

FIN-URB-ACT

Local Action Plan City of Rome



April 2011



Local Action Plan City of Reims



Comune di Roma

4.11. Local Action Plan City of Rome

INDEX

- **Local Support Group**
 - Methodology
 - Partnership
 - Tasks
 - Output/Outcomes
- **Local Action Plan**
 - **4 Operatives Axes**
 - **Axe 1**
 - Overall and specific objectives
 - Activities
 - Outputs/outcomes
 - **Axe 2 and 3**
 - Overall and specific objectives
 - Diagnostic
 - SWOT analysis
 - Output/Outcomes
 - **Axe 4**
 - Area, Budget
 - and Timing
 - Conclusions
 - and recommendations
 - **Area, Budget and Timing**
 - **Conclusions and recommendations**

Local Support Group (LSG)

Methodology

In order to better identify the operational objectives and develop the necessary actions to achieve them, the Rome Local Support Group (LSG) has been established, taking account of the general and the specific Project FIN-URB-ACT, as well as the operational objectives of LAP, and then identified the key market players in public and private institutions operating locally, which had the authority and a proven track record in managing financial and non-financial support to existing businesses, those in the start-up and self employment .

In order to improve operations and efficiency within the LSG, a small group of thematic experts was formed, the Action Learning Set (ALS), with the task of drawing up proposals to be discussed during the meetings of the LSG and prepare documents to be shared with LSG in view of the meetings of FIN-URB-ACT partnership.

Tasks

- Ensure the establishment of a sustainable and financial LAP;
- Identify, support or validate the extent to which the project is really able to offer the City and the City as the project;
- Disseminate the project results in the provincial capital of the Lazio Region;
- Request political support and institutional framework to ensure a real change through the adoption of the LAP.

Local Support Group Partners:

| | | | |
|---|--|----|---|
| 1 | Managing Authority – Lazio Region | 7 | University of Rome “Roma Tre” |
| 2 | Rome Municipality | 8 | Creaimpresa – New business creation |
| 3 | Unionfidi Lazio (Guarantee scheme) | 9 | Federlazio – Entrepreneurs Association |
| 4 | BIC Lazio – Business Innovation Centre | 10 | Banca delle Marche (Invited) |
| 5 | Unicredit Banca | 11 | Confcommercio (Invited) – Entrepreneurs Association |
| 6 | University of Rome “La Sapienza” | 12 | Trade Unions (Invited) |

Working process

- Identification of priority issues which brings together the activities under the LAP;
- Identification of major problems related to the specific issue and its connections with the possible causes and effects;
- Definition of the general goals of the Plan, which are observable and measurable;
- Definition of a small number of specific objectives to be achieved;
- Definition of the activities to be undertaken to achieve the objectives and expected results in terms of outcomes and outputs.

General objectives

The Local Action Plan is focused on cooperation between Roma City Capital and Lazio Regional Administration for coordinated action to support the development of new and start-up businesses. LAP is divided into four operational axes:

LAP on four operational axes

- 1. Build a stable and continuous cooperation between Rome Capital and Managing Authority;**
- 2. Create an operating network between key market players to support new and start-up businesses;**
- 3. Develop and strengthen the capacity for growth of new and start-up businesses;**
- 4. Communicate and disseminate results.**

Axis 1 Build a stable and continuous cooperation between Rome Capital and Managing Authority

State of initial situation

Occasional and not stable cooperation between Rome and Lazio Managing Authority:

- Not good institutional and political relationship
- Fairly weak operative collaboration

This cooperation aims to develop a coordinated action in order to support self-employment, micro-enterprises and start-up businesses and built a network with all main public and private organisations engaged in supporting SMEs.

Actions:

- Managing Authority in ULSG
- Training day
- Calendar of Meeting
- Managing Authority + Municipality of Rome + Experts of ERDF

Specific objectives

- Improvement of Institutional Relations
- Strengthening collaboration

Outputs

- Nine Bilateral meetings
- MA in LSG
- Three Rome + MA + ERDF expert meetings
- Two events

Outcomes

- Letter of intent
- Institutional Relationship enhanced
- Stronger operative relationship
- Shared LAP focused on start up and new businesses
- Rome LAP is been included into the ROP by Lazio Region M.A.
- Lazio Region "*Project Lab*" (ENPI CBC Med)

Axis 2 Create a network amongst market actors coordinated by Municipality of Rome**State of art of initial situation**

- Lack of a local network amongst structures and instruments operating in supporting start-up and new business development;
- Aim of the Network is to support SMEs, business start-up in self employment, by increasing the level of efficiency and effectiveness of local instruments which deal with the creation and development of micro and SMEs).

Diagnostic

- Mapping of existing funding measures at European, national, regional and local levels in support of target companies;
- Mapping of the financial and non-financial instruments to support the development of target companies;
- Mapping of the management structures that support the development of target companies at local level.

SWOT analysis

- *Strengths*
 - Different actors (public and private) in supporting the development of enterprise;
 - Different active tools and measures in supporting the development of enterprise;
- *Weaknesses*
 - Difficulty of access to information for the target businesses;
 - Absence of a network between structures and instruments operating in the development of new businesses in the network;
- *Opportunities*
 - Willingness of banks to participate in local networks;
 - Availability of new financial engineering instruments;
- *Threats*
 - Dispersion of resources and ineffectiveness of the instruments and measures to support enterprise development;
 - Mistrust of SMEs' target towards tools and support measures for enterprise development.

Activities

- Identified key public and private actors at various levels involved in supporting SMEs;
- Participation of the major key market players in the LSG;
- Subscription of a letter of intent between key market players in the LSG;
- Identification of possible ways and integrated actions to support SMEs target.

Specific Objectives

- Establish a regional network of actors to support the development of enterprise;
- Strengthening instruments and measures to support SMEs born less than 24

months.

Outputs

- 12 Public/private members in LSG
- 12 LSG meetings
- Six ALS Meetings
- Two events

Outcomes

- Built an informal network;
- Created a shared LAP;
- Realised “lobby” actions to support for funding LAP;
- Exchanged and up-dated info on target SMEs.

Axis 3 Develop and strengthen the capacity for growth of new and start-up businesses

This action aims to increase the survival rate of new and start-up businesses through:

- Strengthening entrepreneurial skills;
- Improving financial skills of entrepreneurs;
- Fighting the structural fragility of the target SMEs;
- Strengthening information actions toward the target SMEs.

Diagnostic

- Analysis of data on birth and survival of SMEs in the first 24 months of activity (Source: ISTAT, Archives Active Enterprises (ASIA) available data);
- Analysis of the major causes of death of new businesses;
- Analysis of the level of business culture;
- Analysis of knowledge of financial and no financial instruments in support of enterprise development.

SWOT analysis

- *Strengths*
 - High birth rate of business and new entrepreneurs.
 - Good economic performance of new businesses.
 - Presence of both public and private structures and instruments, active in supporting the development of new businesses.
 - Widespread presence of banks.
- *Weaknesses*
 - High mortality rate of SMEs in the first 24 months of activity.

- High financial fragility.
- Lack of entrepreneurial culture.
- Lack of awareness and use of financial and non-financial instruments in support of enterprise development.
- **Opportunities**
 - Presence of public support for the development of new businesses.
 - Presence of public training agencies.
 - Availability banks to participate in local networks.
 - Availability of new financial engineering instruments.
- *Threats*
 - Dispersion of resources and ineffectiveness of the instruments and measures to support enterprise development.
 - Mistrust of SMEs target towards tools and support measures for enterprise development.
 - Economic weakness.
 - National and international competition.

Activities

- A selection panel of target companies.
- Invitation to participate in the initiative.
- Collection and analysis of data from the target SMEs in four main areas: Finance, Market, R & D, Bureaucracy.
- Preparation and administration of the questionnaire.
- Organisation of workshops and focus groups focused on a single issue of the four macro axes.
- Assessment of the specific issues raised during the workshops and focus groups.
- Design, programming and implementation of operations divided into four phases:
 - Information and Guidance;
 - Training;
 - Mentoring and coaching;
 - Support for access to finance.
- Final event – Network industry – Fiera – new businesses present themselves to the market.
- Real time communication to new born businesses just registered to Chamber of Commerce.

- **Outputs** (depending on the amount of the final budget)
 - 6,000 entrepreneurs / start-ups selected.
 - 6,000 Invitation to workshop.
 - 10 workshops.
 - 12 focus groups by thematic area.
 - 40 mentoring and coaching actions.
 - 5 mentors and coaches involved.
 - 22 Training initiatives.
 - 5 trainers.
 - communication events (from the communication plan).

- **Outcomes** (depending on the amount of the final budget)
 - entrepreneurs who participated in the workshop.
 - entrepreneurs who have taken advantage of mentoring and coaching.
 - Average percentage of survival of the companies involved.
 - Media appearances.

Axis 4 Communicate and disseminate results

This action aims to communicate and disseminate the results of Rome LAP.

Specific objectives

- Expand the network of companies involved in the project.
- Develop new forms of cooperation between the actors involved.
- Disseminate an integrated model of action to fight the structural fragility of the target SMEs.

Activities

- **Website**
 - The website plays a supportive and complementary to other communication activities in the plan. The web pages will also host environment for discussion and contact between the different stakeholders involved in the project (businesses, banks, various public and private actors in supporting the development of enterprises).
- **Newsletter**

- Editing, creation and sending of a monthly electronic newsletter complementary to web pages.
- **Social Networks**
 - Use of the main social networks (Facebook, Twitter) to publicise the initiative and to collect contacts with companies interested in participating in the project.
- **E-mail service**
 - Organisation of an email service to satisfy those newborn entrepreneurs just joined the Chambers of Commerce seeking specific information regarding the activities of the project.
- **Media Relation**
 - Organisation of a communication campaign involving major media organisations at local level (TV, radio, printed newspaper, electronic newspapers).

Outputs (depending on the amount of the final budget)

- N.....
- N.

Outcomes (depending on the amount of the final budget)

- N.....

Budget, Funding and timing

Area of intervention

- Rome Capital to be extended to provincial capitals

Estimated Budget

- €2 million for Rome Capital +.....

Timing

- 18 months
 - Preparation 6 months
 - Implementation 12 months

Conclusion and recommendations

- **Recommendations**
 - Importance of the coordination between Cities and MA especially when the City represents a significant part of the regional economy as it is the case in Rome and Lazio.
 - Added-value of a formalised agreement between City and MA.

- Necessity to overcome administrative issues and find immediate solutions so that procedures do not become a barrier to action development.
- LSG is a work method applicable to other subjects.
- The principal added values of FIN-URB-ACT for Rome were to organise the partnership with the MA and prepare a LSG.
- The big question: will the public Administrations be able to keep this methodology alive after FIN-URB-ACT?
- A formal agreement, in this sense, is kindly recommended.
- To design the support scheme for micro-businesses with all the stakeholders.

FIN-URB-ACT. Outputs

- LSG methodology;
- Managing Authority in LSG;
- Experiences, strategies, actions and exchanges validated at National and European level.

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URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants

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