

Identification and Implementation of Regional Policies to take advantage of the SILVER Economy derived opportunities to engage SMEs in growth and entrepreneurship spirit

ACTION PLAN FOR THE PROVINCE OF BURGOS (SPAIN)



P6. Society for the development of the province of Burgos (SODEBUR)

August 2021

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1. INTRODUCTION

1.1. SILVER SMES project

The project “**Identification and Implementation of Regional Policies to take advantage of the SILVER Economy derived opportunities to engage SMEs in growth and entrepreneurship spirit**” (**SILVER SMEs**) was approved under the third call of Interreg Europe Programme.

PRIORITY AXE: 2 - Enhancing the competitiveness of SMEs
Specific objective 2.1. Improving SMES competitiveness policies

On these grounds, **Interreg Europe’s overall objective** is to improve the implementation of policies and programmes for regional development, principally of those under the Investment for Growth and Jobs goal and, where relevant, of others under the European Territorial Cooperation goal, by promoting the exchange of experiences and policy learning among actors of regional relevance.

Thus, SILVER SMEs brings together nine European partners that aim at **improving the policies on regional support systems to take advantage of the silver economy opportunities** to create wealth and employment in the territories supporting entrepreneurs and the establishment of new companies operating in this sector.

To achieve this goal, the project envisages the identification and transference of good practices to locally adopt measures and policies that would contribute to find out solutions to key challenges that face business’ development in the silver economy sector, such as: *information about market opportunities, access to finance or services support...*

Thanks to all knowledge generated during the first three years of the project (“interregional learning’s process” from June 2018 to May 2021), this Action Plan provides details on **how the lessons learnt from the SILVER SMEs project** (60 good practices identified, 8 regional SWOT analysis, 6 interregional study visits, 1 international seminar, 3 interregional workshops, 6 local stakeholders meetings in every territory and continuous exchanges with partners all over the six semesters of phase 1) **will be exploited in order to improve the Policy Instrument tackled within the province of Burgos**. It mainly specifies the nature of the actions to be implemented, timeframe, players involved, costs and results.

The elaboration of this Action Plan is the result of the intensive internal work of the Society for the development of the province of Burgos (SODEBUR) in close collaboration with the local stakeholders group which has contributed with valuable insights during this preparation time: *Regional Government of Castilla y León (Social Services), Provincial Government of Burgos (Social Wellbeing), ADECOAR (Local Action Group), Burgos Business Innovation Centre (CEEI Burgos), SACYR Valoriza, Cruz Roja, ASPANIAS and the Provincial Federation of Retirees.*

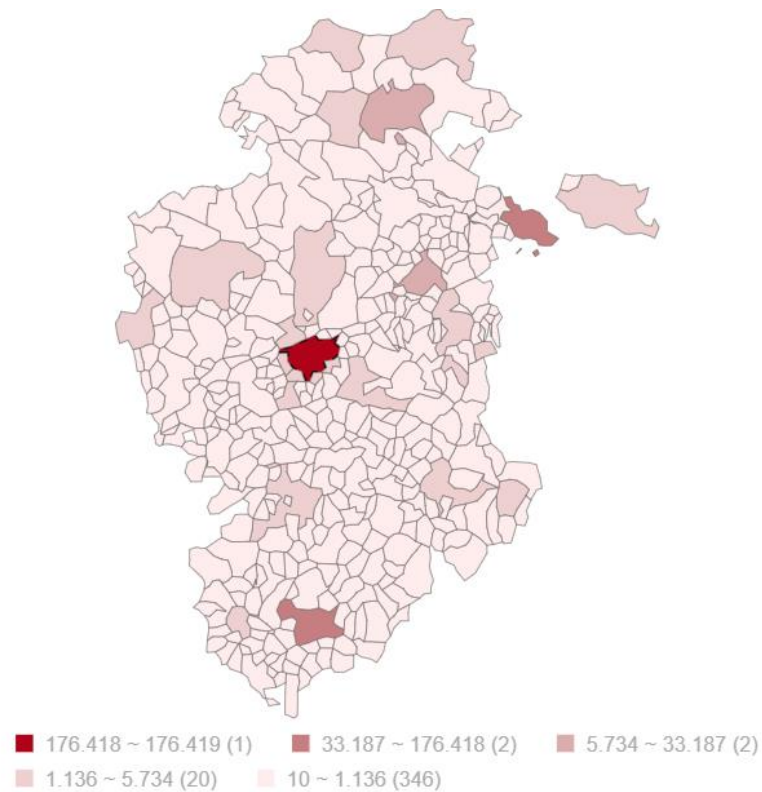
1.1.1 Findings in the province of Burgos

The province of Burgos is located in the north of Spain being one of the nine provinces of Castilla y León region. The capital city Burgos agglomerates about half of the province’s population and this is the heart of the economic and social activity of the territory.

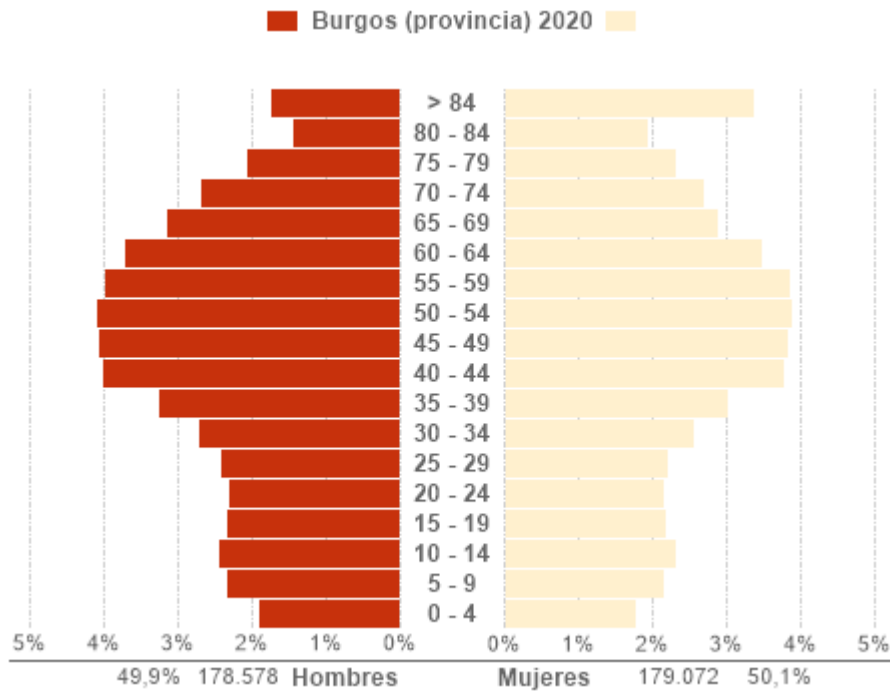


POPULATION

Being aware of the fact that SILVER SMEs is lead to provide new opportunities derived to silver economy to entrepreneurs and companies placed in rural areas, it must be highlighted that the province of Burgos has *368 municipalities with a population lower than 20.000 inhabitants (and more than 1.200 living areas)*. In fact, and only considering the rural population, this is about **112.285 inhabitants** (2020); approximately the *third part of the whole province’s population*.

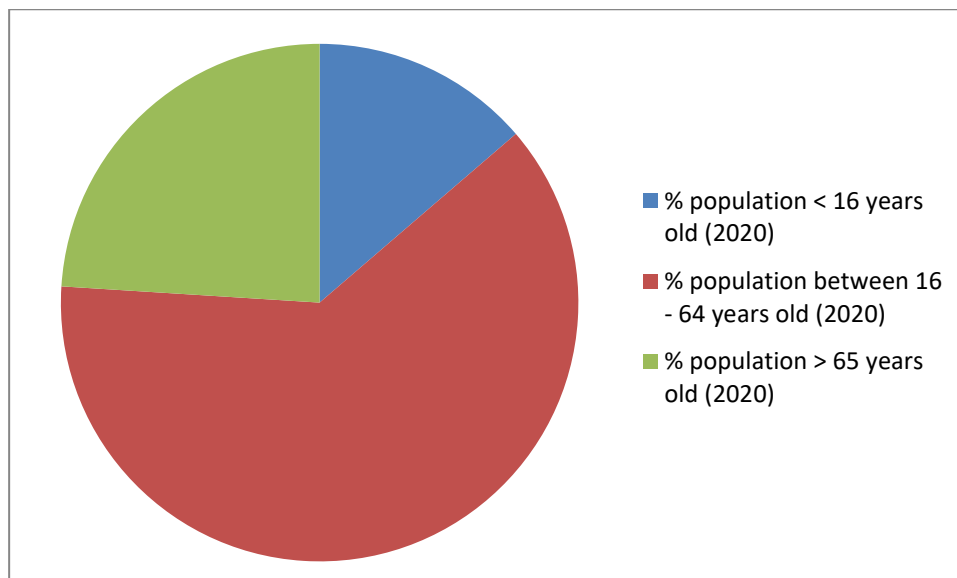


As far as the silver economy is dedicated to the elderly in our societies, it's important to know in advance the population structure in the territory.



Population pyramid (2020). Province of Burgos

Following with this issue, the percentage of population over 65 (ageing index) in the province of Burgos is 23%. This quantity slightly increases only considering rural areas till 27%. It means that older adults represent more than 1 person in 4 in rural territories.



Population distribution in range age (2020). Province of Burgos

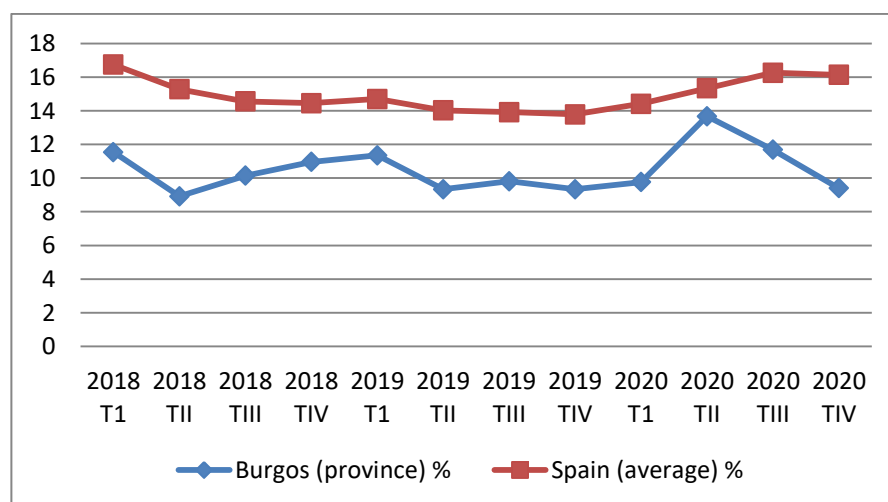
In addition, it must be considered that life expectancy at birth has increased by about 10 years for both men and women over the last five decades. COVID-19 pandemic has exposed the vulnerabilities of an ageing population, but is not thought likely to have changed this overall positive trend on life expectancy. Managing data at European level, in 2070, life expectancy at birth is projected to reach 86.1 years for men, up from 78.2 in 2018. For women, it is estimated at 90.3 – up from 83.7. Where you live has a major influence on your life expectancy; for instance at national level, life expectancy at birth is 83.5 years in Spain (one of the highest in Europe). This is also a key point that highlights the **relevance and opportunities of the silver economy**.

ECONOMY

It is more than enough known the consequences of the last year COVID-19 pandemic not only at social level but also at economic one; social distancing, self-isolation and travel restrictions have led to a reduced workforce and competitiveness across all economic sectors. On these grounds, Spain is being one of the most affected countries at European level.

Thus, the **GDP of Castilla y León region lost 5.000 million euros during last year 2020 (-7.9%)**. This has been the worst economic figure in the last eighty years. For comparative issues, this lost means doubling the decline recorded in 2012 (the worst year of the previous economic crisis). In terms of employment, the region lost five percent of jobs last year, which is equivalent to 50.000 full-time jobs less. Anyway, the region of Castilla y León and the province of Burgos more concretely speaking, have registered more optimistic numbers than other Spanish territories which are more depending on services sector (especially tourism).

Considering this reality, the economic activity in the rural areas of the province is mainly based on **services and industry sectors** (grouping together close to the 70% of workforce in 2020). On these grounds, service sector has the highest percentage of active workers/companies operating in all the different parts of the territory. The percentage of self-employees operating in rural areas is about 37% (2020). Regarding **unemployment**, the latest data from the Labour Force Survey (EPA) for the last quarter 2020 (9.40%) indicates a decrease in the number of unemployed people in the province in comparison with the Spanish average (16.13%).



Rate of unemployment (%). Comparison Burgos vs. national average

Like in other SILVER SMEs project partner's regions, the business environment in the province of Burgos faces several challenges, considering **low population densities** (8.2 inhabitants per square kilometre in rural areas), **high aging ratios (demographic change)** and **rural exodus**.

All this information and the SWOT analysis for the province of Burgos carried out within the SILVER SMEs project revealed the **main points where initial focus during the Phase 1 "Interregional learning" should be addressed:**

- Need of taking economic advantage of endogenous resources (cultural, natural and historic heritage).
- Risk of migration of young and educated people from rural areas.
- Small size of local markets.
- Overlapping among institutions providing support services for both local entrepreneurs and companies, would suggest the need of specialization and covering the currently gaps.
- Promotion of mentoring/empowering people taking advantage of volunteers – successful entrepreneurs from the same rural area: experts in finance, marketing, accounting...
- Need to expand the profile of entrepreneur, also considering women or other segments in the population (vulnerable groups).
- Lack of cooperation and joint initiatives between rural SMEs.
- Difficulties to access for financing at regional and national level (only relevant projects).
- Lack of customized training by sectors.
- Lack of adequate mobile and internet coverage which means difficulties for SMEs operating in many rural areas of the province.

2. GENERAL INFORMATION

Project: Identification and Implementation of Regional Policies to take advantage of the SILVER Economy derived opportunities to engage SMEs in growth and entrepreneurship spirit.

SILVER SMES – PGI05205

Partner organisation: Society for the Development of the Province of Burgos (SODEBUR)

Country: SPAIN

NUTS3: Province of Burgos

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3. POLICY CONTEXT

The Action Plan aims to impact: • OTHER REGIONAL DEVELOPMENT POLICY INSTRUMENT

Name of the Policy Instrument addressed:

STRATEGIC PLAN FOR THE PROVINCE OF BURGOS 2021-2025 (PEBUR2125)

Policy owner: Society for the development of the province of Burgos (SODEBUR)

Initially, as it was indicated in SILVER SMEs' application form, this Action Plan should have been drafted with the intention to impact the Policy Instrument "ERDF (2014-2020) Regional Operational Programme Castilla y León".

Anyway, being aware the currently moment when this Action Plan has been elaborated (with the ERDF Programme in the territory close to the end and no more foreseen calls to be launched), P6 – SODEBUR has decided to take advantage of all knowledge gained during the three years of "Interregional learning process" to work with a more local policy with much more opportunities to be influenced during next years.

Thus, SILVER SMEs Action Plan for the province of Burgos focuses on the Policy Instrument “**Strategic Plan for the province of Burgos 2021-2025 (PEBUR2125)**”.



The Managing Authority of this Strategy (Policy Instrument) is **the Society for the development of the province of Burgos (SODEBUR)**, public entity depending on the Provincial Government of Burgos, with the aim of promoting social and economic activity in the rural areas of the territory (and SILVER SMEs’ project partner number 6).

On these grounds, for both Provincial Government of Burgos and Society for the Development of the Province of Burgos (SODEBUR), the most powerful policy tool to promote these goals of rural development will be the next **Strategic Plan for the province of Burgos 2021-2025** which is being currently elaborated starting from a diagnosis about the territorial reality and after a participatory process involving the main stakeholders at regional level (social, public, private...). It is foreseen publicly presenting this new Strategy after the summer, during the month of October 2021.

In fact, this new Strategic Plan for the territory will be the third Strategy after the ones which were active during previous programming periods; 2010 – 2015 and 2015 – 2020.

The main objective of PEBUR2125 will be the definition of strategic actions based on the ideas and challenges for the future at short and medium term for rural development in the province of Burgos. In addition, the Strategy will pay special attention to the six territorial areas the province of Burgos is divided on and where different Local Action Groups and work in.

This new strategic planning will give continuity to PEBUR1520 (the last operative and applicable Strategy in the territory during the time 2015 – 2020) in a crisis scenario that will create new challenges that need to be faced. Therefore, it must be highlighted the importance of linking this new Plan to the strategic dimensions of the **2030 Agenda** and, by extension, with the 17 Sustainable Development Goals (SDG) detailed by UNESCO. In this context, this Strategy will demonstrate the capacity of the province of Burgos to adapt itself to the new situation by coordinating its intervention priorities with the **new European Financing framework (2021 - 2027) as well as the instrument “Next Generation EU”** (Recovery and Resilience Plan).

SODEBUR aims at orienting the whole process of the new Strategic Plan’s elaboration (PEBUR2125) to **four fundamental aspects**: *post-COVID19 economic recovery, sustainability, repopulation and smart territory’s concept*.

In addition, it is important mentioning that the **elaboration process of both documents** (SILVER SMEs' Action Plan and the Strategic Plan for the province of Burgos 2021-2025) **will take place in parallel**. Because of this reason, the new Policy Instrument will be influenced by compiling all the knowledge from SILVER SMEs project as well as from the foreseen actions to be implemented in the territory.

The alignment of SILVER SMEs Action Plan with the **Strategic Plan for the province of Burgos 2021-2025** is crucial to capitalize available resources and potentiate the impact of the actions within the addressed Policy Instrument at provincial level. Therefore, the actions chosen to be implemented in this territory thanks to SILVER SMEs Action Plan will contribute to reach the goals initially foreseen in the new Strategic Plan.

Thus, lessons learnt during the project will be integrated into the final version of this new provincial Policy Instrument at different levels:

- Implementation of new projects.
It is expected that the addressed Policy Instrument will provide funding for the implementation of new actions thanks to interregional cooperation.
- Intensification of the coordination among stakeholders involved in the territorial entrepreneurial ecosystem dealing with silver economy sector.

Finally, the Action Plan for the province of Burgos, inspired by the insights and good practices' examples from SILVER SMEs project partners, includes the following **actions** (which will be explained in detail in the following section):

- 1. Detection of entrepreneurship's opportunities to establish new companies in the silver economy sector in rural areas.**
- 2. Call of funding to support companies and entrepreneurs in rural areas working in the silver economy sector.**

4. PRIORITY ACTIONS

ACTION 1 **DETECTION OF ENTREPRENEURSHIP'S OPPORTUNITIES TO ESTABLISH NEW COMPANIES IN THE SILVER ECONOMY SECTOR IN RURAL AREAS**

RELEVANCE TO THE PROJECT

One of the most relevant (and repeated) issues during the phase 1 of SILVER SMEs' project (interregional learning process) has been the need to taking advantage of the **great potential of silver economy sector as a mean of promoting the establishment of new companies** (*especially considering rural areas and being aware of the demographic trends*).

On these grounds, this action concerns the detection of business/entrepreneurship opportunities in the silver economy sector but being complemented within an **integral methodology of accompaniment to potential rural entrepreneurs (advice/support) together with the access to financing (ACTION 2) to promote the establishment of new companies operating in the rural areas** of the province of Burgos. More specifically, thanks to this action, it is foreseen develop a complete strategy to support **rural entrepreneurs with interest in creating a new company in the silver economy sector even if they don't have specific ideas to work with** (attending to entrepreneurship's opportunities which will be detected and mainly based in the features of this territory).

Interregional learning process:

- *Good practice presented by LP (Provincial Government of Teruel) – Spain. “Social Entrepreneurship Programme in Aragón”. Workshop celebrated in Zielóna Gora (Poland). October 2019*

Aragón is a Spanish territory with similar features and sharing the same challenges than the province of Burgos: depopulation of rural territories and ageing of this population. Because of this reason, the creation of new companies with social aims should be also a priority for Burgos.

This programme started in Aragón in 2014 (and it is still operating, which is the best evidence of success). This is an integral model for entrepreneurs including different services for them, for instance, training + support/advice at different stages during a period of around six months. It gave us the idea of using the ongoing Rural Innovation Agent's network managed by SODEBUR to offering this support to potential entrepreneurs in the silver economy sector. The difference is that the access to the Programme in Aragón is by competition, and this service will be provided in Burgos for all and for free.

In addition and thanks to the 6 interregional study visits, 1 international seminar, 3 interregional workshops celebrated during phase 1 (June 2018 – May 2021), we have had the opportunity to study different successful and viable businesses operating in the silver economy sector all over Europe but providing different services for the elderly (homecare, well-being, transport, leisure...). This wide variety of businesses opportunities already operating in other territories gave us the idea of compiling all this information in a digital booklet (as source of inspiration for local and potential entrepreneurs) but adapted to the real needs and challenges of the rural areas of the province of Burgos.

NATURE OF THE ACTION

To implement the action the following activities are envisaged:

1.1. Public tender

Design specifications (identified needs, research of market and trends...).
Public procurement respecting all affected national and European rules.
Internal meeting with selected offeror.

➤ Development of the economic study in the territory (silver economy opportunities)

Service of the study for the detection of silver economy business/entrepreneurship opportunities in the rural areas of the province of Burgos; meetings with relevant stakeholders, workshops, documentation – literary research...

Results will be written down in one booklet compiling the explanation and general description of every business opportunity detected (and considered viable) together with a more detailed business plan (background and purpose, market analysis, product or service development, marketing, financial data, proposed organisation structure and management, risk factors...). This booklet will be a tool (starting point) to help potential entrepreneurs to start their own businesses.

1.2. Communication and dissemination

Regular meetings with the Local Stakeholders Group (created during SILVER SMEs' phase 1 but also including other economic local entities) to present the results, disseminate the importance and potential of silver economy to create growth in the territory and involve them in reaching potential entrepreneurs.

Organization of several workshops across the province of Burgos (digital or physically depending on the evolution of COVID-19 pandemic after 2021 summer) in collaboration with Municipalities and Local Action Groups to disseminate the results obtained – Business opportunities detected - with the idea of “inspiring” potential entrepreneurs to establish (or diversify) their own companies.

1.3. Individual support and access to financing

During implementation period, potential entrepreneurs will have the opportunity to receive specific support/advise from the Rural Innovation Agents' network (3 technicians operating in the territory) managed by SODEBUR to finally decide about the establishment of the company. In fact, these technicians will be available to help entrepreneurs to adapt their selected business opportunities and business plans into every personal reality. Support services are vital for the success of any new business.

Moreover, and depending on the final criteria of the **new call of funding (ACTION 2)** to support companies and entrepreneurs working in the silver economy sector (which will be also launching by SODEBUR), it is quite possible that this group also can apply for it.

STAKEHOLDERS INVOLVED
<p>The implementation of the Action will be coordinated by SODEBUR.</p> <p>The following stakeholders will be also involved in communication and dissemination issues:</p> <ul style="list-style-type: none"> - Institute for Business Competitiveness (ICE). Regional Government of Castilla y León. - Local Actions Groups. - Burgos Business Innovation Centre (CEEI Burgos).Burgos Young entrepreneurs Association (AJE Burgos). - Burgos Chamber of Commerce. - Burgos Business Association (FAE Burgos).
TIMEFRAME
<p>June 2021 – May 2023 (semesters 7, 8, 9 and 10). Detailed information (point 5. Work plan).</p>
INDICATIVE COSTS AND FUNDING RESOURCES
<p>15.000 € of own funding resources will be needed.</p> <ul style="list-style-type: none"> • 12.000 €. External experts for the detection of business/entrepreneurship's opportunities in the silver economy sector (study and business plans). • 3.000 €. Communication and dissemination.
RESULTS – IMPACT IN THE POLICY INSTRUMENT
<p>Digital booklet (detailing viable opportunities of entrepreneurship and business plans in the silver economy sector).</p> <p>Being aware of the foreseen results, we can mention as main impact at provincial, the definition of a programme to promote the creation of new companies and entrepreneurs in the niche of SILVER ECONOMY, as the result the Policy Instrument (<i>Strategic Plan for the province of Burgos 2021-2025</i>) will include specific support measures to unlock the potential of SILVER ECONOMY in Burgos Province derived from the interregional learning and cooperation in SILVER SMEs project.</p> <p>In particular, this action will contribute with its outcomes to influence the results' indicator of the Strategic Plan related to the <i>Creation of new companies and businesses in the rural areas of the province of Burgos (during the period 2021-2025): up to 3.</i></p>

ACTION 2 CALL OF FUNDING TO SUPPORT COMPANIES AND ENTREPRENEURS IN RURAL AREAS WORKING IN THE SILVER ECONOMY SECTOR

RELEVANCE TO THE PROJECT

Rural areas all over Europe are suffering a series of pressures that have caused the continued abandonment of population due to the lack of opportunities and services. Entities working in the field of silver economy create employment, maintain population in the territory, generate business growth and improve the social welfare of the elderly. For this reason, it is necessary to apply specific measures (including specific and dedicated financing lines) to favour their development and taking advantage of this fact to create new business opportunities.

This action concerns the **development and launching of a new funding line to support companies and entrepreneurs operating in the rural areas of the province of Burgos working in the silver economy sector (new or existing ones)**. This ACTION 2 will be also a complement for those entrepreneurs interested in making a reality any of the business opportunities detected in the ACTION 1 (but not only).

Interregional learning process:

This ACTION 2 is the continuity of the previous ACTION 1 with the aim of completing an integral model to favour the entrepreneurship ecosystem in the province of Burgos related to the silver economy sector.

Thus, based on the *good practice "Social Entrepreneurship Programme in Aragón"* and assuming the need of offering financing in a complementary way to the support/advice to potential entrepreneurs, SODEBUR will cover this challenge with a specific financing line in the territory. In fact, selected project to participate in the "Social Entrepreneurship Programme in Aragón" are also receiving support to identify and determine potential economic sources to develop the projects (also considering the economic lines from the Regional Government of Aragón, promoter of this initiative).

The interregional learning to define this action comes from the need of offering information to potential entrepreneurs to make a reality its business idea in the framework of the previous good practice (being aware that this point "economic-financial development" is one of the most relevant ones of the training – supporting period).

It has also considered the fact that participants in Aragón are able to access to different general financing lines managed by the Regional Government of Aragón. The difference here is that SODEBUR will create a specific financing line for the entrepreneurs/companies operating in the silver economy sector.

NATURE OF THE ACTION

To implement the action, the following steps are foreseen:

2.1. Call definition and validation by SODEBUR's Board of Directors

Drafting of the call (technical, legal and juridical content); definition of the aim, budget, beneficiaries, eligible actions, % of funding, application procedure, reporting...

At this initial stage, this financing line will be aimed at **promoting the provision of proximity services as a source of economic activity**, to natural (self-employees) or legal persons who develop their daily activity in the rural areas of the province of Burgos and who carry out the provision of services and/or actions aimed at improving the quality of life of the elderly in these territories.

The purpose is promoting the well-being of the elderly in the rural areas of the province of Burgos, in order to facilitate them staying as much as possible in their usual environment by having all of their main needs covered.

Apart of considering for financing possible business opportunities detected in ACTION 1, the eligibility of the following services is foreseen:

- Personal care services (hygiene, clothing, monitoring and help in feeding, help with mobility, company, etc.)
- Services of a domestic nature (cleaning at home, furniture and appliances for daily use, washing and ironing clothes, preparing food, purchases, handling electrical appliances and heating systems, etc.)
- Services related to the environment (accompaniment to centres or services of a priority nature, support to facilitate participation in community activities or social relations, etc.)
- Other services: collective transport, etc.

The financing amount for final beneficiaries could be around 70% of the investment made in the provision of the defined services, with a maximum of 10.000 € per beneficiary.

Final beneficiaries will be selected by competition (previous evaluation of the projects and beneficiaries according to pre-defined selection criteria).

Finally, the content of the call must be validated by SODEBUR's Board of Directors (in any of the monthly meetings).

2.1. Selection of projects to be financing (and validation by SODEBUR's Board of Directors)

Checking the eligibility of received projects and possible requirements (beneficiaries, services developed, compulsory documentation to be sent...).

Evaluation of projects according to pre-defined criteria.

Technical elaboration and proposal of projects to be financed.

Validation by SODEBUR's Board of Directors of the final list of beneficiaries (and projects to be financing).

2.2. Projects' implementation and reporting (payment)

Projects will be implemented in the territory respecting the criteria and calendar established by the call.

Beneficiaries compulsory will report the expenses incurred by the project before the deadline established by the call.

After an internal process of checking all technical/economic reports, payments to beneficiaries will be made.

STAKEHOLDERS INVOLVED
<p>The implementation of the Action will be coordinated by SODEBUR.</p> <p>The following stakeholders will be also involved in communication and dissemination issues, with the aim of giving visibility to the financing line all over the territory:</p> <ul style="list-style-type: none"> - Local Actions Groups. - Burgos Young entrepreneurs Association. - Burgos Chamber of Commerce. - Burgos Business Association. - Institute for Business Competitiveness (Regional Government of Castilla y León).
TIMEFRAME
<p>January 2022 – May 2023 (semesters 8, 9 and 10). Detailed information (point 5. Work plan).</p>
INDICATIVE COSTS AND FUNDING RESOURCES
<p>The foreseen budget for this first financing line (pilot) could be around 100.000 € (SODEBUR's own financial resources) in order to test the interest of possible potential beneficiaries. This amount will be annual reviewed depending on the results of the first year of implementation.</p>
RESULTS – IMPACT IN THE POLICY INSTRUMENT
<p>Considering the concrete expected results of this action, we can mention as main impact at provincial level (<i>Strategic Plan for the province of Burgos 2021-2025</i>), the creation of a new pilot financing line (2022) especially dedicated to the silver economy sector (which could be annually replicated depending on the results of this first year).</p> <p>As a more accurate self-defined indicator for this aim and related to the <i>Strategic Plan for the province of Burgos 2021-2025</i>, we consider the strengthening of already operating projects/companies in the silver economy sector (up to n. 7) and the creation/establishment of new ones (up to n. 3).</p> <p>Additionally, this action aims to improve the capacity of the Policy Instrument of supporting/prioritizing new projects that strengthen the regional economic system with the use of social innovation policies and tools.</p>

5. WORK PLAN

<u>ACTION 1</u>				
DETECTION OF ENTREPRENEURSHIP'S OPPORTUNITIES TO ESTABLISH NEW COMPANIES IN THE SILVER ECONOMY SECTOR IN RURAL AREAS				
PHASE 2				
	Semester 7	Semester 8	Semester 9	Semester 10
1.1. PUBLIC TENDER (external services)	■			
Development of the study about silver economy' business opportunities		■		
1.2. COMMUNICATION AND DISSEMINATION		■		
1.3. INDIVIDUAL SUPPORT AND ACCESS TO FINANCING			■	■
<u>ACTION 2</u>				
CALL OF FUNDING TO SUPPORT COMPANIES AND ENTREPRENEURS IN RURAL AREAS WORKING IN THE SILVER ECONOMY SECTOR				
PHASE 2				
	Semester 7	Semester 8	Semester 9	Semester 10
2.1. CALL DEFINITION and VALIDATION (SODEBUR's Board of Directors)		■		
2.2. SELECTION of financing PROJECTS (SODEBUR's Board of Directors)			■	
2.3. Projects IMPLEMENTATION and REPORTING (payment)			■	■
COMMUNICATION & DISSEMINATION	■	■	■	■
MONITORING AND IMPACT	■	■	■	■

6. MONITORING AND EVALUATION

Phase 2 – monitoring the implementation of the action plan

In order to assess the results of interregional cooperation (phase 1), phase 2 will be dedicated to monitoring the implementation of the action plans.

Thus, SODEBUR will monitor the implementation of the measures defined in this Action Plan to check the progress and determine the impact of the collaboration. The entity will validate how the actions established are actually implemented and what results are reached.

During two years (June 2021 – May 2023), partners will continue the mutual learning process during the implementation phase of the Action Plan.

SODEBUR will stay active during the monitoring phase at two levels;

➤ LOCAL LEVEL

- 6 monthly check of the state-of-the art of all actions. Review of indicators.
- Monitoring the progress made in every action by maintaining contact with the stakeholders involved in the implementation.
- A final monitoring report will be compiled by the end of Phase 2 (May 2023) including all actions' development, results and indicators achieved and impact on policy.

➤ INTERREGIONAL LEVEL

- Participating and organising transnational project meetings to exchange on the way the implementation is progressing.
 - April 2022, Portugal.
 - March 2023, Burgos - Spain.
- Organising a final public dissemination event gathering executives and policymakers from the regions and from other relevant institutions (November, 2022).

On these grounds, it is necessary to define a scoreboard for follow-up and monitoring, to supervise the execution of the different actions at two levels:

- **Process indicators;** to measure if the actions' development is going on and continue as planned and
- **Performance indicators;** to measure specific results and monitoring the success of the actions.

<u>ACTION 1</u>	
DETECTION OF ENTREPRENEURSHIP'S OPPORTUNITIES TO ESTABLISH NEW COMPANIES IN THE SILVER ECONOMY SECTOR IN RURAL AREAS	
PROCESS INDICATORS	MEASUREMENT. Source P6 SODEBUR
<ul style="list-style-type: none"> • Number of business/entrepreneurship's opportunities detected. • Number of dissemination events for both entrepreneurs as well as local relevant stakeholders. • Number of participants in the dissemination events. 	<ul style="list-style-type: none"> • Booklet. • Programmes – pictures. • Lists of registration/minutes.
PERFORMANCE INDICATORS	MEASUREMENT. Source P6 SODEBUR
<ul style="list-style-type: none"> • Number of established companies. • Number of new positions created. 	<ul style="list-style-type: none"> • Official documents. • Official documents.
<u>ACTION 2</u>	
CALL OF FUNDING TO SUPPORT COMPANIES AND ENTREPRENEURS IN RURAL AREAS WORKING IN THE SILVER ECONOMY SECTOR	
PROCESS INDICATORS	MEASUREMENT. Source P6 SODEBUR
<ul style="list-style-type: none"> • Number of proposals submitted for funding. • Number of projects finally funding (after selection process). 	<ul style="list-style-type: none"> • Application forms (official annexes of the funding call). • Internal documents (list of definitive beneficiaries).
PERFORMANCE INDICATORS	MEASUREMENT. Source P6 SODEBUR
<ul style="list-style-type: none"> • Number of new established companies. • Number of new positions created. 	<ul style="list-style-type: none"> • Official documents. • Official documents.

7. POLITICAL ENDORSEMENT

DATE: August 2021

NAME AND POSITION: Mr. César Rico Ruiz. Provincial Government of Burgos. President

SIGNATURE and STAMP:

NAME AND POSITION: Mr. Lorenzo Rodríguez Pérez. President Board of Directors – Society for the development of the province of Burgos (SODEBUR)

SIGNATURE and STAMP: