



PADIMA

Policies Against Depopulation In Mountain Areas

Good Practices Collection

Economic Diversification in Mountain Areas



The sole responsibility for the content of this manual lies with the authors. It does not necessarily reflect the opinion of the European Union. Neither the INTERREG IVC nor the European Commission are responsible for any use that may be made of the information contained therein.

Contents

1. INTRODUCTION	4
1.1 What is PADIMA?	4
1.2 The work on economic diversification	4
1.3 The Selection on Good Practices: criteria and methodology	5
1.4 Questionnaires	7
1.6 The good practices selected by the partners	8
2. A NEW WAY TO MAKE A PRODUCT OR TO CARRY OUT AN ACTIVITY	10
2.1. W7 – Women’s Resource Centre – Partner: Dalarna	11
2.2. Future Farming in Tolga Municipality – Partner: Hedemark	16
2.3. The Tourist Industry in Femud-Engerdal increases its professionalism against 2012 - Partner: Hedemark	20
2.4. Horses as a driving forces – Partner: Hedemark	24
2.5. GREEN (GRenseløst ENergisamarbeid, means “Borderless Energy Cooperation” between ski resorts) – Partner: Dalarna	29
2.6. WomenInnovation – Partner: Buskerud	33
2.7. Biopark – Partner: Buskerud	38
2.8. Promotion of Eolic energy – Partner: Teruel	43
2.8.1 Privileged witness: Manuel Tolosa, Mayor of Pancrudo	47
2.9. Pastores Cooperative – Partner Teruel	48
2.9.1. Privileged witness: Francisco Abril, Vice-presidente, Diputación Provincial de Teruel	53
2.10 Network for enterprising Women - Partner Teruel	54
2.10.1. Privileged witness: José Antonio Sanchez, Aragonese Institute for Employment	59
2.11. Truffles Cultivation – Partner: ERSAF – Regione Lombardia	60

2.11.1 Privileged witness: Alberto Mazzoleni, president of Comunità Montana Vallebrembana	62
2.12. Multi – Services Shop in rural villages – Partner: ERSAF – Regione Lombardia	63
2.12.1. Privileged witness: Alberto Mazzoleni, president of Comunità Montana of Vallebrembana	66
2.13. Italian Meteorological Society – Partner: Province of Turin	67
2.14. "Change of air: try the Haute Loire!" Creation of the tourism brand: Respirando. – Partner: UCCIMAC	69
2.15 Cap'Actif Network Regional Natural Park of Livradois-Forez – Partner: UCCIMAC	72
2.15.1. Privileged witness: Tony Bernard, President of the Park and Mayor of Châteldon	77
2.16. Public Video Conference Spot (PVCS) – Partner: UCCIMAC	78
2.16.1. Privileged witness: Gilbert Bonnefoy, Mayor of Cunhlat	82
3. MAKING A NEW PRODUCT OR CARRYING OUT A NEW ACTIVITY TOGETHER WITH TRADITIONAL PRODUCTS OR ACTIVITIES OF ENTERPRISES	83
3.1 Green Care Services – Partner: Buskerud	84
3.2 Ferdy Farm Holidays – Partner: ERSAF – Regione Lombardia	88
3.2.1. Privileged witness: Alberto Mazzoleni, President of Comunità Montana Vallebrembana	91
3.3 Labels of Quality – Partner: Teruel	92
3.3.1. Privileged witness: Enrique Bayona, President Association of SME Teruel	97
3.4. Didactic Farm – Partner: province of Turin	98
3.5 . Agri-school for infancy – Partner: Province of Turin	100
4. SUBSTITUTION OF THE TRADITIONAL PRODUCTS OR ACTIVITIES WITH NEWS ONES: THE INITIATIVES CONTRIBUTED TO FIND NEW MARKET PLACES	103
4.1. Financial support to business project – Partner: Teruel	104
4.1.1. Privileged witness: Pilar Muñoz, Manager of Avalia sgr	109

4.2 The Mineral Plan: Alternative Development of the Mining Regions – Partner: Teruel	110
4.2.1 Privileged witness: Francisco Vilar, Mayor of Utrilla	115
4.3 Rural Multi-services – Partner: Teruel	116
4.3.1 Privileged witness: Francisco Melero, Provincial Service for Industry, Retail, Tourism, Government of Aragon	120
4.4 Initiation Plan for External Promotion (PIPE) – Partner: Teruel	121
4.5. Permanent Careers Advice Centre – Partner: Teruel	125
4.5.1. Privileged witness: Carmen Pobo, President of DP of Teruel	129
4.6. Agreement of MARM and DPT – Partner: Teruel	130
4.6.1 Privileged witness: Ana Vicente Rangel, Department of Sustainable Development, Ministry of Rural Environment and Sea	134
4.7. Kurbits – Partner: Dalarna	135
4.8. The Ardelaïne adventure in St. Pierreville, Ardèche (Massif Central) – Partner: UCCIMAC	139
4.8.1 Privileged witness: Bernard Vialle, Mayor of Saint-Pierreville	142
5. PARTICIPANTS AND INFORMATION	143

1. Introduction

1.1 What is PADIMA?

PADIMA is a project of exchange of best practices in fighting depopulation in mountainous areas. 8 partners from 5 European countries are engaged in 3-year collaboration and will produce policy guidelines on successful methods to attract new inhabitants to mountain areas.

To be able to satisfy the inhabitants needs and to attract a new population to this area, mountainous regions need to be able to provide these people with good living conditions. The population requires diverse employment opportunities and good public services, education and training facilities of a good quality. These regions must also be able to disseminate information thereon so as to raise awareness in people who could be interested in moving there.

Building on this analysis, the project partnership has decided to focus its work on three aspects:

- 1) education and training;
- 2) territorial marketing;
- 3) economic diversification.

These three themes will be addressed successively during the course of the project which started off in January 2010 and will end in December 2012.

Activities, objectives and timing of the project are presented at length in the project brochure and on the project website www.padima.org

1.2 The work on economic diversification

Economic diversification is one of the issues analysed by the project. The survey realized in this WP aims at collecting statistical data, information and good practices to understand the level of economic diversification in the research areas and to evaluate its impact in policies against depopulation in mountain areas.

The survey is composed of 3 parts:

Phase 1: statistical data collection of each research area;

Phase 2: good practices of economic diversification;

Phase 3: relations between data and good practice.

This document is a collection of good practices identified by every partner in its research area. It makes reference to the WP3-phase 2 which deals with the identification, the recognition and the description of the good practices developed in each selected territory.

The methodology in phase 2 in WP3 is similar to the work that has been carried out in phase 2, WP1 and WP2. However the latter's questions are modified and directed to the best-practice informants and for the privileged witnesses.

Partners should describe good practices using a specific format enclosed in these guidelines.

1.3 The Selection on Good Practices: criteria and methodology

Initiatives, actions, activities, policies (whether in progress or concluded) can be considered as possible good practices if they have produced positive effects with regards to the specific Padima objectives (encouraging people and creating facilities for people to settle in the mountainous areas, development of entrepreneurship, development of inhabitants' innovative skills, provision of qualified employment in mountainous areas).

The main aspects of a good practice can be identified by 3 questions:

- 1) What kind of innovation in the economic sector is generated by the good practice?
 - A new way to make a product or to carry out an activity;
 - Making a new product or carrying out a new activity together with the traditional products or activities of enterprises;
 - Substitution of the traditional products or activities with new ones; the initiative contributed to finding new marketplaces.
- 2) What kinds of effects are produced in the pilot area and its socio-economic system?
 - Balanced presence of each economic sector;
 - A more balanced localization/diffusion/distribution of the companies in the area.

3) Who are the targets of the good practice?

- Entrepreneurs;
- “New generation” entrepreneurs;
- Workers;
- Unemployed / job seekers;
- Students;
- Women;
- Other.

It's also important to describe the good practice in relation to the following criteria:

a) Contextualisation (background) for the best practice.

- The territorial context is a complicated system that is composed of several components (social- cultural- economic- and environmental heritage and local environments and networks.)
- Different actors involved (public/ private sector), local networks and local partnerships.
- The local economy's current and future needs and territorial resources (infrastructure, natural environment, physical environment, young people, know-how, culture, events) which are promoted in the best practice.
- Capacity of the good practice to respond to local needs.

b) Resources and synergy: local actors involved in the good practice to bring together different resources and develop partnerships with actors at different levels (local, regional, national...).

c) Impact of the good practice on the local system and the population (e.g. new jobs, new enterprises...).

d) Coherence of the good practice with local and national/EU policies.

e) Continuity: the sustainability of practice in a long term period.

- f) Transferability: the chance to replicate the practice in other mountainous regions. Transferability could be used to evaluate the good practice in relation to 2 aspects:
- 1) the chance to use the practice to resolve similar problems on a similar territory;
 - 2) the transferability of the good practice: Can it really be replicated, or it is based on resources and tools that cannot be found in other territories.
- g) Participation: the level of involvement of the local community. This criterion differs from resources and synergy because it takes into consideration the involvement of local community in general and not only public authorities or other key actors.

1.4 Questionnaires

Two different kinds of questionnaires were proposed to partners to describe effectively the good practices selected. One (compulsory for all partners) for informants and one (optional) for privileged witness (person who isn't directly involved in the good practice, but has a privileged point of view).

The interviews with privileged witness aim at verifying if the information given by the informants match with the people's perception given that they play a different role in the practice (e.g. policymakers, representatives from the most important employers in the region, businessman, analysts and researchers, members of non-profit and volunteer associations).

1.6 The good practices selected by the partners

PARTNER	TITLE	SECTOR	KIND OF INNOVATION			KIND OF EFFECTS		TARGET				INTERACTION WITH OTHER WPs		Time		
			A new way to make a product or to carry out an activity	Making a new product or carrying out a new activity together with the traditional products or activities of enterprises	Substitution of the traditional products or activities with new ones; the initiative contributed to finding new marketplaces	Balanced presence of each economic sector: The energy consumption decreases and the knowledge increases	A more balanced localization/diffusion/distribution of the companies on the area	ENTREPRENEURS	NEW GENERATION OF ENTREPRENEURS	WORKERS	STUDENTS/UNEMPLOYED	WP1	WP2	Ended	On-going	
Dalarna	Woman Resources Centre	start up/ services														
Hedmark	Future Farming	agriculture														
Hedmark	Professionalism in tourism industry	tourism														
Hedmark	Horses as a driving forces	tourism														
Dalarna	Green	energy														
Buskerud	WomanInnovation	start up/services														
Buskerud	Bjorneparken	tourism														
Teruel	Promocion eolica	energy														
Teruel	Pastores Cooperative	agriculture														
Teruel	Network for enterprising women	start up/ services														
ERSAF	Truffles Cultivation	agriculture														
ERSAF	Multi services Shop	retail														
Torino	Italian Meteorological Association	research														

Chapter 2.

1st Category of Economic diversification Good Practices:

A new way to make a product or to carry out an activity

2. 1. W7 – Women’s Resource Centre – Partner: Dalarna

<p>Precise theme/issue tackled by the practice</p>	<p>W7 is an initiative from 7 municipalities who wanted to work together to increase the number of women starting businesses.</p> <p>Dalarna county has a very gender-segregated labour market. Men work traditionally in the steel and wood industry and women work in the public sector. There are also long distances between urban and rural areas in these municipalities and it may be difficult for women living in the peripheral areas to be able to get to different programs and activities. W7 offers counselling in the areas close to these women.</p>
<p>Objectives</p>	<ol style="list-style-type: none"> 1) 90 new businesses started by women (5 with immigrant background) 2) 30 new businesses started by men 3) 120 people attending business training 4) 45 missions will be channelled through the skills bank to women. 5) 20 companies helping in the establishment of equality plans.
<p>Location</p>	<p>Country: Sweden</p> <hr/> <p>Region/district/municipality: 7 municipalities in Dalarna: Malung, Mora, Leksand, Orsa, Rättvik, Vansbro, Älvdalen</p>
<p>What kind of innovation is generated by the good practice?</p>	<ol style="list-style-type: none"> a) A new way to make a product or to carry out an activity: <ul style="list-style-type: none"> It is a new method to work with counselling based on collaboration between stakeholders with expertise in various fields. b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises c) Substitution of the traditional products or activities with new ones or the discovery of new marketplaces
<p>What kinds of effects are produced on the pilot area and its socio-economic system?</p>	<ol style="list-style-type: none"> a) Balanced presence of each economic sector: b) A more balanced localization/diffusion/distribution of the companies on the area <ul style="list-style-type: none"> Women start businesses in many different branches. Access to an advisor at close range has made it possible for many women in the rural areas to start off their businesses. The fact that women can earn a living and choose a different career path, changes the traditional gender contracts in rural areas which can have an impact of the society building and structure.

Who are the targets of the good practice?	a) entrepreneurs:
	b) "New generation" entrepreneurs
	c) Workers in the companies
	d) Unemployed / job seekers
	e) Students
	f) Women: They encourage women especially, there are no restrictions on the participation of men and therefore women and men participate equally in counselling.
	g) Other :
Detailed description of the practice	a) Origin: This is offered by the W7-Resource centre: Business advice Business school Nomination of the "profile of the month" Establishment of equality plans in companies Mediation of board assignments through the skills bank (350 women interviewed in detail) Education about board work
	b) Timing: The project runs from 1st January 2009 to 31st December 2011.
	c) Actors involved: 7 municipalities: Malung, Mora, Leksand, Orsa, Rättvik, Vansbro and Älvdalen (the project owner), The County Administration Board, Tillväxtverket (the Swedish Agency for Economic and Regional Growth) EU, structural funds, objective 2
	d) legal framework: The gender equality policy objectives set by the government, for example: Women and men shall have the same opportunities for economic independence throughout their lives. (You should not have to depend on your husband for your livelihood)
	e) Financial framework: Tillväxtverket (the Swedish agency for economic and regional growth), The structural funds objective 2, The County administration board, The municipalities There are also organizations like Almi, Companion, Teknikdalen Foundation; banks etc. contribute with their working hours. Total budget: 1,1 M Euro

<p><i>(Detailed description of the practice)</i></p>	<p>f) socio-economic context: The rural areas of the municipalities are characterized by the fact that the number of people dying exceeds the number of births and people are getting older and older. For the region to be attractive there must be attractive carrier paths for both men and women. Many young women move from the region because they cannot see how they can earn their living. They don't want to end up with the same lives which their mothers had. Young girls see education as their chance, but the boys feel they can do away with it because in any case they got jobs in the traditional industries.</p>
---	---

Identification and definition-application of criteria	<p>a) Capacity of the good practice to respond to local needs: The W7-initiative was developed by 7 municipalities to make it possible for women to stay in their region and earn their living by doing what they want based on their conditions and interests. However to be able to do this, these women required counselling and education to understand what is the real meaning of starting and running a business. This is also useful for men.</p>
	<p>b) Resources and synergy: 1 project leader: 100% 1 sub-project leader: 100% 7 business advisers: 50% each Cooperation with several organizations that support the companies in Dalarna: Dalalyft, Företagarna, Svenskt näringsliv, Winnet Sweden, Winnet Dalarna (ang. Generationsskifte –lista med företag till salu), Svenskt näringsliv, Winnet Sverige, Winnet Dalarna (Elisabeth Holm blir verksamhetsledare), Teknikdalen Foundation etc.</p>
	<p>c) Impact: Until now: 79 women have started a business (9 immigrants) 63 men have started a business (8 immigrants) 353 participants in the business school Mediation of 53 assignments through the skills bank 37 companies have established equality plans 434 meetings in the networks with 9,699 participants (can be the same people) 28 advices concerning generation shifts in companies. The results shown through the statistics exceed the objectives of the project. Value Added: new networks, speed dating, collaboration on procurement, cooperation among trainers to be able to offer a broader programme. More people have moved into the region through company takeovers etc. The economic diversification has increased as people combine a job and runs a part-time business simultaneously.</p>
	<p>d) Coherence: The County Administration Board makes key resources available locally. The W7 Resource Centre works close to the business offices in each municipality and is available on all webpages.</p>
	<p>e) Continuity: They are planning a new follow-up project - a Regional Resource centre will be established within the area of the Region Dalarna.</p>
	<p>f) Transferability: Yes it is possible to transfer the W7-method. A region from Portugal will visit W7 in December.</p>
	<p>g) Participation: Dissemination of results through Winnet 8, Facebook, web, conferences etc. the profile of the month</p>

Lessons learnt from the practice	In the future there will be more focus on gender-sensitive counselling so that there will not be preconceived ideas about what women and men should do and there will not be different questions posed to men and women. A method will be developed as a checklist on which to reflect when conducting counselling. The technique for live streaming of training courses and seminars will also be used.
Possible interaction with education and training policy?	A commissioned training was developed by the University College of Dalarna for business advisors.
Contacts	Project leader: Karin Eriksson, Karin.eriksson@alvdalen.se
Other information	Website: http://www.w7dalarna.se/ , http://www.winnet8.eu/ http://www.green-project.info/_english/index.html http://www.green-project.info/_english/index.html

2.2. Future Farming in Tolga Municipality – Partner: Hedemark

<p>Precise theme/issue tackled by the practice</p>	<p>Very little happened in agriculture in Tolga. There were few applications for investments and innovation. Norway stated that there were no future prospects in what happened there:</p> <p>generally moderate interest; the farmers did not discuss the future with the next generation; it was presupposed that the milk quota should be sold; there was a lot of pessimism - no good idea to start farming.</p> <p>A few positive farmers found out that there was too much negativity in Tolga. They asked the municipal authorities if something could be done. These positive farmers were also leading personalities. In spite of everything, they were the ones who wanted to invest in their farms. A change in the mental process had started.</p> <p>Against this background 35 farmers went on a study trip to Jådåren outside Steinkjer. Here they could see that a lot of creativity had been implemented during the last years.</p> <p>This was the starting point of the project 'Future farming in Tolga...'</p>
<p>Objectives</p>	<p>Create an increased activity in the agriculture in Tolga; become the best farming municipality in the Mountainous Region. (Board of Mountain Region); cultivate 300 new dekar every year; and invest in concrete initiatives.</p>
<p>Location</p>	<p>Country Norway</p> <p>Region/district/municipality Hedmark County</p>
<p>What kind of innovation is generated by the good practice?</p>	<p>a) A new way to make a product or to carry out an activity- the format of the activities indoor mechanization with robots and automatic feeding; farmers who did not have the optimal conditions for milk production, found new products (broiler)</p> <p>b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises</p> <p>c) Substitution of the traditional products or activities with new ones or the discovery of new markets</p>

What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector. The local agriculture was secured through heavy investments. This has strengthened both settlement and employment.
	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	a) Entrepreneurs: The farmers were the target group of the project. Every landowner was invited to join the project.
	b) "New generation" entrepreneurs: Youths got a special invitation with an eye on the future recruitment of farmers.
	c) Workers
	d) Unemployed / job seekers
	e) Students
	f) Women: Women were also a very important target group
	g) Other: The whole family was the target group. Everybody had to be included due to the heavy investment.
Detailed description of the practice	a) Origin: The project originated from the pessimistic feeling among the farmers in Tolga. A considerable effort was necessary to get out of the negative spiral.
	b) Timing: The project ran from 2008 to 2010
	c) Actors involved: Farmers , Municipality
	d) Legal framework: The main municipal plan in Tolga has a clear aim which is that of upholding farming. Any initiatives are designed keeping this present
	e) Financial framework County Governor - NOK : 50 000 Tolga municipality - NOK: 110,000 Tolga municipality - Internal finance NOK – 70,000 Total - NOK – 330,000
	f) the socio-economic context: Agriculture represents the most important industry in Tolga. Tolga is also the municipality in Hedmark with the biggest share of the employment in agriculture. This has made this project very important.

<p>Identification and definition- application of criteria</p>	<p>a) Capacity of the good practice to respond to local needs. The project has been very relevant for agricultural life in Tolga and has in the highest degree represented an answer to the local needs.</p> <p>Thanks to this project Tolga has developed into the biggest eco-region in Hedmark. 24% of the land in Tolga is ecological.</p>
	<p>b) Resources and synergy: The project has contributed to an improved cooperation in the municipality and a greater number of people have discovered the possibilities of an expanded use of the whole range of potential which their farm can offer.</p>
	<p>c) Impact: the project is implemented within an industry which was already extensive in the region. However the diversity has strengthened through an increased focus on alternatives such as broiler production,. Other additional productions are complicated. Deer breeding and tourism have been discussed, but new alternative efforts take time.</p>
	<p>d) Coherence: the principle plan has indicated agriculture as an important development area and the project corresponds with the goals in the plan.</p>
	<p>e) Continuity: there are no new projects planned so far, but the positive development continues in Tolga.</p> <p>Comprehensive maps of the vegetation have been compiled. Local natural local resources are available here. . This can lead to new projects (bioenergy, cultivated land, pasture)</p>
	<p>f) Transferability: The Tolga model: An uncritical transfer of this project is not advisable because it is dependant on good leaders and motivators. A project like this also needs a full-time project leader for a long period of time.</p> <p>If transferred, the involvement and information the farmers need are worth considering Generally speaking if a municipality wants to develop the agriculture, the Tolga model would give very interesting experiences.</p>
	<p>g) Participation: the local community/municipality has participated actively in the project and the inhabitants/farmers are to be given the credit for the progress and the results:</p>
<p>Lessons learnt from the practice</p>	<p>rational, constructive and neutral communication; organization of relevant study trips; - search for persons with leadership capabilities; establishing and maintaining a good relation with the inhabitants - finding experts who can visit the farmers.</p>

Possible interaction with territorial marketing policies?	The project has contributed to a positive image of Tolga. The project has a clear coherence with the marketing and image-making. Tolga manages.
Possible interaction with education and training policy?	There are no links between the project and the education policy.
Contacts	Head of agricultural dept. Gunnbjørn Trøan +47 62496516 +47 62496500 gunnbjørn.troan@tolga.kommune.no
Other information	Web site www.tolga.kommune.no
	Other documentation

2.3. The Tourist Industry in Femud-Engerdal increases its professionalism against 2012 - Partner: Hedmark

<p>Precise theme/issue tackled by the practice</p>	<p>Background: There was a need for a strengthening of the tourist business in the municipality; The tourist business is the most important business in the municipality; The tourist business has the biggest growth potential in the municipality.</p>
<p>Objectives</p>	<p>According to the project plan the goals are the following Development of the existing products or creation of new ones together with other tourist enterprises in order to increase the number of overnight stays for the destinations. Develop an understanding of professionalism and demand for quality by focussing on developing a product and markets; Develop a common structure for marketing/sale of Femund/Engerdal as a tourist destination. Create an 'ownership' of the project among the enterprises through participation in the reference groups under each main activity..</p>
<p>Location</p>	<p>Country: Norway Region/district/municipality: Hedmark County, Engerdal municipality</p>
<p>What kind of innovation is generated by the good practice?</p>	<p>a) A new way to make a product or to carry out an activity The tourist product has been strengthened considerably through the following innovative activities: Creation of a broad partnership consisting of both public and private property owners; Production of several new brochures, like folders based on fishing and cross-country skiing, plus common brochures; Organisation, product development and product packing; making the possibility of being a guest in Engerdal easier..</p> <p>b) Creating a new product or carrying out a new activity together with the traditional products or activities of the enterprises The different activities of the project have improved the tourist business product in Engerdal as a whole. Product development, product packing, competence development and common marketing have been the tools. The quality of the tourist products has been considerably strengthened.</p> <p>c) Substitution of the traditional products or activities with new or the discovery of new markets</p>

What kinds of effects are produced on the pilot area and its socio-economic system?	<p>a) Balanced presence of each economic sector</p> <p>b) A more balanced localization/diffusion/distribution of the companies on the area</p>
Who are the targets of the good practice?	<p>a) entrepreneurs</p> <p>b) "New generation" entrepreneurs</p> <p>c) Workers</p> <p>d) Unemployed / job seekers</p> <p>e) Students</p> <p>f) Women</p> <p>g) Other: tourist business in Engerdal var is the main goal of the project.</p>
Detailed description of the practice	<p>a) Origin: a need for product development, competence, booking, website, sale and marketing.</p> <p>b) Timing: Project period : 2005 - 2009</p> <p>c) Actors involved: 70 enterprises in the municipality (mainly tourist businesses, but also industry/handcraft businesses who produce for the holiday house market) have participated in the project. In addition the Engerdal municipality, Statsskog, Enegerdal Fjellstyre and private property owners participated - plus some of the NGOs and some enthusiasts from the organized social activities.</p> <p>d) legal framework: Engerdal Næringssselskap AS has developed the project (Innovation company partly owned by Engerdal municipality.) The project was not anchored in the municipal business plans, but the tourist business is described generally as a focus field in the municipal plans.. The strategy plan of Hedmark Reiseliv where 'Villmarksriket' is focused.</p> <p>e) Financial framework: Funding plans Tourist business in Engerdal and Trysil Engerdal Fjellstyre (Mountain board) Engerdal municipality Hedmak County Council Innovation Norway Means from the tourist businesses NOK 1 280 000 Other income: NOK 1 160 963 Public funding NOK 4 030 000 Total NOK 6 470 963</p> <p>f) socio-economic context: the tourist business is a very important industry in Engerdal and it has a great potential for positive development in the future.</p>
(Detailed description of the practice)	

<p>Identification and definition- application of criteria</p>	<p>a) Capacity of the good practice to respond to local needs: the project, with a starting point in the project plan and in implemented activities plus budget, was capable of covering the actual needs for future cooperation and development of the tourist business. The project has contributed and led to an increased number of overnight stays in the municipality, to the sale of more fishing licences, holiday home sites and an increased retail trade in the municipality.</p> <p>In addition the enterprises have increased their competence concerning board work, setting up of businesses, cooperation, handling of the media, hospitality etc. 2500 hours of competence have been given to the tourist industry in Engerdal during this period.</p> <p>The development of the product has focused on hiking, biking, fishing, skiing, marking of routes and online booking. Several maps, guides and brochures have been worked out and produced. A common fishing guide for the whole municipality is one of the results.</p> <p>Within the sales and marketing sector, one summer and one winter calendar, bicycle guide, 'ten peaks ', local maps, ski track maps, fishing guide, holiday house magazine, activities and sales brochures have been produced (brochures).</p> <p>The project has participated in several fairs.</p>
	<p>b) Resources and synergy: the project created a possibility of establishing a broad cooperation between the public and the private business sectors. From the business side the following business sectors participated:</p> <p>trading- and services sector contractors of holiday houses and their subcontractors (timber, windows, doors, roofs etc) engineering industry, entrepreneurs landowners, Statsskog Engerdal Fjellstyre</p> <p>The business life has contributed with NOK 1280000 during the project period.</p>
	<p>c) Impact: the project has led to improved possibilities for starting one's own enterprise in Engerdal. There was no history of starting one's own business in the municipality. However in the future more people should start new businesses in the municipality.</p> <p>Another result of the project is the increased number of overnight stays and the strengthened basis of resources in several enterprises.</p>
	<p>d) Coherence: The project had no particular anchoring in the plan, even though focusing on tourist business is important and is treated in the municipal plan material. Engerdal has played an important role in the project as a 'wilderness region' in the efforts made by Hedmark Reiseliv with 'Villmarksriket'.</p>
	<p>e) Continuity: the following activities/tasks were developed further after the project was closed down.</p>

<p><i>(Identification and definition- application of criteria)</i></p>	<p>sale and marketing booking general availability of the tourist business (reaches bigger user groups) access to transport and sights This means that a big part of the project has continued, but focus on sale and marketing has decreased for natural reasons.</p> <p>f) Transferability: the concept of the project, the business plan, the organisation and funding are absolutely transferable. It is important to note that the tourist industry itself must have a strong wish to develop and that the financing must be shared between public and private partners.</p> <p>g) Participation: the project gathered a broad participation of all important shareholders in the municipality: the business life, municipality, landowners and regional authorities.</p>
<p>Lessons learnt from the practice</p>	<p>patience; added focus on those who are most motivated and interested in looking ahead; good balance between the distribution within the professional areas; internal cooperation is a challenge. More must be done within this area in the future; focus on the right market. In Engerdal Norway and the Eastern part of the country is the most important market.</p>
<p>Possible interaction with territorial marketing policies?</p>	<p>The project has a clear interaction with Hedmark Reiseliv and their development of 'Villmarksriket' which has included all Hedmark county. In addition a market link with the Trysil- and Røros region and to Grøvelsjøen area in Sweden has been established.</p>
<p>Possible interaction with education and training policy?</p>	<p>Development of competences has one of 4 components in the project and the project has an obvious connection with competence and education as a subject.</p>
<p>Contacts</p>	<p>Mia Faldmo, tel.: 047 624 56670 Mia.faldmo@femundengerdal.no</p>
<p>Other information</p>	<p>Web site www.femundengerdal.no</p> <p>Other documentation: Project plan, bi-annual reports, final report, brochures from the project.</p>

2.4. Horses as a driving forces – Partner: Hedmark

<p>Precise theme/issue tackled by the practice</p>	<p>An idea from Sweden inspired a pilot project 'Hesteriket' (The horse world) in 2006. This pilot project was implemented with the intention of starting a 4 year project.</p> <p>The background for the pilot project was a need to join the interest in horses in the mountain region. The weight was put on the following purposes:</p> <p>strengthening of Storsteigen Upper Secondary School; setting up and implementation of the Hestivalen (Horse Festival); development of riding routes; and development of a common profile.</p> <p>The result of the pilot project was the establishment of the organisation called Hesteriket which is a voluntary union/organisation. One of the objectives was to organize the Hestivalen.</p> <p>The result of the pilot project was the commencement of the main project where in part the background is the fact that people interested in horses both as a business, a hobby or as different branches of the horse sport want a main project.</p> <p>This main project will be described in this paper.</p>
<p>Objectives</p>	<p>Vision: The mountain region in Nord-Østerdal and the Røros-region shall become the leading destinations of the highest quality experiences with horses.</p> <p>Main target: The project shall develop further and renew the horse milieu in the mountain region plus secure commercial business activities related to horses.</p> <p>Sub-targets: Hestival (Horse festival): this arrangement shall be developed as a bigger annual horse event; Organization of improved logistics for horses in the mountain region; Contribution to increased commercial activities with and for horses with quality as a key word; Development of Storsteigen Upper Secondary School as a centre of competence and seminars concerning horse; E) Implementation of horse related research in the project.</p>
<p>Location</p>	<p>Country: Norway</p> <p>Region/district/municipality: Hedmark County, Nord Østerdal, Røros region and Hjerkin Dovre).</p>

What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity The following activities are innovative in the region: riding and driving routes (Bed and box) where you can travel on horse from one place to another. establishing cooperation between all the service businesses along the route (accommodation grazing grounds, food etc.), Hestivalen included Stjernerittet (competition for champions);
	b) Creating a new product or carrying out a new activity together with the traditional products or activities of the enterprises.
	c) Substitution of the traditional products or activities with new or the discovery of new markets;
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector.
	b) A more balanced localization/diffusion/distribution of the companies on the area. The commercial horse centres in the region are located in all municipalities. Most of them are also farms where horses are part of a strengthened agriculture. 7 new horse centres have been created after the commencement of the project. 5 of these are part of a farm.
Who are the targets of the good practice?	a) Entrepreneurs: The owners/leaders of these commercial horse centres are entrepreneurs.
	b) “New generation” entrepreneurs: The owners of the horse centres are idealists who work very hard on a voluntary basis - the reason is that running a horse centre is a combination of business and hobby.
	c) Workers;
	d) Unemployed / job seekers;
	e) Students;
	f) Women: A good number of horse centres are owned and run by women, but women are not indicated as a target group at the beginning of the project. A pulled off investigation shows that there is a considerable interest for horses among the women in the region.
	g) Other.

Detailed description of the practice	<p>a) Origin: The background for the project is described in point 1.</p> <p>Main activities: Contribute to a horse festival every year in the project period. It also sees to it that this event gradually develops into the horse people's "Holmenkollidag"; Building and marking paths and routes for horses in the Mountain Region; Contribute to increased business activities with and for horses (many sub-activities); Develop Storsteigen Upper Secondary School as a centre for seminars and competence based on horse knowledge; Implement horse housing; Develop the web site : "The horse in politics"; Research activities.</p>														
	<p>b) Timing Pilot project 2006 - 2007 Main project 2009 - 20012</p>														
	<p>c) Actors involved: The owners of the project is the Board of the Mountainous Regions and the "Hesteriket". The project is supported by the Board, different municipalities, Hedmark County Council and the County Governor in Hedmark.</p> <p>INTERREG 4: A Scandinavian Heartland is a cooperation partner.</p>														
	<p>d) legal framework: The Board of the Mountainous Regions is the owner of the project and the applicant for financial funding of the project. Political decisions in the Board: Some of the municipalities have included increased interest for horse in their general and business plans.</p>														
	<p>e) Financial framework:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Hedmark and Sør Trøndelag</td> </tr> <tr> <td>County Councils:</td> <td style="text-align: right;">NOK 1175000;</td> </tr> <tr> <td>County Governor, agricultural dept,</td> <td></td> </tr> <tr> <td>Hedmark And Sør Trøndelag:</td> <td style="text-align: right;">NOK 1175000;</td> </tr> <tr> <td>The municipalities:</td> <td style="text-align: right;">NOK 400000;</td> </tr> <tr> <td>Organisations and business life:</td> <td style="text-align: right;">NOK 550000;</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">NOK 3300000</td> </tr> </table>	Hedmark and Sør Trøndelag		County Councils:	NOK 1175000;	County Governor, agricultural dept,		Hedmark And Sør Trøndelag:	NOK 1175000;	The municipalities:	NOK 400000;	Organisations and business life:	NOK 550000;	Total	NOK 3300000
	Hedmark and Sør Trøndelag														
County Councils:	NOK 1175000;														
County Governor, agricultural dept,															
Hedmark And Sør Trøndelag:	NOK 1175000;														
The municipalities:	NOK 400000;														
Organisations and business life:	NOK 550000;														
Total	NOK 3300000														
<p>f) socio-economic context:</p> <p>According to an investigation, more than 50 % of the horse owners have moved to the region. The possibilities for horse activities in a living horse environment are a strong motive for people interested in horses to move within or from other regions.</p>															

Identification and definition- application of criteria	<p>a) Capacity of the good practice to respond to local needs:</p> <p>The region requires strongly new inhabitants and new jobs. The horse project has increased the number of new inhabitants and has also created new working places for seasonal workers and directly into the business for the owners. Amongst others, this has also brought advantages to veterinaries, fodder producers and teaching personnel.</p>
	<p>b) Resources and synergy:</p> <p>The horse project is a regional cooperation project where 10 - 11 municipalities in three counties work together.</p> <p>Hesteriket is an organisation with members from the whole region and roughly speaking all those running a horse enterprise are members.</p>
	<p>c) Impact – Hvordan forbedre økonomisk mangfold i lokalsamfunn:</p> <p>There are many consequences which result from the horse projects (see above) and many also identify a market in connection with this project. The biggest horse centres are run by people who moved in and created a basis for entrepreneurship through their efforts towards horse as a business.</p>
	<p>d) Coherence: The Board and the municipalities of Alvdal, Tynset og Tolga have all made a political decision about including horse activities in their planning.</p>
	<p>e) Continuity – videreutvikling: There is still one year left before the end of the project. It therefore is a bit early to conclude about further development and further implementation of the horse project in the region.</p> <p>The organisation Hesteriket will go on.</p>
	<p>f) Transferability: Parts of the idea was transferred from Sweden. The concept is therefore transferable to other Mountainous Regions in Europe.</p>
	<p>g) Participation – lokalsamfunn: See above description of the Board, the municipalities and the participation of other actors. The municipalities participate actively by organizing riding routes and big building sites for people interested in horse activities. (In Tolga up to 15 da)</p>

Lessons learnt from the practice	<p>Implementation took more time than planned, among other things because there is broad group of strong interests; anchoring takes time; a broad approach takes time, but it is desirable to include the whole milieu; international contacts and study trips have been uniting and strengthening for the milieu. Common study trips outside Norway have been positive. (we -them); Common challenges - common solutions and common advantages are uniting; The budget could have been more specified</p>
Possible interaction with territorial marketing policies?	- The project brands the mountain region for people interested in horses as a target group.
Possible interaction with education and training policy?	<p>Storsteigen Upper Secondary School is an important participant with horse on the curriculum and competent teachers. Young Entrepreneurship - several youth businesses focus on horse.</p>
Contacts	<p>Nina Veslum: tel: 047 47264716 nina@jakt-fiske-fritid.no Cathrine Fodstad: cathrine.fodstad@hedmark.org</p>
Other information	Web site www.hesteriket.no

2.5. GREEN (GRenselöst ENergisamarbeid, means “Borderless Energy Cooperation” between ski resorts) – Partner: Dalarna

Precise theme/issue tackled by the practice	GREEN is an Interreg IVA project that started on the initiative of the companies that run the 5 largest ski resorts in the mountainous area in Dalarna and Hedmark. The problem to solve was the high energy consumption to operate the facilities. How to streamline and move towards renewable energy?
Objectives	The main objective of the project is to increase rationale use of energy and renewable energy systems in ski resorts to reduce the environmental impact of winter sports activities in the Inner Scandinavian skiing resorts.
Location	Country: Sweden
	Region/district/municipality: Dalarna: Malung-Sälen and Älvdalen municipality. Hedmark: Trysil municipality
What kind of innovation is generated by the good practice?	a) A new way to create a product or to carry out an activity: This is a method to improve what they are already doing by using renewable energy.
	b) Creating a new product or carrying out a new activity together with the traditional products or activities of the enterprises;
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector: The energy consumption decreases and the knowledge increases.
	b) A more balanced localization/diffusion/distribution of the companies on the area;
Who are the targets of the good practice?	a) entrepreneurs: The ski resorts, mainly the senior managers;
	b) “New generation” entrepreneurs;
	c) Workers in the companies;
	d) Unemployed / job seekers;
	e) Students;
	f) Women;
	g) Other.

Detailed description of the practice	<p>a) Origin: An energy program was developed on national level where the needs were identified. One was: “energy issues in winter sport areas”.</p> <p>The companies of the ski resorts got this on their table. They said: “we know this, but we don’t know how to do it”.</p> <p>1) A feasibility study was initiated 2006-2007. It said: “there is a lot to do and there are advantages to cooperate with Norway”(across the border)</p> <p>2) The GRREEN-project was developed with targets, tools, methods and the basis for how to become energy efficient in the ski resorts.</p>
	<p>b) Timing: project period: 1st April 2008 – 31st October 2011;</p>
	<p>c) Actors involved: Project owner: The County Administration Board of Dalarna (60%) and Co-project owner: Trysil municipality (40%);</p> <p>The five largest ski resorts in Dalarna and Hedmark: Sälen/ Trysil, Idre/Fulufjäll, Kläppen and Stöten;</p> <p>The University Colleges of Dalarna and Hedmark.</p>
	<p>d) legal framework: The environmental goals of Dalarna prioritize energy issues.</p>
	<p>e) Financial framework: Funding from: Interreg IV A, The County Administration Board, Trysil municipality and some private means from the ski resorts.</p> <p>Total budget: 700.000 Euro</p>
	<p>f) socio-economic context: Background of the project is the climate change situation. The participating ski resorts like to assume their responsibilities and showing their efforts to reduce the environmental impact of their activities. Sustainable development of ski resort not only contributes to cost reduction, but also creates a ‘GREENER’ and more environmental friendly image, which will be an important selling proposition in the future. Examples of project activities:</p> <p>Energy advice; Energy efficiency in existing and new buildings; Change from direct electricity to wood chips or sun, wind or water energy (renewable); Development of a system for benchmarking between the ski resorts; Best-practice brochures; Dissemination.</p>

Identification and definition- application of criteria	<p>a) Capacity of the good practice to respond to local needs: The work is based on the companies' demand. The companies reduce their expenditure and have the opportunity to grow and recruit new employees, while the environmental benefits increase.</p>
	<p>b) Resources and synergy: Project group: The project leader + her boss from the County Administration board. The project leader + the director of the "Trade and Industry" department of Trysil Municipality + a Consultant Board: 10 representatives from the participating companies: Ski star (Sälen, Trysil), Idre Fjäll, Fulufjäll, Kläppen and Stöten. The University colleges of Dalarna and Hedmark.</p>
	<p>c) Impact: The problem with high energy consumption is not solved, but the question is raised, it is on the agenda and has got a higher priority. The ski resorts save money and earn a better reputation. Added value: The network between the managers of the ski resorts. These competitors have found important issues for cooperation. For example: purchasing of technical equipment and benchmarking. Advantages for the region: Improved interaction strengthens the companies and saves money. GREEN tourism to an environmental conscious group of customers. Improvements on the environment. Impact on the economic diversification: Development of existing businesses through new collaborations. An energy office has opened in Hedmark.</p>
	<p>d) Coherence: Yes, the County Administration Board co-finances this project by its regional development funds.</p>
	<p>e) Continuity: The GREEN project will continue its work in a new project, the GREEN 2020. This project will include participation of the municipalities in the area (Malung-Sälen, Älvdalen, and Trysil) as they will focus more on policy issues like: roads, water etc. A national project including the south mountain region of Sweden (Värmland, Dalarna, and Jämtland) will commence. 80% of all ski passes in Sweden are sold here.</p>
	<p>f) Transferability: Yes, provided that you get the group members trusting each other and sharing experiences even though they are competitors. Another prerequisite is that you meet the companies with a corporate attitude, not as a government official.</p>
	<p>g) Participation: They have participated in energy conferences, the Euromontana mountain convention, they got the benchmarking system and a new project will follow.</p>

Lessons learnt from the practice	It is important that the classification system is developed and that more reliable energy statistics are obtained in order to measure the energy consumption and the gains from the energy improvements that were carried out. This is something for the new national project to take a deeper look at.
Possible interaction with territorial marketing policies?	One goal is to be able to promote the ski resorts as GREEN winter destinations.
Possible interaction with education and training policy?	Yes, GREEN has initiated an education course at the University college of Dalarna: A caretaker education with a focus on energy.
Contacts	Project leader in Dalarna: Anna Lindström: anna.lindstrom @lansstyrelsen.se
Other information	Website: http://www.green-project.info/_english/index.html

2.6. WomenInnovation – Partner: Buskerud

<p>Precise theme/issue tackled by the practice</p>	<p>Women with a higher level of education and talents who wanted to move to live in the small, rural, community of Sigdal, in Buskerud did not find relevant work.</p> <p>There was a lack of skilled jobs for highly qualified women. One possibility for these women was to start their own business. Thus there was a need for knowledge within entrepreneurial skills.</p> <p>A survey stated that only one out of four entrepreneurs is a woman. WomenInnovasjon wanted to do something about this.</p> <p>WomInnovation aims at mobilizing and motivating more women to start up a business, to expand the business they already have, or to take on a high level position in a company.</p> <p>Women are less likely to start up a business than men. WomInnovation wants to change this and aims at giving female entrepreneurs inspiration, motivation, the knowhow and the competence to make a dream reality. Through networking, mentoring, competence enhancement, profiling and a common portal WomInnovation, the initiative wants to give potential entrepreneurs the guts and the courage to go out into the world and start their business, become entrepreneurs and business leaders.</p> <p>www.wominnovation.org is a meeting place for female entrepreneurs and those who have a dream of becoming one. Through success stories, news, activities and courses across the country the portal aims to inspire and be beneficial.</p>
<p>Objectives</p>	<p>WomenInnovation demonstrates the opportunities to women to create their own workplace through:</p> <p>Competence and skills development; Business and commercial network; Inspiration to start their own business or company.</p>
<p>Location</p>	<p>Country: Norway</p> <p>Region/district/municipality Sigdal community. Buskerud Regional Authority/Council "Valley of Artists".</p>

What kind of innovation is generated by the good practice?	a) A new way to create a product or to carry out an activity We consider this a new way to carry out an activity. Traditionally entrepreneurial work has been aimed at men, not on purpose, but emerging from a male tradition. WomenInnovation further develops the good experiences and adjusts to women's needs.
	b) Creating a new product or carrying out a new activity as well the traditional products or activities of the enterprises.
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets.
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector.
	b) A more balanced localization/diffusion/distribution of the companies on the area: Women and entrepreneurship are considered crucial to ensure economic growth in rural areas. The aim of WomenInnovation is to encourage educated women to start their own business.
Who are the targets of the good practice?	a) entrepreneurs;
	b) "New generation" entrepreneurs: Traditionally men are in focus when it comes to entrepreneurs; this project is tailor made to ensure competence and training for women.
	c) Workers;
	d) Unemployed / job seekers;
	e) Students;
	f) Women;
	g) Other.

Detailed description of the practice	<p>a) The origin of WomenInnovation began at the Business Garden of the Sigdal community (Valley of Artists) during the period 2006 to 2009.</p> <p>WomenInnovation's overall objective is to engage and involve women in business and economic development towards a future-oriented local community. There is an emphasis on adapting according to women's needs.</p> <p>Since 2010 there has been a national priority by the government on WomenInnovation</p>
	<p>b) Timing - 2006 – 2009: Local focus in the Valley of Artists - Sigdal with a local project; - 2010 - 2013 National program/ project;</p>
	<p>c) Actors involved:</p> <p>First period 2006 – 2009 where the Business Garden called Valley of Artists and Sigdal community were involved.</p> <p>As from 2010 and the national focus on WomenInnovation, Buskerud has extended its participants: for the period 2010 – 2013 the following actors are involved.</p> <p>Business Garden Valley of Artists, Sigdal and Krødsherad communities; Business Garden of Hallingdal StartUp Centre (Etablerersenteret); Krødsherad Business Garden and Kongsberg StartUp Centre (Etablerersenteret); Flesberg Garden Centre, Numedalen DRIV Incubator, Buskerud (regional level).</p>
	<p>d) legal framework Local industrial garden DRIV Incubator; Buskerud County Council; Innovation Norway; Private sector.</p>
	<p>e) Financial framework: There are several sources of finance: Innovation Norway (18%); Buskerud County Council (24%); Business and industry and others (registration fee and their own efforts) (24%); SIVA 34%.</p>
	<p>f) socio-economic context: WomenInnovation stimulates more migration - when something happens, people hear about it and want to move there too. It is becoming a virtuous circle.</p>

Identification and definition- application of criteria	<p>a) Capacity of the good practice to respond to local needs. Innovative business is essential to ensure vivid communities in rural areas. Youth in Sigdal community maintained that a meaningful job was the main factor for choosing to settle in the municipality. Through WomenInnovation entrepreneurs are offered training, information on how to develop and create their own workplace.</p> <p>WomenInnovation demonstrates the opportunities in order to create their own workplace.</p>
	<p>b) Resources and synergy: Collaborating across municipal boundaries.</p> <p>Through Kvinnoasjon one started evaluating who was good at what. Experience and surveys show that only a small proportion of entrepreneurs make use of such training courses and the quality of these courses varies; some are good and some are of poor quality. WomenInnovation wanted to do something about this and therefore emphasised on competence, information on what financial resources are available, at professional network etc.</p> <p>WomenInnovation is based on women's needs and provides flexible training. It is not a fixed or permanent program: Participants may pick and choose activities that include workshops, thematic evenings on finance, economy, marketing, sales etc. The emphasis on inspiration and mobilization. Experience from WomenInnovation shows that women have needs which differ from those targeted through conventional training courses.</p>
	<p>c) Impact: More business and more companies are established.</p> <p>There is room and acceptance for entrepreneurs in community.</p>
	<p>d) Coherence Buskerud County Council has been very supportive politically and financially.</p> <p>More collaboration at regional and municipal level.</p> <p>The number of female/women entrepreneurs is a critical factor for a countries' economic growth.</p>
	<p>e) Continuity: From a local initiative and project 2006 – 2010 it is now a National initiative throughout 2013. Norway is dependant on women who want and have opportunities to start their own enterprise. Authorities recognized that women needed a policy suited for their needs. They have different demands, experiences, than men. Surveys reveal that women are not less innovative, but choose strategies which differ from those chosen by men.</p>

<p>(Identification and definition- application of criteria)</p>	<p>f) Transferability: Yes, WomenInnovation has been initiated amongst women in Kosovo; Women and Innovation: It is appropriate to transfer, but it is important to adjust to local conditions and needs. The experiences are:</p> <p>Use of the same tools / methods; Ensure a practical approach - to the point; Training with a coach - shoulder by shoulder; This approach works well with men as well.</p> <p>Need-based approach, courses and training tailored to women's needs and not a finished concept.</p>
<p>Lessons learnt from the practice</p>	<p>g) Participation: Local municipality active role: participates and facilitates.</p> <ol style="list-style-type: none"> 1. Women have many good ideas; 2. There are many women who wish to pursue them; 3. Women are less willing to take risks and therefore start in small scale; 4. They need guidance and supervision to invest; 5. Are less likely to go less bankrupt than male entrepreneurs; 6. Training and guidance within entrepreneurial skills often lacks and is often unevenly offered geographically. 7. There are qualifications available, but not equally accessible to everyone and it can be bureaucratic to find.
<p>Possible interaction with education and training policy?</p>	<p>YES Young Entrepreneurs, Buskerud College, Centre for entrepreneurs.</p>
<p>Contacts</p>	<p>Hilde Solem and Siw Slevigen Kvinnoasjon. Regional Project Manager Buskerud: E-post: siw@athene-prosjekt.no</p> <p>Mob: # 47 93 28 17 02</p>
<p>Other information</p>	<p>Web site www.kvinnoasjon.no</p> <p>Other documentation.</p>

2.7. Biopark – Partner: Buskerud

Precise theme/issue tackled by the practice	During the nineties, Flå municipality with approximately 1,000 inhabitants had a challenge of decline in population. The municipality wanted to stabilize and eventually increase the population and create more jobs.
Objectives	<p>In 1997, the municipality made strategic plans in order to develop an animal park, the Bear Park (Bjørneparken). This was supposed to be a major contribution to economic and business development and contribution to regional collaboration and development.</p> <ol style="list-style-type: none"> 1. Stabilize or Increase number of inhabitants; 2. Economic development; 3. Community and regional development; 4. More workplaces; 5. Public – private collaboration; 6. Development of a tourist destination within natural surroundings.
Location	<p>Country: Norway</p> <p>Region/district/municipality Region of Buskerud, Flå municipality.</p>
What kind of innovation is generated by the good practice?	<p>a) A new way to create a product or to carry out an activity. In cooperation with local businesses and eventually regional authorities, Flå municipality suggested a long term plan to establish Bear Park.</p> <p>An area in Flå kommunem called Vassfaret has always been known to have bears. The municipality has the bear as a symbol of the municipal arms and nationally authors have for decades written about bears in the area. In addition, the Flå municipality is that place in Norway where the bear remained for the longest period until it became an endangered species. After a long period of decline, the population of bears is now again increasing.</p> <p>b) Creating a new product or carrying out a new activity together with the traditional products or activities of the enterprises</p> <p>c) Substitution of the traditional products or activities with new ones or the discovery of new markets</p>

What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector:
	b) 1. A more balanced localization/diffusion/distribution of the companies on the area. The population has stabilized during the last years and there is a slight increase: The access to jobs is good; The construction of new apartments / homes to meet demand. Good framework conditions for business:
Who are the targets of the good practice?	a) entrepreneurs;
	b) "New generation" entrepreneurs;
	c) Workers;
	d) Unemployed / job seekers;
	e) Students;
	f) Women;
	g) Other: The main target group of the Bear Park are tourists. The strategy has been to build a leisure park / zoo with a focus on wild and domestic animals. The desired effect of this strategy is more jobs, more diverse business and greater attractiveness for settlement in Flå municipality.
Detailed description of the practice	a) Origin;
	b) Timing 1997 – 2011;
	c) Actors involved Flå municipality Buskerud County Council Industry and business in general: Private investors (increasingly). As from 2008/2009 a Norwegian investor has become an important partner in the development and expansion of the park, its surroundings and municipality. Norwegian Fish and Hunting Association.
	d) legal framework grounded politically at both local and regional level. The municipality has been active throughout the whole process and still is a very active partner. There have been rallies and open meetings with inhabitants several times. Regional politicians and authorities involved with respect to the parameters. Business and local private investors involved.

<p><i>(Detailed description of the practice)</i></p>	<p>e) Financial framework 1997 – 2007. Partnership with local authorities and many private investors. However lack of finance prevented further development. There were contributions from Buskerud County Council, community and local business, but these did not suffice. 2007 – 2011: A private investor established a foundation. This ensured further development and expansion. Today the foundation has a robust economy and is developing the Park. Cultural events, education and training within the fishing and hunting fields will become more important, theatre, children's literature, dancing, photography, visiting classes from schools, and, as mentioned, education and training.</p>
	<p>f) socio-economic context.</p>
<p>Identification and definition- application of criteria</p>	<p>a) Capacity of the good practice to respond to local needs: In its region, Flå municipality has suffered severely by the decline in population. However this trend is now reversed and for the first time in many years, Flå municipality had an increase in its population.</p>
	<p>b) Resources and synergy: The Bear Park is the result of a long-term municipal planning and strategy process, in collaboration with industry and inhabitants, as well as politicians, locally and regionally, have been involved. Around 500 people from the Flå municipality and the surrounding communities have ownership and therefore interest in the project. In addition, a private investor that has been very heavily involved since 2008/2009. The Bear Park using local suppliers within the crafts and food / dining;</p>
	<p>c) Impact: Konsekvenser i forhold til økonomisk mangfold: The Bear Park buys services locally; Inhabitants are working there. They don't have to move from the village to find work; The majority of seasonal workers are from Flå (students, etc). Until recently it has been difficult to obtain housing, as there are hardly any empty houses. There are plans to build apartments for rental purposes. The municipality is working constantly to develop new residential areas. Local economy has improved due to increased tax income. Business income per capita has increased from no 379 (of 434). Flå is now no 5, thanks to a new local shopping centre.</p>
	<p>d) Coherence.</p>
	<p>e) Continuity - Bear park's future prospects: There are plans to establish a predator centre devoted to research on Norway's four predators. Today, The Bear Park is considered as a timely and important investment for a municipality which needed development and business.</p>
	<p>f) Transferability - It is possible to transfer this initiative to</p>

<p>(Identification and definition- application of criteria)</p>	<p>other regions in Norway and Europe. However it presupposes among other things: A long term perspective; Private and public collaboration; Dedicated and visionary people and initiatives; Common goals / vision; Good funding; Natural surroundings/area suitable for leisure park; Local and regional commitment; Infrastructure; Genuine - not exotic; Built step by step.</p> <p>g) Participation: Most inhabitants and businesses in the community are positive, they are proud of The Bear Park. Many young people come home for summer holidays to work here.</p> <p>Some see the risk of a private investor having too much power and as a consequence the rest of the business will suffer from this, if there is not enough space for other industry.</p>
<p>Lessons learnt from the practice</p>	<p>It is important to have a long-term perspective, commitment at all levels, local involvement, enough space/area and possibility to expand.</p> <p>Cooperation between private and public is a prerequisite. The local authority must facilitate this factor in order to obtain a commitment.</p> <p>Financing is another important condition for success. A private investor who has established a fund has been crucial for the further development of The Bear Park.</p> <p>The Bear Park is built step by step.</p> <p>There are 12 animal species in the park: moose, wolf, bear, deer, goat, rabbit, fox, sheep, pigs, Houda, ducks/geese, lynx, deer and porcupine. Grown ups prefer wild animals, while children prefer domestic ones.</p> <p>It is important to understand the target audience - children and adults have different needs. Parents want to watch wild animals, while children would rather meet domesticated animals, i.e. animals they can touch, caress and hold. The Hedgehog is the animal which is mostly requested by children.</p> <p>In addition to animals, there is an increasing focus on culture, theatrical performance for children in the summer, dance, books and photo exhibitions, just to name a few activities.</p> <p>There is also availability for accommodation and meals.</p>
<p>Possible interaction with territorial marketing policies?</p>	<p>The Bear Park has put the municipality of Flå on the map of Norway. The park had about 70,000 visitors in 2010.</p> <p>There is an established marketing company for the community and The Bear Park is one of the main attractions.</p>

<p>Possible interaction with education and training policy?</p>	<p>The Bear Park has put the municipality of Flå on the map of Norway. The park HAD about 70,000 visitors in 2010.</p> <p>Flå has established its own marketing company for the community with The Bear Park as one of its main attractions.</p> <p>A predator Research Centre will be established with focus on the four Norwegian wild animals: Bears, Wolves, Lynx Wolverine</p> <p>There is cooperation with the Norwegian hunting and fishing associations to establish a training centre nationally. Schools / classes visit The Bear Park</p>
<p>Contacts</p>	<p>Bjørneparken, 3539 FLÅ Tel: #47 32 05 35 10 Rugg@bjorneparken.no</p>
<p>Other information</p>	<p>Web site www.bjorneparken.no</p>

2. 8. Promotion of Eolic energy – Partner: Teruel

Precise theme/issue tackled by the practice	PROMOCIÓN EÓLICA TUROLENSE SL (PROETUR SL) is an association endorsed by the Provincial Government of Teruel (DPT) to help the local and regional Administration with its intervention in the development of alternative energy.
Objectives	To take part in the shareholding of enterprises' and associations' workings with the production and commercialisation and distribution of renewable energy in the region of Teruel.
Location	Country: Spain Region/district/municipality. The region of Teruel
What kind of innovation is generated by the good practice?	a) A new way to create a product or to carry out an activity b) Creating a new product or carrying out a new activity together with the traditional products or activities of the enterprises c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector; b) A more balanced localization/diffusion/distribution of the companies on the area; Apart from sectors (a) and (b), employment and innovation are promoted.
Who are the targets of the good practice?	Entrepreneurs; "New generation" entrepreneurs; Workers; Unemployed / job seekers; Students Women. Other: City councils.

Detailed description of the practice	<p>a) Origin:</p> <p>The society was established through the initiative of the Provincial Government of Teruel and three city councils of the region. Later the number of city councils grew until it became 28, which are the current members. These institutions have made several contributions to the capital of PROETUR SL. These contributions have permitted the inclusion of shareholders from enterprises aimed at the production of electricity from wind and solar farms located around Teruel.</p> <p>It also arose in response to the need to create a tool, through which administration could participate in the development and promotion of alternative energies and share the benefits.</p>
	<p>Timing:</p> <p>It commenced in 2002.</p>
	<p>Actors involved:</p> <p>The Provincial Government of Teruel, city councils and enterprises working with the production of renewable energies in the region.</p>
	<p>d) legal framework:</p> <p>Limited company formed by public funds.</p>
	<p>e) Financial framework:</p> <p>Currently the provincial institution is the principal entity with 82.72% of the PROETUR SL. shares; the remaining is distributed variously among the city councils.</p>
	<p>f) socio-economic context:</p> <p>The small population of the region of Teruel is concentrated in small municipalities, where the local administration has difficulties in obtaining the necessary resources that allow them to maintain basic services.</p> <p>Teruel's economy is not very diversified. However, it is a territory that is renowned for the quantity and quality of the available resources for the production of renewable energy, a business sector with a great scope.</p>

Identification and definition- application of criteria	<p>a)Capacity of the good practice to respond to local needs:</p> <p>Through this initiative, the DPT has tried to facilitate the exploitation of the existing energy resources of the region, so that they produce the greatest investment possible for the development of the local economy.</p>
	<p>b) Resources and synergy:</p> <p>PROETUR SL. is an enterprise that relies on the collaboration of the local and regional administration. It is made up of the Provincial Government of Teruel and 28 city councils of the region, more specifically: in Cañada de Benatanduz, Orrios, Lidón, Visiedo, Fuentes Calientes, Peralejos, Cuevas de Almudén, Villarquemado, Sarrión, Pancrudo, Escorihuela, Alfambra, Rillo, Libros, Loscos, Peñarroya de Tastavins, Mora de Rubielos, Argente, Camaña, Rubielos de Mora, Escucha, Valderrobres, La Cerollera, Ojos Negros, Cantavieja, Iglesias del Cid, Mezquita de Jarque and Tramacastiel.</p> <p>Currently it has shares in the main associations working for the production of renewable energy in the region:</p> <p>Explotaciones Eólicas El Puerto SA, owner of two wind farms located in Escucha.</p> <p>Explotaciones Eólicas Escucha SA, owner of a wind farm located in Escucha</p> <p>Explotaciones Eólicas Sierra Costera SA, owner of a wind farm located in Mezquita de Jarque, Cañada Vellida and Galve.</p> <p>Molinos del Jalón SA, owner of a wind farm in Torres de Albarracín.</p> <p>Sociedad Fotovoltaica Torres de Albarracín SL, owner of a solar park located in Torres de Albarracín.</p> <p>The management of this action is carried out by the staff of the provincial administration.</p>
	<p>Impact:</p> <p>The proposal in favour of this kind of energy has generated a dynamic effect in the territory because economic activity and employment were favoured. For example, during the construction of the parks and when they came into service.</p> <p>Furthermore, it created new possibilities of funding for the local entities, because it allowed diversification of benefits to all the villages of the region, which wanted to participate in the project, regardless of whether they were directly affected by an installation of a wind farm or a solar development.</p>
	<p>Coherence:</p> <p>It is a project of local development that committed itself to renewable energies, in coherence with the policies of environmental awareness and in favour of a more adequate energy model.</p>
	<p>Continuity:</p>

<i>(Identification and definition- application of criteria)</i>	The sector is on the increase and the initiative has been received very well by the local representatives. This is the reason why its continuity in the future is expected.
	Transferability: It is easily transferable to other territories, above all to those which have a high potential to generate energy through wind and solar technologies.
	Participation: It has been very positive and the city councils, which wanted to take part, have participated in the enterprises' social capital.
Lessons learnt from the practice	The renewable energy is being introduced more and more into the society; they use clean and renewable resources and help to decrease the emissions of greenhouse gases. Teruel has basic resources to generate this kind of energy. This potential must be exploited to dynamite the rural areas, generating new expectations for their inhabitants and making it possible for the local entities to obtain alternative economic resources.
Possible interaction with territorial marketing policies?	Yes. From the DPT it has been disseminated to each city council of the region and information days have been organised, attended by almost a hundred local representatives.
Possible interaction with education and training policy?	In principle no.
Contacts	Francisco Báguena. Representative of the Local Cooperation Area of the DPT. Telephone: 978.64.74.00
Other information	Web site: Not available.
	Other documentation

2.8.1 Privileged witness: Manuel Tolosa, Mayor of Pancrudo

The region of Teruel has a very harsh climate, especially in winter. The population has a high proportion of elderly people and the economic diversification is very limited, especially in the rural areas, where it is mainly based on agriculture. However it relies on the main resources in the renewable energy's field. The creation of PROETUR SL. responds to the policy's intention of taking profit from the potential that the region of Teruel presents in this subject and of committing itself to the alternative sources of energy (wind and solar basically) as a source of generating electric energy. The society was established in 2002 through the initiative of the Provincial Government of Teruel and three city councils of the region. Later the number of city councils grew until it reached 28, which form the current members. The object of PROETUR SL. is to facilitate the participation of the local administration in the shareholdings of enterprises' social capital with the production of renewable energies in the region of Teruel. Currently, it has shareholdings in five enterprises; four of them work with wind energy and one of them with the solar energy production. For the local entities, this initiative is a way to obtain economic resources in a different way from the usual one and a proposal for renewable energies, an environmentally positive sector that contributes further to the diversification of the local economy. It makes it possible to create direct and indirect jobs, for example catering and accommodation, and has a positive impact on the spirit of the rural areas' inhabitants. The collaboration between the local and provincial administration, working together for a more adequate energy model, has allowed all agents involved to be informed of the evolution of the sector and be able to participate in the projects started up in the region through the society PROETUR SL. The efficient running of this practice can have an influence on the development of other local policies, especially for economies which are below minimum standard, can help to create employment and partly palliate depopulation, especially in rural areas. Furthermore, it contributes to reduce the pollutant emissions, through coherence with the environmental policies supported by local, regional, national, European and world institutions. The local population is aware of the difficulties of the rural areas and any initiative that contributes to the territory's development is of interest now and will be in the future.

2.9. Pastores Cooperative – Partner Teruel

Precise theme/issue tackled by the practice	Pastores is a Cooperative Group aimed at the production and commercialisation of sheep, especially the suckling lamb (Ternasco de Aragón). The main stockbreeding cooperatives of the community are grouped in this group.
Objectives	To improve the viability and welfare of the members and workers that form part of the cooperative. To provide the clients with healthy products and services. To guarantee the sustainability and improvement of the region.
Location	Country. Spain
Location	Region/district/municipality. Aragon
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
What kind of innovation is generated by the good practice?	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
What kind of innovation is generated by the good practice?	c) Substitution of the traditional products or activities with new one or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
What kinds of effects are produced on the pilot area and its socio-economic system?	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	g) Entrepreneurs.
Who are the targets of the good practice?	h) “New generation” entrepreneurs
Who are the targets of the good practice?	i) Workers
Who are the targets of the good practice?	j) Unemployed / job seekers
Who are the targets of the good practice?	e) Students
Who are the targets of the good practice?	f) Women
Who are the targets of the good practice?	g) Other. Stockbreeding enterprises.

Detailed description of the practice	<p>a) Origin</p> <p>Pastores is a cooperative group that emerged from the fusion of three cattle cooperatives of the community. It manages the processing and commercialisation of the lamb meat of this area and especially the suckling lamb of Aragon. This product has a renowned quality label and represents 70% of the total commercialisation of the group.</p> <p>Currently it is made up of the following enterprises: Oviaragón-Grupo Pastores SCL. Cooperative of sheep producers. UPRA-Carne Aragón. Specialized in genetics improvement. Movicarne. Cooperative of consumers and users. Cotega SCL. Specialized in sheep shearing. Alimentos Rum SL. Enterprise of feed fabrication and distribution. Ovie-Spain SL. Enterprise which specialises in exportation.</p> <p>One of the functions of Oviaragón is to act as an intermediary, guaranteeing the members a market and payment for their products. A month before the sale of the sheep, they are collected from the farms and are transported to feed yards, where specialised staff supervises their feeding and the animals' health until they are sold. Furthermore, the cooperative offers other kinds of services: legal advice, supply of feed, veterinary equipment, fences and electric shepherds, etc. The last year saw the creation of a supranational consortium of exportation, Ovie-Spain. The livestock farmers from Aragon, Extremadura and Andalusia agglomerate therewith the sheep in feed yards situated in the region of Teruel for exportation at a later stage. They also study other projects such as the possibility of commercialising wool and creating a composting plant.</p>
	<p>d) Timing</p> <p>Pastores Group was created in 2001 with the fusion of three cooperatives: Carne Aragón, Ganadera Cinco Villas and later Cotega Teruel.</p>
	<p>e) Actors involved</p> <p>Cooperatives related to the sheep farming sector of the Autonomous Community of Aragon.</p>
	<p>d) legal framework</p> <p>It is a Cooperative Group.</p>
	<p>k) Financial framework</p> <p>The funding is mainly obtained from the output generated by the activity of the association. Sometimes they received subsidies from the Ministry of the Environment, Rural and Maritime Affairs, the Government of Aragon and the Provincial Government of Teruel, which allowed the association to be promoted, and specific actions of Research &</p>

<p><i>(Detailed description of the practice)</i></p>	<p>Development & Innovation, of commercialisation, etc. to be carried out. The members provide a small membership fee proportional to their turnover, which goes to its share capital. They can reclaim it if they leave the cooperative.</p>
	<p>l) socio-economic context</p> <p>Aragon is a territory with great internal inequalities where most of the population and services are concentrated in the capitals of the regions, notably in Zaragoza, which accounts for more than 50% of the inhabitants of the region.</p> <p>In the rural areas and especially in the region of Teruel, the population density is low accompanied by a high proportion of aging population. The communications are poor and the primary sector remains very important to the local economy.</p> <p>In the case of ovine livestock, the farms have about 500 head of sheep. The owners are about 50 years old and they have no set salary for the labour they do. The level of income is low-medium, this is due to the limited profitability of the sector and the aggravating factor of having to work 365 days a year.</p>
<p>Identification and definition- application of criteria</p>	<p>h) Capacity of the good practice to respond to local needs.</p> <p>The initial objective has been achieved: increasing the competitiveness of the livestock sector in Aragon. The association of producers has guaranteed the survival of the farms and the commercialisation of the products through effective and reliable initiatives. This plan is highly appreciated by the agents involved, who consider it a continuity of their own enterprise.</p>
	<p>i) Resources and synergy</p> <p>The enterprises referred to hereunder are integrated in the cooperative group: Oviaragón-Grupo Pastores SCL, UPRA-Carne Aragón, Movicarne, Cotega SCL, Alimentos Rum SL and Ovie-Spain SL. They have a work team made up of 15 people. The association of the sheep producers has 1100 members and around 550,000 head of cattle. It provides a service to 15 regional livestock veterinary associations. The cooperative renders service to a total of 50% of the Aragonese stockbreeders, who live in 450 towns of the region and in 50 municipalities of the border regions</p>
	<p>j) Impact</p> <p>The suckling lamb of Aragón is lamb meat which comes from three native breeds. Genetic improvement of the breeding sheep has been achieved through research programmes, producing an increase in the average number of lambs produced per ewe. This is notably due</p>

	<p>to births of two lambs per ewe; as a consequence this has increased profitability for stockbreeders without complicating management of the farms.</p> <p>This increase of this sector's competitiveness has had direct positive effects for the region, generating wealth and contributing to avoiding the disappearance of the activity due to the lack of yield. In short, this action represents a positive step for the development and conservation of the rural area of the region.</p> <p>Moreover, this group does the processing and selling of the lamb meat, thus increasing the added value of the product.</p> <p>One must also indicate that the recent creation of the exporting consortium of sheep, Ovie-Spain, had made enable the reaching out to new markets and the generation of new jobs. Every week between 20 and 40 thousand sheep will enter the feed yards of Monreal del Campo, where they will stay for a couple of weeks, until they are later exported to countries such as France and Italy.</p>
	<p>k) Coherence</p> <p>It has been integrated with ease into the community and its actions are in coherence with the policies of environmental sustainability.</p>
	<p>Continuity</p> <p>The group is completely consolidated in the region. There are many associated producers as a result of the services and advantages offered.</p> <p>Its continuity is ensured, although there is the possibility that the activity rate will decrease because of the disappearance of some farms. This would be due to their members approaching retirement age. The development of the agrarian policies at European level will be the key to the future of the sector.</p>
	<p>f) Transferability</p> <p>This practice can be transferred to other regions, whilst keeping in mind the limitations of its application in a particular breed of sheep.</p>
	<p>g) Participation</p> <p>This initiative is well known by a large part of the population, above all to the Autonomous Community of Aragon, which is studying new ways to improve its spread and application.</p>
<p>Lessons learnt from the practice</p>	<p>It is an initiative that mediates the whole process of production and commercialisation of lamb meat. Its running has contributed positively to the economic development of the community, allowing the conservation of livestock farms in rural areas and the creation of jobs related to new business strategies.</p> <p>The members associated in the cooperative who are producers have access to services and advantages which they would not have had if they had developed this activity</p>

	<p>individually. This allows them to reduce costs and increase the profitability of their exportations.</p> <p>Moreover, the cooperative group carries out significant work to increase the value added of the product and increase sales, dictating the processing, selling and promotional processes of lamb meat, especially the suckling lamb of Aragon, which has the label of quality PGI (Protected Geographical Indication).</p> <p>Likewise, it proves its competitiveness and market orientation through different projects for the improvement of genetic production or of exportation.</p> <p>In the region of Teruel, the Group has some facilities, such as a feed factory in Alfambra or the feed yard in Monreal del Campo, which prepares sheep for exportation. Moreover, it currently collaborates with the slaughterhouse of Andorra to permit the sale of the suckling lamb in Mediterranean areas.</p>
Possible interaction with territorial marketing policies?	<p>Yes, through the organisation of information days, conferences, participation in fairs, mailing of bulletins, mailing, printing advertising diptychs, etc...</p> <p>Two promotion campaigns stand out amongst all the promotion campaigns in which they have collaborated notably 'The contest of suckling lamb of Aragon Sandwiches' and 'my healthy purchase'. Through these contests it is expected that more people will become aware of the healthy benefits which these products offer to diets.</p>
Possible interaction with education and training policy?	<p>Yes, courses are organised to train cattle farmers in techniques and management of the farms.</p> <p>Moreover they work together with the University of Zaragoza to promote internships for their students in their facilities and the visits to their productive centres are organised for University students.</p>
Contacts	<p>Francisco Marcén. General Director of Oviaragón-Grupo Pastores info@grupopastores.coop</p>
Other information	<p>Web site. www.grupopastores.coop</p>
	<p>Other documentation</p>

2.9.1. Privileged witness: Francisco Abril, Vice-presidente, Diputación Provincial de Teruel

Teruel is a region where agriculture and livestock are very important. In the last decades the decrease of population in the rural areas has caused a fall in livestock farming. This circumstance combined with the problem of abandonment of farm land has caused a reduction in pastures and thus the increase of scrubland. The Provincial Government of Teruel (DPT) is aware of the importance of the livestock sector in the region and this is the reason why it collaborates with initiatives like Oviaragón, a sheep cooperative that provides services to 50% of the Aragonese livestock farmers and provides jobs in other sectors such as commerce, advertising and services sectors. The cooperative started 30 years ago with 25 members; whereas at present it has more than 1,100 members. The group has managed to strike a balance between the food chain and the quality, progressing especially in the promotion and commercialisation of the product. This year in spite of the crisis it has created an enterprise called "Ovie-Spain" aimed at exportation. The DPT has collaborated in the implementation and development of this initiative, ensuring that good practices are carried out. They also promote the suckling lamb of Aragon, which has its own protected designation of origin. Finances for the sector have been obtained and the improvement of the productivity and the development of new technologies for processing the meat have been supported. Ensuring good practices in the production processes has permitted the perpetuation of the sustainability and improvement of this high quality product. For example the scheme has collaborated with the Faculty of Veterinary Science of the University of Zaragoza, through the department of Animal Production. The qualities of the suckling lamb of Aragon have allowed it to obtain a protected designation of origin. This means that a consumer who wishes to purchase lamb has a product which guarantees a specific quality unlike lamb without this label. The actions of promotion have been very important, having managed to increase national sales and exportation. Furthermore, it is with increasing frequency that breeders and farm owners are becoming members of Oviaragón. With this trend it is possible to slow down the rate at which people leave rural areas. The application of measures such as the adaptation of offers for the festive months thus avoids excess offers in spring. This results in a lower imbalance between the increase and decrease of prices, improving the market and maintaining the average annual prices and the incomes of the stockbreeders. The Oviaragón management is an example to be followed to improve the running of other enterprises. If a good product is obtained and we have the means to develop it, it will improve the economy of the region and therefore the economic policies must be aimed at ensuring the application and promotion of initiatives which work. The cooperative group continues research and innovation. Currently they are working on a project of industrialisation, commercialisation and new uses for wool, which will result in new jobs being created. These kinds of practices allow a part of the population to be able to continue living in the rural area without having to move due to the lack of work. Teruel is essentially an agricultural and livestock area, but it is not limited to projects only related to this type of work. It is a vast region to be explored and we all have to work to find new sources of employment.

2.10 Network for enterprising Women - Partner Teruel

Precise theme/issue tackled by the practice	It is a training scheme aimed at training and advising enterprising women in the region.
Objectives	Stimulating the promotion of self-employment for women in order to strengthen the business network in the region and favour the population's settlement.
Location	Country. Spain
	Region/district/municipality. The region of Teruel
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	Entrepreneurs.
	"New generation" entrepreneurs
	Workers
	Unemployed / job seekers
	e) Students
	f) Workers or unemployed women from the region of Teruel with enterprising interests.
	g) Other.

Detailed description of the practice	<p>a) Origin</p> <p>The labour market still presents negative features for women: a higher unemployment rate, a greater share of temporary jobs, lower wages and more informal work. These aspects together with the particular situation of the region, with a low population density and high proportion of aging population, have motivated this initiative.</p> <p>Through this, one is expecting to reach women with business interests, offering them training in basic business administration and management and advising them on how to carry out their personal projects and in the short term the creation of a network of enterprising women in Teruel using the Internet as a principal tool.</p> <p>For this, a project is being developed in three stages:</p> <p>Stage 1: General Training Stage 2: Specific training by sectors Stage 3: Consultancies</p> <p>As a complement, a web site has been created and designed to facilitate access to:</p> <p>Online information and direct communication with the course management; Downloading teaching material in advance; Communicating with other enterprising women through the forum; Watching videos from 75 entrepreneurs and businessmen.</p> <p>During two weeks, the participating women received a 32 hours of training sessions in very different subjects such as enterprising society and self-employment, administrative and legal aspects, leadership, projects subvention and funding, but also contents related to new technologies such as electronic business, social networks and online tools.</p>
	<p>f) Timing</p> <p>The training programme was held in 2010.</p>
	<p>Actors involved</p> <p>Regional and national administration, public organisations and enterprising women from the region.</p>
	<p>d) legal framework</p> <p>Resolution of 7th October 2010, of the Technical General Secretariat, in which the Collaboration Agreement with the Government of Aragon was published, for the promotion and encouragement of self-employed women in the region of Teruel. Official State Gazette (BOE) 18.10.2010.</p>

<p><i>(Detailed description of the practice)</i></p>	<p>Financial framework The training courses were completely financed with public funds. The cost of the project was €200,000, €130.000 was provided by the Ministry of Equality and €70,000 by the Department of Economy, Treasury and Employment of the Government of Aragon.</p>
	<p>socio-economic context During the last 50 years, Teruel has lost a great part of its inhabitants as a result of them moving to other territories to look for new opportunities. This has caused a large elderly population and depopulation of the region. To stop this trend, it is necessary to take measures like the one in question which contributes to create employment and stabilise the population.</p>
<p>Identification and definition- application of criteria</p>	<p>I) Capacity of the good practice to respond to local needs. Complete capacity. It has been possible to reach women with an enterprising initiative, who have received training in different subjects related to self-employment and in many cases they were encouraged to implement their business ideas.</p>
	<p>Resources and synergy The scheme has been financed by the Ministry of Health, Social Policy and Equality and the Government of Aragon through the Department of Economy, Treasury and Promotion. It has been administered by the INAEM (National Institute of Employment in Aragon) with the collaboration of the Aragonese Institute of Promotion, the Aragonese Institute for women and the European Centre of Enterprises and Innovation of Aragon. Two people who come from the Aragonese Institute of Promotion work in the administrative and management fields of this scheme, and there are also two people from the European Centre of Enterprises and Innovation of Aragon. 29 teachers work in the training scheme along with 5 logistics agents of Employment and Local Development.</p>

<p><i>(Identification and definition- application of criteria)</i></p>	<p>n) Impact The impact has been positive, due to the reception of the project in the different regions of the province and the results obtained. These results are the number of business projects created. 101 women took part in the programme in 8 different regions and 66 projects have arisen, spread throughout the region. In addition, there has also been a diversification of sectors, emphasising the use of new technologies in most of the projects, and this was one of the objectives considered for this scheme. From the 66 projects created, 25 have already started and it is planned that the other 41 will start soon. This shows the additional value of the action as an element that stabilises the population and develops a delocalised economy. All this information is drawn from the tutorship and monitoring of these projects.</p>
	<p>o) Coherence It is a process of local development. The typical characteristics of this action allow it to be integrated like a complementary programme in the work place of the other institutions, such as the ones which collaborate with this plan.</p>
	<p>e) Continuity It is unsure at present whether more schemes of a similar nature will be developed in the future.</p>
	<p>f) Transferability It is possible to transfer this practice to other territories with a sparse and low density of population.</p>
	<p>g) Participation An important promulgating campaign was carried out to implement the action, which endeavoured to reach the entire region and the target public.</p>
<p>Lessons learnt from the practice</p>	<p>The labour market still presents negative features for women: higher unemployment rate, a larger share of temporary jobs, lower wages, limited access to higher level management positions, and great effect of informal work. These aspects together with the typical characteristics of the region of Teruel, the scarce population and high proportion of elderly make the design of this kind of policies necessary notably due to the fact that these policies are aimed at improving employability among women, increasing their level of training and their adaptability to market needs. The results obtained with this project have been very positive. It managed to promote the enterprising activity of unemployed women and the creation of new business projects in the region. These circumstances lead to a greater economic and personal autonomy for women, to the creation of quality employment and to the creation of activity in the region.</p>

Possible interaction with territorial marketing policies?	There are links to the collaborating organisations' websites, which cover the entire target territory of the action.
Possible interaction with education and training policy?	Through this initiative, women from all over the region received training on self-employment.
Contacts	Antonio Martínez. Manager of CEEI Teruel amartinez@ceeiaraagon.es
Other information	www.mujeres-emprendedoras.org
	Other documentation

2.10.1. Privileged witness: José Antonio Sanchez, Aragonese Institute for Employment

The main problems of the region of Teruel are depopulation and the lack of communications. For many years Teruel was excluded from the national infrastructural plans and this had a negative effect on its economic development. At present virtual communications between people and enterprises are becoming increasingly important. This has brought new possibilities to businesses, which didn't exist before. It is necessary to make Internet access easier and favour its use at a particular and business level. Through the NETWORK FOR ENTERPRISING WOMEN programme, the expectations were those of offering women with enterprising interests a training in basic business administration and management and advising on execution their personal projects. The difference with other previous training programmes aimed at women is the possibility of creating a network of enterprising women of Teruel using the Internet as a tool. The actions were developed in almost every region. CEEI (European Business and Innovation Centre) and IAF (Aragonese Institute for Promotion), entities with a large experience in actions aimed at favouring the enterprising culture and the enterprises' creation, have participated in their organisation. The action impact at a local level has been positive. Participating women received information about the procedures they should follow and the advantages and disadvantages existing when undertaking a business from a global but at the same time practical point of view. They have also been trained in new technologies, such as the electronic business, social networks and online tools. This practice of enterprising women in network is completely coherent with the other public administrations' schemes aimed at promoting women equality and self-employment, and expresses the social and political feeling to allow women to participate in society. For this, a renovation of ideas is needed to become more flexible, open and dynamic. It can be transferred to any other territory because difficulties of women in the labour market can be found at a general level, although in Teruel they have become worse due to the typical characteristics of the region

2.11. Truffles Cultivation – Partner: ERSAF – Regione Lombardia

Precise theme/issue tackled by the practice	Agricultural and local development
Objectives	The project aims to develop the cultivation of the truffles in Bracca. The goal is the improvement of the local economic context with the modernization of a traditional local activity.
Location	Country. Italy
	Region/district/municipality. Lombardia Region, Province of Bergamo, Comunità Montana Valle Brembana, municipality of Bracca
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	a) entrepreneurs
	b) “New generation” entrepreneurs
	c) Workers
	d) Unemployed / job seekers
	e) Students
	f) Women
	g) Other
Detailed description of the practice	Origin Picking wild truffles (very valuable mushrooms) is a traditional rural activity in Bracca, a small village (pop. 650) in Val Brembana. The project aims at developing fields for the cultivation truffles in an agricultural way for the creation of a more stable economic opportunity.
	Timing Projects starts in 2009

	<p>Actors involved Municipal administration of Bracca, Comunità Montana of Val Brembana, Province of Bergamo, local associations of truffles experts</p>
	d) legal framework-
	<p>Financial framework Public resources to help local farmers to create the cultivation of truffles</p>
	<p>socio-economic context Bracca is a small rural village in a mountainous area. The risk of depopulation is very strong, because job opportunities are decreasing.</p>
Identification and definition- application of criteria	<p>p) Capacity of the good practice to respond to local needs. Improving the cultivation of truffles can sustain the local economic sector</p>
	<p>Resources and synergy The initiative is financed by external public funds from Municipal administration of Bracca and Comunità Montana of Val Brembana</p>
	<p>c) Impact One field with the cultivation of truffles was implemented</p>
	<p>d) Coherence This measure is integrated into the policy in order to fight against depopulation in mountainous areas and to help business in rural villages.</p>
	e) Continuity
	<p>f) Transferability This practice isn't easily transferable because truffles need particular conditions to grow</p>
	<p>g) Participation The population affected has actively taken part in the starting up of this project. The rest of the population of the region has information through the usual channels of the institutions involved.</p>
Lessons learnt from the practice	<p>Traditional not profitable activities can become a business opportunity for local community with the support of institutions</p>
Possible interaction with territorial marketing policies?	<p>This initiative has a strong interaction with territorial marketing because truffles is a strong attraction for food tourism</p>
Possible interaction with education and training policy?	<p>In principle no.</p>
Contacts	<p>Margherita Molinari, Department of tourism, Municipality of Bracca</p>
Other information	<p>www.comune.bracca.it</p>

2.11.1 Privileged witness: Alberto Mazzoleni, president of Comunità Montana Vallebrebana

Bracca is a small and rural village in mountainous area, with a problem of depopulation, caused by a decrease in the traditional rural activities.

This project is interesting because it aims at a strong integration between food tourism (that is much ever important in touristic economic trends) and a traditional rural activity. In terms of “economic diversification”, the project is an example of a new way to make a business opportunity for local community out of a traditional non-profitable activity. Local truffles could be used by the local restaurants in Bracca to improve their gastronomic offer. Bracca and its restaurants are already famous at a regional level for truffles and their gastronomic offer, so the project has already produced an impact on economic system of the village. This project is still in a “start-up” phase, so the local community and the local municipality have to work hard to increase the cultivation of truffles, but they are in the right direction. During the next year, this project is going to strengthen marketing actions.

2.12. Multi – Services Shop in rural villages – Partner: ERSAF – Regione Lombardia

Precise theme/issue tackled by the practice	The Multi-services shops are old groceries stores situated in small villages in Val Brembana that through a financial contribution of Regional and local institutions became shops with various services (internet, touristic information, typical products).
Objectives	Avoid the risk of closure of these shops which are very important for the inhabitants Improve the commercial offer for inhabitants and for tourists.
Location	Country. Italy
	Region/district/municipality. Lombardia Region, Province of Bergamo, Comunità Montana Valle Brembana, municipality of: Valsecca; San Pellegrino Terme Lenna Piazza Brembana Carona
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	a) entrepreneurs
	b) “New generation” entrepreneurs
	c) Workers
	d) Unemployed / job seekers
	e) Students
	f) Women
	g) Other

Detailed description of the practice	<p>Origin</p> <p>In small villages, local groceries risked closing up, due to competition by larger supermarkets situated in urban areas. However, local groceries play a social role in local community, especially for people who could not move out (for example, old people without car). Regional and local institutions decided to make a financial contribution to local groceries to innovate their activities, adding new services and products and to become a landmark not only for local inhabitants, but also for tourists.</p>
	<p>Timing</p> <p>Projects started in 2009</p>
	<p>Actors involved</p> <p>Lombardy Region, Province of Bergamo, Chamber of Commerce of Bergamo, Bergamo Formazione, five local groceries.</p>
	<p>d) legal framework</p> <p>Call for aid for identifying and financing local groceries</p>
	<p>Financial framework</p> <p>The economic contributions for the creation and establishment of Multiservice Shops are financed with public funds.</p>
	<p>socio-economic context</p> <p>In the small villages, small groceries risk closing up, due to competition by supermarkets in urban area. Inhabitants of rural areas with mobility difficulty (old people) could have problems in buying foodstuffs.</p>
Identification and definition- application of criteria	<p>Capacity of the good practice to respond to local needs.</p> <p>Limited and scarce quantitatively. Qualitatively satisfactory for the users.</p>
	<p>Resources and synergy</p> <p>The initiative is financed by external public funds from the Lombardy Region, Province of Bergamo, and Chambre of Commerce of Bergamo. The initiatives were implemented with the help of Comunità Montana of Val Brembana.</p>
	<p>c) Impact</p> <p>5 multiservice shops were created in 5 different villages</p>
	<p>d) Coherence</p> <p>This measure is integrated into the policy to fight depopulation in mountainous areas and to help businesses in rural villages.</p>

<i>(Identification and definition- application of criteria)</i>	e) Continuity As there are still many municipalities with difficulties in accessing these kinds of services, it would be advisable that the involved institutions keep supporting this initiative as they have been doing up until now.
	f) Transferability This practice is easily transferable.
	g) Participation The population affected has actively taken part in the starting up of this project. The rest of the population of the region has information through the usual channels of the institutions involved.
Lessons learnt from the practice	targeted funding can help economic activities and, simultaneously, improve the overall supply of services for the area, both for tourists and residents
Possible interaction with territorial marketing policies?	This initiative has a strong interaction with territorial marketing because multiservice shops have become reference points for tourists.
Possible interaction with education and training policy?	In principle no.
Contacts	Andrea Locati, Chambre of Commerce of Bergamo, locati@bg.camcom.it
Other information	www.bg.camcom.it

2.12.1. Privileged witness: Alberto Mazzoleni, president of Comunità Montana of Vallebrebana

Local economic and political actors of Val Brembana should invest more in tourism to improve economic development of the territory. The project related to Multiservice shops is going in this direction. The Chamber of Commerce of Bergamo, in partnership with other local institutions, played an important role, concerning: fund raising, call for proposal's publication and promotion, analysis of the applications, training activities for the applicants. The initiative is related to a general regional and local policy for the development of mountainous areas.

This initiative increased attention towards local products of Val Brembana, with a direct help to the touristic offer of the territory and supported the local economic system.

These good results consent the improvement in the conception of the tourism as a business opportunity for the local communities.

The initiatives will be replicated in the future, but will be necessary to concentrate funds in the most rural and depopulated villages.

2.13. Italian Meteorological Society – Partner: Province of Turin

Section	Description
Precise theme/issue tackled by the practice	Initiative on research and study about the atmosphere with attention to the natural landscape and collaboration with agricultural productions.
Objectives	<p>Research and study about atmosphere with particular attention to the climatic changes</p> <p>Protection and valorisation of natural landscape</p> <p>Education to students</p> <p>Training about climate issues</p> <p>Collaboration with agricultural productions</p>
Location	Municipality of Bussoleno, Province of Turin
	Piedmont Region
What kind of innovation is generated by the good practice?	a) A new way to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization / diffusion/ distribution of the companies (private social services) on the area
Who are the targets of the good practice?	researchers
	citizens
	People who is involved in primary sector
Detailed description of the practice Individuation and definition- application of criteria	<p>a) Origin</p> <p>Since its first conception in the middle of 1800 and after a gap of 57 years, the Italian Meteorological Society returns to live. The prestigious association founded by Father Francisco Denza in 1865, ratified in Turin in 1880 and then dispersed by war events in 1943, has been reconstituted for initiative of the Subalpina Meteorological Society. From 1988 the activity of Association has developed in Turin; since 2004 a group of researchers involved in the Association's activity decides to localize the Association in a place with a greater dimension and a better quality of life. They choose the place of Borrello Castle located in the municipality of Bussoleno (Valle di Susa) where one work with ICT connections.</p>
Detailed description of the practice	<p>h) Timing</p> <p>In progress</p>

Individuation and definition- application of criteria	Actors involved Italian Meteorological Society
	legal framework Non-Profit Organization of Social Usefulness
	Financial framework Private financial resources
	socio-economic context Medium valley (Valle di Susa), well infrastructured, important natural environment, historical heritage. Bussoleno and Susa are the most important centres of the medium valley. The most important economic sector of this part of valley is the secondary sector.
	t) Capacity of the good practice to respond to local needs. Not so influential
	Resources and synergy This activity has been financed internally by Association.
	v) Impact This activity has favoured new networks: the construction of ESALP, an Association of enterprises on renewable energy for alpine territory. This Association has created new jobs (linked to the Castello Borrello Mountain Farm) and new inhabitants (7 researchers who live in Valle di Susa work with the Association).
	w) Coherence This activity is not part of an overall economic diversification. It should be considered a private initiative.
	Continuity The positive results favour the diffusion of this initiative.
	f) Transferability The practice could be transferred to other contexts.
g) Participation	
Lessons learnt from the practice	The possibility to transfer high level research and its application (from agriculture to renewable energy) in a peripheral mountain context.
Possible interaction with territorial marketing policies?	yes
Possible interaction with education and training policy?	Yes
Contacts	www.nimbus.it, info@nimbus.it

2.14. "Change of air: try the Haute Loire!" Creation of the tourism brand: Respirando. – Partner: UCCIMAC

Precise theme/issue tackled by the practice	Establishment of a tourism policy by the departmental Council of Haute Loire with a specific positioning "Outdoor activities". This is to become a "reference destination" with the Respirando certification.
Objectives	<ul style="list-style-type: none"> - Change the image of tourism in Haute Loire, making it more dynamic, - Pool resources in order to be more operational, - Make-tourism an economic activity by itself, and a contribution to regional planning. - Structuring the tourist offer.
Location	<p>Country: France</p> <p>Region/district/municipality: Auvergne, Department of Haute-Loire.</p>
What kind of innovation is generated by the good practice?	<p>General structure of the territories comprising the Department highlighting different and marked types.</p> <p>Ex: Haut- Lignon: area labeled "Home of the top teams", "1000m, l'altitude champion"</p> <p>Gorges du Haut Allier: destination "Whitewater"</p> <p>The Amblavèze: area labelled "Eco-tourism", "L'art de vivre nature",</p> <p>The Mézenc: "Retour aux sources assure", for a 4 seasons tourism.</p>
What kinds of effects are produced on the pilot area and its socio-economic system?	<ul style="list-style-type: none"> - Membership of local people (residents and professionals) and ownership of the process. - Membership of the affected communities who bear the files (ex: Haut- Lignon) - Creation of new tourism products (event type trail, "France Championship sled dog," "Coupe de France Climb", "Sur les traces du XV de France". - Better marketing - Positive impact on the department's image and professionalism of the actors. - Valuation of short circuits between tourism and mountain agriculture.
Who are the targets of the good practice?	The people who become targets, vectors and proximity customers (Clermont-fd, Languedoc, Rhone-Alpes)

Detailed description of the practice	a) Origin In 2008, leadership of the departmental Council of Haute-Loire in the form of a departmental diagram which was a genuine framework for tourism development in the territories.
	b) Timing This is still the launch period because, for example, the labelling respirator is underway for the marked trails (hiking, mountain biking, white-water,), the organization around the promotion of mountain products Pilgrims bound for the Ways of Saint Jacques de Compostela or the Stevenson Trail hikers, after finding application in the identification of "strengths tourism" true "reference stations". Creation of areas or stations concept: Respirando.
	c) Actors involved Auvergne region, departmental Council of Haute-Loire, Tourism Office, Departmental Walking Committee , Local Tourism Organizations, Groups of Municipalities, Tourism Offices, local tourism actors
	d) legal framework Partnerships with action and validation by the territories in the departmental county diagram. Creation of specifications for "accommodation" for outdoors activities
	e) Financial framework Depending on the project, according to legal status: private, public or mixed. In case of public project for example: 25% department, 25% area, 50% group of municipalities.
	f) socio-economic context Need to cross, synergy, communication, and even fund between the different actors. High sensitivity and care taken in respect of the environment.
Identification and definition- application of criteria	a) Capacity of the good practice to respond to local needs
	b) Resources and synergy Development minding, concerns the organization of territories, networking and complementarities. Need for extending the tourist season to secure the economic activity of tourism. Request federation of actors and pooling of resources (combination tourist offices, joint promotion and marketing)
	c) Impact It is too early to measure impact in terms of attendance, but internally territories play the game of this differentiation, diversification and readability of the offer. This is fundamental to locate la Haute- Loire, an area of eastern edges of the Massif Central.

<i>(Identification and definition- application of criteria)</i>	d) Coherence A new look is worn on the "fringe" of the Massif, through a common label corresponding to the new market trends.
	e) Continuity This has become a kind of "Modus Vivendi", finding its roots in the cultural (tourism worship or spiritual approach) or geographic elements extending into a movement in synch with the search for authenticity, well-being and communion with Nature and local conditions.
	f) Transferability This approach to tourism development is entirely transferable to other territories.
	G) Participation Approaches to training in i-Tourism, for example the work takes place also in the minds of players.
Lessons learnt from the practice	Vigilance vis-à-vis the "time" of elected officials which is not always in synch with the construction of a strategy, its implementation and results.
Possible interaction with territorial marketing policies?	Changing the image of Haute Loire for local, borders and external populations
Possible interaction with education and training policy?	Increase the professionalism of actions
Contacts	Mister Daniel VINCENT Hotel du Département 1, Place Monseigneur de Galard 43000 Le Puy en Velay +33 (0)4.71.07.41.54
Other information	www.respirando.fr
	Other documentation

2.15 Cap'Actif Network Regional Natural Park of Livradois-Forez – Partner: UCCIMAC

Precise theme/issue tackled by the practice	Facilities and support structures networking for projects developers through the regional natural park of Livradois-Forez in its field.
Objectives	<ul style="list-style-type: none"> - Bringing in entrepreneurs and their families through the activity offer promotion on the territory of the regional natural park of Livradois-Forez - Improve individual and collective support of the projects developers thanks to information and tools pooling - Establishing new « quality » common procedures possibly leading to certification - Mobilizing resources persons on the territory in terms of reception, support and following to the projects developers since the “idea of the project” and also organize those persons themselves according to their skills and their intervention legitimacy. - Do not create a « unique counter » but coordinate and animate interventions
Location	Country: France
	Region/district/municipality: Massif central, Region of Auvergne, regional natural park of Livradois-Forez, 170 municipalities, 100 000 inhabitants, Density = 32 inhab/km ² , - 30% of the population > 60 years old
What kind of innovation is generated by the good practice?	<ul style="list-style-type: none"> - An operational Charter online - Establishing an interaction between a technical working group motivated and a steering committee of implicated elected people. - The co-responsibility toward the network's objectives and the conviviality between persons. - A multidisciplinary approach of the skills to be mobilized for the reception and the accompaniment of the project developers. - Constitution of a working group between voluntary organisations (Park, Consular Chambers and groups of local authorities) and animation of the group an action-training driven by an external service provider to reach to a common shared project in its form and content.
What kinds of effects are produced on the pilot area and its socio-economic system?	<ul style="list-style-type: none"> - Increase of territory attractiveness - A grant to the offer of creation or resumption of activities, fields, local, and even business residence is offered to the project developers on the net. Those offers are directly set up to go online by each partner, and the information request is done will be one of the topics of the next network meeting. - An accompaniment and following shared tool of the project developers opened to each member via extranet, permits a legibility of the people experiences by anyone (550 shared forms today). - After 6 years of operation, 60 to 70 fittings per year had been accompanied by Cap Actif.

Who are the targets of the good practice?	<p>Economic development actors in all their diversity, entrepreneurs, future entrepreneurs, institutions and local authorities are concerned.</p>
Detailed description of the practice	<p>a) Origin</p> <p>b) Timing In 1997, the Regional Natural Park of Livradois Forez (built in the 80's, astride departments of Puy de Dôme and Haute Loire, to react to the economic and social downturn) noticed that jobs in industry, hand craft and agricultural sectors, the former driving force of the economy, decline seriously and that the demographic decrease can not compensate the retirement. So, it mobilizes the development actors on the territories after conducting their census. First of all, it was important to build a common reference framework shared between the structures who have responded to the call. From that a project of action-training for a period of a year was born, this action-training is for the elected people and technicians in order to identify who is doing what. Afterwards, the charter of Cap Actif network is developed. It formalise the network partners:</p> <ul style="list-style-type: none"> - Commitment between themselves (make available a referent person, information sharing); - Towards the project developers (availability, improving the overall path...)
(Detailed description of the practice)	<p>c) Actors involved The Cap Actif network is now made up of 22 subscriber structures.</p> <ul style="list-style-type: none"> • 11 groups of local authorities • 5 Consular Chambers <ul style="list-style-type: none"> o 2 Chambers of Commerce and Industry <ul style="list-style-type: none"> o Puy de Dôme Chamber of Trade and Craft Industry o 2 Chambers of Agriculture • Livradois-Forez Park • 2 platforms of local initiatives • The Association for the Right to Economic Initiative (ADIE) • The Management Boutique (ADRET) • Active Auvergne • The Co-operative for Activities and Employment Support to the Creators • ARDTA (Regional Agency of the Territory Development of Auvergne)

	<p>d) legal framework</p> <ul style="list-style-type: none"> - Formalisation of a precise mandate from structures to their representatives - Creation of a network operational Charter and of a code of conduct respected by all partners members - Shared principles : <ul style="list-style-type: none"> o Verbalization freedom and respect for the opinion of others o Information confidentiality o Network Openness and transparency o Conviviality
	<p>e) Financial framework</p> <ul style="list-style-type: none"> • Total cost of the project or action <ul style="list-style-type: none"> o Development training : organisation 25.000€, o accommodations and meals 7.000€ o Website: 15.000€ • Financials Partners / mobilized structures <ul style="list-style-type: none"> o LEADER Program o Groups of local authorities Participation o Consular Chambers Contributions o Self Financing of the Regional Natural Park of Livradois Forez
	<p>f) socio-economic context</p> <p>There is a sharp economic slowdown on the territory who risks a loss of vitality. (Unemployment = 11.8%)</p>
<p>Individuation and definition- application of criteria</p>	<p>a) Capacity of the good practice to respond to local needs</p> <p>Monthly meetings with the structures technicians for :</p> <ul style="list-style-type: none"> o Mutualise the skills on projects o Exchange of information on project developers met o Ensure that each project developers find a solution to his problems o Split among the projects supporting work
	<p>b) Resources and synergy</p> <p>2 monitoring committees per year, composed by participant structures, the committee is in charge of the network performance evaluation and validation of network actions.</p>

	<p>c) Impact</p> <ul style="list-style-type: none"> - 500 projects followed per year - 150 project developers with a referent per year - 80 installations per year - 45 projects financed by the platforms of local initiatives per year - 10 winners at the Competition of Creation and Resumption of enterprises (bonus of 52.000€ per year) - Many proposals of entrepreneurial opportunities: bonus on internet www.capactif.com. An average of 1000 connexions per month. - High projects developers' satisfaction. - 3 collective trainees per year for the network professionalization - Mutualisation of means for the territorial promotion: project in campaign, micro-market operation in region border cities, newcomer's leaflets, website... - Grande satisfaction des porteurs de projets <p>d) Coherence</p> <p>The project helped partners to gain a common culture. In order to maintain it, trainees are regularly organised. Cross-disciplinary work groups hatch partnership actions: territorial promotion, activities offer qualification, evaluation of welcoming policies on the territory, exchange place of offer and demand of resumption and divestiture of activity and premises, quality of reception process...</p>
<p><i>(Individuation and definition- application of criteria)</i></p>	<p>e) Continuity</p> <p>The designation of an elected person delegated to the reception in the group of local authorities is being experienced as mentioned in the Reception Quality referential developed at regional level and impelled by the territories Agency. This one is in charge of the physical reception of the new comers and the meetings attending. The project developer becomes a resource for the territory spreading a state of mind suitable to the reception of actives.</p> <p>A support to the service certification through AFNOR is suggested by the Regional Agency of the Auvergne Territories (ARDTA) on all the regional territories. Some members' organisations of Cap Actif are already committed to it.</p> <p>f) Transferability</p> <p>The project is transferable because:</p> <ul style="list-style-type: none"> - It covers sectors as economy, urbanism, habitat, where the quality of life, the reception policy enable to provide a common direction to the traditional sectorial policies. - It impacts on the territory organisation, but also on mindsets, this policy must be part of a long-term strategy. A reception policy is a policy of cross-disciplinary local development that places the human factor at the centre of territories' projects and that aims to bring new populations but also to maintain local population.

<p>Lessons learnt from the practice</p>	<p>A network successfully completed but fragile: It is successfully completed, due to its sustainability, its abilities to adapt and its acknowledgement. It is also by the members commitments and the mutual trust established.</p> <p>It is fragile, because “turn over” of technicians and network elected people slow down its action. But also fragile as it is not simple to quantify the real impact of the network on project developers’ choices of installations and it accentuates the difficulty to communicate its action to the population, elected representatives, and new comers. Also fragile because if the commitment of elected representatives was really important when the charter was signed, it was difficult to maintain it over time. The network has become step by step the interest of the technicians, and the elected representatives had only a word to say at the steering committee.</p>
<p>Possible interaction with territorial marketing policies?</p>	<ul style="list-style-type: none"> - Actions to promote the Park - Request from the National Agency of Territory Development of Auvergne - Support specificity on the Park territory
<p>Possible interaction with education and training policy?</p>	<ul style="list-style-type: none"> - Collective trainees - Improve actors professionalism - A new way to educate new comers to the specificities of the territory
<p>Contacts</p>	<p>Etienne CLAIR – Chargé de mission Développement Economique Parc naturel régional Livradois-Forez BP 17 63880 SAINT GERVAIS SOUS MEYMONT Tel : 04.73.95.57.86 (direct line)</p>
<p>Other information</p>	<p>Web site dev.eco@parc-livradois-forez.org</p> <hr/> <p>Other documentation</p>

2.15.1. Privileged witness: Tony Bernard, President of the Park and Mayor of Châteldon

Founded in the 1980's in reaction to economic and social depression that observers and most of residents assessed as irreversible, the Park is inspired by a strong will to fight decline fatalism on the basis of solidarity.

It should be recalled that the law provides that regional natural parks should have 5 objectives:

- Preserving the heritage, in particular with an adapted management of natural environment and landscapes,
- Contributing to land development,
- Contributing to economic, social, cultural and quality of life development,
- Ensuring reception, education and information to the public,
- Realising experimental and exemplary actions in above mentioned domains and contributing to research programs.

During the last 20 years, whilst being characterized by an industrialisation rate superior to the national average (because of Thiers and Ambert's basins), the Livradois-Forez Park was successful in energising local life and promoting the territory due to work on the determination of men and women to maintain this territory alive. This "developer park" attaches today a great importance to the social, economic and cultural dimensions of its action. Since its creation, the park has distinguished itself by setting up a reception policy and still being the legitimate leader.

The Cap Actif network illustrates this commitment to put the territory actors in movement. This mountainous sector, which represents a natural "handicap" where nothing can ever be done, must tend to distort the destiny and to get out of the culture of privacy. The state of mind used to protect oneself from the other is jeopardised.

The networking process enables a global support to the project developer, in particular in its entire human dimension. A virtuous dynamic is activated: the "infusion" is now happening. The residents realise that they are carrying the territory's image and this system boosts legitimacy to role of local elected representatives who want to be involved.

Foreign cultures collaborate and the Park is playing a pivotal role in economic development and transmission of values. However, important communication and educational work remains to be done towards territories as well as a new network charter, setting up the mandate from the elected representatives to the technicians is getting finalised.

Others municipalities, on the outskirts of town, as "Grand Clermont", take a great inspiration from the Cap Actif approach.

2.16. Public Video Conference Spot (PVCS) – Partner: UCCIMAC

Precise theme/issue tackled by the practice	System of interview video through an interactive terminal between the public service (non-profit sector linked to employment, economy, reintegration, health, education...) and the populations living in rural and mountainous areas.
Objectives	Fight the desertification of services supply in the areas with low densities of population (mainly in mountains). Offer to these areas citizens an efficient and economical access to the public service following a territorial attractiveness strategy. Enable public service to expand easier their services areas.
Location	Country France (Massif Central)
	Region/district/municipality Auvergne Region, Region Council, Municipalities, grouping of local authorities of rural and mountainous areas.
What kind of innovation is generated by the good practice?	Encourage through an interview video system the public service to introduce a new type of services adapted to the needs of the rural and mountainous territories populations. The system is getting innovative due to: The intuitive nature of the system The documents transfer function The willingness to recreate physical interview conditions The multi-services logic The system flexibility for a diversification of the services type (follow up by interview, general information, follow up individualized...) Extranet mutualised tool Interoperability between existing video conference solutions and PVCS.
What kinds of effects are produced on the pilot area and its socio-economic system?	<ul style="list-style-type: none"> - Reappropriation of an efficient offer of public service access to the rural and mountainous territories. - Territorial attractiveness development by offering comparable services to urban centres. - Strategic positioning of the public service based on new technologies - User's satisfaction rate very high after the first use - Very important impact to the job-seekers
Who are the target of the good practice?	Due to the diversity of the services offered, the system addresses itself to all kind of population in rural and mountainous areas. However, the system aim more precisely at “precarious” populations, with low mobility and not familiar with the information technologies (intuitive operation). Interviews with job-seekers represent 75% of the attendance.

<p>Detailed description of the practice</p>	<p>a) Origin The system is driven by the Region Council since 2005.</p>
	<p>b) Timing 2005 : Experimentation (2 Territories, 4 public service) 2006-2008 : Territorial deployment and public service 2009-2011 : Consolidation, Sustainability, New Agreements, Charter of Mutual Commitments</p>
	<p>c) Actors involved</p> <ul style="list-style-type: none"> - Region Council, Prefecture, Department and Regional Council, Europe - Public service and organisations - Grouping of local authorities, Municipalities, Public service Offices and Relays, Tourism Office - Inhabitants of the mountainous area - Service provider (Orange, Internet Evolution...)
	<p>d) legal framework</p> <ul style="list-style-type: none"> - Agreement between a grouping of local authorities, location, Region Council, Regional Council and prefecture. - Agreement between public service, Regional Council and prefecture - Site audit to ensure compliance with the location and the specifications (accessibility for persons with reduced mobility, presence of an attending agent, exchanges confidentiality...) - Charter of Mutual Commitments on service quality - In the deployment phase, candidates have been validated by a steering committee <p>e) Financial framework</p> <p>User's terminal:</p> <ul style="list-style-type: none"> - Investment: 30% Region, 30% FEDER, 25% State, 15% Regional Council - Functioning: Grouping of local authorities, location (town councils, services offices...) <p>Expert's terminal :</p> <ul style="list-style-type: none"> - Investment: 15% Region, 15% State, 30% FEDER, 40% Public service - Functioning: Services Publics
	<p>f) socio-economic context The system development arises from a desertification assessment of public service of rural and mountainous areas and from an increased fragility due to this phenomenon of precarious populations with low mobility.</p>
	<p>Individuation and definition- application of criteria</p>

	<p>b) Resources and synergy</p> <p>Make available an employee (no-dedicated) of the facility structure on the territory to back, advise and help the user (specifications' criteria for implantation)</p> <p>Put 1.5 Regional Council agents to animate and coordinate the system.</p> <p>The system comes true as a proof of mutual willingness of all the communities to solve the desertification phenomenon of public service of rural and mountainous territories.</p>
	<p>c) Impact</p> <p>More than 14 000 free or appointed interviews since the creation</p> <p>63 territories terminals deployed</p> <p>Around 20 public services on various thematic (Employment, reintegration, economy, accommodation, health...)</p> <p>Impact on local economy and the reintegration with a predominance of those services</p> <p>Guaranty for maintaining a living standards aspect in mountainous area</p> <p>2007 European Project Award – 1st price</p> <p>2007 1st prize for the quality of public services</p> <p>2007 1st prize for the modernization of public services given by the State</p>
	<p>d) Coherence</p> <p>Territories: the system should be supplementary to the existing physical permanencies offer (saturation or absence). Particular attention must be paid to the fact that PVP do not cannibalize the physical permanencies implanted on the rural and mountainous territories.</p> <p>Public service: the type of service realised through the PVP should be used as a complement to the traditional channels already used (mail, phone, physical interviews...) and should consider the terminal characteristics (systematic presence near-at-hand of the attending agent, instantaneous documents transfer, gratuitousness, simplicity...).</p>
	<p>e) Continuity</p> <p>In 2010, a study (AFNOR) was carried out by the Region in order to set up an implementation of a quality approach. The study recommendations (planning open-up, agreement renewal, modalities of meetings and exchanges...) are at the moment being written out. The Region is working on a continue action to:</p> <p>Diversify the services offer</p> <p>Devise individually a typology of relevant services in relation to the services evolutions</p>

	<p>f) Transferability In France, the system has been deployed in a similar framework for Department and Region (ex: Manche, Midi Pyrenees...). Chambers of Commerce and Industry (ex: Bordeaux, Versailles) use also this process on an independent basis (without any running from the local and regional sector).</p>
	<p>g) Participation The Regional Council of Auvergne conducts annually some departmental meetings with the view to present at all the partners a report about the system and encourage the exchange. Moreover, thematic working groups are organised (example: communication). An extranet will also permit to the partners to communicate between each other and to organise their terminal use.</p>
<p>Lessons learnt from the practice</p>	<p>The system is not homogeneous and the activity tends to vary according to the services and the territories. The opinion of the system depends uppermost on a politic positioning in order to ensure equal access to public service. The communication and animation effort demands consistency and concentration.</p>
<p>Possible interaction with territorial marketing policies?</p>	<p>This service can help mountain territories and their image</p>
<p>Possible interaction with education and training policy?</p>	<p>Capacity to reach: -CNAM (National Conservatory of Arts and Craft) → lifelong learning - Second Chance School (County Council) - AFPA (Association of Professional Training for Apprentices)</p>
<p>Contacts</p>	<p>Charline GENET Chargée de Mission Réseaux Services Numériques aux citoyens Pôle Mobilité Durable et Numérique Conseil régional Auvergne 13/15 avenue de Fontmaure BP 60 63402 CHAMALIERES CEDEX Tél : 04.73.31.93.63 Mob : 06.81.40.85.56</p>

2.16.1. Privileged witness: Gilbert Bonnefoy, Mayor of Cunlhat

Mr BONNEFOY is the Mayor of Cunlhat, municipality with 1 400 inhabitants, located at an altitude at over 700 meters. He is also the President of a group of seven municipalities of the Cunlhat and its surroundings, created in 1994 (3 500 inhabitants). The density of population is 22 inhab/km² on an area rising to 1080m with a slope greater than 10% on the 2/3rd of the total surface of 15 316 acres.

This administrative unit depends mainly on an agricultural economy (cattle rearing and milk production on small agricultural holdings: average of 45 acres) and on a economy of services (retirement home, ESAT Centre, occupational home). The traditional craft industry is also present in the sector, but, as the agriculture, the sector faces important problems of activity transmission.

Cunlhat, far from an hour of the departmental capital, Clermont-Ferrand, and half an hour of the main surroundings cities, maintains the basic shop (bakery, butcher...) and a weekly dynamic market. Its population has dropped until around 2000 and since it is stabilizing and is mainly old. Notice that few new foreigners' residents arrived from United Kingdom or the Netherlands.

The Cunlhat PVCS was the first implemented, in 2006, on the Puy de Dôme Department. The implantation choice was driven unanimously by representatives of municipalities. The objective consisted to set up a tool offering the specific services required by the inhabitants.

Step by step, the elderly people "demystify" the system. The population in economic difficulties or with a lack of moving autonomy, out of the grouping of local authorities, can appreciate the system because except the weekly school transports for young boarders, it does not exist any public transports.

In 2010, the system has permitted 300 interviews, each of an average time around 20-25 minutes. 95% of the interviews were mainly connected with "Pôle Emploi".

The local councillors' vigilance is about maintaining direct contacts, on the services diversification or also on their larger opening to sensitive populations. For example it permits to raise the awareness about the opportunities (on going information campaign on the Information Centre on Women's Rights and negotiation for connections in larger time-slots). An overall process to improve services is set up and this system complete in particular the census of available premises (habitat and handcrafted premises) being done with the support of the "Cap Actif" network * of the Regional natural Park of Livradois Forez.

In Mr BONNEFOY's opinion, this system will inevitably permit the maintaining of services in connection with the economy and its components, which would otherwise move the inhabitants of mountainous areas away from the information and the economic and social activity.

*Network presented as a Good Practice visited the 30th of November during the Seminar.

Chapter 3.

2nd Category of Economic diversification Good Practices:

**Making a new product or carrying out a new activity together with
traditional products or activities of enterprises**

3.1 Green Care Services – Partner: Buskerud

<p>Precise theme/issue tackled by the practice</p>	<p>Main objective of the initiative is to facilitate value added value economic development in the agricultural sector (traditional farms). Focus on new services based on human and material resources in agriculture. Agriculture has resources beyond the production of food and raw materials and can provide services that society needs within care of challenged youngsters, employment, drop-outs, rehabilitation, health and care.</p> <p>Another important goal is to stabilize and increase population in rural areas and improved economic development within agriculture. .</p> <p>Hopefully this will eventually prevent closing down of farms and depopulation. It may also contribute to an improved life for inhabitants and better value for money health care for municipalities and other consumers of health care services.</p>
<p>Objectives</p>	<p>Encourage and stimulate farmers to diversify their services and economy;</p> <p>Encourage and strengthen local and regional development;</p> <p>Offer public sector / municipalities a new arena and partner to solve legal obligations (within work training, education, health and care etc.);</p> <p>Contribute to service development in the municipalities, industry and business development, create an economic impact locally;</p> <p>Stimulate agriculture and farmers to develop a better financial situation, improved economy;</p> <p>Focus on development, improvement, diversification and innovation within traditional agriculture.</p>
<p>Location</p>	<p>Country Norway</p> <p>Region/district/municipality County of Buskerud, Numedal (but there are 37 initiatives/farms involved in the county)</p>
<p>What kind of innovation is generated by the good practice?</p>	<p>a) A new way to make a product or to carry out an activity</p> <p>b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises: Green care services are based on the farm, its surroundings and natural resources (space, animal, and farm activities). Owner or host offers and provides for new user groups/segments, in need for care of some sort within work practice/training, childhood, health and care.</p> <p>c) Substitution of the traditional products or activities with new ones or the discovery of new markets.</p>

What kind of effects is produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector: Important to retain and further develop the farms that exist. Ensures jobs and stable population for the farms and society.
	A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	a) Entrepreneurs: Entrepreneurs - yes in the sense that they further develop and facilitate economic improvement within farms and agriculture.
	b) "New generation" entrepreneurs
	c) Workers
	d) Unemployed / job seekers
	e) Students
	f) Women
	g) Other
Detailed description of the practice	a) Origin Initiative started as early as 1980s. Public services at different levels within health and care started to work with farmers. In 1998 a political advisor to the government took the initiative to coordinate partners involved. (Ministries of Work and administration, Finance, Family, Health and Welfare, Education, Regional development and Agriculture). A coordinating group of these ministries was formed). Thus the project launched 2000 – 2002. Ministry of Agriculture wanted the Green Care Services to be a natural part of a varied and quality controlled service for municipalities. The idea was to contribute to greater economic development in agriculture and prevent depopulation in rural areas. Today there are several hundreds of farms involved.
	b) Timing: 2000 – 2002 part I The farm as a resource for education/training, health and welfare services. 2003 – 2009 part II: Stimulating and strengthening local and regional development rural areas. 2010 – 2012 part III: Today the initiative is an important strategy in order to strengthen Norwegian agricultural industry, economic diversity for farmers, good health care services within community. It is now based on the National Agricultural Agreement. Norwegian government wishes a commitment for important partners.
	c) Actors involved: Municipalities Regional and Central Authorities (Buskerud County Council, Innovation Norway, Central Ministry of Agriculture and Food, Ministry of Municipal and Regional Development. Many farmers have a university degree in addition to agricultural knowledge.

	d) legal framework Agreement between the municipality and farms
	e) Financial framework: Financial support is given to farms / farmers from both central and regional level. State and regional levels contribute financially up to 2011. The municipalities buy services from farmers who offer green health services.
	f) socio-economic context
Identification and definition- application of criteria	a) Capacity of the good practice to respond to local needs Municipalities need services that range from the integration of refugees, work practice, rehabilitation from substance abuse, educational, drop-outs and people with dementia. Farmers facilitate and adjust to offer services public sector.
	b) Resources and synergy
	c) Impact: Uses agricultural sector as a resource in addition to their traditional production of food and agricultural products.
	d) Coherence: This is economic development. Although this initiative is a service product, it is highly integrated with the farms traditional production and products.
	e) Continuity: To continuously adapt to demand and market/communities' needs is very important.
	f) Transferability: however it requires a market / someone who requested the services to finance the skills or education beyond basic agriculture education
	g) Participation -

<p>Lessons learnt from the practice</p>	<p>The municipality and other consumers of care services are the largest user and purchaser of the Green care services. Currently there are 37 farms in Buskerud offering these services.</p> <p>Green care services are an industry with a good potential and strong economic growth. It is an important source for increased profitability to farmers and the agricultural industry;</p> <p>Provides agriculture in mountainous area with a more diversified economy and business, thus better economic conditions and revenues;</p> <p>The initiative stimulates to exploit agricultural industries resources;</p> <p>Improved cooperation with municipalities to purchase services;</p> <p>Co-operation with agricultural trade organization is smart and important;</p> <p>Long-term agreements with municipalities is vital;</p> <p>Green care services are not suitable for everyone as it is not a 9-17 job, it is more of a lifestyle;</p> <p>Import success factors are: structure, organizational and management skills, network/areas of communication. In order to succeed role clarification, both in development and construction phase, and in the daily operation of the measures, are important;</p> <p>By buying services, the municipality supports the creation of new jobs and may save money;</p> <p>It is recommended to start small, be flexible and have a very good relationship and cooperation with local authorities;</p> <p>Important to remember that all houses are unique and offer services that require local adaptation.</p> <p>Farmers want and are in need of expertise within business development, sales and marketing. Larger municipalities usually have a role within the business and business development</p>
<p>Possible interaction with education and training policy?</p>	<p>Cooperating with schools and welfare authorities (drop-outs, customized training)</p>
<p>Contacts</p>	<p>Per Hauge Rønneberg, coordinator Buskerud Fylkesmannen i Buskerud fylkeskommune # 47 32 26 66 00</p>
<p>Other information</p>	<p>Website: http://www.innpaatunet.no/Default.asp?WCI=DisplayGroup&WCE=435&DGI=435</p> <p>Other documentation: http://www.innpaatunet.no/Default.asp?WCI=DisplayGroup&WCE=1155&DGI=1155</p>

3.2 Ferdy Farm Holidays – Partner: ERSAF – Regione Lombardia

Precise theme/issue tackled by the practice	Agricultural and local development
Objectives	This initiative concerns a traditional agricultural activity which during the last 15 years has integrated a touristic (restaurant and hospitality) aspect.
Location	Country. Italy
	Region/district/municipality. Lombardia Region, Province of Bergamo, Comunità Montana Valle Brembana, municipality of Lenna
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	a) entrepreneurs
	b) “New generation” entrepreneurs
	c) Workers
	d) Unemployed / job seekers
	e) Students
	f) Women
	g) Other
Detailed description of the practice	<p>Origin</p> <p>The family of the entrepreneur is a traditional rural family that has always worked in the agricultural sector. During the 80s, the entrepreneur realized that the traditional way to lead a farm in a mountainous area would be not sufficient to ensure a future to his family. So, he started with new investments to develop his activity with structures for hospitality and restaurants with typical local products made on his farm.</p>
	<p>Timing</p> <p>Projects start in 1987</p>

<i>(Detailed description of the practice)</i>	Actors involved
	Farm Ferdy, Province of Bergamo and Regione Lombardia
	legal framework
	Private enterprise
	Financial framework
	The project was financed with private resources and funds from the Municipality of Bergamo, Lombardy Region and the EU.
	socio-economic context
	In Val Brembana, agriculture is a very difficult and unprofitable activity. Most of the farms were abandoned. The only way to survive is to strengthen the integration between agriculture and tourism.
Identification and definition- application of criteria	Capacity of the good practice to respond to local needs.
	These initiatives could maintain and make profitable agricultural activities in the area.
	Resources and synergy
	The initiative is financed by external public funds and private investments
	c) Impact
	Increase of touristic presences in the area, increase of job opportunity in touristic and agricultural sector
	Coherence
	This measure is integrated into the policy to fight depopulation in mountainous areas and to help business in rural villages.
Continuity	
Transferability	
This practice is easily transferable, but farmers need public funds and training actions to improve their hospitality and restaurateur skills.	
Participation	
The population affected has actively taken part in the starting up of this project. The rest of the population of the region has information through the usual channels of the institutions involved.	
Lessons learnt from the practice	The integration of public funds and private investments can create successful companies than can integrate a traditional activity (agricultural) with new business opportunity (tourism).

Possible interaction with territorial marketing policies?	This initiative has a strong interaction with territorial marketing because farm holidays improve the touristic offers of the area.
Possible interaction with education and training policy?	Yes. This project is an opportunity for young students in tourism or agriculture of the area to make a job experience.
Contacts	info@agriturismoferdy.com
Other information	

3.2.1. Privileged witness: Alberto Mazzoleni, President of Comunità Montana Vallebrebana

Integration with tourism is the key to keep traditional agricultural activities in this mountainous area and make them profitable. This initiative is the most important example in this territory of a good integration between these two sectors and local farmer could make the same, even with the help of local and regional authorities. These should encourage these farm holidays in the area, because they can increase job opportunities in the territory and increase incoming tourists.

3.3 Labels of Quality – Partner: Teruel

Precise theme/issue tackled by the practice	The protected designation of origin (P.D.O) is a quality certification which is awarded to food and agricultural products. Their singularity is due to their production factors themselves, characteristic of the environment in which they are produced, transformed and manufactured (climate, land, work methods...). In the region of Teruel, the ham, the peach from Calanda and the olive oil from Southern Aragon have this protection. The Government of Aragon is the coordinator and developer of the promotion of the P.D.O and other labels of differentiated quality.
Objectives	Recognizing the quality of these products, controlling the production process through the Regulatory Councils of the Protected Designation of Origin (CRDO) and locating them in the markets using the quality as a
Location	Country. Spain
	Region/district/municipality. The region of Teruel
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies in the area
Who are the targets of the good practice?	Entrepreneurs.
	“New generation” entrepreneurs
	Workers
	Unemployed / job seekers
	Students
	Women
	Other. Food and agriculture enterprises.

Detailed description of the practice	<p>a) Origin</p> <p>The geographical factors of the region of Teruel have favoured the production of good quality food like the ham of Teruel, the peach from Calanda and the olive oil from Southern Aragon. These products needed recognition and this was possible when they obtained the certification of quality: D.O.P.</p> <p>The ham of Teruel is a food which comes from the selection of the best pork breeds, together with the climate conditions of the region for the drying and the tradition in the production of the product.</p> <p>The peach from Calanda is traditionally grown and comes from a native variety which is produced in a specific area of the region of Teruel.</p> <p>The olive oil of Southern Aragon comes from a particular variety of olive tree. It is produced under specific environmental conditions and in a particular area of the province.</p> <p>The CRDO is the organisation in charge of protecting, controlling and guaranteeing the production processes of the food, which have a PDO, so that these adapt to the conditions established in each case.</p> <p>Moreover, in Teruel there exist other foods with recognised quality certifications like the suckling lamb of Aragon (Ternasco de Aragón), <i>Vinos de la Tierra</i> (wines of Southern Aragon and Ribera del Jiloca) and the Cañada and Pintera bread (a large round country loaf). Other foods will soon have to be added to this list in a short period of time. These foods like saffron, cheeses or the truffle are in process of obtaining the brand.</p>
	<p>Timing</p> <p>The CRDO of the ham of Teruel was created in 1984 and it was the first protected designation of origin created in Spain. Later the peach from Calanda received the certification of PDO in the region of Teruel in 1999 and finally the one of the olive oils from Southern Aragon in 2001.</p>
	<p>Actors involved</p> <p>The Government of Aragon, the Regulatory Councils of the Protected Designation of Origin and the food and agriculture producers of the region of Teruel.</p>

<i>(Detailed description of the practice)</i>	<p>legal framework</p> <ul style="list-style-type: none"> • ORDER of 28th June 2011, of the Minister of Agriculture and Food, on the basis of which the favourable decision related to the request of modification of the conditions relating to the D.O.P of the Ham of Teruel, was approved. Official Aragonese Gazette (BOA): 01/07/11. • ORDER of 26th November 2010, of the Minister of Agriculture and Food, on the basis of which a favourable decision related to the request of modification of the D.O.P conditions of the peach of Calanda, was approved. Official Aragonese Gazette (BOA): 16/12/10. • ORDER of 17th March 2009, of the Minister of Agriculture and Food, on the basis of which the specific regulations related to the D.O.P of the Olive oil from Southern Aragon were approved. Official Aragonese Gazette (BOA): 14/04/09. <p>COUNCIL REGULATION (EC) No 510/2006 of 20 March 2006 on the protection of geographical indications and designations of origin for agricultural products and foodstuffs.</p>
	<p>Financial framework</p> <p>The CRDO is financed through investments of the registered enterprises and also with the one off subsidies provided by public administrations: the Government of Aragon, the Provincial Government of Teruel and EAFRD funds.</p>
	<p>socio-economic context</p> <p>Teruel is a territory affected by depopulation and has a poor infrastructural network. It depends unduly on the primary sector and has a limited capacity to generate value added.</p>

Detailed description of the practice	<p>Capacity of the good practice to respond to local needs.</p> <p>The development of the food and agriculture industry has contributed to the conservation of farms and to the stabilisation of the population in the rural area. Meanwhile the traditional production of food and the conservation of the environment have been preserved.</p>
	<p>Resources and synergy</p> <p>The following have collaborated to this initiative :</p> <ul style="list-style-type: none"> ▪ The Government of Aragon: coordinating and developing the PDO; ▪ The Provincial Government of Teruel: Supporting the commercialisation of the differentiated quality products; ▪ The three CRDO: controlling the production processes of each product; ▪ A great number of producers and commercialising enterprises in the region. Five hundred farms, ten slaughterhouses and 53 drying shed participate in the PDO of the ham of Teruel. 1,300 hectares of trees and 31 commercializing enterprises participate in the PDO of the peach from Calanda and 21,000 hectares of olive trees and 34 olive-oil mills are involved in the PDO of the olive oil from Southern Aragon.
	<p>Impact</p> <p>These initiatives have had a very positive effect. Currently the agriculture and food processing industry is growing in value in the region's economy. It has a highly competitive position, an attractive market and a promotional campaign identified with the quality, traceability and know-how.</p> <p>It has contributed to stabilise the population in the rural areas, through maintenance of the farms and the generation of new direct and indirect jobs.</p> <p>Moreover it has positive effects on other economic sectors such as commerce, tourism and gastronomy. It is an emergent sector with great potential from a business point of view. The products have as differential element the quality and are greatly appreciated in the national territory and abroad. A large part of the production is exported to countries of Europe and in case of the ham, to Latin America and Japan too.</p>
	<p>Coherence</p> <p>The Government of Aragon and the Provincial Government of Teruel enforce active policies with regards to the industrialisation and commercialisation of alimentary products, promoting their presence in the markets.</p>

<i>(Detailed description of the practice)</i>	<p>Continuity The developments of the last years allow us to think that it will keep on taking these kinds of initiatives, and more food will gain a quality certification.</p>
	<p>Transferability The transfer of this initiative is possible, always taking into account that it is based on the production of native quality food.</p>
	<p>Participation It has been very positive with regards to public administrations, which have promoted the labels of quality and with regards to the producing enterprises.</p>
Lessons learnt from the practice	<p>The PDO and the labels of quality have helped to promote the region's quality products, improving their position in markets. We have to keep on working in this direction, especially in this moment of crisis, where many sectors are suffering from a difficult situation. In the case of the food-processing, the quality recognitions have helped to soften the negative economic effects in the sector and this is the reason why these kinds of products have to be supported. The agricultural and food processing industry is one of the main potentials of the region for the future economic development.</p>
Possible interaction with territorial marketing policies?	<p>Yes, the promotion actions are very important to raise awareness amongst consumers on the product. The CRDO organises promotional activities and tastings; it participates in national and international gastronomic fairs, and in many sports, cultural and social activities. They also have a website. Sobre todo se realiza una labor comercial individual sobre los agentes económicos que tienen un papel representativo en la creación de nuevas empresas y están en contacto con las existentes.</p>
Possible interaction with education and training policy?	<p>Yes, the different stages of production require prior knowledge and, therefore, training courses to learn the specific activity.</p>
Contacts	<p>Fernando Guillén. contacto@jamondeteruel.com</p>
Other information	<p>Web site. www.jamondeteruel.com www.melocotondecalanda.com www.aceitedelbajoaragon.es</p>
	<p>Other documentation</p>

3.3.1. Privileged witness: Enrique Bayona, President Association of SME Teruel

The quality certifications are a differentiation strategy, based on the regulated and controlled quality of the food in a particular territory. The PDO of the ham of Teruel was implemented after the approval of the regulations in 1984 by the Government of Aragon and their later ratification by the Ministry of Agriculture in 1985. This designation was the first to be created in Spain to protect, control and guarantee ham production. It was a result of the negotiations between the producing and industrial sector. From this moment, the PDO became one of the motors of development and organisation for the territory's structure. On this basis the farms, slaughterhouses, quartering rooms, drying sheds, butchering plants, feed fabrics and other facilities, have created opportunities for about 2,000 jobs in the region of Teruel. In the last few years, the ham production has undergone an important change. It has gone from 1,800 commercialised pieces in 1985 to 450,065 pieces in 2010. The success of this initiative meant that other quality food of the region started the necessary processes to achieve the same certification. Currently the region of Teruel holds the PDO for the peach from Calanda, the PDO for olive oil from Southern Aragon, as well as the PGI (Protected Geographical Indication) for the suckling lamb (Ternasco de Aragón) and other quality certified labels for Vinos de la Tierra (wines of Southern Aragon and Ribera del Jiloca) and the Cañada and Pintera bread (a large round country loaf). The role of the public administrations has been crucial in the creation and implementation of these certifications and at present they continue supporting and promoting all steps of the process to guarantee its maintenance. Furthermore, they must be situated in the region to be able to take advantage of the quality certification. The most remarkable benefit obtained from this condition is that enterprises will never be able to relocate, as occurs in other sectors, so it guarantees the permanence of farms and cattle farms of the region and the maintenance of jobs and the development in the rural area. The positive effects have also had an impact on other sectors such as gastronomic tourism, commerce and culture. The products protected by the quality labels are increasingly known in the region, as well as outside of it. An important part of the production goes for exportation. This initiative is coherent with the policies of increasing the value added of the agricultural products promoted by the public administrations. Moreover, in the production stage (stockbreeding) it has been integrated in schemes of environmental type looking for real solutions. For example in the surpluses of manufacture, by establishing specialised plants which will treat this type of material. The continuity of the Protected Designation of Origin will be prolonged as long as the differentiation of products will be based on the quality, which is the main differential element of these products in markets. At present the absence of new workers from the younger generations on the agricultural and cattle farms, can be a problem for the running of certifications. To partly solve this problem a training project has been launched targeting particularly the unemployed and this will allow people who exceed the hours of lessons and practical sessions, to receive rented farms, notably cattle farms. The transferability of this initiative to other areas is not possible in an exact way. Although it is possible to transfer the main idea, we must not forget that the quality of the products is linked to the particular conditions of a specific geographical area. In the rural areas the opinion of the local agents about the labels of quality is very favourable and an important part of the producers are in the register of Protected Designation

3.4. Didactic Farm – Partner: province of Turin

Precise theme/issue tackled by the practice	Didactic farm is a rural enterprise in which students and their teachers can be in touch with nature. Students are taught the rural world, product's life cycle and the features of rural territory.
Objectives	Didactic farm aims at introducing students to rural world (students of all ages from infancy to high school). This activity involves training visits to rural farms in which farmers and teachers can illustrate agricultural know-how through rural activities, typical product cultivated, and environmental education.
Location	Province of Turin
	Piedmont Region
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) (To maintain) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	Entrepreneurs
	“New generation” entrepreneurs
	students
Detailed description of the practice	a) Origin The initiative of the didactic farm as a new type of activity carried on by enterprises of primary sector to apply the idea of multi-functionality. The application of the idea is recent and the diffusion began in the last years.
	Timing The initiative is in progress. In 2010 Piedmont Region has regulated the possibilities to enter in a specific directory of didactic farm.
	Actors involved Coldiretti Piedmont (National Organization of agricultural entrepreneurs with local offices) Piedmont Region teachers and students farmers
	legal framework Private enterprises

(Detailed description of the practice)	Financial framework Financial Resources from Measure 321PSR 2007-2013 Piedmont Region Private financial resources
	socio-economic context Rural areas where a primary sector with potentialities to generate value added exists.
Identification and definition- application of criteria	Capacity of the good practice to respond to local needs. yes
	Resources and synergy This initiative is supported by public funds on PSR 2007-2013 Piedmont Region
	Impact Didactic farms contribute to local economy. Through school visits, they create new relationships between farmers and young customers who in turn rediscover the value of the rural context
	Coherence This activity is part of rural development process included in the last Rural development Plan.
	Continuity The initiative continues in the coming years.
	Transferability The practice could be transferred in other contexts.
	Participation The initiative has been dissemination through several conferences.
Lessons learnt from the practice	A possible way to apply multi-functionality in the primary sector by adding in value to the structure of farm.
Possible interaction with territorial marketing policies?	yes
Possible interaction with education and training policy?	Yes
Contacts	www.regione.piemonte.it/agri/edu_aliment/attivita/fattorie.htm
Other information	Other documentation

3.5 . Agri-school for infancy – Partner: Province of Turin

Precise theme/issue tackled by the practice	Agrischool for infancy, a new entrepreneurial activity for a "smart life".
Objectives	<p>Agrischool for infancy is an entrepreneurial activity aimed at putting together school for infancy and a sustainable education in rural context.</p> <p>This initiative should be considered as a complementary activity of a farm in which it is possible to add value to the internal and external structure of the farm and the farmer's know-how.</p> <p>The Agrischool for infancy functions as a traditional school for infancy but adds a very important and strong approach to the rural environment (children can cultivate garden, they can get in contact with nature, they can take care of animals). This type of school is attended by babies until three years old and children from three to six years old.</p> <p>Every Agrischool for infancy has a specific formative</p>
Location	Province of Turin
	Piedmont Region
What kind of innovation is generated by the good practice?	<p>Yes</p> <p>a) A new way to make a product or to carry out an activity</p> <p>b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises</p> <p>c) Substitution of the traditional products or activities with new ones or the discovery of new markets</p>
What kinds of effects are produced on the pilot area and its socio-economic system?	<p>a) Balanced presence of each economic sector</p> <p>b) A more balanced localization/diffusion/distribution of the companies (private social services) on the area</p>
Who are the targets of the good practice?	<p>Entrepreneurs (especially woman)</p> <p>"New generation" entrepreneurs Families with children</p>
Detailed description of the practice	<p>a) Origin</p> <p>The idea of the Agrischool for infancy has been elaborated by Coldiretti Piedmont (National Organization of agricultural entrepreneurs with local offices) in collaboration with Italian Universities. The idea relates to a survey carried on by Coldiretti/Swg "Far crescere il futuro" about social services for infancy, needs and wishes of the families.</p> <p>The first experience of Agrischool in Piedmont Region started in 2006 (La piemontesina Agrischool)</p>

	<p>Timing In progress</p>
	<p>Actors involved Coldiretti Piedmont (National Organization of agricultural entrepreneurs with local offices) Province of Turin as supporter of the initiative teachers for infancy farmers</p>
	<p>legal framework Private enterprises</p>
	<p>Financial framework Private financial resources</p>
	<p>socio-economic context Marginal areas where social services for infancy are insufficient or not present and a primary sector with potentialities to generate added value. The first experiences concern territory as peri-urban areas and low valley.</p>

Individuation and definition- application of criteria	Capacity of the good practice to respond to local needs.
	Resources and synergy This activity has been financed internally by the private sector.
	Impact This activity solves the problem of services for infancy only in part, because we should consider that we are talking about private enterprises. At the same time this activity has created specific jobs for the "new generation" who wants to live and work in a rural context, even having a high level of education and training. The Agrischool favours the local economy; it contributes to reduce the depopulation process and to promote a better quality of life in rural context.
	Coherence This activity is not yet part of an overall economic diversification. It should be considered an experiment, but the results obtained demonstrate that this activity could implement the multi-functionality in agricultural sector.
	Continuity The positive results favour the diffusion of this initiative. Actually, the public debate about this activity is in progress.
	Transferability The practice could be transferred in other contexts.
	Participation Coldiretti Piedmont has promoted this initiative through meetings and conferences, they have disseminated – through a public body – results and potentialities.
Lessons learnt from the practice	A possible application of the multi-functionality to the primary sector in order to solve social problem in marginal areas.
Possible interaction with territorial marketing policies?	yes
Possible interaction with education and training policy?	yes
Contacts	Coldiretti Piedmont – dott.ssa Stefania Fumagalli Via Pio VII, 97, Torino - 011 3161816
Other information	Other documentation

Chapter 4.

3r^d Category of Economic diversification Good Practices:

Substitution of the traditional products or activities with news ones: the initiatives contributed to find new market places

4.1. Financial support to business project – Partner: Teruel

Precise theme/issue tackled by the practice	Sociedad para la Promoción y Desarrollo Empresarial de Teruel SA (Association for the Promotion and Business Development of Teruel Ltd.), SUMA TERUEL is an association funded mostly through public funds, whose purpose is to promote business activity in the region of Teruel, contributing to its development and dynamism by financing business projects.
Objectives	To provide specialized and stable financial support in favour of established enterprises or enterprises, which are going to settle in Teruel and develop technical, economic, and financially viable business projects.
Location	Country. Spain
	Region/district/municipality. The region of Teruel
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets It sought new funding, more involved, specialized and adapted to enterprises and to the characteristic circumstances of the region of Teruel.
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies on the area. Apart from sectors (a) and (b), employment and innovation are promoted.
Who are the targets of the good practice?	Entrepreneurs.
	“New generation” entrepreneurs
	Workers
	Unemployed / job seekers
	e) Students
	f) Women
	g) Other: Already consolidated enterprises

Detailed description of the practice	<p>a) Origin</p> <p>The typical characteristics of the region of Teruel and the difficulties of accessing funding by enterprises, which wanted to settle in the region, or enterprises which are already settled but which also wanted to expand their activity. SUMA Teruel was created for these types of enterprises using public and private entities' support. This is an association which has the most public funds. It financially supports business projects in Teruel. This entity commits itself strongly to the creation and preservation enterprises', taking more risks than traditional financial institutions.</p>
	<p>Timing</p> <p>The enterprise was put in place in 2008.</p>
	<p>Actors involved</p> <p>Spanish Government, the Government of Aragon, business organisations, public organisations, private entities and enterprises with investment and liquidity needs.</p>
	<p>d) legal framework</p> <p>The <i>Sociedad para la Promoción y Desarrollo Empresarial de Teruel SA</i> (Association for Promotion and Business Development of Teruel, Ltd.), SUMA TERUEL, is an association of prime investment.</p>
	<p>Financial framework</p> <p>66% is public funds (33% Government of Aragon, 33% Government of Spain); the rest is made up of public contributions.</p> <p>The shareholders of the association are entities and enterprises with a well-known financial and business reputation.</p> <p>Sepi Desarrollo Empresarial SA. (SEPIDES).... (33.3%)</p> <p>Aragón Desarrollo e Inversión SLU. (33.3%)</p> <p>Caja Rural de Teruel Sociedad Cooperativa de Crédito..... (11.2%)</p> <p>Caja de Ahorros y Montede Piedad de Zaragoza, Aragón y Rioja..... (11.1%)</p> <p>Caja Inmaculada de Aragón (11,1%)</p>
	<p>socio-economic context</p> <p>A region with an aging population, depopulation and scattered and unconnected settlements. The situation became worse with the deficiency of communication infrastructures.</p> <p>The economy is based on the food and agriculture sector and generation of energy, with a tourist sector that is beginning to become more important. Public services have great economic importance.</p> <p>Small local enterprises have limited private services and poor communications.</p>

Identification and definition- application of criteria	<p>Capacity of the good practice to respond to local needs. The provided funding has been adapted to the type of enterprises of Teruel and to the current situation: Funding methods more adequate for SMEs and family enterprises are offered. Funding smaller projects. Demanding less profitability to the projects. Assessing other aspects such as the creation of employment, diversification and contribution to the territory in addition of the necessary viability of the project. Adapting to the changing needs of the environment (funding monetary trends in circulation to palliate the current economic crisis effects).</p>
	<p>Resources and synergy The following entities have collaborated in this initiative: Public institutions: the Government of Spain and Government of Aragon. Business organisations: CEOE Teruel, Chamber of Commerce. Public organisations: Government Sub-delegation, Government of Aragon, Sodiari, Avalia, city councils, local development agents and LEADER groups. Private entities: Banks and Savings Banks, especially the enterprise partners: Caja Rural, Cai and Ibercaja. Two people work in administration, management, analysis and business issues in this association. Externalizing services of financial analysis and taken decisions from the Board of Directors which is made up of 9 people.</p>
	<p>Impact The impact has been positive, having contributed to create and maintain the new enterprises and jobs, especially in a time, in which access to investments' funding and money in circulation is very difficult. Currently 48 enterprises are being financed. This is a substantial number considering the type of funding offered, the short time during which the association has been running, and the context of funding access difficulties, which has stopped the enterprises investment's decisions. This measure has had a great economic repercussion in the territory, having contributed to an increase in the economic diversification of the region, supporting the creation of enterprises in new sectors such as the motor and the pharmaceutical sectors. This has promoted research and development, and thus the increase of products' supplementary value.</p>
	<p>Coherence The creation of this enterprise is integrated in the Specific Action Plan for Teruel (PAET). It works with a small number of staff but collaborates closely with a network of business organisations, public organisations and financial institutions to raise awareness amongst businessmen on the enterprise and its function and also to raise awareness as to what are their financial needs.</p>

(Identification and definition- application of criteria)	<p>Continuity It will depend on the budget available from public administrations, although its continuity is expected due to the positive effects achieved, especially in the current economic crisis.</p>
	<p>Transferability This initiative can be transferred to other territories as long as it has the support of public administrations and private entities..</p>
	<p>Participation There is still a lot to do, what has been done is only the beginning. However we expect to obtain an important demonstrative effect through the enterprises we are working with. On the other hand, one must take into consideration that the target of our information is not the general population but some enterprises and agents linked thereto.</p>
Lessons learnt from the practice	<p>SUMA Teruel has helped to maintain and promote the business activity in Teruel, through the funding of innovative projects that create employment in the region, and thus avoiding the halting of business ideas due to lack of funding. Furthermore, its proposal for business projects in any sector, except the financial and property sectors, has promoted the economic diversification of the region. It is an important economic agent for dynamicity in Teruel, especially in the current economic situation, where the problems of access to funding are preventing business investment.</p>
Possible interaction with territorial marketing policies?	It is rather individual business work regarding economic agents, who have a main role in the creation of new enterprises and are in contact with the existing ones.
Possible interaction with education and training policy?	This practice alone does not have such great repercussions. Although some training courses of INAEM (employment office in Aragon) were done for some of the new enterprises' workers.
Contacts	Luis Miguel Benedicto. Suma Teruel Manager. info@sumateruel.com

Other information	Web site. www.sumateruel.com
	<p>Other documentation</p> <p>The financial support to the enterprise is done through two financial instruments: the temporary and minority shareholding in the enterprise's capital and the participating loans, where a part of the interest rate is fixed and a part is variable. The latter is determined in function to the evolution of the enterprise's activity. In order to access this funding, the minimum investment amount is €300,000.</p> <p>Furthermore, it has another line aimed at funding investments or money in circulation, which can be accessed by all the projects if they need funding amounting to between € 80,000 and €300,000 funding.</p>

4.1.1. Privileged witness: Pilar Muñoz, Manager of AVALIA sgr

The main problem of the region is depopulation. However the economic growth of an area can be boosted and there is a contribution to the creation of employment through economic diversification.

In order to achieve economic diversification the action of two agents is necessary. Firstly the administration with local development policies aimed at favouring the competitiveness of enterprises (infrastructures, promoting forthcoming businessmen, etc.). On the other hand, the enterprises who play a main role in economic growth and who need funding to carry out their growth strategies. AVALIA is a financial entity devoted to providing guarantees to facilitate the access of SMEs and self-employed workers to funding with the best conditions, and provides them with guarantees in relation to the administration and third party. To this one must add the corresponding financial advice.

The products they offer follow the guidelines of the Bank of Spain, and only the businesses and project operations with a technical, economic and financial viability are approved. They have a total of 48 protective shareholders, the main one being the Public Business Corporation of Aragon. This tool offered by the Economic Ministry of the Government of Aragon contributes to the development of the business network of Aragon. To be precise it has a Special Agreement set up in the Social and Economic Agreement for the Aragon development Framework which was supported by the main business and trade union organisations of the Autonomous Community. As a result, in the last two years, 356 enterprises have received funding with special conditions. The effects of this practice have been especially related to less financial costs for enterprises, which have contributed to improve their account results. Furthermore, they were helped to improve their long-term financial structure, covering possible deficits of patrimonial solvency and benefiting from financial advice. The smooth running of this practice is partly due to the existing collaboration with the administration and business associations, and to the close relation with local credit entities. They have signed with them agreements which businessmen can use. The Government of Aragon has participated in this practice by contributing with its own resources with the entity, thus substantially increasing the capacity of the association so that it could give bank guarantees to SMEs. On the other hand, the city councils from some towns have contributed economically to improve the economic conditions of businessmen from their towns. The Reciprocal Guarantee Companies are not a new tool. These companies have been active for a long time and presently they are more important for the local business network, at a local and national level. This initiative is a very valuable instrument for enterprises in this current time of crisis, because it strengthens and facilitates access to credit for SMEs and self-employed workers. The latest surveys carried out to the AVALIA clients are very favourable, 70% considered that the service provided is very good and no one had a negative opinion.

**4.2 The Mineral Plan: Alternative Development
of the Mining Regions – Partner: Teruel**

Precise theme/issue tackled by the practice	The MINER PLAN considers a series of aids aimed at diminishing the effect of the coal mines' closure.
Objectives	Until diversification of economic activity in the area, it was exclusively dependent on the mining industry; improving the industrial infrastructures and supporting the implementation of business projects, which generate employment. The target was the ability of reabsorbing the unemployed workers from the mining sector and avoiding their emigration to other regions, which would cause a problem of depopulation in those
Location	Country. Spain
	Region/district/municipality. Municipalities of the Coal-Mining Areas of the region of Teruel
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	Entrepreneurs. The recruitment of businessmen is expected, in particular those interested in investing in coal-mining areas. For them, the non-refundable aids provided by Miner are very attractive.
	“New generation” entrepreneurs The lack of work in the area forces the inhabitants of the area to establish as businessmen. They can benefit from the aids and they know the specific needs of the area.
	Workers
	Unemployed / job seekers Specific training plans have been implemented for these groups in collaboration with enterprises benefiting from the Miner Plan.
	e) Students
	f) Women
	g) Other

Detailed description of the practice	<p>Origin This plan arises as a result of the European Union´s needs to close the mines. At the beginning of the 21st century, most of them were closed and in a short period of time a complete restructuring had to be carried out. They no longer solely depended on the mining industry but on other productive processes (motor manufacturing, meat, tourism industry...). The aids are non-refundable for investments in business projects that create employment. They are available in a group of annual and consecutive calls, which will last from 2006 to 2012. They can be requested by all public and private enterprises, cooperatives or any other kind of work association and self-employed workers with an investment project.</p>
	<p>Timing There was a first plan from 1998-2005 and subsequently the current one was approved and will be valid from 2006-2012.</p>
	<p>Actors involved Different public administrations: European Union, Ministry of Industry, different autonomous regions, city councils, regions, business and trade union organisations, the businessmen who request the Miner aids and local population.</p>
	<p>d) legal framework ORDER ITC/1044/2007, 12th April, on the basis of which the conditions for the concession of aids aimed at business projects, which create employment, that promote the alternative development of the miner areas, for the period 2007-2012 were approved. Official Aragonese Gazette (BOA): 20/04/2007. ORDER ITC/2237/2009, of 31st July, on the basis of which the conditions for the concession of aids aimed at small investment projects, which generate employment and which promote the alternative development of the miner areas, for the period 2009-2012 were approved. Tourism. Official Aragonese Gazette (BOA): 13/08/2009. ORDER of 20th May 2009, of the Department of Industry, Commerce and Tourism, on the basis of which the calls have been opened for aid of the Government of Aragon for the development of infrastructures additional to those of the National Plan of Strategic Reserve of Coal 2006-2012 and the New Model of Comprehensive and Sustainable Development of the Mining Regions, in the coal-mining areas of Aragon. ROYAL DECREE 1112/2007, of 24th August, on the basis of which the aids for the infrastructures' development in coal-mining regions are established. Framework agreements between the Ministry of Industry, Commerce and Tourism and the autonomous regions for investment projects in infrastructures.</p>

<p><i>(Detailed description of the practice)</i></p>	<p>Financial framework The funds are provided mainly by the Ministry of Industry, Commerce and Tourism. The Government of Aragon considers an economic funding for the section of investments in infrastructures: The Miner Plan offers two kind of aids: Aids for the miner regions to replace the coal industry with others which reduce depopulation. Included therewith are the infrastructure's development plans along with the aid plans for projects. These generate employment, under two modalities: small and big projects. With regards to the maximum/highest levels of aid. Infrastructures (aimed at public entities): 100% Projects which will generate employment (aimed at enterprises): Large Project Modality: Large Enterprises: 15% Medium Enterprises: 25% Microenterprises: 35% (According to the municipality where the investment is located, they receive 100%, 50% or 25% of the highest/maximum intensity). Small Project Modality: They can obtain up to 50%, with a limit of €200.000 because they are subject to the condition of minimum aid. Aids for the mining enterprises, with incentives for workers' early retirements.</p>
<p>Identification and definition - application of criteria</p>	<p>f) socio-economic context The closure of the mines caused a great economic and social impact on the area. The local economy was not very diversified and didn't have adequate industrial infrastructures to start up new projects. This is the reason why many of those who lost their jobs emigrated back to their home towns. This would have led to a desertion of the coal-mining areas unless if the Miner Plan had not been put in place.</p> <p>Capacity of the good practice to respond to local needs. This initiative has been the key for the economic diversification of the coal-mining areas. The new industrial infrastructures and the incentives for investment have attracted business projects, which have generated employment; these have absorbed some of the unemployed population from the mining sector. This helped to rejuvenate the economy and stabilise the population, who under other circumstances could have emigrated.</p>

<i>(Identification and definition - application of criteria)</i>	<p>Resources and synergy This plan is financed through European Union public funds, which are complemented by the funds of the Ministry of Industry and the Autonomous Regions, in this case the Government of Aragon.</p> <p>There are two Mesas de la Minera. These two organisations are composed of representatives of the trade unions, business, provincial and regional organisations. These would choose the different projects that are presented to receive miner funds and subsequently are approved by the Ministry of Industry through the Institute for the Restructuring of the Mining Regions.</p> <p>The number of people involved in the execution of the plan is considerable: local development technicians, national and regional government employees, trade unions members and business organisations and people, to whom the funds are destined.</p>
	<p>c) Impact The initial problem was partly solved, through the diversification of the economy, the stabilisation of the population and the compensation of the number of inhabitants that existed at the beginning of the 90s. With this stabilization, new business has been generated and the economic prospects encouraged the creation of new enterprises, promoted by local entrepreneurs and the attraction of outside investments.</p> <p>From an infrastructural point of view, the Miner Plan has entailed the creation of industrial infrastructures with very favourable conditions for the enterprises' settlements.</p> <p>The future prospects are positive. It is expected that some projects, which have been stopped at the moment will resume again and as a result the growth of population will continue.</p> <p>The impact of this measure has been positive for the institutions, entities and citizens, who live in the affected areas.</p>
	<p>Coherence This development plan has been coherent with the local policies, which have been carried out to diversify the economy of the area.</p>
	<p>e) Continuity The continuity of this plan is necessary to continue supporting the recruitment of new enterprises. However, different administrations must realise that the object of the Miner funds is that of complementing other public funds and not replacing them.</p>
	<p>Transferability Yes, in fact the practice of the Miner Plan is not unique in the region of Teruel; it exists in every coal-mining area affected.</p>

(Identification and definition - application of criteria)	g) Participation The local population is aware of the positive effects that the Miner Plan has had on the area. Furthermore, different public entities have participated in forums, and different marketing campaigns were carried out with the purpose of looking for future businessmen.
Lessons learnt from the practice	The Miner Plan has been the key in the restructuring process of the coal-mining areas, reducing the consequences of the mines closure. As a result thereof, some projects have been implemented and these will generate employment. These have prevented the population's emigration. In fact in some municipalities they have even managed to increase the number of inhabitants. Furthermore, investments in infrastructures were possible, in towns where before this factor could not have been improved. Even so, there is still much to do and the continuity of this plan is necessary for the coal-mining areas for completion of their development. The achievements of this plan are a good example of the kind of politics that must be followed to achieve the economic reactivation of the depressed territories.
Possible interaction with territorial marketing policies?	Yes, with regards to this subject, one must indicate the work done by the Institute for Promotion in Aragon and the public society SOMUDAN to spread the industrial possibilities of the coal-mining areas.
Possible interaction with education and training policy?	It is possible. Some educational programmes have been set up, such as the ITACA project, aimed at university students, although its design did not match the current needs and the results were not very satisfactory. The internship programme did not give the results expected. In the beginning this programme aimed at offering specific training to the workers in relation to the employer needs.
Contacts	Ángel Manuel Félez. Vice president of the Business Association of Andorra. Mail: cet@cet-teruel.org
Other information	1) Large project aids: http://www.iaf.es/webiaf.nsf/paginas/FF5C7194BF9D03B7C12576F0004B08C2?OpenDocument 2) Small project aids: http://www.iaf.es/webiaf.nsf/paginas/941A1A0893638DB7C125788B0060FC68?OpenDocument

4.2.1 Privileged witness: Francisco Vilar, Mayor of Utrilla

In the coal-mining area, the exploitation of coal started at the beginning of 20th Century. This turned the area in a prosperous territory. Around the 1950s, a great number of emigrants arrived from other Spanish regions. At the end of the century, with the entry of Spain in the European Union, the coal sector started an irreversible decline, which resulted in all the mining exploitations being closed at the beginning of the 21st century. Therefore in a short period of time, a total restructuring had to be done turning from an industrial monoculture like the mining industry, with a low specialized labour and very well paid, to other productive processes, more specialized and less well paid (motor, fertilizer, meat sectors, etc.). This process has had a considerable social impact and has resulted in pre-retirements, early retirements, and above all loss of population, because many of the descendants of the emigrants, who arrived during the mid-20th Century, when they lost their jobs or retired young, went back to their origin towns. The Miner Plan has been one of the fundamental practices to reduce this negative impact. In the first years of its implementation, the objective of restructuring the productive network of the area was almost achieved. The current economic crisis has had negative effects on some of the established economic sectors and in enterprises, which were not able to finish their implementation. This is the reason why it is essential that this practice keeps existing. The city councils were involved from the beginning of this process. Sometimes they looked for new enterprises to settle in the area and sometimes they offered lands or industrial premises built with Miner's funds for their settlements and even advising and accompanying the businessmen interested in settling in the area. Together with the trade union organisations, the political parties have been one of the main actors of this practice, boosting many of the projects that have been carried out and above all demanding the execution of this practice. This plan has been fundamental for the local sectors, and the collaboration between them has been positive. One of the sectors which benefited mostly was the tourist sector (construction of hotels and other kinds of infrastructure). Economic diversification has substantially improved. It has gone from a hundred years of economic dependence on the mining industry, to the development other productive processes in less than 20 years. At present we are trying to expand further into this diversification in any depth and this period of crisis reflects this. In terms of economic output, this practice has had positive effects, but in terms of social output it has meant the survival of a geographic area, that was heading for disappearance. The initiative has easily integrated into the local actions, which were carried out and both have almost always complemented each other when they have been implemented simultaneously. The decisions, that have been adapted, have had a unique main objective: creating employment to manage to replace the jobs, which the mining industry created. This Plan is easily transferable. In fact it is being carried out in other areas, with the same characteristics, of the country. The local population values the Miner Plan very highly. All the actions of this practice have been directed at preserving and improving the quality of life of the population, getting new jobs, improving the communications and the workers and citizens' training in general.

4.3 Rural Multi-services – Partner: Teruel

Precise theme/issue tackled by the practice	The Rural Multi-services are an initiative which aims to solve the lack of main commerce services and/or meeting points (bars) in some municipalities of the region of Teruel.
Objectives	The objective is to provide the inhabitants of the villages with the main commercial services complemented by other services intended to facilitate the communication and meeting. This project designs an individual plan for each business, whilst allowing them to keep their own brand
Location	Country. Spain
	Region/district/municipality. Small municipalities of the region of Teruel
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	a) entrepreneurs
	b) “New generation” entrepreneurs
	c) Workers
	d) Unemployed / job seekers
	e) Students
	f) Women
	g) Other

Detailed description of the practice	<p>Origin Rural Multi-Services is a viable public service which was created in response to the increasing depopulation in the area which resulted in low profitability for shops in the villages and the respect of public services. Since its establishment, it has been a means of sustenance to the population, the community centre for the municipality, group of main services; it has maintained rural commerce and dynamised entrepreneurs. The Rural Multi-services facilities have been equipped with basic public services, where basic products can be found. Some also have access to computers, Internet access, bar-restaurants with spaces for the promotion of tourism in the area. There is also accommodation available and a surgery with a first-aid kit.</p>
	<p>Timing Since 2003, as a result of the collaboration between the Chamber of Commerce and Industry of Teruel and the provincial and regional administrations, the Rural Multi-services project was consolidated, establishing investment aid for municipalities. The official bodies took the decision to set up the project and comply with the conditions necessary for its success.</p>
	<p>Actors involved Public administrations, private entities, people managing establishments and local population, who will benefit from the services provided.</p>
	<p>legal framework Calls for assistance for the establishment, support and promotion of Rural Multi-services in local entities of the region of Teruel. Official Gazette of the Region of Teruel (BOPT). 5th April 2011</p>
	<p>Financial framework The economic contributions for the creation and establishment of Multi-services are financed with public funds. The highest subsidy is €30,000 in the case of construction of new facilities and €15,000 for refurbishments or extensions. The calls for assistance are published annually and this year has an assistance package of €108,000.</p>
	<p>socio-economic context There are villages with serious problems of depopulation and aging population. It endeavours to combine a minimum economic viability, which allows the manager of the Rural Multi-services to subsist, with the offer of a basic shop in the town itself.</p>

Identification and definition- application of criteria	<p>Capacity of the good practice to respond to local needs. Limited and scarce quantitatively. Qualitatively satisfactory for the users.</p>
	<p>Resources and synergy. The initiative is financed by external public funds. The following institutions participate in its development: the Provincial Government of Teruel, the City Council of the town in question, the Government of Aragon, through the General Direction of Commerce and the Chamber of Commerce and Industry of Teruel.</p> <p>45 people work in this action directly administering the Rural Multi-services and there are 6 part-time technicians of the organisations who work in administration and management.</p>
	<p>Impact 145 villages have access to basic services and in rural areas 45 jobs are being kept, although with difficulty. The 5,000 inhabitants of small towns have been the target of this action.</p> <p>The impact of the action has been very positive, having contributed to coverage of basic services for the population, creating economic activity and maintaining the population. Furthermore, it has helped to increase the self-esteem of the inhabitants of small municipalities and to stop the deterioration of the quality of life in these areas.</p>
	<p>d) Coherence This measure is integrated into the policy in order to fight against depopulation by the Provincial Government of Teruel, in which the territorial organisations are involved, apart from the Chamber of Commerce and Industry of Teruel, which provides its professional knowledge.</p>
	<p>e) Continuity As there are still many municipalities with difficulties in accessing these kinds of services, it would be advisable that the involved institutions keep supporting this initiative as they have been doing up until now.</p>
	<p>f) Transferability This practice is easily transferable, in fact it is being carried out in other regions of Aragon and its implementation in Cataluña is being considered.</p>
	<p>g) Participation The population affected has actively taken part in the starting up of this project. The rest of the population of the region has information through the usual channels of the institutions involved.</p>

Lessons learnt from the practice	<p>Through this initiative, wherein investment assistance is provided to municipalities which want to provide multi-services, a business network has been created in the region. This has yielded significant profits for the inhabitants of the small municipalities where they are located, for the visitors and people who manage them.</p> <p>With this project aimed at guaranteeing the continuity of the commerce and the services for the population, it has managed to avoid the closure of establishments, improve the quality of life of the inhabitants in these areas, improve care and services for the citizens, boost the economy in the rural areas, avoid depopulation and facilitate women's participation in the labour market.</p>
Possible interaction with territorial marketing policies?	Yes, from the website and with the project presentation in different forums by the involved institutions.
Possible interaction with education and training policy?	In principle no.
Contacts	Francisco Melero. Director of the Provincial Department of Industry, Commerce and Tourism of the Government of Aragon. fmelero@aragon.es .
Other information	Web site www.multiserviciorural.com
	Other documentation The Government of Aragon and the Provincial Government of Teruel annually announce the assistance destined for these kinds of businesses, such as the provision of new furniture and fittings, the refurbishing and extension of the existing ones. Financial Councils can request access to this financial assistance.

4.3.1 Privileged witness: Francisco Melero, Provincial Service for Industry, Retail, Tourism, Government of Aragon

The socioeconomic situation of Aragon in general and of the region of Teruel in particular, is characterized, amongst other things as being a vast and low populated region. This is the reason why it is even considered “deserted” in some areas due to the low density of population. But furthermore, this lack of population becomes worse as a consequence of the aging of the inhabitants, which can cause mobility problems in the rural areas. This impedes the population from having access to basic services, which are not available in their towns, for example establishments.

It is common that when the shop or bar of a small municipality closes, the settlement can no longer provide this kind of service, generally because the owners of these establishments reach the retirement age. In this case the project is unviable because funding problems prevent investments needed for entrepreneurs’ sustainability in rural areas, notably because the demand is very low and coming from a limited population, at least in the summer months. The initiative of the RURAL MULTI-SERVICES reaches out to solve these problems. This is done through collaboration of programmes for the promotion of commercial activity in the Department of Industry, Commerce and Tourism, and with other administrations and institutions (Provincial Government, City Councils, Chamber of Commerce, etc.). Based on the condition that there aren’t any businesses established in participating towns and villages, one can participate through economic contributions for the creation and establishment of the so-called Multi-services. These usually include: shop, bar-café, restaurant, leisure centre, areas for common activities, etc. This action is not looking for the economic diversification of the area, but the maintenance of the commercial activity. Its implementation was necessary to guarantee the minimum exercise of commerce (and of other activities for example tourism) in the area. Given the size of the towns where these actions are located, and therefore the limited magnitude of the economic activity developed in the area, a little investment, like the one we are analysing, can have a positive influence on the development of the local economic policies. It is not strange that for a settled family, having the Multi-service establishment in a small town can contribute to give more life to the town, allowing it to keep some services, for example a school. Through the results obtained, we can say that the RURAL MULTI-SERVICES have contributed to maintain the commercial and leisure activity in rural areas, to preserve the population and, in some cases, to attract new settlers. The collaboration between the different institutions that have participated in this initiative has been very positive. They have achieved the establishment of synergies, such as in economic aspects as well as management, which have benefited from the rural settlers, who in this case are the target of this action. The directors and staff of each participating administration and institution were involved in the project. This was evident from the application and interest in the development shown by the different mayors. The management was left in the hands of the employees and those working in administration – they handled the subsidies, and designed the project whilst studying the viability thereof. These actions aim at achieving the application of Multi-services and in light of their implementation left no doubts as to their success and perfect execution. This practice has been completely integrated with other schemes that had been developed by other organisations. Its perpetuation will fundamentally depend on the availability of budgets from the participating administrative bodies in the agreement. Furthermore, it is possible that in the future political decisions may vary but presently existing problems remain in the rural areas of the region, it is these problems which the scheme is aimed at. The solution given by the creation of Multi-services can solve similar problems in other areas. In the region of Teruel the results obtained have been very positive and the opinion of the involved citizens is clearly favourable. Since the investments are not very high, from an economic point of view, and considering the benefits obtained are more economic than social, we can conclude that the project has had an unquestionably positive effect on the rural area.

4.4 Initiation Plan for External Promotion (PIPE) – Partner: Teruel

Precise theme/issue tackled by the practice	Initiation Plan for External Promotion (PIPE) is a programme that will provide enterprises wanting to expand to exports, with support of the involved institutions, with a work methodology and the help of a specialist in foreign trade.
Objectives	To support and accompany enterprises that want to begin or increase their presence in international
Location	Country. Spain
	Region/district/municipality. The region of Teruel
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	Entrepreneurs.
	“New generation” entrepreneurs
	Workers
	Unemployed / job seekers
	Students
	Women
	Other: Enterprises

<p>Detailed description of the practice</p>	<p>Origin The Spanish enterprise's network comprises small enterprises, which have a limited commercial orientation. This makes it difficult for these enterprises to start exporting on their own. In the region of Teruel, the SME size is inferior than in the rest of the country and therefore the difficulties of accessing the external markets are even greater. The programme PIPE was created to facilitate this process of internationalisation for enterprises. PIPE combines for these enterprises, specialised advice in foreign trade with economic support. The programme has a two-year duration and is divided in three stages. In the first stage, they have the help of an external specialised adviser, who carries out the diagnosis of the competitive position and of the exporting potential. During the second stage, the internationalisation process is defined and market research is done with the goal of carrying out the necessary actions to design the plan. Finally the internationalisation process is to be implemented. During the two years duration of PIPE, enterprises have an economic aid of 80% of the investment to cover these three stages. The maximum investment possible would be €46,000. This amount includes the advice and the actions for external promotion. Moreover, when the PIPE ends they have a Monitoring Programme, with which they receive the necessary support to be consolidated as stable exporters.</p>
	<p>Timing At a national level the programme was implemented in 1997, although in Teruel the first enterprises participated in 1998.</p>
	<p>Actors involved Public entities and enterprises with an exporting scope.</p>
	<p>legal framework This will be administered through the signing of the mutual agreement between the Spanish Institute for Foreign Trade (ICEX), the Autonomous Governments and the Chamber of Commerce.</p>
	<p>Financial framework 80% of the Programme PIPE is financed by public funds. ICEX provides 50%, the Government of Aragon 20% and the Chamber of Commerce 10%. The remaining 20% is financed with private funds and are provided by the enterprises participating in the programme.</p>
	<p>socio-economic context Region with a vast territory, scarce population and poor communications. It has a network of enterprises made up of small enterprises, which have a limited exporting potential.</p>
<p>Identification and definition- application of criteria</p>	<p>Capacity of the good practice to respond to local needs. This programme provides enterprises with an advising and accompanying service for exportation. Professionals who</p>

	<p>specialise in exportation will analyse the possible success of exporting the products of the small enterprises, and therefore these specialists will design a plan and implementation of the internationalisation process. At the present, it can be a solution for these enterprises to look for new markets as a solution to the drastic decreased demand for their products as a result of the crisis.</p>
<p>Resources and synergy Public entities take part in this programme: Spanish Institute for Foreign Trade (ICEX), the Government of Aragon, the Chamber of Commerce of Teruel and private enterprises of the region which want to start exporting. Two people of the Department for Internationalisation of the Chamber of Commerce work in the management of the service.</p>	
<p>Impact Thanks to this initiative 52 enterprises of Teruel have acquired the basic knowledge to deal with the international markets and were encouraged to export their products. Most of the exports are destined to European countries such as Germany, France or Italy. With regards to products, raw materials, industrial goods and equipment represent 82% of the total exports volume, followed by the food and agriculture industry with 10% and 8% representing goods of consumption. Due to the increase in the necessary staff to manage the departments of foreign trade and, in many cases, of the production staff, many new jobs were created in Teruel. On the other hand, access to new distribution channels has been achieved as well as increasing the volume of exports in every sector, diversifying the local economy and improving the competitiveness of the exporting enterprises.</p>	
<p>Coherence This comes from a wider programme of economic diversification started at a national level. It emerged from the agreement among the institutions that work in the foreign trade promotion.</p>	
<p>Continuity It will depend on the budget available pertaining to public administrations, although its continuity is expected due to the positive effects it is having, especially in this time of crisis.</p>	
<p>Transferability It is possible to transfer this practice to other areas. In fact it works at a national level and in some European countries.</p>	

<i>(Identification and definition- application of criteria)</i>	Participation The enterprises of the region are the final target. Updates transmitted keep them informed about the service and other parallel activities related to foreign trade.
Lessons learnt from the practice	The enterprises are aware of the need of going abroad to be able to grow and be more competitive. The volume of exports has increased during the last decade, which proves the success of this programme and other internationalisation programmes. The PIPE is especially important in this time of economic crisis, where the search for new markets can guarantee the conservation of enterprises and jobs.
Possible interaction with territorial marketing policies?	Yes. Advertising campaigns and information days about this subject are often held. Furthermore, they are in permanent contact with other entities related to the business world.
Possible interaction with education and training policy?	Yes. Training courses and seminars are organised with the purpose of promoting the exports culture among the local businessmen.
Contacts	Carmen Serrano. Person in charge of Exports in the Chamber of Commerce of Teruel. sgc@camarateruel.com
Other information	Website: www.portalpipe.com

4.5. Permanent Careers Advice Centre – Partner: Teruel

Precise theme/issue tackled by the practice	<p>The Careers Advice Centre (CPOP) is an advisory and orientation service promoted by the Spanish Confederation of Employers' Organisations (CEOE) and the Spanish Confederation of the Small and Medium Enterprise (CEPYME) in Teruel.</p> <p>An external agent provides one off specific support for the orientation process that is carried out in the educational centres.</p>
Objectives	To support and improve young people's training for their professional employment.
Location	Country. Spain
	Region/district/municipality. The region of Teruel
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies in the area Apart from sectors (a) and (b), employment and innovation are promoted.
Who are the targets of the good practice?	Entrepreneurs.
	"New generation" entrepreneurs
	Workers
	Unemployed / job seekers
	e) Students of all education levels
	Women
	Other. Already consolidated enterprises

Detailed description of the practice	<p>Origin The need for supporting and improving young people's preparation to join professional employment was the reason for starting up this service. It was created to support the work done in educational centres, facilitating the access to information and providing advice. The CPOP provides a large range of free services specifically aimed at educational centres and enterprises. Reported hereunder are the main actions developed are listed:</p> <ul style="list-style-type: none"> ▪ <u>Educational Centres:</u> Talks and activities of careers advice, workshops with interviews, workshops to promote entrepreneurship and visits to enterprises with the students of these educational centres. ▪ <u>Enterprises:</u> Advising about professional profiles, management of students doing an internship, information about the education system's reforms and management of the employment agency. <p>Other services: Personalised advice in the CPOP facilities to students from any educational level and to unemployed or workers needing academic or work orientation.</p>
	<p>Timing It was put in place in 2001</p>
	<p>Actors involved The business organisations CEOE-CEPYME Teruel, several public administrations: the Government of Aragon, the Provincial Government of Aragon, the city council of Teruel, the city council of Alcañiz and educational centres of the region.</p>
	<p>legal framework This initiative is administered through the signature of mutual agreements between the business organisations and public entities.</p>
	<p>Financial framework The activities of the programme are financed by public funds provided by public administrations, which take part in this initiative. For 2011, the programme has a budget of €88,000, €50,000 of which is provided by the Government of Aragon and €38,000 by the Provincial Government of Teruel. The local administrations have not participated in this financial year.</p>

<p><i>(Detailed description of the practice)</i></p>	<p>socio-economic context The region characterised by the lack of infrastructures and services, apart from having scarce population and a large proportion of elderly. In the last decades, the region suffered an alarming decrease in population, above all of young people, who have migrated to other areas to develop their future prospects both personal and related to the employment sector. In many cases they did not return. In the medium term, there are problems to cover jobs because the most highly-trained and enterprising young population migrate.</p>
<p>Identification and definition- application of criteria</p>	<p>Capacity of the good practice to respond to local needs. The CPOP provides advice and information needed to assist young people in making a decision about their academic and professional future. They show them the reality of the labour market in Teruel and boost the idea that it is attractive to work in the region. The provision of information for young people about the jobs available, and those available in the long-terms, has enabled the forging of links between their studies and the job possibilities in the region.</p> <p>Resources and synergy This initiative is carried out by the enterprising organisations CEOE-CEPYME Teruel and includes the collaboration of the following public administrations: the Government of Aragon, the Provincial Government of Aragon, the city council of Teruel and the city council of Alcañiz. They work in coordination with educational centres, where the orientation and advisory service for students is provided. They keep in contact with the enterprises of the region. The CPOP has a highly-qualified team made up of 4 psychologists with experience in the educational and professional field.</p> <p>Impact It has been very positive. Throughout this project more than 15,200 students of Secondary School, Upper Secondary School, Apprenticeships and Foundation Degrees have received advice. The profiles of those requesting employment have been matched to the offered jobs and this has had a positive influence on the increase of the enterprises' competitiveness, on the employment stability and on the maintenance of population. On the other hand, the high demand of professional training and the activities for promoting the entrepreneurial spirit have boosted the creation of business projects, led by young people, which have helped to diversify the economy and strengthen the enterprise's network.</p> <p>Coherence This service complements the work done by the educational centres of the regions improving students' access to information and advice.</p>

(Identification and definition- application of criteria)	<p>Continuity It will depend on the availability of the budgets of public administrations, although its continuity is expected due to the positive effect it is having.</p>
	<p>TransferabilityThe project was implemented in Zaragoza and later was transferred to the other Aragonese regions. This is the reason for it being implemented in other territories.</p>
	<p>Participation Very positive results have been obtained. A large part of the registered students in the last years in the region have received this advisory service in classrooms.</p>
Lessons learnt from the practice	<p>The main extra benefit of the practice is its contribution to the stability of young population in the territory. During the periods when students have to decide about their academic future, they are provided with information about the possibilities of finding a job in the region. Many of them choose professional studies in Teruel, specialisations with job possibilities in the region or take advantages of the business opportunities of the territory. Apart from the current reforms of the educational system in Spain, initiatives such as CPOP are necessary to inform enterprises and students gratuitously about the modifications that are occurring in the current training offers.</p>
Possible interaction with territorial marketing policies?	<p>The programme is spreading the programme is made through the educational centres, with which they work in a coordinated way. They also take part in conferences and fairs related to the education and labour market. Furthermore a website exists and is present in social network thanks to Facebook.</p>
Possible interaction with education and training policy?	<p>Yes, on the one hand the educational offer has been adapted in synch with the real needs of the labour market, and on the other hand, the students have become aware of the available educational possibilities in the region. Many of them have decided to continue their academic training here, allowing the continuity and the increase of specialised courses offered by the educational centres.</p>
Contacts	<p>Carlos Mor. President of the Confederation of Employers in Teruel. cet@cet-teruel.org</p>
Other information	<p>Web site: www.cpopteruel.net</p>

4.5.1. Privileged witness: Carmen Pobo, President of DP of Teruel

This initiative was implemented after observing an important inequality between the market needs and the labour supply. As a result, business developments and the inclusion of young people in the labour market became increasingly difficult. To further aggravate the situation there was also a significant lack of entrepreneurial spirit. In a response to solve these problems in 2001, the Provincial Government of Teruel began to support the Careers Advice Centre (CPOP), promoted by the Spanish Confederation of Employers' Organisations (CEOE) and the Spanish Confederation of the Small and Medium Enterprise (CEPYME) in Teruel. During the last decade of working on this project, the success of the careers advisory service has been evident. It was aimed at promoting the entrepreneurial spirit of students from different educational establishments of the region and at informing them about the jobs on offer in the labour market, putting special emphasis on Teruel and its regions. Through this programme there has been a decrease in inequalities between the supply of jobs and demand, increasing the choice of professional education, reducing the unemployment rate and stabilising the young population in the region. The collaboration of participating enterprises has been very positive and this was demonstrated by the effective management of the services provided by the CPOP, which received the acknowledgment of all the agents involved. The politicians who have been managing the public entities have shown their support by signing the collaboration's agreements, which have consolidated and given continuity to this initiative. As a consequence training, employment and young people have been interrelated; this is the key element for the development of any region, especially the rural areas. The results obtained from this initiative include improvements on both a quantitative level and qualitative level. During these years, more than 15,200 students from Secondary School and Upper Secondary School of all the regions have benefited from this programme. With the advice given by the CPOP, it is expected that students will become more aware of the range of employment opportunities available, notably due to the promotion of self-employment and the idea of being entrepreneurs in this region. This leads to a strengthening of the enterprise's network, diversification of the rural areas' economy and stabilisation of the employment structure and population in the region. This is a consolidated and necessary initiative for the future. Its success can influence the design of other policies of rural development because it has been proven that emphasising some key aspects of the economy result in the achievement of positive effects on a territory's development. It is completely transferable and should be applied in territories where imbalances exist between education and the labour market. Finally, we can add that the action plans of the CPOP are perfectly in keeping with the training and employment promotional policies put into action by the public administrations.

4.6. Agreement of MARM and DPT – Partner: Teruel

Precise theme/issue tackled by the practice	Agreement between the Ministry for the Environment and Rural and Maritime Affairs (MARM) and the Provincial Government of Teruel (DPT).
Objectives	To establish and promote measures, which favour sustainable development in rural areas.
Location	Country. Spain
	Region/district/municipality. The Provincial Government of Teruel
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity
	b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises
	c) Substitution of the traditional products or activities with new ones or the discovery of new markets
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector
	b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	Entrepreneurs.
	“New generation” entrepreneurs
	Workers
	Unemployed / job seekers
	e) Students
	f) Women
	g) Other (Mayors of the municipalities)

Detailed description of the practice	<p>Origin The existence of unfavourable socioeconomic situations has been confirmed in the rural areas of the region of Teruel. These are associated with a pronounced process of depopulation. This makes it necessary to formulate politics, which will help revert this process and create new expectations for the population, concerning economic dynamicity, creation of greater employment opportunities and improving the quality of life. These are the reasons why the agreement signed between the MARM and the DPT collects the following action lines:</p> <p>Economic diversification (€130,000): Construction and equipment of multiservice centres, to support and modernise small shops.</p> <p>Creation and Preservation of Employment (€300,000): Creation of internet based virtual jobs in municipalities with less than 2,000 inhabitants, as a support for the creation of enterprises.</p> <p>Infrastructures, equipment and basic services (€1,420,000): The improvement of roads and rural tracks and the repair of road infrastructures with the purpose of improving public transport in rural areas.</p> <p>Education. Children's classrooms (€115,000): Improvement, expansion, equipment, access to children's classrooms and their playgrounds, to facilitate family counselling and women's integration into the workplace in municipalities with less than 2,000 inhabitants.</p> <p>Town planning and housing (€1,035,000): Construction and refurbishment of government funded houses with carers for able and disable people and other residential buildings, which aim to facilitate access to collective housing for this group and generate employment. The restoration of houses and buildings to attract new settlers with the intention of settling in rural areas.</p>
	<p>Timing The agreement will be valid until 30th June 2012</p>
	<p>Actors involved MARM, DPT, municipalities of the region and social agents</p>
	<p>legal framework The action has been managed through a mutual agreement signed by the MARM and the DPT.</p>

<p><i>(Detailed description of the practice)</i></p>	<p>Financial framework The programme will have 3 million Euros available, which will be entirely provided by the MARM. On the other hand, the DPT will be in charge of administrating the projects' implementation. The actions planned in the agreement will be 100% financed.</p>
	<p>socio-economic contextThe region of Teruel has a very low population density with 9 inhabitants per km². In this context initiatives must be sought to keep or increase the population through work alternatives and an improved quality of life.</p>
<p>Identification and definition- application of criteria</p>	<p>Capacity of the good practice to respond to local needs. This action is a way of undertaking the local development of the villages in the region and this will contribute to stop depopulation and the lack of infrastructures.</p>
	<p>Resources and synergy The MARM and the DPT have taken part in this initiative. The actions considered in the agreement will be 100% financed by public funds. Technical experts of both administrations and of the 236 municipalities of the region of Teruel will take part in the implementation. The DPT leads the project, taking into account the social agents: trade unions, employers' organisations and the LEADER programmes.</p>
	<p>Impact It is difficult to assess the impact at this stage, because the agreement is currently being liquidated, but there is no doubt that the actions planned will contribute to mitigate to a large extent depopulation, reactivate the economy in small municipalities, family life and encourage rural women's involvement in the labour market.</p>
	<p>Coherence The actions planned are in accordance with the strategy followed by the DPT, which supports the small municipalities and the rural development projects like HABITATE and REVITER.</p>
	<p>Continuity This will depend on the availability of the budget of the administrations implied.</p>
	<p>TransferabilityThere are other regions in Spain with similar territory and population structures to the ones of Teruel, where this action is also being implemented (Soria and Zamora to be precise).</p>
	<p>Participation The local population has been informed about these actions through the DPT and the city councils.</p>

Lessons learnt from the practice	<p>The signature of this agreement will help to start up some measures to stop depopulation and ensure the quality of life in the rural areas of Teruel.</p> <p>This means a step forward to break the socio-economic dynamics which affect the region, by generating new expectations for the rural population and giving value to territories in the region of Teruel.</p> <p>It is necessary that public administrations become aware of the problems of rural areas and design this kind of policies that help promote economic development in these areas.</p>
Possible interaction with territorial marketing policies?	Yes, through the DPT and municipalities
Possible interaction with education and training policy?	Yes, there are some actions planned to improve the facilities and the equipment in the children's classrooms.
Contacts	Miguel Ángel Abad. The Secretary of the Provincial Government of Teruel mabad@dpteruel.es
Other information	<p>Web site Not available</p> <p>Other documentation Publication in electronic press. http://www.dpteruel.es/DPT/Noticias.nsf/0/D9644E1CE5F0B369C12577E40046BEC1?OpenDocument (in Spanish)</p>

4.6.1 Privileged witness: Ana Vicente Rangel, Department of Sustainable Development, Ministry of Rural Environment and Sea

The main problem of the region of Teruel is depopulation and also the aging and exceedingly male population. In terms of public services, the main problem of poor connections within the region to other border regions is gradually improving. With the agreement signed between the Ministry for the Environment and Rural and Maritime Affairs (MARM) and the Provincial Government of Teruel (DPT), the Ministry will provide €3 million to support actions that prevent depopulation in rural areas, in different sectors, such as economy, public services and culture. These actions include: improving productivity and commerce's competitiveness in rural areas, supporting multiservice creation; creation of employment in emergent sectors and supporting the creation of enterprise; improving the road network of transport and communications and infrastructures of general interest; recovering and promoting cultural heritage and the diffusion of culture. The MARM has taken part in this initiative because it is the department in charge of proposing and executing Government's policy, in order to set and promote measures, which favour sustainable development in rural areas. The agreement will be valid until 30th June 2012 and the actions planned are currently being implemented. The involvement of local entities and social agents is vital for the implementation of the actions and for the continuity of positive effects on the rural areas of Teruel. Population and the sectors of the area must also contribute to ensure the effectiveness and success of these measures. The impact of these actions is expected to be positive, because every initiative taken to diversify the area's economy, by promoting employment creation, improving communications and public services, is good for sustainable development (economic, social and environmental) in any territory. This measure is in coherence with the policy carried out by other administrations to promote rural development. Its main objective is diversifying the area's economy and ensuring its perpetuation. The initiative can be easily transferred to other areas, which need to prevent depopulation and diversify the economy, as long as administrations have a budget available and civil society is committed to take part in its implementation and continuation.

4.7. Kurbits – Partner: Dalarna

Precise theme/issue tackled by the practice	Kurbits conducts business development against small-scale tourism businesses to increase their growth and business acumen.
Objectives	Vision: Business development in network form gives businesses greater ability to wade through on the national and international market. The goal is that 180 companies will have conducted the Kurbits programme during 2009-2011.
Location	Country: Sweden Region/district/municipality: Dalarna Kurbits is carried out in several areas in Dalarna: Sälen-Idre (the mountain region), Falun-Borlänge Vansbro-Gagnef, Southern Dalarna and Siljan
What kind of innovation is generated by the good practice?	a) A new way to make a product or to carry out an activity: b) Making a new product or carrying out a new activity as well the traditional products or activities of the enterprises c) Substitution of the traditional products or activities with new ones or the discovery of new markets Kurbits is based on the meNY (food companies) method and pedagogy. The tools are industry custom and Kurbits has also complemented with its tools. Kurbits is the first in Sweden with this product affecting the tourism industry. Therefore, many other regions want it.
What kinds of effects are produced on the pilot area and its socio-economic system?	a) Balanced presence of each economic sector: Dalarna is one of the most successful tourism destinations in Sweden, but traditionally it has not been seen as one of our basic industries. Now, when the small scale tourism companies have the possibility to develop and earn more money than that earned, the status grows. The Tourism cluster: "Destination Dalarna" has changed our minds so now the tourism industry is next to the other basic industries of the region; steel, high voltage and wood. b) A more balanced localization/diffusion/distribution of the companies on the area
Who are the targets of the good practice?	a) Entrepreneurs: small-scale tourism businesses. b) "New generation" entrepreneurs c) Workers in the companies d) Unemployed / job seekers
(Who are the targets	e) Students

of the good practice)	f) Women
	g) Other :
Detailed description of the practice	<p>a) Origin: Kurbits has its theoretical basis in the KK-Foundation's collaboration model: FUNK-model. (Research, education, business and culture). The FUNK model indicates that effective cooperation between different companies, universities and public sector, across municipal boundaries, is necessary for increased growth in the tourism industry. Kurbits tools and methodology is developed by the KK-Foundation's investment in expertise: meNY. meNY offers professional development for small and medium-sized food companies. While Kurbits affecting the hospitality / tourism Content: Six meetings in the form of workshops, lectures and individual coaching: 1) Situation analysis /business goals 2) Product/service development 3) Marketing 4) Sales and Distribution 5) Financial management 6) Entrepreneurship/study tour Each group consists of 8-10 companies. Participants receive a certificate after completion</p>
	<p>b) Timing: 1) 2008: A pilot project was conducted by Region Siljan. 2) 2009-2011: Region Dalarna 3) 2012-: The Swedish Travel and Tourist Industry Federation (RTS)</p>
	<p>c) Actors involved: Project owner: Region Dalarna Partners: Destination Dalarna (tourism cluster), The Swedish Travel and Tourist Industry Federation (RTS), KK-Foundation, meNY, The University College of Dalarna, InnoWent</p>
	<p>d) legal framework: The Dala strategy</p>
	<p>e) Financial framework: EU regional funds, objective 2 Region Dalarna KK-Foundation Total budget 600 000 Euro: 2009-2011</p>
	<p>f) socio-economic context: 2007 weaknesses in the commercial life of the small-scale tourism enterprises were identified. They had not been clear about their target group and market and they did not know how their products or services should be marketed and communicated. Business Training with industry-specific content (tourism) was not on the market, nothing that small businesses could afford anyway.</p>

Identification and definition- application of criteria	<p>a) Capacity of the good practice to respond to local needs: Evaluations are conducted regularly both internally and externally with interviews and analysis. Soft values, they may confirm and help to tackle the various tasks, action plans, SWOT analysis etc. It helps them streamline their operations and focus on what they are good at. Maybe by sub-contracting accounting and so on.</p>
	<p>b) Resources and synergy: Kurbits is a national program developed in cooperation with the Swedish Travel and Tourist industry federation, the KK-foundation, meNY, InnoWent and experienced business developers with roots in the industry.</p> <p>1 project leader 100%</p> <p>1 economist, 20 consultants (process leaders, lecturers, evaluators, marketing communication)</p>
	<p>c) Impact: Approximately 250 companies including 130 from Dalarna have undergone Kurbits. Kurbits has produced concrete results and that is why so many regions have wanted to buy the concept. The strength of the concept is that it is a dynamic learning and much experience exchange. The companies have increased sales by cooperating with each other about the packaging, online sales, etc. Many have been able to hire people and expand.</p>
	<p>d) Coherence Yes, within the framework of the Dala Strategy to support the tourism industry is one of the Region Dalarna core areas. Kurbits has been working closely with Destination Dalarna (tourism cluster) and Visit Dalarna. http://visitdalarna.se/</p>
	<p>e) Continuity: the Swedish Travel and Tourist industry federation, RTS will be the owner of Kurbits next year, 2012.</p>
	<p>f) Transferability: It works! RD exports the concept to other regions. They provide their own financing through licensing agreements.(that's trademarked)</p> <p>- Kalmar County, Jämtland, Härjedalen, Scania, Kronoberg</p>
	<p>g) Participation: promotional activities: Two short films have been produced: one with five companies from Dalarna and one with four companies from Västervik. A form of accounting (as they are not directed) http://www.regiondalarna.se/sv/Kurbits-startsida/Lankar/Innehall-i-programmet1/ Up to Date – a conference targeting the municipalities</p>

Lessons learnt from the practice	<p>Value added: New jobs have been created because there has been recruitment. The Kurbits-networks continue the cooperation even afterwards as well as taking opportunity to work with former participants in Kurbits.</p> <p>Advantages for the region: Evaluations say that we have got more professional small businesses that raise the "product" Dalarna as a whole: as the "good host".</p> <p>No new companies have started because of Kurbits, but there has been an evolution of existing businesses that have led to an increased employment and so on.</p>
Possible interaction with territorial marketing policies?	<p>Yes, the whole process of "the welcoming Dalarna" applies both to visitors and immigrants to Dalarna. The tourism industry has thus a very important role as a host for Dalarna.</p>
Possible interaction with education and training policy?	<p>The University College of Dalarna is very involved in a course about "export maturity". This targets companies that have passed the first step in Kurbits.</p>
Contacts	<p>Petra Lindberg: petra@kurbits.org</p>
Other information	<p>Website: http://www.regiondalarna.se/Kurbits-startsida/http://www.green-project.info/english/index.html</p>

**4.8. The Ardelaine adventure in St. Pierreville, Ardèche
(Massif Central) – Partner: UCCIMAC**

Precise theme/issue tackled by the practice	<ul style="list-style-type: none"> - Creation and development of a SCOP (Workers Cooperative Production Society) in the depressive work of the wool. - Process of diversification of an original economic model leading today to a «local development cooperative»
Objectives	<ul style="list-style-type: none"> - Fighting against the economy "soilless culture" and be carriers for local development, by turning away from the dominant thought. - Create a scoping / "learning" by creating media-based economic and taking control of the wool sector, once traditionally very strong in the area, and left in a difficult economic environment. - "Making his way by walking, learning by doing, based on know-how and partnerships"
Location	<p>Country: France</p> <p>Massif Central, Rhone-Alpes Region, Department of the Ardeche, Municipality of Saint Pierreville (altitude: 600m, 519 Inhabitants, inh/km2 29)</p> <ul style="list-style-type: none"> - Slant of the first city (Valence, Aubenas or Privas): 1 hour. - Place called "Les Bouttières "(slope strips), countries that long lived self-sufficiently, with the production of chestnuts, berries and sheep farming. An example of the "French desert".
What kind of innovation is generated by the good practice?	<p>Ardelaine is a beautiful story of contamination of innovation. Common sense to share is a stand. "We were invented opportunities within us: how to do business differently to create wealth from a resource, the wool"</p> <p>A kind of bartering of brainpower is used with our partners, which could lead us to take against the established trends.</p> <p>Ardelaine is a "multiple" firm.</p>
What kinds of effects are produced on the pilot area and its socio-economic system?	<ul style="list-style-type: none"> - Fighting against desertification. - Rebirth of a fallow industrial sector and a production field and recovery of wool, initially leading resource that had been abandoned, and of an arid and isolated territory. - Building a network of producers and shearers, providing diversification opportunities for farmers in neighbouring departments.
Who are the targets of the good practice?	<p>Whole population</p>

<p>Detailed description of the practice</p>	<p>a) Origin After meeting with a” grandmother “living in what was a brownfield site, the proposed 7 years gestation of the project taken on free time and hard times (reconstruction, very few financial means, etc.), and creation of SCOP by five cooperating partners in 1982: "five time nothing gives something" Starting around the wool, which, at that time, was much connoted "grandmother", “that ‘s scratches ”.</p>
	<p>b) Timing 1846: Creation in the valley of a woollen mill 1960: end of the activity, 1970s: the roof of the abandoned building collapses 1982: creation of the SCOP 1986: installation of the making part, in the ZUP of Valence and creation of an association invested in the dynamics of neighbourhood of this town of 65,000 inhabitants 1991: creation of the museum space and setting up the reception of class discovery 2003: creation of a second museum titled: “Wool in Revolution”. 2009: development of the touristic activity 2010: opening a bookstore café and creation of a restaurant as a cooperative: "The icing on the Lamb"</p>
	<p>c) Actors involved The co-operators, Ardelaine employees, St. Pierreville inhabitants, farmers in neighbouring districts, visitors, customers and all stakeholders in tourism, culture and heritage, education and inclusion, local development, trade in wool, social economy, institutional.</p>
	<p>d) legal framework Production cooperative society and partnerships in which everyone brings to the other in a dynamic of human enrichment with an ethic of respect for the environment, social solidarity economy and fair, and transmission of know-how to future generations.</p>
	<p>e) Financial framework Alternative to the logic of short-term profit by concrete action</p>
	<p>f) socio-economic context - Sharing and co-ownership. - Animation of industrial field through the integration of clients. - A trade: territory action which permitted change the local inhabitant’s “a priori” against co-operators..</p>
	<p>Identification and definition- application of criteria</p>

	<p>b) Resources and synergy Synergy is total with and among local actors.</p> <p>c) Impact 45 people (30 co-operators, 15 employees for a total of 35 full time equivalent) Up to 25.000 visitors per year In 2006, harvest of 54 tonnes of wool from sheep shorn at 50 000 sheep; 245 breeders. Ardelaine labelled "Living Heritage Company" and rural centre of excellence for French state.</p> <p>d) Coherence Total</p> <p>e) Continuity Ardelaine working with the Regional Natural Park of the Monts d'Ardèche, is member of the European Textile Association of liaison, information exchange and research, and continues the project of creating schools of cooperation. The Ardelaine adventure is based on a reflection which only considers medium and long term time.</p> <p>f) Transferability From the experience of the project leaders in public education, in order to be useful to the territory, we have to be "consistent".</p>
Lessons learnt from the practice	<p>"The partners of Ardelaine invite us to revisit all the societal challenges that we all face daily: salary, company capital, competition, quality, consumption, fairness, work, place of art and culture, rural depopulation, etc. What Ardelaine propose is not to refine our critical look at the inconsistencies in the economic and social world but to find ways to break free of their influences." From the foreword by JF Drapery of: "Rebels sheep, the fibre of the local development".</p>
Possible interaction with territorial marketing policies?	Ardelaine is the main attractive point of the territory
Possible interaction with education and training policy?	<ul style="list-style-type: none"> - Learning by doing - Making his way by walking - Rebirth of shearing job - Action in neighbourhood of the big town : Valence
Contacts	<p>Mister BARRAS Gérard Ardelaine 07190 Saint Pierreville 04.75.66.63.08</p>
Other information	<p>Web site www.ardelaine.fr</p> <p>Other documentation : "Moutons rebelles, la fibre développement local" Collection "Pratiques Utopiques" Editions REPAS 2003 Also diffused by Ardelaine</p>

4.8.1 Privileged witness: Bernard Vialle, Mayor of Saint-Pierreville

Elected officials in our area are fighting to keep our public services.

The administrative environment will change, in terms of 2/3 years, either in keeping the group of municipalities with 1,600 inhabitants in total, or by switching to an agglomeration around Privas, for a total of 30,000 inhabitants.

Our town has 20 farmers and its two major employers are Ardelaine and a retirement home: our resources are mainly based on property tax.

The municipality is currently developing a subdivision in order to solve housing problems.

Ardelaine employees or co-operators, for 30 of them, live in Saint Pierreville and belong to associations (Fair Committee, nursery...); one is member of the board of the municipality.

The people's attitude has changed vis-à-vis those who were seen as sixty-eighty's community and have become essential elements of local life, especially in view of the economic contribution of visitors Ardelaine.

These can also visit the Chestnut house or shop on the village square.

Note the organisation of animation events in the village, in consultation and collaboration with Ardelaine, (Feast of wool, etc.)

The weight of Ardelaine in the village has grown considerably over the past 10 years. Let's consider that the company is open to the public all the yearlong (except 2 days!).

5. PROJECT PARTNERS AND FURTHER INFORMATION



Province of Teruel (Spain) - Project Leader since 2002 the provincial government has implemented innovative tools and policies in order to encourage new migrants to settle down and work in the region. Contact : Laura Gascon Herrero padima@dpteruel.es



Euromontana - Project Coordinator the European multi-sectoral association for mountain areas. Euromontana considers that mountain areas have a great development potential and calls for long-term investment in these regions. Contact : Ancuta Pasca padima@euromontana.org



Province of Turin (Italy) - Co-leader Education and training the Province's context combines a process of re-population linked in low and medium valleys and a process of depopulation in high-valleys. Contact : Elena di Bella elena.dibella@provincia.torino.it



Buskerud County Authority (Norway) - Co-leader education and training fighting depopulation in mountains is one of the main strategies in Regional Planning Strategy for Buskerud County. Contact : Kjerstin Spångberg - Kjerstin.Spangberg@bfk.no



Hedmark County Authority (Norway) - Co-leader territorial marketing Thematic co-leader: territorial marketing - the County Council has implemented different policies and actions to face the challenges related to depopulation especially. Contact : Kjell Vaagen kjell.vaagen@hedmark.org



Dalarna Regional Development County (Sweden) - Co-leader territorial marketing is taking the lead in making Dalarna an attractive region and has carried out striking activities to strengthen its regional brand and get people to actually move to Dalarna. Contact : Asa Angsback asa.angsback@regiondalarna.se



ERSAF (Italy) - Co-leader Economic diversification wants to show that economic diversification can reduce depopulation, by increasing job opportunities for the young generations. Contact : Maria Grazia Pedrana mariagrazia.pedrana@ersaf.lombardia.it



UCCIMAC (France) - Co-leader Economic diversification representative of socio-economical actors within the global territory of Massif Central; it implements activities and solutions that aim at fostering economic development. Contact : Jean François Bernardon jf.bernardon@maceo.pro

Realization of the booklet: Francesca Canti, Maria Grazia Pedrana, Massimo Bardea (ERSAF), with the collaboration of Ancuta Pasca (Euromontana)

Collection of good practices: PADIMA Partnership

For more information, visit www.padima.org



Picture: Participants in the PADIMA seminar held in Le Puy en Velay, France, November 2011
Picture: Torunn Kornstad

The opinion expressed in this document reflects the authors views and do not engage the Managing Authority. The Managing Authority is not liable for any use that may be made of the information contained therein.