



REACTIVATING NAVARRA 2020-2023

PROGRESS, COHESION, INNOVATION.

08/01/2020
Executive summary.

CONTENTS

1. OVERVIEW	3
2. NAVARRA IN THE RECONSTRUCTION PROCESS	6
2.1. Navarra's economy: wealth, social and the challenges ahead	7
2.2. Government response to COVID-19 crisis	8
2.3. Parliamentary debate: the Reactivating Navarra Special Committee	10
3. A STRATEGY FOR VISION 2050	11
3.1. Facing society's greatest challenges	12
4. REACTIVATING NAVARRA PRIORITY ACTIONS	16
4.1. Strategic mandates and priorities	17
4.1.1. Getting the economy ready for the digital transformation	17
4.1.2. Accelerating the environmental transition	19
4.1.3. Structuring the territory on the basis of sustainability	20
4.1.4. Promoting social cohesion and equal opportunity	20
4.1.5. Strengthening the coexistence framework	21
4.1.6. Affirming public leadership	22
4.1.7. Working within and without Navarra's boundaries: foreign action	23
5. PLAN GOVERNANCE	24
6. BUDGET SCENARIO AND IMPLEMENTATION RESOURCES	26
6.1. Resource mobilisation	27
7. PLAN CHART	28

1. OVERVIEW

1. OVERVIEW

What we achieve we must dream first. This statement I would like to use to introduce the Reactivating Navarra Plan. A plan that is also a mandate which means it is aimed not just to fulfil some goals but to be a response to social concerns in the face of the demise of the contemporary model. The Government's mandate, as set out in this Plan, is to move towards a new social and economic model.

The COVID-19 crisis has spurred us to change. It has been a tragedy in terms of loss of life, lost jobs and everyday life restrictions, calling for greater sacrifice and civic duty, for the sake of common good.

I agree with the President of the European Commission when she says that Europe must lead the transition to a healthy planet and a new digital world. But it can only do so honouring the European ways of living that is, connecting people and improving the social market economy, a system unique in the world.

This executive summary outlines the Government agenda for this term of office, but it is also an attempt to go beyond this time limit. For our efforts to succeed, we need citizens and stakeholders to see themselves reflected in this document. If everyone, instead of looking after their own interests, works for the common good, this will result in greater progress for us all.

Our Plan is in line with the EU recovery plan and the European Green Deal, promoting an economy for the people, a digital Europe, the protection of European lifestyles, a stronger Europe, and European democracy reloaded. Based on these core ideas, which act as bridges of European thought, we have designed a few courses of action.

Public policy must be designed for the present, but with eyes set on the future. And with a sense of action too. We are ambitious: Be realistic, demand the impossible! What is impossible here is to stick to the current model. It is unsustainable. This reactivation plan is in line with the 2030 Agenda for Sustainable Development, urging countries to adopt bold, transformative measures to make the world more sustainable and resilient, and Next Generation EU, the agreement for the recovery of Europe.

Navarra has a long tradition of development and progress models. Back in the 1960s, the Regional Government implemented the Industrial Promotion Plan, using public leadership to encourage the development of new manufacturing facilities in Navarra. It was a very successful plan, whose accomplishments can still be seen today in the strength of the local industry. Some decades later, in 1995, the Government established Energía Hidroeléctrica de Navarra, a state-owned company for the development of renewable energy. It also was a remarkable initiative that brought big benefits to the local economy. The Industrial Promotion Plan and Energía Hidroeléctrica de Navarra were followed by two Smart Specialisation Strategies – Moderna and S3 –, which define today's strategic scenario for increasing competitiveness, sustainability and social cohesion in our Autonomous Community.

The Reactivating Navarra Plan relies on the EU efforts for fair, sustainable and effective recovery as stated in the European Green Deal and the international efforts to achieve the Sustainable Development Goals that are part of the 2030 Agenda for Sustainable Development. Situating the Plan against the background of these European and global strategies is important. In the first place, because the Navarra Plan contributes to the achievement of recognised European and global goals. Secondly, because it enables synergies in interventions and lines of action.

My Government is committed to implementing this Plan. To do this, we will rely not only on the human, budgetary and financial resources to be allocated in our General Budget over the next few years, but also on the resources the European Union is making available to States for achieving goals and those that society and social actors are putting at the service of a social economy aiming at common good.

I would like to call for the people of Navarra, as well as social and political actors, and invite them to find their own reflections in this reactivation plan, in the understanding that, in our diversity, we all have a common goal: Navarra.

María Chivite
President of the Autonomous Community of Navarra

2.

NAVARRA IN THE RECONSTRUCTION PROCESS

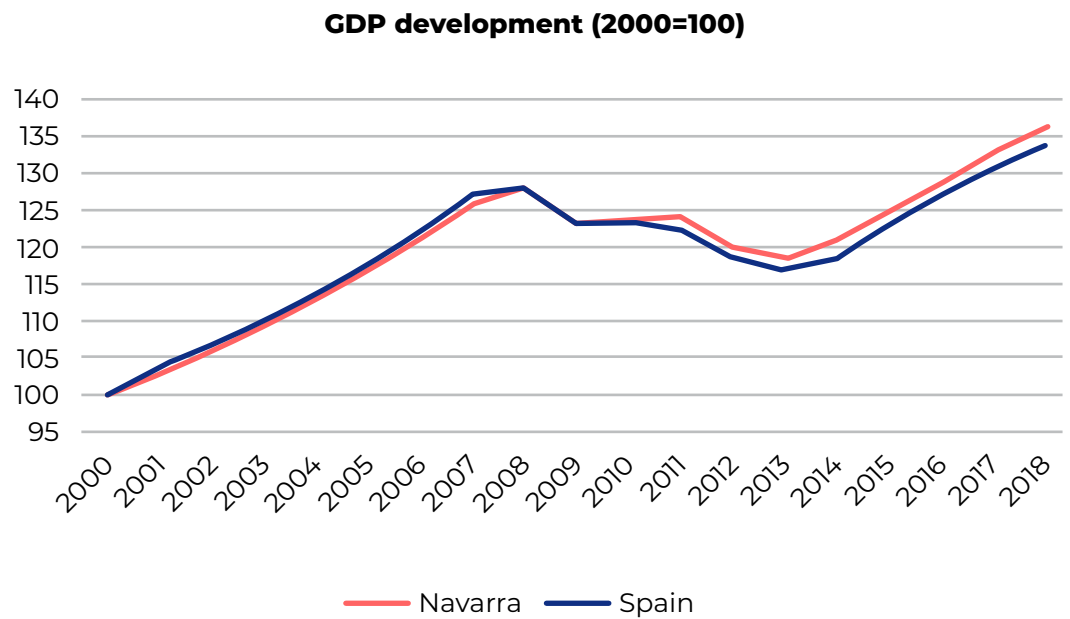
2. NAVARRA IN THE RECONSTRUCTION PROCESS

In the aftermath of the COVID-19 pandemic, the Autonomous Community of Navarra is facing reconstruction based on its own strengths and challenges. Navarra is one of the most competitive regions in Southern Europe, with a per capita income that is above the EU average, a dynamic economy and a cohesive society.

2.1. Navarra's economy: wealth, social cohesion and the challenges ahead

Navarra is a thriving, dynamic region. However, the 2008 crisis had a negative impact on economic growth and especially on employment locally.

Economic growth in Navarra since 2000 has followed the Spanish national trend, with better indicators during and after the economic downturn that showed a more resilient, better-positioned region as compared to Spain at large.



GDP development is in line with consistently higher employment rates, although far from the good performance before 2008, when the employment rate was almost 60%.

This has enabled Navarra to have higher living standards than other regions in Spain in terms of both per capita income and social indicators like poverty or AROPE (At Risk Of Poverty or social Exclusion) rates.

Relative position of Navarra in terms of living standards		
	Spain	Navarra
GDP per capita	25.727 euros	31.389 euros
Per capita income	11.412 euros	13.585 euros
Relative poverty rate	21,5%	8,9%
AROPE rate	26,1%	12,6%

Fuente: INE

In sum, Navarra boasts high living standards and a dynamic, thriving economic, but we have to face challenges ahead to improve our relative position in the EU. Based on these facts, Reactivating Navarra Plan sets the framework to improve this position while ensuring wealth and social cohesion for the future in today's context of reconstruction, marked by uncertainty.

2.2. Government response to COVID-19 crisis

Like the global economy, Navarra's economy felt the negative impact of the COVID-19 crisis in the spring of 2020. The production system, which has a strong manufacturing component, was affected by the halt in global value chains, while the services industry had to close its doors because of lockdown. This had a significant impact on local business.

The Reactivating Navarra Plan was preceded by a series of emergency measures adopted by the Government since the outbreak of the COVID-19 pandemic. These measures were complementary to the ones taken by the Government of Spain and the European Commission.

The implementation of these measures, in addition to the enforcement of new regulations, has improved efficiency in the public administration – an improvement also rooted in the involvement of all actors in the public sector. The measures were aimed at extending social protection to the most vulnerable, giving local entities the necessary tools to deal with the crisis at the local level, and helping companies and professionals to keep employment levels stable.

These measures, totalling more than 100, are the cornerstone of the Reactivating Navarra Plan. They embody the political will of both the Government and Parliament to face the most serious crisis in decades. Together, they make Chapter 0, which contains the immediate, agreed response to the COVID-19 crisis.

- **Extraordinary measures in the health system:** making private health centres and occupational safety insurance company facilities and staff available to the Health Department; coordinating all prevention services from the Navarra Occupational and Public Health Institute.
- **Extraordinary measures in the area of social services:** removing requirements like kinship or professional qualifications to apply for financial aid for home-care workers; extending the hiring scheme in rural areas.
- **Extraordinary tax and economic measures:** creating an expanded €130 million fund for healthcare, education, social services, employment, households, businesses and SMEs, freelance workers, work-family reconciliation, agriculture and livestock, COVID-19 and other aids, and an expanded €25 million fund for tax, healthcare, education, social policy, employment, household, business, SME and freelancer, and work-family reconciliation expenses of additional staff and other COVID-19-related expenses incurred by local entities in Navarra in 2020.
- **Extraordinary social measures:** offering rental assistance and food assistance to low-income families with schoolchildren to make up for the closing of school canteens.
- **Extraordinary measures for freelance workers:** offering special direct financial aid.
- **Extraordinary measures for economic reactivation:** raising the limit of guarantees and loans granted by public institutions; increasing the maximum outstanding risk in guarantees and loans; extending these benefits to a greater number of beneficiaries.
- **Extraordinary tax and financial measures:** extending the deadlines of the taxes collected by the Regional Government; waiving certain tax obligations.
- **Extraordinary staffing measures:** enabling extraordinary services, special function assignment and geographic or interdepartmental mobility in response to the COVID-19 context.
- **Extraordinary measures for greater efficiency in the public administration:** enabling emergency procedures for the procurement of goods and services needed in the fight against coronavirus; releasing funds for expenditure in people protection.
- **Extraordinary measures for the promotion of scientific and technical research:** granting subsidies to the Navarra Health Research Institute and to universities, technology centres or research centres with a positive evaluation by the Carlos III Health Institute in the call for scientific and technical research projects in the COVID-19 emergency, with no other financing sources.
- **Other extraordinary measures:** extending the deadlines in Regional Law 18/2019, of April 4, on access to and practice of professional sports in Navarra; amending the Regional Road Act.

2.3. Parliamentary debate: the Reactivating Navarra Special Committee

The Parliament of Navarra agreed to establish a special committee to discuss the Reactivating Navarra Plan and suggest measures for the reactivation plan. This Special Committee was set up on May 20, announcing its conclusions on June 23. In broad consensus, 126 measures were approved of the 168 proposed by the parliamentary groups, targeted at all the departments of the Government of Navarra.

The work done by the Special Committee was the starting point for the political consensus needed to implement the measures that inform the Reactivating Navarra Plan as part of its action programme.

3.

A STRATEGY FOR VISION 2050

3. A STRATEGY FOR VISION 2050

3.1. Facing society's greatest challenges

In addition to dealing with the consequences of the COVID-19 crisis, Reactivating Navarra is aimed at getting the Navarra society together and move towards a new social and economic model, **placing the Navarra economy among the most sustainable, competitive and cohesive in Europe.**

The health crisis has made it clear that Navarra is not immune to international dynamics. The pandemic has affected the entire world, and so have the **big transformations** it triggered, which are defining a new global scenario. These transformations are taking place in Navarra as well, in areas such as human capital and equality, demographic challenges, digital transformation, territorial structure and urban-rural relations, decarbonisation and environmental protection. They are like leverages accelerating the achievement of the Sustainable Development Goals, improving the competitive position of the Navarra economy and raising well-being and quality of life standards. The year 2050 seems to be the horizon for the economic and social transformation underlying the achievement of the Sustainable Development Goals and full decarbonisation in the EU.

For Navarra, being at the forefront of these transformations means taking a proactive stance in terms of economic policy, technological and social innovation policy, social partnerships and mobilisation of public resources. It also means taking on a **new role in the public sector, based on leadership and a dynamic reform agenda**, and envisaging a change scenario towards which society's efforts are oriented. In line with this, the Plan includes not only investment in infrastructure, innovation and support to the transformation and digital transformation of the production system, but also a series of reforms to improve economic, social and environmental governance. To enable public leadership, the Plan envisages the reform of the public sector for greater efficiency, simplified procedures, use of digital technologies and allocation of material and human resources.

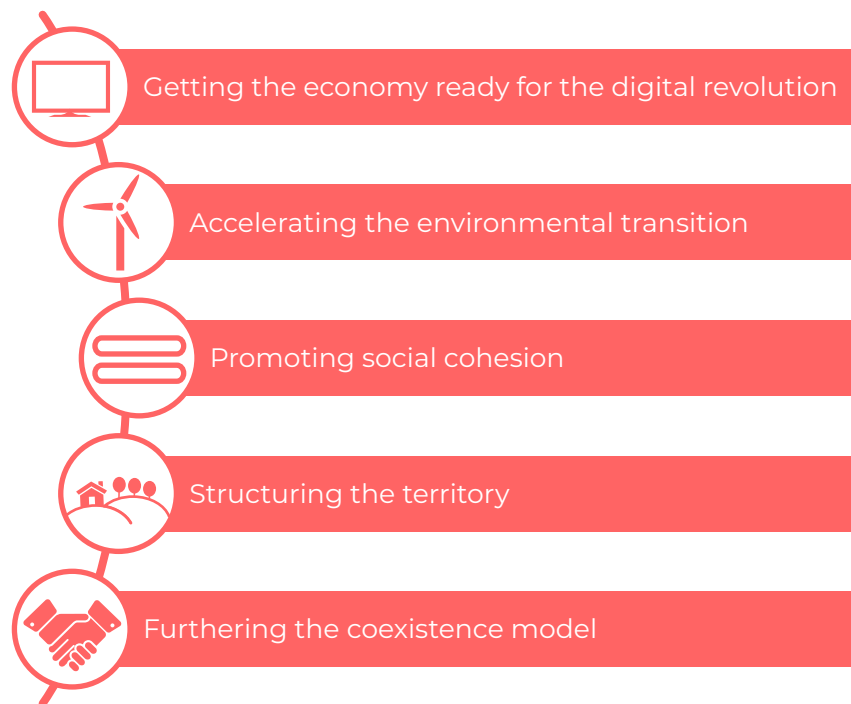
However, focusing on the public sector is not enough. Reactivating Navarra seeks to cement the necessary partnerships for society to make progress: each and every economic and social actor in the Autonomous Community must make a contribution to set the transformations in motion, against the background of social dialogue, public-private cooperation, and alliances to accomplish the mandates that summarise each area in the Plan.

- The mandate to **modernise the economy** in the midst of the digital transformation, based on the strengths of the local economic and industrial fabric, improving connectivity and promoting entrepreneurship and digital innovation.

- The mandate to **decarbonise production and consumption**, fighting climate change, climbing up the renewable energy ladder, reducing carbon emissions, and structuring the economy and society on the basis of sustainability.
- The mandate to **increase social cohesion** with guarantees of equal opportunity, facing the social challenges of the COVID-19 pandemic and strengthening the existing social protection tools.
- The mandate to **structure the territory** fighting depopulation, developing the necessary infrastructure, strengthening the role of districts and municipalities, and creating opportunities for rural development.
- The mandate to **strengthen the framework for coexistence**, building a society whose identity is synonymous with diversity, rights, resilience and democracy.

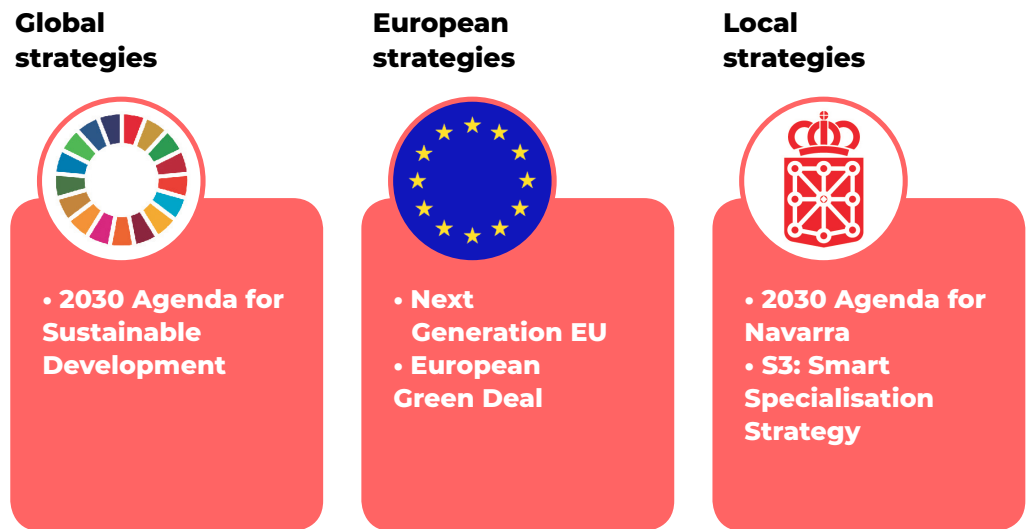
To these mandates, identified as common goals, we should add two comprehensive lines of action that are prerequisites for progress: the reform for a stronger public sector and the strengthening of foreign action and international presence.

Reactivating Navarra mandates



The Reactivating Navarra Plan was not produced in a vacuum. It rather relies on the EU efforts for **fair, sustainable and effective recovery** and the international efforts to achieve the Sustainable Development Goals that are part of the 2030 Agenda for Sustainable Development.

Situating the Plan against the background of these European and global strategies is important. In the first place, because the Reactivating Navarra Plan contributes to the achievement of recognised European and global goals. Secondly, because it enables synergies in interventions and lines of action.



The reference framework also includes the policies developed in the Autonomous Community, especially the 2030 Agenda for Navarra and the S3 Smart Specialisation Strategy. They outline the local strategic scenario for improving competitiveness, sustainability and social cohesion.

All these strategies are combined with the Reactivating Navarra actions to offer a comprehensive network of interventions. Reactivating Navarra does not replace sector initiatives in individual government areas (e.g. health policies, S3, social inclusion plans or digital transformation measures) but rather lays down a consistent framework connecting these initiatives at the local, national, European and global level.

Reactivating Navarra draws on the relevance of the reference framework defined by the European recovery plan and the associated tools, the 2030 Agenda for Sustainable Development and the Navarra Smart Specialisation Strategy, establishing direct strategic relationships with all these instruments based on the priorities set forth in them. The table below shows the axes of their strategic alignment.

Reactivating Navarra reference framework			
Reactivating Navarra	Sustainable Development Goals 2030	EU recovery plan	Smart specialisation strategy
Transforming the economy	Goal 8: Decent work and economic growth Goal 9: Industry, innovation and infrastructure Goal 12: Responsible consumption and production	Digital transformation of the economy Employment protection Strengthening of the European single market	Pursuance of wealth and strengthening of Navarra's business fabric
Accelerating the environmental transition	Goal 5: Affordable and clean energy Goal 13: Climate action	European Green Deal Energy transition	Pursuance of sustainability and respect for the environment
Promoting social cohesion	Goal 1: No poverty Goal 3: Good health and well-being Goal 4: Quality education Goal 5: Gender equality Goal 10: Reduced inequalities	Just Transition Employment protection Equal opportunity Child guarantee	Improvement of quality of life and social cohesion
Strengthening the coexistence framework	Goal 16: Peace, justice and strong institutions	Social cohesion	
Structuring the territory	Goal 2: Zero hunger Goal 11: Sustainable cities and communities Goal 15: Life on land	European Green Deal	Pursuance of sustainability and respect for the environment
Public leadership	Goal 16: Peace, justice and strong institutions	Promotion of digital technologies Social cohesion	Action for competitiveness
Foreign action	Comprehensive area spanning all of the above		

4. REACTIVATING NAVARRA PRIORITY ACTIONS

4. REACTIVATING NAVARRA PRIORITY ACTIONS

The Reactivating Navarra Plan is a response to the needs identified in the COVID-19 crisis, based on the proposals made by the technical departments of the Regional Government, by citizens in a process of consultation, by the Parliament of Navarra and by civil society organisations. The Plan's priorities summarise more than 1500 proposals and ideas made in more than 100 contributions proposed through the participation channels made available by the Regional Government.

The priorities are accompanied by a series of actions to be taken by the Regional Government, in line with the Plan's strategic goals.



4.1. Strategic mandates and priorities

4.1.1. Getting the economy ready for the digital transformation

a) Related strategic goals:

- Reactivating the economy.
- Boosting technical and social innovation.
- Cementing business alliances.
- Promoting a cooperative and social economy.
- Developing talent.

b) Priority actions and measures:

- To support the sectors most severely affected by the COVID-19 crisis by taking measures to prevent the closedown of viable businesses by offering cash, financial aid and/or instruments to improve solvency. The soon-to-be-established Navarra Institute of Finance will be the agency for this. To sponsor a new tourism model that is attractive, inclusive, safe, sustainable and digital.

- To support strategic sectors in Navarra, sponsoring the establishment, growth and strengthening of industrial companies; developing and offering facilities and infrastructure for industrial plants; promoting the advanced internationalisation of the Navarra industry; and focusing on the transformation of the automotive industry, in accordance with the Navarra Smart Specialisation Strategy.
- To promote innovative entrepreneurship and the social economy, supporting entrepreneurs and startups, and giving a boost to social economic growth and social innovation in order to meet the challenges faced by the Navarra society in the areas of health, care, conflict resolution, (intercultural) coexistence, depopulation, sustainable agri-food production and protection of biodiversity.
- To improve Navarra's position in European R&D by launching the Navarra R&D+i Observatory, supporting R&D investment by companies, universities and R&D centres, promoting long-lasting R&D+i partnerships, transferring technology to business and creating jobs in areas of interest for the Autonomous Community.
- To encourage the digital transformation to increase competitiveness at the regional level, establishing the Navarra Digital Innovation Centre-IRIS and developing a campus for it, designing a comprehensive strategy promoting digitalisation in the Navarra society and speeding up the installation of broadband networks across the Autonomous Community.
- To bridge the digital divide by implementing an emergency plan targeted at the most vulnerable groups: migrants, seniors and children in underprivileged families. To reinforce school digitalisation by accelerating and extending ikasNOVA, a programme for the acquisition of digital skills in the Navarra education system.
- To develop transport systems and infrastructure. To make funds available for safer roads and improved communications, fighting depopulation, favouring local economic development and devising a new, more sustainable, regional mobility system. To sponsor the development of a high-speed rail.
- To create employment opportunities for all. To support hiring grants and offer training opportunities within a new, job-oriented model led by the Navarra Employment System (SNE), including the review of the Orientation Framework Agreement.

4.1.2. Accelerating the environmental transition

a) Related strategic goals:

- Finding a way out of the crisis through a new, sustainable model.
- Promoting a more resilient society.
- Making progress in climate action and the conservation of biodiversity.

b) Priority actions and measures:

- To reposition Navarra as a European leader in renewable energy. To support new renewable energy facilities, repower existing wind farms and promote the development of pilot facilities and labs in order to cover 50% of Navarra's energy consumption with renewable sources.
- To use the energy transition to reactivate the economy by actively promoting energy efficiency, renewable energy projects and the use of electric vehicles. To turn the public administration into a model of energy transition. To promote the development of original energy projects reducing Navarra's energy dependence.
- To promote sustainability in construction, multiplying private and public housing rehabilitation projects, offering guidance and orientation services, and offering adequate financing schemes.
- To promote climate action and circular economy within a new regional regulatory framework. To implement the provisions in the Navarra Waste Management Plan from the perspective of circularity. To encourage pilot actions and projects introducing innovation in adaptation to climate change and the circular economy.
- To give recognition to the protection of forests, rivers and natural areas as a source of biodiversity and biological wealth, advancing a new type of forest management and preserving protected natural areas. To design a new water management strategy for a more efficient use of this resource.
- To promote a fair, healthy and eco-friendly food system through the development of organic farming and agricultural research, and the modernisation of farms with investment to increase efficiency, reduce energy consumption and improve livestock living conditions.

4.1.3. Structuring the territory on the basis of sustainability

a) Related strategic goals:

- Substantiating pending investment.
- Connecting Navarra for digital and territorial cohesion.
- Rebalancing the territory factoring rural areas in.

b) Priority actions and measures:

- To develop a new sustainable growth model taking urban-rural relations into account, introducing changes in the Navarra Territorial Strategy (ETN) and in the local planning instruments, transforming them into useful tools to attain territorial balance and pursue more sustainable, efficient and egalitarian lifestyles.
- To ensure the provision of accessible and sustainable basic services to all while offering local entities an attractive financing model, modernising local infrastructure and facing the challenges posed by the energy transition, sustainability (Green Deal) and depopulation.
- To promote entrepreneurship and social innovation for cohesive, supportive development through regional or local socioeconomic plans and programmes promoting the creation and maintenance of new economic activities in rural areas.
- To revitalise the Pyrenees and other neglected areas, bringing about a new territorial co-governance model to speed up the implementation of specific actions in the Pyrenees Plan, the development of small-scale, high-impact investment projects and the extension of the Explore Navarra network.
- To boost economic and social development in rural areas by supporting the activities of Local Action Groups, rejuvenating the agricultural industry and sustaining farming cooperatives with new e-commerce and door-to-door services.

4.1.4. Promoting social cohesion and equal opportunity

a) Related strategic goals:

- Advocating a more resilient society.
- Strengthening the healthcare ecosystem.
- Furthering social coverage systems.

b) Priority actions and measures:

- To have a health system that protects the people: to reactivate Navarra by means of healthcare, reinforcing investment, supporting research and strengthening the primary care network.

- To improve the guaranteed income system, coordinating it with the guaranteed minimum income (to be managed by the Regional Government), and broadening coverage and the associated services.
- To strengthen the social protection network, redesigning the social protection system, giving priority to primary care and community services, and implementing the unique social-medical record system.
- To strengthen residential and home care, advancing a new model and supporting public care centres for better services and assistance.
- To move towards a society of care, supporting work-family reconciliation, encouraging better distribution of household tasks and drawing attention to the care of dependants.
- To fight for gender equality, analysing gender differences in social and economic burdens during the pandemic, extending the gender equality actor network and endorsing the struggle against gender violence.
- To assist youths by means of a new strategic plan devising and by encouraging participation and empowerment, intensifying the Youth Guarantee and redesigning the youth information network.
- To guarantee the right to housing by offering house rental assistance, fighting homelessness and implementing public housing policies.
- To invest in people by focusing on education and training, promoting professional training, the digital transformation in schools, teacher training and online access to training and professional qualification programmes.

4.1.5. Strengthening the coexistence framework

a) Related strategic goals:

- Cementing social alliances.
- Promoting a more resilient society.

b) Priority actions and measures:

- To lay down a broad framework for the respect and promotion of human rights and freedoms, fighting intolerance.
- To focus on the Basque language as an element for both cohesion and diversity, strengthening training programmes in Basque, supporting the production of contents targeted at children and youths, and ensuring linguistic diversity in the public administration.
- To support diversity by endorsing the rights of the LGBTIQ+ community and implementing the coexistence plan in Navarra.

- To ensure free and equal access to justice, endorsing the local bar association and drawing attention to the prison system.
- To promote culture for an active life, supporting cultural production, cultural creators and artists; protecting and promoting Navarra's cultural heritage; and motivating cultural demand.
- To focus on sport for better quality of life, supporting local clubs and regional associations, promoting sports and renovating sporting facilities to face the new reality.
- To encourage citizen participation, making new mechanisms available, ensuring access to decision making and establishing a new pattern in the relationship between the Government and citizens.
- To advocate a new Navarra that is safer and more resilient, fostering the culture of resilience, promoting citizen security and emergency management mechanisms, and backing the regional security forces.

4.1.6. Affirming public leadership

a) Related strategic goals:

- Modernising public administration.

b) Priority actions and measures:

- To make more and better resources for public services, with a strong commitment to staff turnover and expansion and staff training, and engaged in permanent dialogue with the Government of Spain.
- To put digitisation, data science and artificial intelligence at the service of citizens, promoting the Open Government plan, defining a new pattern in the relationship between the Government and citizens, and strengthening support to digital services at the municipal level.
- To engage in communication and ensure transparency, opening up to the media, sharing government decisions with the people, and ensuring access to information about decision making in the Regional Government.
- To simplify administrative procedures in all aspects under the control of the Government of Navarra, streamlining processes and providing better services to the citizens.
- To strengthen networks and infrastructure for a more modern and accessible administration, extending coverage of next-generation communication networks across the Autonomous Community.
- To promote basic research in artificial intelligence, creating a promotion and research centre specialising in data science and artificial intelligence for public policy.

4.1.7. Working within and without Navarra's boundaries: foreign action

a) Related strategic goals:

- Opening up to new international markets and meeting new demands.

b) Priority actions and measures:

- To attract EU funds through adequate investment and resource planning, maximising the economic and social impact of investment.
- To be in line with the main EU strategies, taking on the goals of the EU recovery plan and maximising its impact on the Autonomous Community.
- To strengthen foreign action by supporting the internationalisation of Navarra-based businesses, taking part in joint action with neighbouring regions, connecting the communities of Navarra expats abroad and working in the Euroregion.
- To encourage solidarity in Navarra, establishing the Navarra Agency for International Cooperation and increasing the resources allocated to international cooperation for development.

5. PLAN GOVERNANCE

5. PLAN GOVERNANCE

Based on the shared responsibility governance principle, a flexible governance structure is suggested to enable social and political participation while leaving the Government room for initiative and implementation. To this we should add technical expertise. Thus, the Plan has these governance components:

1. Steering Committee, made up by the President and the Vice Presidents of the Government of Navarra.
2. Public coordination, in the form of an Interdepartmental Committee chaired by the President of the Government of Navarra. The Interdepartmental Committee shall coordinate and align public policies, ensure the allocation of resources, and follow up plans, strategies and public actions.
3. Social Council, as an advisory body open to social, political, expert and business participation.
4. Parliament, creating its own space to follow up the implementation of the Plan, evaluate its evolution and make proposals.
5. Local entities, as grouped in the Navarra Association of Municipalities and Councils (FNMC), supervising a coordination mechanism for the implementation of measures.
6. Technical Support, provided by the Public Business Corporation of Navarra (CPEN).

6. BUDGET SCENARIO AND IMPLEMENTATION RESOURCES

6. BUDGET SCENARIO AND IMPLEMENTATION RESOURCES

6.1. Resource mobilisation

The budget scenario of Reactivating Navarra will be made of the following public resources:

- Items in the Navarra General Budget reallocated from original purposes.
- €989.41 million from Navarra's own funds for the 2021-2023 period, adding to European recovery and Spanish reactivation funds, and to social investments.
- Funds from current and future recovery programmes made available by the Government of Spain, including a non-repayable fund worth €16 billion.
- European funds framed within the EU recovery plan and the European Green Deal.
- Reallocated European structural and investment funds – ERDF, ESF and EAFRD – for the 2014-2020 and 2012-2027 periods, in accordance with the contents of the Plan's relevant section.
- Funds from other European programmes and initiatives, including InvestEU, Next Generation EU and others financed under the financial perspective 2021-2027, in the context of the recovery strategy agreed by the EU.

Next Generation EU is a particularly interesting instrument. Budgeted at €750 billion, it will give out €360 billion in loans and €390 billion in grants, allocated according to the impact of the pandemic.

Spain will get about €140 billion over the next six years, i.e. more than 11% of the country's GDP – €72.7 billion in grants.

The Recovery and Resilience Facility, budgeted at €672,5 billion (€312.5 billion in grants) will give Spain €59 billion. The money will go into a reform and investment programme for economic transformation and growth, with a special interest in the green and digital transitions, education and social protection. REACT-EU is an initiative that continues and extends the crisis response and repair measures delivered through other initiatives, giving out €47.5 billion – the share for Spain being €12.4 billion.

The Plan will act as leverage to reactivate the economy through private projects. In addition, it will seek to mobilise additional private resources through impact investing, responsible investing and public-private partnerships for actions requiring this type of funding. It must be borne in mind that one of the conditioning factors to the use of EU funds is the attraction of private investment in the promotion of innovative financial models aimed at sustainability.

Finally, there is the resource of public debt, as a result of the loosening of deficit and debt restrictions. The Government of Navarra shall duly inform of new developments in this regard.

7. PLAN CHART

PLAN CHART		
STRATEGIC MANDATES	Priority actions	Indicators
Getting the economy ready for the digital transformation	General strategic mandate	<ul style="list-style-type: none"> • Unemployment rate • Unemployment rates by gender • Balance of trade • Business start-up • GDP of the Autonomous Community of Navarra
	P1 Support to sectors most severely affected by the COVID-19 crisis	<ul style="list-style-type: none"> • Number of beneficiaries (companies and freelancers) of COVID-19 direct aid • Percentage of local entities benefitting from the COVID-19 special fund
	P2 Boost to Navarra's strategic sectors	<ul style="list-style-type: none"> • Number of industrial companies benefitting from investment aid • Number of industrial companies benefitting from internationalisation aid • Number of initiatives for transformation in the automotive industry • Added value of industry • Employment in industry
	P3 Innovative entrepreneurship and social economy	<ul style="list-style-type: none"> • Number of new businesses in the social economy • Number of social innovation projects granted support • Induced investment in Navarra
	P4 Navarra's R&D position in EU	<ul style="list-style-type: none"> • Navarra's position in the European Innovation Scoreboard 2020 • Number of companies participating in subsidised R&D projects • Number of subsidised strategic projects • Number of R&D+i business units certified by the Navarra R&D+i System (SINAI) • Number of cooperation projects developed by SINAI agents • Number of approved European projects with the participation of SINAI agents • Horizon Europe returns for Navarra-based entities • Number of biomedical research projects granted support

	<p>P5 Digital transformation for greater competitiveness at the regional level</p>	<ul style="list-style-type: none"> • European Recognition of the Navarra Digital Innovation Centre-IRIS • Number of innovative technology-based companies (EIBTs) in the Navarra Digital Innovation Centre-IRIS • Number of ICT projects in companies with Government of Navarra support • Number of new laboratories and digital demonstration centres
	<p>P6 No digital divide</p>	<ul style="list-style-type: none"> • Number of families benefitting from digital transformation aid • Number of training activities for acquisition of digital skills in the Navarra education system
	<p>P7 Transport systems and infrastructure</p>	<ul style="list-style-type: none"> • Annual investment in road network • Percentage of completed work pending extension in stage 1 of the Navarra Canal project • Contracted work in stage 2 of the Navarra Canal project • Number of users of intercity transport • Number of users of commercial city transport • Annual investment in high-speed rail work • Tons of freight transported by rail
	<p>P8 Employment opportunities for all</p>	<ul style="list-style-type: none"> • Number of subsidised contracts for guaranteed-income workers, youths, women and 45+ workers • Number of occupational training activities

Accelerating the environmental transition	General strategic mandate	<ul style="list-style-type: none"> • Percentage of energy consumption from renewable sources • Installed renewable energy capacity
	P9 Navarra as a European leader in renewable energy	<ul style="list-style-type: none"> • New pilot renewable energy facilities and labs • Number of repowered wind farms
	P10 Energy transition to reactivate the economy	<ul style="list-style-type: none"> • Number of beneficiaries of aid for energy efficiency actions • Percentage of energy consumption from renewable sources in the public administration • Number of original energy projects carried out
	P11 Sustainability in construction	<ul style="list-style-type: none"> • Number of housing/building rehabilitation projects carried out • Number of public housing units for rent in rural areas • Number of wooden houses
	P12 Climate action and circular economy	<ul style="list-style-type: none"> • New Regional Law on Climate Change and Energy Transition • Waste stream reduction vis-à-vis 2010
	P13 Protection of forests, rivers and natural areas as a source of biodiversity and biological wealth	<ul style="list-style-type: none"> • Relevance of biomass in the Navarra Energy Statement • Investment in forest improvement actions • Investment in green infrastructure and rehabilitation of natural areas
	P14 Fair, healthy and eco-friendly food system	<ul style="list-style-type: none"> • Percentage of organic farms • Number of agricultural research projects being carried out • Investment in farm modernisation projects • Number of promotional activities for quality and organic food

Structuring the territory on the basis of sustainability	General strategic mandate	<ul style="list-style-type: none"> • New Navarra Territorial Strategy (ETN) • Percentage of population living outside the Pamplona area • Regional Law on Natural Heritage and Biodiversity
	P15 New sustainable growth model with urban-rural balance	<ul style="list-style-type: none"> • New Navarra Territorial Strategy (ETN) • Percentage of population living outside the Pamplona area • Regional Law on Natural Heritage and Biodiversity
	P16 Accessible and sustainable basic services for all	<ul style="list-style-type: none"> • New financing model for local entities • Number of modernised sewage treatment systems • Annual investment allocated to the new local investment plan • Percentage of Navarra's tax revenue allocated to the new local infrastructure plan • Investment to support the digital transformation of local entities
	P17 Entrepreneurship and social innovation for cohesive, supportive development	<ul style="list-style-type: none"> • Number of economic initiatives in rural areas with government support • Number of villages and areas in Navarra with their own economic development plans
	P18 Revitalisation of the Pyrenees and other neglected areas	<ul style="list-style-type: none"> • Number of investment projects with government support in the Pyrenees • Number of investment projects with government support in other areas in Navarra • Number of resources included in the Explore Navarra network
	P19 Economic and social development in rural areas	<ul style="list-style-type: none"> • Number of young farmers in the trade • Number of agri-food companies benefitting from e-commerce aid • Number of agri-food companies participating in direct-marketing platforms

Promoting social cohesion and equal opportunity	General strategic mandate	<ul style="list-style-type: none"> • Gini coefficient in Navarra • AROPE rate in Navarra
	P20 A health system that protects the people	<ul style="list-style-type: none"> • GDP share channelled into the health system • Increase in the number of primary care professionals • Implementation of socio-medical clinical records • Implementation of stock medical supplies for strategic emergencies • Investment in health infrastructure
	P21 Guaranteed income	<ul style="list-style-type: none"> • Guaranteed income + minimum income coverage rate
	P22 Strengthened social protection network	<ul style="list-style-type: none"> • Number of home care services (SAD) provided • Number of social inclusion programme actions • Percentage of joint services by Basic Social Services (SSB) and Social Service Centres (CSS) by programme, team and social-demographic profile • Number of migrant women with assistance in single-parent homes • Implementation of Single Social Card
	P23 Residential and home care	<ul style="list-style-type: none"> • Implementation of COVID-19 contingency plan in senior residences • Investment in state-owned senior residences • Investment in third-party senior residences
	P24 Towards a society of care	<ul style="list-style-type: none"> • Number of companies getting aid for the implementation of remote work and reconciliation schemes • Implementation of remote work plan in the public administration at the regional level • Number of people getting aid to hire professional caretakers • Number of cases awaiting dependency benefits
	P25 Gender equality	<ul style="list-style-type: none"> • Number of measures, projects and programmes to support vulnerable women • Host network for women involved in prostitution and/or sexual exploitation

Promover la cohesión social y la igualdad de oportunidades	P26 Youth	<ul style="list-style-type: none"> • Number of beneficiaries of the EMANZIPA programme • Number of beneficiaries of the Youth Guarantee • Youth unemployment rate
	P27 Housing	<ul style="list-style-type: none"> • Number of social housing units for rent built • Number of social housing units for rent built in rural areas • Number of cohousing actions performed • Percentage of social housing units for rent over total social housing
	P28 Investment in people: training and education	<ul style="list-style-type: none"> • Development of new dual vocational training modules • Investment in educational infrastructure in response to the COVID-19 crisis • Number of education professionals trained in digital literacy • Number of students participating in the internal student mobility programme • Implementation of COVID-19 contingency plan
Strengthening the coexistence framework	P29 Human rights and freedoms	<ul style="list-style-type: none"> • Implementation of strategic coexistence plan • Number of positive peace initiatives implemented
	P30 Basque language for cohesion and diversity	<ul style="list-style-type: none"> • Design of the 2nd Strategic Plan for the Basque Language • Linguistic diversity plan in the public administration
	P31 Support to diversity	<ul style="list-style-type: none"> • Number of awareness-raising, information and training activities for the security forces • Number of measures adopted in support of the LGBTIQ+ community
	P32 Justice	<ul style="list-style-type: none"> • Implementation of digital court records • Number of extrajudicial dispute resolutions • Regulatory approval of the updated Navarra Justice Advisory Council • Updated free justice regulations

Profundizar en el marco de convivencia	P33 Culture for an active life	<ul style="list-style-type: none"> • Number of cultural activities with government support • Investment in digitisation of cultural services and resources (libraries, museums, archives, theatres, etc.) • Number of professionals getting aid for the reactivation of the Navarra cultural industry • Number of entities getting film industry funding • Number of beneficiaries of art education grants to study abroad
	P34 Sports for better quality of life	<ul style="list-style-type: none"> • Number of entities getting funding for the renovation of sporting facilities to face the new reality
	P35 Citizen participation	<ul style="list-style-type: none"> • Number of volunteer initiatives with Government of Navarra support • Number of participants in the Public Discussion Forum on crisis, dialogue and coexistence
	P36 A new, safer, more resilient Navarra	<ul style="list-style-type: none"> • Implementation of Navarra Fire Department Strategic Plan 2020-2023 • Establishment of the Navarra Security Coordination Centre (CCSN) • Implementation of Navarra Police Department Strategic Plan 2020-2023 • Number of self-protection training activities

Affirming public leadership	P37 More and better resources for public services	<ul style="list-style-type: none"> • New Navarra Civil Service Statute • Establishment of the Tax Fraud Observatory • More staff in tax inspection • Number of new software developments to fight tax fraud • Implementation of tax reform
	P38 Digitisation, data science and artificial intelligence at the service of citizens	<ul style="list-style-type: none"> • Implementation of Single Digital Administration • Number of civil servants with digital skills in the Government of Navarra • Number of individuals and companies with training in digital management • Number of digitised public services • Number of digitised medical services • New Navarra Artificial Intelligence International Centre • Number of new digitised regional or local administrative procedures • Number of plans and programmes designed and evaluated according to Open Data Navarra
	P39 Communication and transparency	<ul style="list-style-type: none"> • Open Government initiatives and plans set in motion • Reactivating Navarra new website
	P40 Simplified administrative procedures	<ul style="list-style-type: none"> • Number of simplified administrative procedures • Number of simplified administrative procedures related to economic activity • Percentage of time reduction in administrative procedures
	P41 Networks and infrastructure for a more modern and accessible society and administration	<ul style="list-style-type: none"> • Number of municipalities with broadband coverage (>100Mb) • Percentage of the population with superfast broadband coverage (>100Mbps) • Share of investment in digitisation in the public administration of the Autonomous Community
	P42 Basic research in artificial intelligence	<ul style="list-style-type: none"> • Artificial Intelligence International Centre

Working within and without Navarra's boundaries: foreign action	General strategic measures	<ul style="list-style-type: none"> • Global access to European funds in Navarra • Partnerships with leading European regions
	P43 Attraction of EU funds	<ul style="list-style-type: none"> • Approved European projects with the participation of Navarra-based businesses/entities • Number of Navarra-based businesses/entities participating in European projects • Number of meetings with senior EU officials
	P44 Alignment with EU strategies	<ul style="list-style-type: none"> • Number of information and outreach events held about European programmes in the new term • Number of European pilot projects developed in Navarra
	P45 Internationalisation of Navarra	<ul style="list-style-type: none"> • Number of projects carried out in the context of the Nouvelle-Aquitaine/Euskadi/Navarra Euroregion • Number of international events and forums relevant to S3 sectors with the participation of Navarra • Number of study-abroad scholarships • Number of participants in the NEXT network
	P46 "Navarra Solidaria"	<ul style="list-style-type: none"> • Establishment of the Navarra Agency for International Cooperation