in order to identify the key elements which can grant a high quality

SUAP service, and it will enable MCBO to set of common levels, at which SUAP should work to strive for.

The core element of Action 1 is represented by the implementation activities, during which OSS managers and operators will be provided with the necessary elements and knowledge – inspired by the Start Easy project - allowing the OSS improvement and integration. Furthermore, they will be supported in designing a tailored scheme of metropolitan parameters of SUAP functioning along with MCBO staff, to establish common levels of quality and integration for the metropolitan SUAP network, aimed at improving the objective of *making business simple and efficient* pursued by the PSM 2.0.

3.1.4 Lessons incorporated thanks to START EASY

During Phase 1 of the project, we had the chance to learn from various good practices and collect stimulus to improve our local policies. During the interregional learning events of the project, we developed a shared knowledge regarding several critical issues. Below it shows the different events taken in place and the long-term visits in which we participated, involving also local stakeholders linked with the main issues discussed:

Table 2

Lessons learnt from Partner regions for Bologna Local Action Plan				
Name of the experience, PP	Type of learning	Learning transferred	Elements transferred in the Action Plan activities	Interregional exchange moments
Improving new services for different models of One Stop Shops. PP6 The Office of the Marshal of the Mazowieckie Voivodeship in Warsaw (PL)	Good Practice	<ul style="list-style-type: none"> ❖ Minimum standards framework according to the chosen OSS model must be required in the design and delivery of OSS as a high-quality service provider ❖ Standards criteria should include credibility of the SDGs, human resources, infrastructure resources, communication with customers and partners, monitoring system. 	c) Co-definition and co-evaluation of the SUAP operating parameters of the Metropolitan City of Bologna	1.ITW Meeting Poland, 19th October 2021 MCBO Participants: <i>Ms Simona Quartieri, Mr Davide Catellani, Mr Marino Cavallo</i>
Digital One Stop Shop. PP1 GENCAT Generalitat de Catalunya (ES)	Good Practice	<ul style="list-style-type: none"> ❖ Multi-level platform governance: strategy and process ❖ Unification of administrative bodies ❖ Multi-functionality of the platform: execution of 626 different procedures. Reserved area for entrepreneurs; view of the aggregate data held by the PA. ❖ Networking and collaboration between stakeholders as a key element for the development of the project: strategies and tools. 	a) Improvement process of digitization and integration of databases c) Co-definition and co-evaluation of the SUAP	Business start-ups: European experiences and proposal for local system, 3rd Regional Stakeholder Group Meeting, online, 24th November 2020 (3.sem)

			operating parameters of the Metropolitan City of Bologna	MCBO Participants: Mr Daniele Cencioni, Ms Sara Maldina, Ms Trombetti Giovanna. GENCAT: Ms Natalia Cantero
OOG - Support Point for Entrepreneurs Ghent. PP5 Economic Council of East Flanders (BE)	Good Practice	❖ Smart guidance functions to facilitate subsidies and matchmaking based on the ability to address and refer the aspiring entrepreneurs to the right account manager, if the OOG is unable to help them.	a) Improvement process of digitization and integration of databases	1.ITW Meeting Poland, 19th October 2021 MCBO Participants: <i>Ms Simona Quartieri, Mr Davide Catellani, Mr Marino Cavallo</i> Email exchange between the partner and the responsible of the experience, to have further information and details
		❖ Qualitative and easily accessible advice: single point of contact for all start-ups applications on the topic, thanks to the support of optimal and persistent OOG. Focus more on quality based on a strong entrepreneurial environment than quantity of start-ups. ❖ Collaboration with local public-private partners for the creation of a local ecosystem of consultancy services for entrepreneurs: creation of a good and thriving entrepreneurial climate, is a fundamental condition if the one-stop shop wants to guide aspiring entrepreneurs in the right direction.	c) Co-definition and co-evaluation of the SUAP operating parameters of the Metropolitan City of Bologna	

<p>Centre of Entrepreneurship Smolna (CES) - Municipality of Warsaw.</p> <p>PP6 The Office of the Marshal of the Mazowieckie Voivodeship in Warsaw (PL):</p>	<p>Study visit</p>	<p>❖ The institutional, technological, financial and human resources factors are particularly relevant for enabling / facilitating the successful implementation of the One Stop Shop as an information centre (start-up guide), training (academy) and acceleration, networking and events for start-ups.</p>	<p>Co-definition and co-evaluation of the SUAP operating parameters of the Metropolitan City of Bologna</p>	<p>Study visit Poland, online, 28th September 2021</p> <p>MCBO Participants: <i>Ms Simona Quartieri, Mr Davide Catellani</i></p>
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Table 3

Learning from intraregional exchange				
Name of learning, Key Stakeholder	Type of learning	Learning transferred	Action Plan activities	Intraregional exchange moments
<p>Proposals to support the economic recovery of the territory after pandemics and to improve service delivery.</p> <p>LS Territorial SUAP (Single Contact Points) of</p>	<p>Local thematic workshop</p>	<p>❖ <u>New skills and regulatory update</u>: courses and in-depth studies on new European and national legislation and/or programmes that have a direct or indirect impact on work and the services to be provided could be useful.</p>	<p>1. Regulatory update on digitised PA procedures and the rules of access to SUAP</p>	<p>3rd Regional Stakeholder Group Meeting, online, 24th July 2020 (2.sem)</p> <p>MCBO Participants: <i>Mr Daniele Cencioni, Mr Marino Cavallo</i></p>

Municipalities and Unions of Municipalities.		<p>❖ <u>Process of digitization, forms and technical support</u>: the processes of digitisation of services should be more shared in terms of modalities and objectives at territorial level. More specifically, at metropolitan level, the Municipality of Bologna has not yet adapted to the promotion of services provided online.</p> <ul style="list-style-type: none"> - Forms: there is a need to make a further effort to simplify and homogenise the forms at metropolitan and regional level. In this regard, it is stressed that the revision of the SUAP (One Stop Shops) Vademecum with a view to simplification is underway and input from experts on the needs identified is encouraged. - Technical Support: it could be useful to be able to count on technical support with regard to new subjects, services to be provided and prepared. Someone to whom you can turn in case of doubts about the answers to be given to users or how to provide them. 	2. Improvement process of digitization and integration of databases	
		<p>❖ <u>Communication and coordination</u>: it is considered useful to be able to strengthen and better coordinate communication to the outside world in order to promote the services provided by SUAPs (One Stop Shops) and Business Contact Points. Coordination should be improved between the various institutional levels (Municipality > Union of Municipalities ></p>	c) Co-definition and co-evaluation of the SUAP operating parameters of the Metropolitan City of	

		Metropolitan City > Region) to avoid overlapping competencies and roles.	Bologna	
Collection of suggestions/ideas on action 1 draft LS Coordination Unit of Metropolitan SUAP (Single Contact Points):	Bilateral Informal Meeting Local thematic workshop	Introduction of the proposed action 1 aimed at promoting the management of high quality SUAP services in terms of platform integration and harmonisation of procedures		Bilateral informal Meetings in October and 1st December 2021 (5.sem), 21st February 2022 (6.sem). LSG on the topic of the Action 1, 2022, online (6.sem).

3.1.5 Activities and timeframe

Action 1 consists of four specific and consecutive activities.

For each of them, contents and timing will be explained in the table 4.

Table 4

Timing	Activity
Feb 2022 - Jul 2022	<p>Preparatory activities</p> <ul style="list-style-type: none"> • <u>Mapping of the target groups and specific needs</u>: As mentioned in the previous chapters, target groups of Action 1 are SUAP operators and managers, within the 55 Municipalities and Unions of Municipalities of the Metropolitan Cities of Bologna. At least one or two operators per SUAP are supposed to participate in the implementation of the activities. From September 2021, a closely connected work between the two services of the Economic Development Department of MCBO - EU project Service and Metropolitan SUAP coordinating point - has been established, in order to better focus the specific need of the target envisaged. Three meetings have been held from September to December, during which the main structure of the Activity, and its contents, have been defined. During Semester 6 (Phase 1), a Local Stakeholder Group meeting will be jointly organised by the two services, aimed at presenting the Action Plan state of the art, and introducing the local stakeholders to the activity implementation that they will attend during Phase 2 of the project. • <u>Expert identification and connection with MCBO staff</u>: to ensure a high-quality activity implementation, during the last semester of Phase 1, external and internal experts will be identified, who will carry out the tasks of regulatory follow up and the technical support for digitalisation and integration of the SUAP database. • <u>Collection and arrangement of the training materials</u>: training materials consist of the project learnings identified (good practice experiences, interregional studies and analysis, national, regional, and local regulations, import workshops, etc), which are useful for the local action implementation. Through this preliminary activity, this material will be organised and transformed into training material. During the 5th semester of phase 1 a detailed analysis has been carried out to identify the most useful and interesting lessons deriving

	<p>from the project, to transfer them in the implementation of Action 1. This learning will be part of the training material of the training sessions. During the last semester of Phase 1, we will work to adapt the project learnings to the local context, deepening them, and improving them with further contribution.</p> <ul style="list-style-type: none"> • <u>First identification of metropolitan parameters of SUAP functioning and first internal validation</u>: in the preliminary phase of Action 1, starting from February 2022, the macro-criteria of the metropolitan parameters will be identified at the internal level of MCBO. • <u>Scheduling of the training session (implementation activities)</u>: The scheduling activity will be agreed with the SUAP Coordinating Point of MCBO, with Municipalities and Unions of Municipalities of the metropolitan territory and the internal and external experts who will facilitate the training sessions.
Aug 2022 - Jan 2023	<p>Implementation activities</p> <ul style="list-style-type: none"> • Aim: transferring the information and knowledge using coaching materials previously prepared within training workshops. This activity is foreseen as an intensive and highly interactive experiential workshop, where the targeted audience will have the opportunity to use coaching tools and test them on some real case examples. Workshops are open and will address OSS managers and operators of the Metropolitan City of Bologna, with the aim of promoting the meet and the exchange of potential matching among each other. Events will offer mutual benefits to the participants, thanks to tailored activities that will allow skills exchanges and common problems identification, trying to bridge them through peer support and cooperation paths. Specific objective: the co-definition of possible model of metropolitan parameters of SUAP functioning, which will monitor the levels of SUAP (OSS) quality, effectiveness, and innovation. • Implementation activities are divided into two main phases: <ul style="list-style-type: none"> a) the first half of the workshop cycle will have a “lessons approach”, and it will examine some key elements concerning the OSS integration process, its main critical issues and the possible ways to overcome them. b) The second half of the workshop series will have a more “practical approach”, it will be dedicated to the realisation of the possible <i>common models of metropolitan parameters of SUAP functioning</i>, starting from the experience of the model designed by Partner 4 (Lublin Science and

	<p>Technology Park-PL), developed, and illustrated after the first ITW of October 2021.</p> <p>However, the adaption of this standard model to the Metropolitan specific local context implies, in our opinion, the introduction of greater flexibility, starting from their definition; in fact, we will talk about “parameters” rather than “standards”.</p> <p>This flexibility implies, in the context of the present Action Plan, the <i>co-definition</i> - together with the local stakeholder’s network - of “Metropolitan parameters” starting from the list of tracks proposed, and the integration of them with new indicators arose from the process of consultation and co-definition. For this purpose, we are expected to get inspiration from institutional documents and materials from the national, regional and technical level (e.g.: Inter-ministerial Decree of November 15th, 2021, on SUAP digitalisation), also taking into account the new challenges that services are going to face in the framework of territorial attractiveness policies (e.g.: foreign investments and start-ups).</p>
Feb 2023 - Jul 2023	<p>Dissemination Activities</p> <ul style="list-style-type: none"> • The final phase of Activity 1 will see the collection in a dedicated document of the co-development process results and its presentation through dissemination activities.



Figure 3 Open source image

3.1.6 Stakeholders involved

Table 5

List of Key Stakeholders and role in the implementation of the Action Plan		
Organisation Name	Type of Organisation	Role in the Action Plan implementation
Economic Development Department of the Metropolitan City of Bologna	Public Authority	<ul style="list-style-type: none"> – Coordination and Implementation tasks – Monitoring and Evaluation tasks – Administrative and organisational tasks
Metropolitan SUAP network	Public Authority	<ul style="list-style-type: none"> – Local co-design and coordination support tasks – Local Monitoring support tasks – Communication and dissemination support tasks
Emilia-Romagna Region SUAP Network - General and Legal Affairs Service	Public Authority	<ul style="list-style-type: none"> – Communication and dissemination support tasks
Lepida Scpa - Unitary Access	Consortium company - Public Authority	<ul style="list-style-type: none"> – Technical Assistance support tasks

3.1.7 Indicative costs and funding sources

The Metropolitan City of Bologna will make available its **own resources**, covering the costs foreseen for Action 1 implementation, mainly through staff costs: time dedicated by internal staff to the design, coordination, and implementation of the activities. The PSM does not have a specifically allocated budget but is implemented through the different services and activities provided by the organisation and its staff. The DUP does not allocate budget for a single activity or service, but only to functional macro sectors. Costs foreseen for each activity are the following:

Table 6

A1: PREPARATORY ACTIVITIES	A2: IMPLEMENTATION ACTIVITIES	A3: DISSEMINATION ACTIVITIES
<ul style="list-style-type: none"> Internal staff need for the activity design: 2 Project & communication officers 	<ul style="list-style-type: none"> Internal staff needed for the activity implementation: 2 Project & communication officers 	<ul style="list-style-type: none"> Internal staff needed for dissemination activities: 2 Project & communication officers
	<ul style="list-style-type: none"> Workshops organisation cost 	<ul style="list-style-type: none"> Dissemination event organisation

3.1.8 Monitoring

The Metropolitan City of Bologna will steadily monitor the implementation of the Action Plan. Every semester, checks will be carried out, to ensure compliance with timetable and achievement of set outputs and results. Local stakeholders will be informed about progress reached at least once a year. A detailed programmed monitoring activity of the SUAP parameters evolution will be implemented, measuring the baseline levels and their ongoing development, through an evaluation grid containing the parameters identified during the co-development process. Periodical monitoring activities will be carried out throughout the duration of the project and continued even after the end of phase 2; specific evaluation of the SUAP parameters will be set up on a biannual basis.

Table 7

Indicator	Target	Description and Means of Verification
O.1 No. workshops organised	2	Workshops invitation and reports.
O.2 No. stakeholders involved per workshop	10	Workshops attendance lists.

3.1.9 Risk and Contingency Plans

Table 8

<i>Action 1: Training, accompanying and support activities for the managers of the Metropolitan OSS (SUAP), aimed at promoting the management of high-quality services in terms of platform integration and harmonisation of procedures.</i>		
Risk envisaged	Level of probability (low, medium, high)	Description of contingency action
R.1: Scarce stakeholders' engagement in action implementation.	Low	Stakeholders' involvement activities will be improved via formal and informal contacts, stressing the advantages of being part of the AP implementation in terms of local policy improvement.
R.2: Worsening pandemic situation and conditioning of activities implementation.	Medium	All the activities will be designed, since the preparatory phase, to be implemented both online and offline.
R.3: Internal and external delays which affect the compliance with the set deadlines.	Low	Any eventual delay will be resolved by concentrating activities in a narrower period, thanks to the collaboration between the different MCBO departments involved and the strict connection with stakeholders.
R.4: High dependence of common model of Metropolitan SUAP parameters adoption on local administration commitment	Low	The involvement of local administrations of MCBO will be ensured since the start of the preparatory activities, in order to grant a common cohesion to the path.

3.2 Action 2

Communication and capacity building for the Crowdfunding Hub and the territorial network of Progetti d'impresa, aiming at promoting the access to innovative and alternative finance services for young entrepreneurs and start-ups, based on partnerships among local actors.

3.2.1 Needs addressed

“Progetti d'impresa” (“Enterprise Projects”) is the Metropolitan City's main tool to support the birth and development of new, economically viable entrepreneurial initiatives in the Bologna area. The advisory centre is in fact aimed at potential entrepreneurs and new businesses, offering services at its headquarters and in eight offices located, for the most part, at the OSSs of Municipalities and Unions of Municipalities.

Progetti d'impresa has different special projects, among them is the **Crowdfunding Hub**. Progetti d'impresa offers - among others - information on how to gather financial resources to start and develop a new business. In this context, it is of primary importance to communicate available public fundings (i.e., those supported by ERDF) and “traditional” funding sources (i.e. bank loans), but also on alternative finance and innovative tools such as crowdfunding. Thanks to the project Interreg Central Europe Crowd-Fund-Port (also mentioned above), Progetti d'impresa - which cooperates with the Research, innovation, and European projects management of the Metropolitan City of Bologna - had the opportunity to acquire important skills on crowdfunding, and spread the potential of this tool to users, and to start-up, SMEs, aspiring entrepreneurs, and citizens. The Crowdfunding Hub, however, need to grow and be further recognized by its stakeholders. In addition, there is a need for the operators that are part of the territorial network of Progetti d'impresa to be informed and trained about crowdfunding as a tool to gather new and/or more financial resources, to be able to “spread the word” to their users. **It is therefore of primary importance for the Crowdfunding Hub of Progetti d'impresa and stakeholders to improve communication, capacity building, coordination, and networking services.** According to the above reported swot analysis of regional stakeholder groups, the Crowdfunding Hub, and more largely Progetti d'impresa, should pay attention to the thematic systemic issues outlined in Tab 9 and focus its action on selected priority issues.

Table 9

Priority issues	Specific issues		
Lack of communication and dissemination	<ul style="list-style-type: none"> • Scarce capacity, to be improved, of the public body to communicate with the territories: there is a need to innovate communication to make it more effective (e.g. more investments in ad hoc blog and social media). This certainly represents, for a public body, a weak point to work on. 	<ul style="list-style-type: none"> • Clarity of information: a critical issue especially when this information is provided through web services or platforms. It is often repetitive information that does not follow the company's start-up path. This criticality is also amplified by an unclear distinction of roles between different offices at metropolitan and municipal level. 	<ul style="list-style-type: none"> • Fragmented, uncoordinated communication and weak dissemination at territorial level of Metropolitan city on access to available financial opportunities with focus on Crowdfunding; visibility of physical spaces and infrastructure; information on existing and inspiring good practices.
Difficulties to access financial resources by young startups	<ul style="list-style-type: none"> • Unknown is the availability of a range of financial opportunities (crowdfunding, corporate investments). • Difficulties in asking economic engagement for some services. 	<ul style="list-style-type: none"> • Access to loans: it is particularly difficult for Start-ups to have access to loans and give guarantees (so regional policies supporting access to loans would certainly be well received and potentially successful). 	<ul style="list-style-type: none"> • Very limited availability for co-investment of start-ups: difficulties of the start-up companies themselves in contributing, even only partially, to the grant programmes promoted.

Fragmentation of tutoring and training services for start-ups	<ul style="list-style-type: none"> ● Scarcity/fragility and fragmentation of services/measures and mentoring/guidance funding to support business start-up. 	<ul style="list-style-type: none"> ● Risk of marginalisation for specific targeted entrepreneurship which is not a large enterprise, nor an innovative start-up, risks being a target which is not sufficiently manned by the offer of services. 	<ul style="list-style-type: none"> ● Lack of specific entrepreneurial and regulatory (regulation/taxation) training for Start-ups.
Lack of collaboration and networking among stakeholders to promote the provision of better support to innovative business ideas	<ul style="list-style-type: none"> ● On this issue some stakeholders representing the regional bodies put emphasis on the need for collaboration and networking between incubators to promote the harmonisation of the services offered on open innovation and international mobility. 	<ul style="list-style-type: none"> ● It is also reiterated that sustainability must also be at the centre of start-up policies. 	

3.2.2 Goals

With the present Action Plan, the Metropolitan city of Bologna intends to promote the improved access and implementation of innovative and alternative finance services, focusing on the following priority target groups:

- A. The manager of the Metropolitan Crowdfunding Hub
- B. The territorial network of Progetti d'impresa, based in 8 Municipalities and Unions of Municipalities
- C. Aspiring young entrepreneurs and start-ups (early stage)
- D. Start-ups (early stage) and Micro and Small Enterprises

The main expected results are:

- ❖ Increasing access to innovative and alternative finance services, thanks to establishing better communication and dissemination of the Crowdfunding Hub as an innovative and alternative finance tool through a new dedicated webpage, training, and information events.
- ❖ Improving quality implementation of the Crowdfunding Hub enabled by providing the territorial network of Progetti d'impresa with new skills/knowledge on crowdfunding. The operators of the local contact points will be then able to give complete information on this tool to their users. Enabling the tools of the Crowdfunding Hub with a key role in the coordination and networking of communication activities, crowdfunding guidance, and capacity building. Start-ups involved and ensured that they meet their users' expectations.
- ❖ Promoting the strategic role of the CF Hub through an enhanced cooperation between local public-private actors based on partnerships for integrating new types of services.

3.2.3 Detailed description of the action

Action 2 leads to a more effective implementation of the policy objective 4.B *Promoting new business and greater entrepreneurship - An incubator for new ideas: the Metropolitan city as a Start-up Valley* will take place through the enhancement of the synergies existing between the alternative finance and the Public Administration, by strengthening and disseminating the strategic role of the Crowdfunding Hub within the Progetti d'impresa headquarter and its territorial network, by means of more closely integrating this tool with the services provided by the metropolitan SUAPs.

Born in 2018 thanks to support of the Interreg Central Europe Project “Crowd-fund-Port” and promoted by the Metropolitan City of Bologna and the University of Bologna, the Crowdfunding Hub is the place where start uppers, entrepreneurs and Public Administration can redress to have reliable information, effective support, and eligible connections for the launch of a crowdfunding campaign. Moreover, it aims to become more and more a point of dissemination of the crowdfunding knowledge and culture, providing the aspiring entrepreneurs with the right tools to approach this resource.

The action will be implemented through three main activities:

a. Creation of the section Crowdfunding Hub in the portal Progetti d'Impresa

In order to improve access and implementation of innovative and alternative finance services a dedicated section on the Crowdfunding Hub will be created on the Web portal of Business Projects (Progetti d'impresa). The targeted groups will be offered access to reliable, consistent and standardised information on Crowdfunding basics knowledge (i.e. on models, market data and trends, guidelines on how to use it, regulatory framework and legal issues, collected good practices from the Metropolitan City, Italy and abroad) and services (virtual and physical advisory and spaces, training and networking events).

It will establish better communication and dissemination to target groups on crowdfunding as an innovative and alternative finance tool thanks to the following measures:

- **adoption of innovative communication tools** (e.g., webpage with interactive tools e social) to make the capacity of the public body to communicate with the territories more effectively.
- **clarity of information:** another critical issue that has emerged is the clarity of the information provided, especially when this information is provided through web services or platforms. It is often repetitive information that does not follow the company's start-up path. This criticality is also amplified by an unclear distinction of roles between different offices at metropolitan and regional level.
- **coordinated communication activities** on Crowdfunding will be spread at the territorial level of the Metropolitan City of Bologna through the active involvement of the territorial network of Progetti d'impresa.

Through these measures, the private and public actors will not only increase their awareness on the crowdfunding and its mechanisms but also enhance transparency on costs, success rates, tax regimes, screening procedures by platforms. Finally, this would help to increase trust from all stakeholders involved, allowing target groups' projects to raise funds from a larger community. Lastly, it would widen the culture of crowdfunding and raise its acceptance level as a concrete and effective financing tool.

b. Guidance on Crowdfunding and capacity building (stimulate communication skills development) (www.cittametropolitana.bo.it/progimpresa)

On the side of local policy makers and their Progetti d'impresa (Business Projects) offices, specific skills are needed to effectively enable the policy framework to support the Crowdfunding, implement the new type of partnerships, and facilitate the access to the alternative funding system. For a range of tasks, local stakeholders and policy makers can rely on platforms and other thematic experts for advice. On the more strategic tasks – such as alignments of the Crowdfunding campaign with mission/vision, strategic choices about community building and audience development - they touch upon the services of the Crowdfunding Hub.

The Crowdfunding Hub will be provided with a key role in the coordination and networking of the

communication, training and events activities thanks to the following capacity building measures on Crowdfunding guidance:

- stimulate the Crowdfunding Hub to set up a toolkit on CF guidance and services and train the territorial network of Business Projects to spread it to the target groups, with specific focus on how to start, use the data, and take inspiration from previous campaigns.
- support the territorial network of Progetti d'impresa (Business Projects) to analyse communication strategy and tactics on how to access the alternative finance tools and Crowdfunding Hub services.
- coach the territorial network of Progetti d'impresa (Business Projects) in the implementation of the communication activities.

c) Collaboration and networking among stakeholders to promote the provision of better support to innovative business ideas and spread the crowdfunding culture

To provide better support to innovative business ideas and spread the crowdfunding culture, promoting collaboration and networking among stakeholders is needed. The cooperation between local public-private actors will be enhanced based on partnerships for integrating new types of services and acknowledged by regional system bodies actors, thanks to the following measures:

- **launch of the new Crowdfunding Hub website** where it promotes the provision of better support to innovative business ideas, thanks to the new partnerships with important local actors such as universities, financial institutions, and organisations, and it spreads the culture of crowdfunding.
- **a networking event** on the role of public-private actors in Crowdfunding strategy where it will be discussed which kind of relation needs to be activated between project owner/funds seekers and investors, time, and resources to support the projects. It will include the direct involvement of the incubators of the Metropolitan City of Bologna and the interested public private partners which can cooperate to better tap financial, communication and training needs of start-ups.

Through these measures, the collaboration with local public-private partners will be stimulated and fostered for the creation of a local ecosystem of consultancy services for entrepreneurs.

3.2.4 Lessons incorporated thanks to START EASY

During Phase 1 of the project, we had the chance to learn from various good practices and collect stimulus to improve our local policies. During the several interregional learning events of the project, we developed a shared knowledge regarding several critical issues. The elaboration below outlines the relevant good practices and study visits that inspired the local action plan, including the local stakeholders linked with the main issues discussed.

Table 10

Lessons learnt from Partner regions for Bologna Local Action Plan				
PP, Name of learning	Type of learning	Learning transferred	Action Plan activities	Interregional exchange moments
Alternative Funding Recommendation Tool PP1 GENCAT ACCIÓ-Catalonia Trade & Investment, Cataluña (ES)	Good Practice	❖ Interactive and smart online tool for guidance on alternative and innovative finance <i>more suited to user specifications</i>	a) Creation of the section Crowdfunding Hub in the Web Portal Progetti d'impresa	1st RSG Meeting, Bologna 24th November 2020 (3.sem) MCBO Participants: <i>Mr Daniele Cencioni; Ms Marzia Florindi; Ms Sara Maldina, Ms Giovanna Trombetti</i>
Labs of Latvia PP8 Ministry of Economics of the Republic of Latvia	Study visit (tbc)	❖ Digital platform as news source about start-up ecosystem <i>web portal for guidance, information, communication, and networking aimed at nascent or already established start-ups and companies; news, inspiring stories, events, support tools and fintech scouting.</i>	a) Creation of the section Crowdfunding Hub in the Web Portal Progetti d'impresa	1. ITW Meeting Poland, online 19th October 2021 (5.sem.) 3. ITW Meeting, Vilnius 26th May 2022 (tbc) (6.sem) Email exchange between the partner and the responsible of the experience, to have further information and details

OOG - Support Point for Entrepreneurs Ghent PP5 - Economic Council of East Flanders (BE)	Good Practice	❖ Qualitative and easily accessible advice	b) Guidance on Crowdfunding and capacity building (stimulate communication skills development)	1.ITW Meeting Poland, online 19th October 2021 (sem. 5) Email exchange between the partner and the responsible of the experience, to have further information and details
Alternative Funding Recommendation Tool PP1 - GENCAT ACCIÓ-Catalonia Trade & Investment, Cataluña (ES)	Good Practice	❖ Integration of financial services <i>an ever-closer integration between one-stop-shops and financial services (orientation and matchmaking) offered to businesses and start-ups. This integration is also made possible by service digitalisation.</i>	b) Guidance on Crowdfunding and capacity building (stimulate communication skills development)	INTERREG EUROPE PLP: 7th May 2020 (2.sem) Email exchange between the partner and the responsible of the experience, to have further information and details
OOG - Support Point for Entrepreneurs Ghent PP5 Economic Council of East Flanders (BE):	Good Practice	❖ Collaboration and networking among stakeholders to promote the provision of better support to innovative business ideas and spread the crowdfunding culture	d) Collaboration with local public-private partners for the creation of a local ecosystem of consultancy services for entrepreneurs.	1.ITW Meeting Poland, online 19th October 2021 Email exchange between the partner and the responsible of the experience, to have further information and details

Table 11

Learnings from intraregional exchange				
Key Stakeholder, Name of learning	Type of learning	Learning to be transferred	Action Plan activities	Intraregional exchange moments
Conditions for successful Crowdfunding campaign. MCBO, Progetti d'impresa (Business Projects)	Good Practice -Local thematic workshop	❖ The conditions necessary for a successful Crowdfunding campaign, i.e. the creation of a common "toolbox" and the promotion of a shared language, are not only instrumental aspects. Attention to the human factor and the network of relationships that shifts the focus from the "product" to the "people", involving not only professional but also ethical aspects.	b) Guidance on Crowdfunding and capacity building (stimulate communication skills development)	2nd Regional Stakeholder Group Meeting (online), 23rd June 2020 MCBO Participants: <i>Mr Daniele Cencioni, Mr Marino Cavallo</i>

Start-up entrepreneurs' needs gaps and development barriers. MCBO, Progetti d'impresa (Business Projects), Co-start incubator Villa Garagnani, Nilde Incubator, Art-er Startup Unit. Metropolitan Survey	Survey	<ul style="list-style-type: none"> ❖ Start-up entrepreneurs' needs gaps and development barriers of start-ups entrepreneurship were investigated also allowing to analyse the facilitation tools for business start-up in the metropolitan area of Bologna ❖ A database of start-up enterprises selected on a preliminary list of identified criteria and characteristics was built. 	c) Collaboration and networking among stakeholders to promote the provision of better support to innovative business ideas and spread the crowdfunding culture.	Metropolitan Survey to local start-ups, Apr-May 2021 MCBO Participants: <i>Ms Marzia Florindi, Mr Daniele Cencioni, Mr Davide Catellani</i>
Testing on crowdfunding guidance and capacity building. MCBO, Progetti d'impresa (Business Projects), University of Bologna, Co-start Incubator Villa Garagnani, Ginger crowdfunding specialist, Start-ups.	Local thematic workshops	<ul style="list-style-type: none"> ❖ Useful testing on crowdfunding guidance and capacity building. A range of feedback and comments were collected from stakeholders on the topic of discussion pro and cons of crowdfunding models, access to platforms and regulatory framework. ❖ Conditions and planning for a good reward-based campaign. 	c) Collaboration and networking among stakeholders to promote the provision of better support to innovative business ideas and spread the crowdfunding culture. b) Guidance on Crowdfunding and capacity building	Regional Stakeholder Group Meeting, online, 14th May 2021 Local dissemination event "Reward-based Crowdfunding lab: how can you set up an effective campaign?", online, 11th June 2021

<p>Comments on the action 2 from the key Stakeholder: target group, thematic specialisation, monitoring.</p> <p>MCBO, Progetti d'impresa (Business Projects): territorial network of Progetti d'impresa</p>	<p>Meeting of Progetti d'impresa's territorial network</p>	<p>❖ Comments on the action 2 were collected: - the need of attention to the current addressed target group of micro and small enterprises, to the thematic specialisation, as in new Territorial Contact Point for the Sun Route; sustainable business led by young people Barresi Award (2021); - the need to monitor efficiently the wide range of open calls; - the need to give priorities to the learnt and transferable elements of identified good practises from Start Easy project partners with the most extent of feasibility according to the local resources and institutional setting.</p>	<p>b) Guidance on Crowdfunding and capacity building</p>	<p>Regional Stakeholder Group, online, 16th December 2021</p> <p>MCBO Participants: <i>Mr Davide Catellani, Ms Simona Quartieri</i></p>
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3.2.5 Activities and timeframe

Action 2 Phase 2: July 2022 - July 2023

The set of implementation and dissemination activities that will be carried out for Action 2 are outlined in the following table.

Table12

Timing	Activity
May 2022 - Oct 2022	<p>Preparatory activities</p> <ul style="list-style-type: none"> • <u>Selection of thematic experts and public-private stakeholders</u> (public-private partners as universities, incubators, business associations, banks, training and R&D institutions, regional development agency) to be involved in the implementation and dissemination activities. • <u>Collection and organization of the information / communication material</u>: existing documentation from previous projects and recently published material from the start easy project (guide to selected good practices start easy). • <u>Design of the "Crowdfunding Hub" section on the CMBO "Progetti d'impresa (Business Projects)" Web Portal</u>: the webpage could be designed into sub-sections (eg: CF toolbox / resources, regulatory framework and legal issues, networking / public-private partners, good practices, learning opportunities, news & events, contacts) by getting inspirations from the selected Latvian good practice.
Nov 2022 - Apr 2023	<p>Implementation activities</p> <ol style="list-style-type: none"> a) <u>Creation of the "Crowdfunding Hub" section</u> in the CMBO "Progetti d'impresa (Business Projects)" Web Portal of the Metropolitan City of Bologna: the webpage will be framed into the planned sub-sections; a CF toolbox from previous project (Crowd Fund Port) will be delivered b) <u>Crowdfunding Guidance & capacity building</u>: aimed at providing the basic skills to the staff of territorial offices of Progetti d'impresa about Crowdfunding guidance and services, use of the available resources' tools, advisory service and website, and how to address the target groups to the Headquarter. <p>Meeting 1: Initial training on CF guidance (Models & mechanisms, trends and data,</p>

	<p>regulatory framework, type of existing partnerships) and services</p> <p>Meeting 2: Support to analysis of the communication strategy and procedures on how to access the alternative finance tools and Crowdfunding Hub service</p>
May 2023 - July 2023	<p>Dissemination Campaign</p> <p>c) <u>Networking & Dissemination</u></p> <p>Meeting 3:</p> <ul style="list-style-type: none"> • session 1 Talk “the role of public-private actors in Crowdfunding strategy” • session 2 presentation of the renewed Progetti d’Impresa (Business Projects) Web Portal.

3.2.6 Stakeholders involved

Among the wide range of stakeholders involved in the START EASY project, Action 2 of the Local Action Plan foresee focussing on a few key stakeholders of the Crowdfunding hub: the local public administrations, municipalities, and their unions, which are hosting the territorial offices of Progetti d’impresa. Their role in relation to the policy instrument has to do with the implementation of the information and communication activities to raise awareness among citizens and entrepreneurs of the services of the Progetti d’Impresa with reference to alternative and innovative finance services as tools to stimulate growth and innovation of new businesses.

The list of key stakeholders – and relevant representatives – involved and their role in the implementation of the action 2 of the Metropolitan City of Bologna ’s Local Action Plan are summarised in table 13:

Table 13

List of Key Stakeholders and role in the implementation of the Action Plan		
Organisation Name	Type of Organisation	Role in the Action Plan implementation
Economic Development Department of the Metropolitan City of Bologna	Public Authority	<ul style="list-style-type: none"> - Coordination and Implementation tasks - Monitoring and Evaluation tasks - Administrative and organisational tasks
Territorial offices of the network Progetti d'impresa (Business Projects) based in the Municipalities and Unions.	Public Authority	<ul style="list-style-type: none"> - Local coordination support tasks - Local Monitoring support tasks - Communication and dissemination support tasks
University of Bologna	University	<ul style="list-style-type: none"> - Technical expertise support
Ginger Crowdfunding	Crowdfunding platform service provider	<ul style="list-style-type: none"> - Technical expertise support
Nilde Incubator	Incubator	<ul style="list-style-type: none"> - Communication and dissemination support tasks - Organisational support tasks
Co Start Villa Garagnani	Incubator	<ul style="list-style-type: none"> - Communication and dissemination support tasks - Organisational support tasks

Moreover, LSG of the Action Plan will involve other stakeholders as thematic experts from Higher Education Institutions (University of Bologna) and specialised consultancies together with Incubators as hosting and networking place. The main target groups are networks of entrepreneurs and start-ups engaged in the incubation/acceleration programmes.

Other stakeholders will be informed by the LSG about the Action Plan, such as public institutions that have an important influence on enterprises competitiveness and access to public funding (ERDF, RDF) and promotion of innovative start-ups and alternative finance initiatives, as the Regional Development Agency (ART-ER) of Emilia-Romagna Region.

Also bank and finance actors relevant for access to private funding will be considered for a closer integration between authorization procedures of SUAP - Sportello Unico Attività Produttive (Single Contact Points and financial services (orientation and matchmaking) offered to businesses and start-ups.

Finally, private stakeholders, including Business Associations such as Confindustria Bologna, CNA, Legacoop, Unioncamere Emilia-Romagna and their VET providers will be considered. It is important to note that entrepreneurial associations are very diffused in Italy and represent large groups of SMEs. They can play a role in engaging key private agents to truly follow user centred principles in the definition of public services promoting alternative and innovative finance services as Crowdfunding.

3.2.7 Indicative costs and funding sources

The Metropolitan City of Bologna will make available its own resources, covering:

- A) Staff costs: time dedicated by internal staff to the activities.
- B) Organisational costs for events realisation: rooms, materials, speaker's involvement, communication costs.

The table below outlines the envisaged activities performed the staff:

Table 14

A1: PREPARATORY ACTIVITIES	A2: IMPLEMENTATION ACTIVITIES	A3: DISSEMINATION ACTIVITIES
Internal staff need for the activity design: <ul style="list-style-type: none"> • 2 Project & communication officers 	Internal staff needed for the activity implementation: <ul style="list-style-type: none"> • 2 Project & communication officers 	Internal staff needed for dissemination activities: <ul style="list-style-type: none"> • 2 Project & communication officers
	<ul style="list-style-type: none"> • Workshops organisation cost 	<ul style="list-style-type: none"> • Networking/Dissemination event organisation
		<ul style="list-style-type: none"> • Publication and dissemination

Fundings will be raised from ongoing and future local, national, and European projects and from the commitment of relevant stakeholders

3.2.8 Monitoring

The Metropolitan City of Bologna will monitor the implementation of the Action Plan on a steady basis. Every semester, checks will be carried, to ensure compliance with timetable and achievement of set outputs and results. Local stakeholders will be informed about progress reached at least once a year.

The monitoring and evaluation activities that will be carried out are the following:

- Monitoring of the quality of the service through the defined set of indicators.
- Evaluation of planned results (outcome).

The following tab summarises the main output and results indicators for the monitoring of the action 2 including description and means of verification.

Table 15

Indicator	Target	Description and Means of Verification
No. of events	3	List of attendants
No. of tools	1	1 Webpage Crowdfunding Hub available on Portal Progetti d'Impresa, including 1 CF toolbox (updated version)
Strengthened access and dissemination of the role of the CF Hub as innovative and alternative finance services for young and new entrepreneurship	+10% +10%	Increased access of the CF Hub through: n. of visits to the CF webpage n. of appointments of business start-up projects to CF Hub info guidance service (baseline 10%; expected 20%)

3.2.9 Risks and Contingency Plans

The following section possible risks and relative contingency plans are explained, both at the general Action level and at the specific level related to each Activity implementation.

Table 16

<i>ACTION 2 Communication and capacity building for the Crowdfunding Hub and its territorial network of Progetti d'Impresa, aiming at promoting the access to innovative and alternative finance services for young entrepreneurs and start-ups, based on partnerships among local actors.</i>		
Risks envisaged	Level of probability (low, medium, high)	Description of contingency action
R.1: Scarce stakeholders' engagement in action implementation.	Low	Stakeholders' involvement activities will be improved via formal and informal contacts, stressing advantages of being part of the AP implementation in terms of local policy improvement.
R.2: Scarce engagement for the creation of the new webpage of CF Hub	Low	The involvement of the CF Hub staff of MCBO will be ensured since the start of the preparatory activities, in order to effectively implement the webpage.
R.3: Low interest in the training's topics	Low	A specific focus group will be organised with the direct involvement of the target group to better focus the themes.
R.4: Scarce possibility of training's learning application	Medium	Target group will be supported by territorial offices and the Headquarter of the CF Hub
R.5: Dissemination event not targeted well	Low	Specific targeting methodologies will be applied (SWOT analysis), to better identify the target group.
R.6: Scarce commitment of local public private partners in the networking & dissemination event	Medium	The involvement of local public and private partners will be ensured from the start of the AP activities, in order to grant a common cohesion to the path.

Part IV: Signature

Institution Metropolitan City of Bologna

Name of Signatory Matteo Lepore

Position Metropolitan Mayor

Date

Stamp (if available)

05/09/2022

