

Euromountains.net Project - theme 1

INTERREG III C

Theme 1: sustainable territorial development and improvement of services in mountain areas

Rapport de synthèses: méthodologie et résultats de l'analyse conduit dans les régions de partenaires



Project Responsible: Elena DI BELLA, Provincia di Torino
Consulting Group Coordinator: Giovanni BORGARELLO, Consorzio Pracatinat

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Project Responsible: Elena DI BELLA, *Provincia di Torino*

Consulting Group Coordinator: Giovanni BORGARELLO, *Consorzio Pracatinat*

Consulting Group of Consorzio Pracatinat and Report Authors:

Francesco AGLI'
Giovanni BORGARELLO
Chiara CASTIGLIONI
Marta PARODI
Giorgio SALZA

Partners of the project:

Provincia di Torino
Provincia di Trento
Regione Valle d'Aosta
Regione Lombardia - IREALP
Diputacion di Cordoba
Diputacion Palencia
Contee di Telemark, Oppland, Buskerud, Sogn og Fjordane
Area of Highlands
Area of Alto Tamega
Region Rhône-Alpes

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1. Introduction

1.1. The objectives of the Euromountains.net Interreg IIC Project.

Based on the experience of the partners, the Euromountains.net project aims to identify explanatory models of managing mountain areas and to identify transferable success factors in the co-operation of different sectors (in particular the public-private partnerships). These models will improve the set of “tools” at the disposal of the territorial entities and so contribute to sustainable development in the mountain areas and/or limit the loss of population.

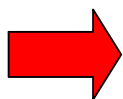
The Euromountains.net project is studying three themes, out of which this report concerns the first:

- 1/ The improvement of services in mountain areas
- 2/ The role of territorial authorities in the development and promotion of resources and mountain quality products;
- 3/ Managing the fragile mountain landscape, rural environment and natural resources.

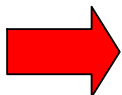
1.2. The partners

The partners involved in this study are the Provinces of Turin and Trento, the Regions of Aosta Valley and Lombardia in Italy, the Diputaciones of Cordoba and of Palencia in Spain, four Norwegian Counties (Telemark, Oppland, Buskerud, Sogn og Fjordane), The Region of Highlands in Scotland, the Region of High Tamega in Portugal and the Region of Rhône-Alpes in France.

1.3 Specific aims of the study on the services and their sustainability in the mountain areas



The search of quality indicators able to describe the quality of services in the mountain areas, highlighting the specific characteristics of the mountain areas compared with plain or metropolitan areas and facilitating the comparison between different mountainous areas.



The identification of critical points, of good practices and of the related success factors, and of innovative strategies in the management of public services;

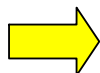
Since the services are too large a field to be studied in its entirety the Working Group chose to identify three service systems to be the object of the study:



The System of infrastructural services



The System of services related to culture and free time



The System of social and health services

The criteria adopted to make a choice were:

1. The particular importance of the chosen Systems for the mountainous land systems.
2. The particular interest shown by the local community representatives involved in the project.

1.4. The working process of the theme 1 study and the main steps

Each study theme of the Euromountains.net project has a scientific coordinator in addition to Euromontana functioning as a general coordinator of the project. Province of Turin, Italy was the leader of the theme 1 and the study was led by the consulting group of “Consorzio Pracatinat”, from hereon referred to as the

“scientific coordinator” or “group of Turin Province”. The group was coordinated by Giovanni BORGARELLO and comprised in addition Francesco AGLI, Chiara CASTIGLIONI, Marta PARODI and Giorgio SALZA.

The research for the theme took place from the end of 2004 to the beginning of 2006. It was a practical and theoretical study process, a true learning experience for the partners involved. The main steps of the process were:

- The development of common definitions
- The choice of the study areas
- The choice of the services to be studied
- A first description of the service systems to be studied in the chosen areas, on the basis of a chart proposed by the group of Turin Province
- The choice of common macro-indicators
- A first definition of indicator systems to describe the services and their implementation in the study areas. Sharing experiences on the identification of the indicators and testing their validity (by *Focus groups* with local actors).
- A comparison of the first results of the local studies at a workshop held in Turin 11/04/2005.
- Study trips in Pinerolese, Piedmont, Aosta Valley, and Palencia. See reports at www.euromountains.net
- Writing of the local study reports
- A comparative analysis by the scientific coordinator and drafting of comparative report
- Thematic seminar of the theme was in Palencia, Spain 14-17 June 2005.
- Further collection of the good practices and suggestions
- The writing of the final report and recommendations

1.5. Deliverables of the theme 1 study

- Synthetic report and annexes (available in French and English)
- Local study reports (available at www.euromountains.net)
- Reports of the study visits (available at www.euromountains.net)
- Final conference in Palencia, Spain 14-17 June 2005

Study Methodology (“The Common Study Guide”)

2. Building a shared reference vision - definitions

Building a system of quality indicators requires a shared vision. It would have been impossible to carry out a research involving 12 partners and 12 areas differing in many ways (institutional, of regulations, socio-economic, geographical, cultural...) without sharing some essential concepts. In particular, the partners had to explain and compare what they meant by “mountain areas”, “by “public service”, by “sustainability” and by “quality”

2.1. –What do we mean by “mountain areas” and “Local Territorial Systems” (SloT)?

Mountain areas are characterised by physical geographical criteria such as height and slope, ecological criteria such as high degree of wilderness and protected areas, socio-economic and cultural criteria, low population density, the scattering of dwellings, specific agricultural development. Further combining features are the strong industrial development in the valleys during the 20th century - in crisis today - and more recently the growth of the tourism and entertainment sectors.

The mountain areas are so diverse that many that scholars talk about “mountains” in the plural. Even in the INTERREG IIIC Euromountains.net project very different realities were present, as became obvious from the descriptions of the study areas integrated in the Local Reports. In spite of this there was a shared conviction that there are enough meaningful elements in common to justify the necessity of identifying coherent and organic policies.

The scholars Debarbieux and Batzing note that if we study services in mountainous areas, their quality and their relationship with the global sustainability of the territories in question, it does not make sense to separate mountains from the plain or piedmont areas with which they are integrated by networks of relationships and exchanges: health systems, schools, transportation, banks , financing and production systems, etc. It is therefore necessary to choose integrated units with identifiable borders as observation units, so called “Local Territorial Systems” (from the Italian “Sistemi Locali Territoriali”, in short SloT).

In this report reference is more than once made to a complex notion of territory. De Matteis and others mention “*local territorial systems*” units which consist of a network of actors involved in the elaboration and implementation of shared projects for the correct exploitation of specific elements of the environment. The reference indicator is represented by the existence of institutions and projects for the development and promotion of a territory, by initiatives and enterprises capable of producing “territorial added value”. [C. Rossignolo, C.S. Imarisio, 2003]

A Local Territorial System, SloT comprises the following elements [G. Dematteis, 2005]:

- 1) **local network of actors** – network of interactions between actors (individual and collective, public and private, local and regional) self-contained in a local territory, where the “local” is taken to mean the geographical scale which allows the interactions typical to physical closeness: face-to-face relationships, trust, reciprocity, etc. It is a concept analogous to the one of *social networks* created by anthropologists and sociologists.
- 2) **local environment** – a group of environmental local characteristics in which a local network of subjects act. The “potential resources” of a territory are the physical and socio-cultural conditions which have developed over a long period of time in particular promoted by common local projects.
- 3) The cognitive and material interaction **of the local network of actors and the environment and the ecosystem**

4) The **interactive relationship** of the local network **with the over-local networks** (regional, national, European, global)

The idea of territory is different from other analogous described categories, such as the homogeneous and functional regions, the urban systems, the districts, or the industrial districts, etc. ..., “indeed the purpose of the model is not to find a territorial system already existing and functioning as a collective territorial actor, but a series of clues or indications (attitudes, past experiences) and of subjective and objective prerequisites, which, with the intervention of the right stimuli and of governing actions, make possible or highly probable the building of a territorial system which works on the model of the SloT, capable in other words of contributing by themselves to the creation of objectives of sustainable development...” [G. Dematteis, 2005]. As we can see, the ideas of self-representation and self-planning are fundamental. They lead to a highly dynamic idea of territory and of sustainability.

SloT are usually medium size regions generally corresponding to NUTS 3 of the European classification or to inferior scales (for instance the territories corresponding to the Mountain Communities). It is not surprising that these SloT include also medium-size towns.

2.2 – What do we mean by quality?

This study refers to an idea of Quality which is not objective and absolute, in agreement with a “socio-critic” and “dialogic” paradigm: from this point of view quality becomes something to be defined every time in relation to precise epistemological concepts and values that the subjects who act in the particular situation agree to use.

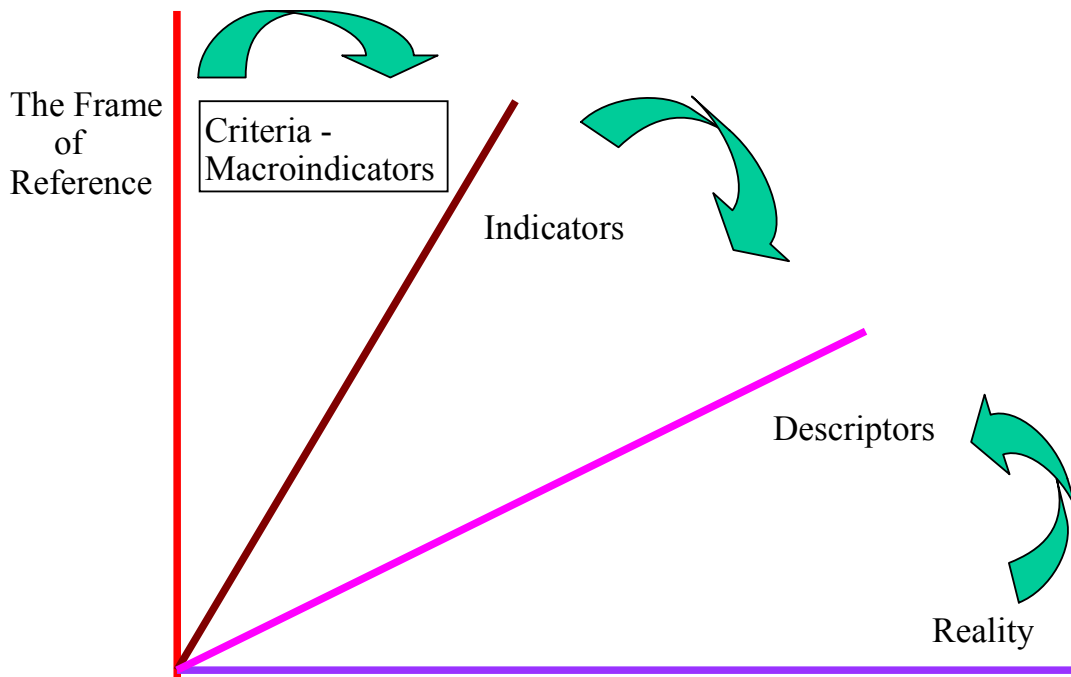
The assessment of the quality of services, projects and products has become a necessity in our society both for the market, which uses it as an instrument of penetration, and for the citizen who wants his choices to be warranted by the system. However a great part of the ideas and values on which this type of evaluation is based – customers’ satisfaction, the service repetitiveness, and productivity – appear different from, sometimes even incompatible with, the ones typical of educational processes and especially of environmental education, which instead focus on the complexity, the diversity and the uncertainty of phenomena. Nevertheless, assessment, meant as documentation and analysis of the process, is an essential component of complex phenomena which, exactly because they are unpredictable, must be monitored with continuity. As a result we must establish an idea of assessment, and a group of procedures which can warrant quality without reducing diversity and uncertainty.

If we really want the assessment process to be shared and the assessment criteria to be agreed, we need to start from the vision of the world, from the values, which, implicitly or explicitly, are used as the frame of reference for the definition of the quality both of process and results. That is the values to create the objects – and so also the facts and the quality judgements – and not viceversa.

Consequently an assessment is only possible when and only if a frame of reference is agreed upon, inside which some visions of reality have been identified and have been inspired by shared values, on the basis of which criteria, that is statements which help transfer the values into choices, can be pronounced

To pass from an abstract plan to a more operative one, criteria must be expressed and specified in the form of INDICATORS. These are not really intended to be a number or a measurement but they are more the transfer of criteria into more precise descriptions, even if still general. In their turn the indicators can be expressed and specified into DESCRIPTORS meant as observable elements.

The following chart shows the process to pass from an abstract idea of quality to a description increasingly closer to the multiplicity and diversity involved in real and implemented actions.



This way, if the indicator system has been built on the participation of the actors involved in the project and in the work on the territory, the whole of criteria and indicators supplies a general frame, but concrete enough, to which all the actors can make reference for the assessments of their work. The descriptors will instead be as well-defined as possible locally and will have to meet the necessities of quality and local development.

2.3. - What do we mean by sustainability?

The concept of sustainability, beyond institutional definitions and beyond the extended use of the word in many technical languages is ambiguous. In the short time that marks the history of the idea of sustainability, many confusions have cropped up due to the excessively free use of the word and to its application to highly different and even contradictory situations. If a sharing of the representation of the services was necessary, in order to go on into our work, then it was similarly useful to come to a common and above all precise use of the word “sustainability”.

This process led us first to the adoption of the French and francophone version of the concept, that is to say “duralibité” (durability), limiting with the help of the language and using as a resource the difficulties deriving from the need to translate (into English, Italian, Spanish ...) a sphere of meaning, a part of sense inside the potential area of application of the concept.

Beside this, we have interpreted sustainability/durability as a function of the indicator system of the service quality which we have built and validated together. In other words, we have asked the following questions: Are the advantages deriving from the existence of a given service “durable” for the local community? Or have all the necessary conditions for the service (of management, finance, of rooting in the local culture, of integration with the other services, of innovation, ..) been created in such a way that the advantages will be long lasting, that is durable?

As we can see, here “durable” is detached from a temporal conception, in order to acquire an organisational or sociological meaning.

The working group chose to use a concept which implied the idea of completeness and foundation of the indicator system of the service quality (“Sistema di Indicatori di Qualità - SIQ”), so durability/sustainability must fit in with the territoriality, integration, accessibility, etc. In the end, the quality system defines sustainability, and durability is one of its components. In this sense, the cultural background of our definition is mainly that of the third meaning explained above, as capability for the future or as a social historically set fact, and as expression of the capability of a territorial system to understand the governance needs created by the interaction of a plurality of specific and local needs and the general interests, and answering to them with an adequate and durable system of services.

Finally we need to make a distinction between a superficial idea of financial and economic sustainability and our idea. Obviously also this component comes into the interpretation of durability that we have used, but especially from the point of view of the continuity of the support (which is not only economic and financial) to the projects behind the services. The idea of sustainable society - rather than sustainable development – includes the care for the public and common good. This common good includes attention for the continuity of the actions, the proper dimensions of the services, for the aspiration of the apparently marginal territories to see their functions recognised benefiting the greater community (the relationship between local and global). In this perspective, sustainable is for instance a situation (juridical and commercial, besides being social and political) in which the great service providers (for instance the facilities and communication networks) are obliged to respect the peculiarities, and also the additional costs, of the less populated and less accessible areas so that all these elements are taken into account in the service contract between the providers and the regional or national authorities.

2.4 - What do we mean by public service?

The word “public service” is generally used in some countries (France, Italy, etc.), but not in all the countries that have taken part in the project. It can refer to the fact that a service is offered to the great public or that it is given a special common interest role, but at the same time, to the system of regulations of the structure that supplies the service. In other words there is some confusion between public service and public sector.

In the European Union a concept of “**service of general economic interest**” is used as defined in the art. 16 of the treaty of Amsterdam¹.

The “**services of general interest**” guarantee the satisfaction of citizens’ essential needs when the market alone is unable to do so. The notion includes commercial and non-commercial services that the public authorities consider of general interest and so submit to the specific obligations of the public service².

Similarly the notion of “**universal service**” is used in the European Union; it derives from a more liberal philosophy than the idea of “public service”. It refers to “a group of services of an established quality which all the consumers can use at an accessible price, taking into account the specific national contexts”. It is considered a temporary rule along the path towards liberalisation.

In any case the consolidated principle at European level (see Green Book on the services of general interest – CEE – May 2003) is the following: if the Member States realise that the market alone is not able to ensure the provision of a universal service they must interfere. The intervention must be objective, transparent, proportionate and indiscriminate. It must not create market distortions or should minimise them (the service must be provided for in the most economic way).

¹ “...given the place occupied by services of general economic interest in the shared values of the Union as well as their role in promoting social and territorial cohesion, the Community and the Member States, each within their respective powers and within the scope of application of this Treaty, shall take care that such services operate on the basis of principles and conditions which enable them to fulfil their missions.” Article 16, Amsterdam Treaty.

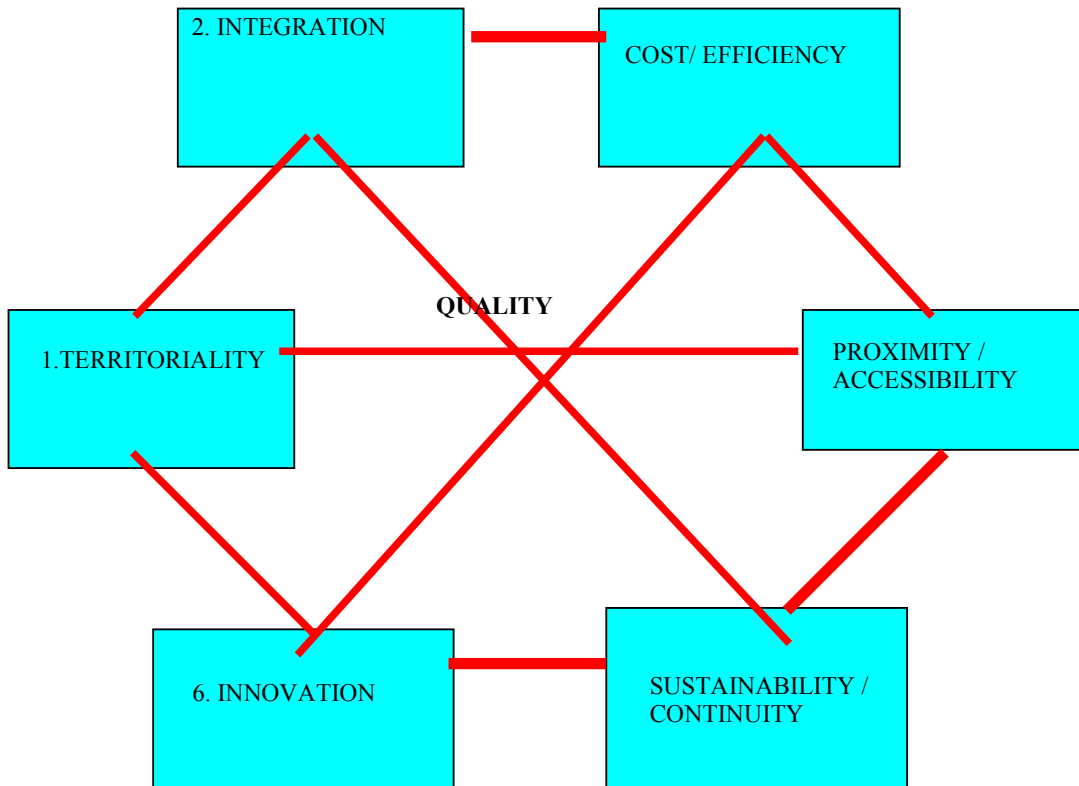
² Obligation of public service: it defines the specific obligations imposed by the public authorities to a service supplier in order to assure the fulfillment of some targets of public interest.

The Green Book takes into account the case of “the backward and weakly populated regions”, which can be treated in a specific way; but there is no precise legislation and the risks of market distortions are not clear. The Green Book also acknowledges that “a greater exchange about the best practices and experiences, which implies not only regulation requests, but also other relevant aspects, might be useful”.

3. The quality of the services in the mountains: an idea of quality that coincides with the idea of sustainability - System of Macro-indicators

Some essential integrated criteria to define the quality of the mountain services were identified among project partners. These 6 criteria, which we have called Macro-indicators, can also be used to define Sustainability for the mountain areas. In other words the idea of quality and the one of sustainability coincide in the project partners’ vision.

Graphic: Criteria that define the quality of the services system in mountain areas



In the first instance it seemed possible to come to a general agreement on the macro indicators, analysing the different suggestions of the partners and coming to a synthesis to focus the attention on the use of those indicators that seemed to be the most shared. But as we could later verify, the differences in the actual services, sources of information and of the treatment of the data, the differences in the lengths of time taken to get replies from the partners suggested that we should limit to some observations.

However, the decision to build a new indicator system allowed us to take into account the differences, which we inevitably met in the comparison of territories. The use of macro-indicators as the main reference of the work allowed us to build a context based on shared meaning in which it was possible to compare the heterogeneous material that had been produced, then the redefinition of common elements of reference and finally to express in various terms the complexity of the situation.

Inside the model comprising the service systems on the one hand and the macro-indicators on the other, all the partners were asked to place the macro indicators that they would later use locally, so that the complex frame of the indicators used at the two levels became the shared context for the entire working group.

3.1. Definition of the Macro-Indicator “Territoriality”

By **territoriality** we mean the ability of a particular service to adapt itself to the local context, specific characteristics and resources and being able to develop them.

“Territoriality” is characterised by:

- The project ability that a mountainous territory and its actors have in establishing a service, the ability to organise common programs and to find new innovative solutions suited to the local environment;
- The local contribution to the project and its implementation, how many local resources (financial, political, administrative and technical, etc...) have joined together in the implementation of the project;
- The ability to involve local actors in the project, the construction of local coalitions, networks of actors able to focus on the project and its implementation. Identification of governance processes inside the decision-making dynamics of the local system is tightly connected to this concept;
- The decision-making interaction capacity in the project creation and implementation at various administrative levels. This process implies a balance of requests and aims at local and over-local levels;
- The ability to identify the local resources that facilitate the creation of services that are able to take advantage of the territorial potential;
- The ability to promote local resources, which can in this way become the starting block of a new local development.

In summary:

- Project ability
- Ability to involve or ownership in the project creation and its implementation
- Ability to create territorial added value

The concept of territoriality is particularly interesting if we think of its application to contexts like the mountain areas, characterised by multifarious complexity and intrinsic fragility. The specific character of each mountain area seems to have been long ignored in the policies and even the local development. However, the recent appearance of new local visions and the increasing involvement of the communities in the social, economic and cultural development choices have often been able to direct changes towards intelligent choices³.

Territoriality is tightly linked to the ability of integration, to innovation (technological, organisational, methodological, cultural) and, allowing the best exploitation of resources and of the management, it produces effective, convenient and sometimes durable solutions.

Example: Water treatment (Autonomous Province of Trento, Italy)

The water treatment is directly run by the Province Trento. In the last twenty years the organisation has evolved from the running of the treatment plants with their own staff in the early '80s, when there were about 10 treatment plants to a more complex organisational form, which today implies a synergy between private enterprises and the “Management Office” of the Provincial Sanitary Work Service as the centre of public general management and control.

The territorial coverage of the service is at the moment up to the 90% of the provincial population and it is planned to reach 93% in a few years. The remaining part of the population is served by Imhoff cesspits

³ Vincenti Diamantini, from “Le Alpi. Immagini e percorsi di un territorio in trasformazione”, 1999 Temi Editrice.

(usually this simpler technological approach is chosen for basins whose inhabitants are fewer than 2000) where the environmental considerations do not require other solutions.

Running all the treatment plants together presents on the provincial territory the best solution in terms of technical and human resources. The central administration of the Province guarantees homogeneous standards to the territory. There is certain flexibility in the treatment installed in the power distribution to counteract the seasonal natural phenomena, fluctuations in tourism, etc. typical of mountain areas. Due to the fact that the service is located in mountain areas the unit costs are higher due both to the technological characteristics (scale economy and density), and to the choices of maintaining a much superior treatment potential and environmental reasons.

3.2. Definition of the Macro-Indicator “Integration”

Working to put together

- different projects
- actors: Public Authorities, public and private sectors
- similar services
- different services
- different sectors
- different roles and competence.

Integration is tightly connected to participation and therefore to territoriality besides innovation (organisational, methodological, cultural and also technological)

Example: Tourist Promotion Association (Regione Lombardia – Val Chiavenna, Italy)

The Association was born of a need of having an entity which could take care of tourist promotion of the whole valley, thus allowing various operators to jointly organise some aspects, in particular regarding marketing. The large participation in the Association (about 300 members) is without a doubt a sign of the good functioning of this project. The Association is able to give a unique image of the valley and has been recently working with the Mountain Community for the constitution of an Internet door of Valchiavenna which would be a further stimulus to the tourist development of the area. Each member pays an annual share whereas the service is free for the users.

CONTACT: Comunità Montana della Val Chiavenna – Chiavenna (SO-ITALIA)

3.3. Definition of the Macro-Indicator “Cost/effectiveness”

- optimising the costs based on the ability to combine things
- optimising the costs based on the ability to work together or to use the same service to do more things (to integrate services, multi-activities or multi-functional abilities of a service)
- the ability to combine different types of financial resources on the same projects or actions
- good cost/benefit ratio deriving from solutions that are original, ad hoc, adequate and consistent with the contexts and the needs.

The question of the over-costs in mountain areas was not dealt with extensively apart from some individual examples.

Example: Norway carried out some comparisons of the costs between mountain areas, metropolitan areas and national level

Health Services

Costs in mountain areas - NOK 2.132 per head
Costs in metropolitan areas - NOK 1.326 per head
National average costs - NOK 1.587 per head
Extra-costs for mountain areas - + 60,78 %

Services for old people

Costs in mountain areas - NOK 12.998 per head
Costs in metropolitan areas - NOK 10.201 per head
National average costs - NOK 10.774 per head
Extra-costs for mountain areas - + 27,41 %

Cultural Services

Costs in mountain areas - NOK 1.710 per head
Costs in metropolitan areas - NOK 1.272 per head
National average costs - /
Extra-costs for mountain areas - + 34,43 %

Besides, in Norway the 82% of the children of the mountain areas receive benefits in the form of reimbursement of the kindergarten extra costs and extra needs against the 74% at the national level.

In the technological development (broadband, wireless, etc. ...) Norway has noted a tendency of the private enterprises to favour investments in more densely populated areas. For this reason Local Authorities, directly financed by the state on the basis of a national law, support with their policies the technological development of mountain areas.

Example: Italian study on overcosts in mountain areas

A European research called "*La montagna: metodi e criteri di misura degli svantaggi relativi*" is being carried out. It was started by the Programma Operativo in relation with "Sviluppo della cooperazione interistituzionale e con l'Unione Europea" Linea A.1 "Supporto tecnico per le attività istituzionali e negoziali per il post 2006" [delibera CIPE n. 36 dated 3 May 2002]. Both Valle d'Aosta and Provincia di Trento participated to this research, so they brought its data inside Euromountains.

- Some results⁴:
- Gas distribution: the structure of the territory has a strong influence on the productivity of gas distribution (productivity in town is of 6,7 to 1 of the mountain) Waste collection: because of the height of the territory and of the dispersion of the population to be served the service cost is equivalent to 2,4 times that of the plain.
- Water softening: there is a direct effect on the average costs per AEE and an indirect one on the cost *drivers* (measurements and cost efficiency); the average costs in the mountains are 2,45 times higher than the ones on the plain.
- Milk production: it is more expensive in the mountain – about the 34% more – and the worker earns less.
- Transportation: public transports mark a diminution of productivity of 8,6 % in the mountains.

⁴ From "*La montagna: metodi e criteri di misura degli svantaggi relativi*", started by the Programma Operativo in relation with "Sviluppo della cooperazione interistituzionale e con l'Unione Europea" Linea A.1 "Supporto tecnico per le attività istituzionali e negoziali per il post 2006" [delibera CIPE n. 36 dated 3 May 2002].

Example: Extra-urban Public Transport (Province of Trento, Italy)

The public transport service run by a single company to rationalise the service organisation and the technical resource use. The company Trentino Trasporti Spa, born in 2002 from the fusion of two enterprises: the Società Atesina and the Società Ferrovia Trento-Malè, is a joint-stock company with private and public mixed capital (the 8,2% of the shares is owned by Provincia Autonoma di Trento). The project answers the necessity to rationalise the technical resource organisation and use in extra-urban public transport, in a territory characterised by a central road which links together numerous lateral valleys. Through the project it is possible to have a reduction of the service organisation costs, and increase efficiency in the mountain area characterised by on-costs derived from: higher fuel consumption and vehicle deterioration and inferior commercial speed.

The choice of a unique organisation for the entire provincial territory was dictated by the particular structure of the territory; the existence of a few nodal points (Trento, Rovereto, Riva-Arco) implies the impossibility to divide the territory into independent basins. From the functional point of view, a great number of lines converge on the valley-floor centres. The offered movement system is modelled on accordion, where the target is to have “full” vehicles. Also the fares were integrated, decided by the Provincial Council and accepted by the company Trentino Trasporti.

3.4. Definition of the Macro-Indicator “Nearness/accessibility”

- Keeping the services close
- Making the services accessible if not near, through an efficient transportation system
- Giving the possibility to reach the services through a good organisation (for instance booking from a distance)
- Organising house-to-house services
- Being able to apply temporary solutions for seasonal problems such as snow
- Being able to access through information technologies or electronically, but also through learning, the acquisition of competence and operative and organisational models.

Example: House-to-house Service (Autonomous Province of Trento, Italy)

The house-to-house services are offered to the people in need of temporary or continuous support, because of functional deficiency or alienation (independent from economic and social conditions), both at their house and in units spread on the territory. The admission to the house-to-house intervention is usually based on the interested person’s request, written on a proper form and presented to the managing organisation. The organisation gives an evaluation of the pertinence of the request, verifies the state of need through the relative social assistance. The service user contributes to the coverage of the service expenses.

The house-to-house interventions at the moment include:

- House-to-house help and support inside and outside the house (care of the person, household management, social psychological and relational support);
- Meal supply and distribution;
- Services supplied in day structures on the territory (care and hygiene of the person, canteen and laundry services)
- Guided help and control (through the telephonic link of the user to an operational centre working 24 hours on 24 all the days of the year)
- Laundry service;
- Holiday organisation.

Moreover, the managing organisations after evaluating the seriousness of each individual situation can extend the house-to-house service to weekends or activate some supplementary services.

3.5. Definition of the Macro-Indicator “Innovation”

- Productive innovation in the work and in the management of the economic activities
- Organisational and methodological innovation in the production/distribution of the service
- Creation of a network
- Original ideas to give value to local resources
- Cultural production also about local competencies
- Technological innovation
- Organisational and methodological innovation in the social process of local development

Example: Connections – Supply System of ICT Services from Fujitsu to the administrations and the Highlands public services (Highlands, Scotland)

The developing/strengthening of e-economy and developing of the communication service accessibility strategy answers to the problem of a possible isolation of the economy comprising the geographic handicaps of mountains and islands. For the strategic development of e-business a solid alliance was constituted between Fujitsu and the Highlands and Islands Enterprise. Technically they pursued the aim to strengthen the broadband capacity so as to cover the areas still without coverage and to reinforce the one already existing.

The constitution of a sustainable and solid digital economy allows the activation of investments from the public sector to support the local communities in a more widespread and fast way through the functions of e-government: to interact with and between the citizens, to trade at a distance, to develop joint projects at a distance with other partners, to guarantee better accessibility to the information through the online databases, to develop programs of e-learning, to offer working from home in territories where the distance from the working place is large.

CONTACT: Highland Council, Scotland

Example: Eco-museum of Vanoi (Autonomous Province of Trento, Italy)

The Eco-museum of Vanoi aims at democracy, innovative communication, organisational flexibility, opening to the experiences of the past and of the future. Despite its conceptual complexity it has emerged as an instrument that can express the territory of Vanoi and promote local culture and traditions,

The *internal mission* of the Eco-museum is:

- To become a credible, convincing and attractive cultural proposal for all the Community;
- To show it is effective, able to produce, promote and spread the territorial heritage;
- To grow, becoming an Eco-museum comprising a network of offer, entries, opportunities, actions which may in time represent the entire heritage of Vanoi and of its community;

An *external mission*: a laboratory opened to all the near realities, to evaluate together the growing process.

The activities of the Eco-museum have been carried out through annual projects and manifestations; research and documentaries, collections and exhibitions and didactic activities.

3.6. Definition of the Macro-Indicator “Durability”

- Identifying and activating a permanent financial source
- Activating organisational forms durable in time, such as Associations, Enterprises, agreements between public organisations, between public and private, which in turn help activate financial and economic synergies and save on costs.

The need of sure and durable financial resources is paramount, even in the cases in which the local community is responsible for the costs and is able to promote intelligent solutions which also save money.

Durability also concerns two other aspects: the seasonal nature of needs (or the fluctuation quite often present in the mountains between very different situations) on the one hand, and, on the other, the presence of organisations stable and acknowledged enough to be able to support and to promote the activities and the strategies of the service management. Doing this they are connected to the criteria of territoriality and nearness/accessibility.

Example: Land management in Val Pellice (Province of Turin, Italy)

The first aim of this project is the execution of a land management plan in order to prevent hydro-geological risks and to maintain the landscape. The action is shared with the local farmers, to whom the work is entrusted. A specific office for the project has been created at the Mountain Community. Involving the local enterprises in the execution of the works has been primordial, keeping the competences alive and constituting an alternative revenue source to agriculture.

This is an example of a self-sustaining good practice, where the sustainability is guaranteed not only in financial terms but also through the direct involvement of the local actors (farmers, local enterprises and associations which work in this field) and thereby the use of more adequate practices and materials, compatible and sustainable technologies. An important task connected with the territory, which allows the use of the local competences both in planning and in implementation.

CONTACT: Val Pellice Mountain Community, Torre Pellice, Italy, e-mail:sociale@valpellice.it

Example: Multi-communal system for water supply (Alto-Tamega, Portugal)

The project aim was to build of a new multi-communal model for the water supply which guarantees quality, quantity, reliability and safety for the population of Alto Tamega. In order to obtain this aim, an enterprise was created which was responsible for the construction, development and running of the Multi-communal System for water supply and reclamation (collection, treatment, transportation, adduction to the main reservoirs of the municipalities).

CONTACT: ADRAT – Terreiro de Cavalaria, www.adrat.pt

4. Description of the services studied

Each partner described the service systems under analysis – how they really are in the areas chosen for the study – on the bases of agreed points, divided in the following categories:

- Service
- Institutional Responsible
- Management
- Operative running
- Beneficiaries
- Present situation of the service
- Specific aspect connected with the mountains
- Data Source

The tables (an example of the one of Highlands is available in Annex 1) were agreed between the partners and through them basic data were collected and organised in a rational way. Information on the institutional responsible of the service, its nature (whether public, private or mixed) and its operational running were collected. This information was included to better take into account the differences between the partners especially on the role of the private or the public sector in the running of services. An effort was made to associate to each service one or more categories of main beneficiaries, to highlight the present situation, to verify the territorial coverage. Finally the source of the data was requested.

For a global reading of the tables please consult the local reports available at www.euromountains.net.

In a second time only 3 or 4 services for each system were chosen (for instance for the health and social systems: the crèches, hospitals and house services; or, for the cultural services: the borough libraries, entertainment rooms) and indicators were identified only in relation to these.

For example, in the case of the study of Provincia di Torino the following were chosen:

	INFRASTRUCTURAL SERVICES	CULTURAL AND ENTERTAINMENT SERVICES	HEALTH AND SOCIAL SERVICES
Provincia Torino	1. ITC 2. Emergency systems 3. Road condition and transportation	1. Cinemas 2. Libraries 3. Offer of entertainments of social value 4. Museums and Eco-museums	1. Hospitals 2. House-to-house services 3. Health systems 4. Pharmacies

5. Study areas

The project partners chose their study areas according to different criteria. Some of these studies are the result of a previous agreement on the research methodology to be used and were followed by most of the partners, but there are some exceptions to the established criteria.

The main criteria for choosing the study area by the partners were:

- **The geographical dimension of the area.** The dimension that was initially agreed upon by the group was a zone that varies from the sub-provincial – about the size of a mountain community – to the provincial. This corresponds approximately a NUTS 3⁵ in the European classification⁶ as the

⁵ Territorial Unit for Statistics (NUTS) instituted with a CE n 1059/2003 by the European Parliament and by the Council.

⁶ NUTS are first of all defined by demographic criteria. NUTS 3 is characterized by a population that varies from 150.000 to 800.000.

maximum area. The choice was often validated by the fact that the sector studied usually depends from provincial or corresponding institutions. However, there were some exceptions because some partners decided to choose areas of smaller dimensions, as in the case of Valle d'Aosta that chose an area of inferior dimension and characterised by a group of non-neighbouring boroughs united by some common demographic, socio-economic characteristics and by the same problems. Others instead preferred much greater areas, as the Norwegian partners, also due to the fact that the area is very scarcely populated (2/3 people for square kilometre) and a number of inhabitants lower (68,805) than the one corresponding to NUTS 3

- **The presence of common geographical, social, and economic characteristics and therefore of similar problems (presence of homogeneity).** Another criterion adopted by some partners was the choice of areas that have homogeneous characteristics and consequently similar problems, as in the case of Valle d'Aosta. The regional identity unity based on common socio-economic characteristics was stated as a determinant criterion also for the Portuguese group of ADRAT.
- **Presence of different problems (absence of homogeneity).** On the contrary to the Portuguese and to Val d'Aosta, the Rhone-Alpes in France chose two areas differing both in geographical and socio-economic terms. The first area, the Roannais is considered a declining area, whereas the second, the Pays d'Albertville, is much more dynamic. Besides, the two places are defined as two "territory-projects", which have developed an autonomous and original territorial policy through two very different negotiation processes with the Department, the Region and the State.
- **The area corresponds to the dimension of the chosen service competence.** The choice of the study area was dictated by more or less the area covered by the services. This criterion was made explicit for instance in the case of the group of Trento that chose the area corresponding to the entire Province also because it allowed collecting data beyond the borough limits, as this was too small to highlight the complex aspects of a certain service.
- **Presence of mountain policies.** In the case of the Norwegian group, the choice of the study area was influenced by the presence of specific mountain policies. The area was defined by more than 600 m altitude, particular climate conditions usually more difficult than those of the lower surrounding, and a very low population density. This area includes 22 communities belonging to three different regions and is consequently much larger than the average of the territories chosen by the other partners.

The final result was a collection geographically and socio-economically heterogeneous areas that demonstrate the difficulty in a uniform definition of mountain areas.

5.1. The comparison of the study areas: the different mountains

Each local study included a geographical presentation of the study area, a sort of territorial identity card useful to provide a synthetic picture of the characteristics of the areas (available in local studies at www.euromountains.net). A synthesis of material is available in Annex 2 – The Identity Card of the Territories, where the territories are compared according to some variables.

The average dimension of the chosen study areas is about 4500 km². The largest area is the Norwegian one with 29,363 km² and the smallest the choice of Val d'Aosta, an area of 412 km². In demographics the average number of the inhabitants in the various study areas was approximately 150,000. But also here there are great differences. In Val d'Aosta the chosen area had 1,534 inhabitants and a density of 3,7 inhab./km², in Rhone-Alpes in the two studied areas there are 226,700 inhabitants and a density of 99 inhab./km² (similarly in there Trento area there were 490,000 inhabitants and 79 inhab./km²). Particularly interesting are the Norwegian area and the Highlands where within a very large surface area there are only 2/3 inhab./km² in the Norwegian area, and 4,3 inhab./km² in the Highlands area.

The trends in demographics also varied and seemed to be strongly conditioned by the economic development of the regions. There are territories marked by a strong depopulation – as in the case of the borough of Valle

d'Aosta, which, in spite of the positive regional average, show a negative trend. The same can be said for Norway (less than 2,3%) and for Scotland (-3%). And there are territories with demographic increase, as in the Pinerolese case in Italy where there is a positive average trend, but there are also territories in decline.

In what comes to the productive activities in the territories, agriculture is the predominant sector, confirming an ancient vocation of mountainous territories. The Rhone-Alps and Pinerolese have old industry that is now in decline, in coherence with the general trend of the territories. The tertiary sector, services to the person, tourism and services to enterprises seems to be a re-launching possibility of mountain areas such as Pinerolese, part of Rhone-Alps and the Province of Trento.

Synthetic Analysis by Macro-Indicators

6. From Macro-indicators to Local Quality Indicator Systems

Each partner in developing their local studies has identified a certain number of micro- indicators for each analysed service – as we mentioned before, 3 or 4 for each of the three service Systems to be studied. These indicators are “micro” or “local” (about 5/6) and are specified in great detail. In this way a System of Quality Indicators (SQI) with about 40/60 indicators was constituted for every local study.

The complete local reports can be found at www.euromountains.net , with the 11 studies developed by the partners (the Norwegians wrote a combined study).

6.1. The problem of the comparability of the Local Studies

Due to the heterogeneity of the rough data and the use of the sources in the local studies, we had to distinguish three levels of comparisons in order to be able to make a comparison:

1. INTRA: comparisons within the study area (historical data that show trends in time, different models of users associated to age classification, etc.).
2. INTER: comparisons between the study areas and the local, regional or national context, or between the mountains and the plains or towns.
3. TRANS: comparisons between the study areas of the different partner countries.

For what comes to the last level it was decided to use some qualitative **synthesis assessments** – organised in three levels: good, medium, bad – to apply to every service studied.

It was then agreed to ask each partner to include an argument for each assessment to illustrate the various steps through which they had reached that synthetic qualitative assessment. These arguments have constituted the basis for the collective reflections and for the indications and final recommendations.

Further, we can here shortly remind that the indicators used by the partners in their local reports were both qualitative and quantitative, while for obvious reasons the comparison between areas in different countries could only be quantitative. This “logical-methodological” difference is due to the fact that while for the first two levels of comparison (INTRA, INTER) a certain homogeneity of the rough data and their sources was available, it was impracticable for the TRANS comparisons.

6.3. Comparison process

The scientific coordinator, the group of the Provincia di Torino developed a first level of analysis and comparison of the local reports summarised in a series of tables for the Palencia workshop. During the Palencia workshop the results of the local studies were compared using as reading-keys four of the six identified macro-indicators:

- *Nearness –Accessibility*
- *Innovation*
- *Territoriality*
- *Sustainability in time*

Of the other two macro indicators it was considered that **the level of integration** highlights on the one hand the integration of the mountain territory with its non-mountainous surroundings (and so the integration between centre and suburbs, between central and peripheral services) and, on the other hand, the integration

of the different services between them (notion of versatility, of network, etc.). This level of integration is to be understood in a transversal way and in relation to all the other 5 macro-indicators.

The same observation can be made for the macro-indicator **Cost-efficiency Ratio**, especially in relation to the classical notion of “over-cost” for the mountain services, for which it was very difficult to find precise and reliable information.

In the European mountain regions’ “network building” process the comparison is a fundamental step because it fills 3 great functions:

- It allows the observation of the situation for what it is: what services are active in the different areas compared; what needs do they satisfy; what level of efficiency they operate at; what critical points arise ...
- It supplies stimuli and suggestions to look for new and better solutions for the problems present in the different contexts;
- It shows the trend, allows an analysis of the emerging development trends and lays the preliminary bases for the correction of future developments.

7. Synthetic Comparison by Analytic Charts

The methodology used to facilitate the comparison is the following:

- Compilation of a first Table (Annex 3, Table 1) of the services studied by the partners. The common services are highlighted by the same colours to make them immediately obvious.
- Compilation of a table for each study area (Annex 3, Tables 2-9) of the **synthetic quality indicators** in relation to the three service Systems, to each service studied by the partners and to each macro-indicator. We chose to use the terminology from the Rhône-Alpes study, defined together in Turin. The **global assessments** are shown in last columns of the Table, horizontally and vertically.
- Compilation of a Table of global comparison (Annex 3, Table 10) of the global assessments of each partner in relation to the three Systems and to the six macro-indicators.
- Compilation of two Tables shown below which summarise the global assessments in relation to the three Systems and to the macro-indicators.

TABLE: The synthetic assessments for Systems

	INFRASTRUCTURAL SERVICE SYSTEM	CULTURAL SERVICE SYSTEM	HEALTH AND SOCIAL SERVICE SYSTEMS
Torino	Medium/Unsatisfactory	Medium/Satisfactory	Medium/Satisfactory
Rhone-Alpes A	Medium/Satisfactory	Medium	Medium
Rhone –Alpes B	Medium/Unsatisfactory	Medium	Unsatisfactory
Lombardia	Medium/Satisfactory	Satisfactory	Medium/Satisfactory
Palencia	Medium/Unsatisfactory	Satisfactory	Medium
Norway	Unsatisfactory	Satisfactory	Unsatisfactory/Satisfactory
Trento	Satisfactory	Satisfactory	Satisfactory
Valle d’Aosta	Satisfactory/Medium/Unsatisfactory	Medium/Satisfactory	Medium
GLOBAL ASSESSMENTS	MEDIUM/ UNSATISFACTORY	SATISFACTORY	MEDIUM/ SATISFACTORY

TABLE: The synthetic assessments for Macro-indicators

	TERRITO- Reality	INTEGRA- TION	COST/ EFFICIENCY	ACCESSIBI- LITY	DURABI- LITY	INNOVATION
Torino	S	S	M/S	M/S	M/U	S
Rhone-Alpes A	M	S	/	M	M	M/S
Rhone –Alpes B	M/U	U	/	M	S	U
Lombardia	S	M/S	M/S	M	S	M/S
Palencia	M	M/S	M	U/S	S/M	S
Norway	S/M	S	U	M	U	S
Trento	S	S	U	M	S	S
Valle d’Aosta	M	U/S	M	M	S/M	U
GLOBAL ASSESSMENTS	MEDIUM	SATISFACTO RY	MEDIUM	MEDIUM	SATISFACTO RY/ MEDIUM	SATISFACTO RY

In the infra-structural service system, two service groups are repeated in all the local studies: transportation and mobility. On the contrary, in cultural service system and the health and social service systems it seemed more difficult to identify common choices: each service is repeated in two or three cases. Services for elderly people and for children and young people are included by 5 or 6 partners, but with quite different definitions.

The used method weakens the results, approaching them to the average, and hides the deep differences which exist between the partners in the interpretation of macro-indicators (especially about quality or durability, but also more importantly in the way the analysis of the three systems is carried out).

The critical points are not clear enough and the differences between the systems and the services are not highlighted enough when we start from macro-indicators. Highlighting the critical points is essential for making recommendation.

Finally, it was necessary to go back to each Report and identify critical points for each system. It was also necessary to give a reading of the critical points and of the « good practices » for each system.

Some interesting elements:

- The infra-structural service system shows numerous critical points (key points AND problems AND weaknesses), according to a generalised view among the partners.
- Looking at the synthetic tables the vision for the other service systems is even too optimistic: the cultural services system is judged satisfactory, health and social services system is judged medium with a tendency to satisfactory. Integration and innovation are seen as positive realities, while the territorial rootedness, the question of the costs and the accessibility are judged at least acceptable or average.
- However, if we go back to the detailed table nr. 10 we note that all the study subjects, really all, show some unsatisfactory things; this data becomes even clearer if we consider the table relative to particular realities: more there is focus on the detail, more the problems appear. . It may be necessary to go back to the partners’ report and to compile catalogue of the problems, because they have the potential to lead to most recommendations and policy suggestion.

8. Comparison by Macro-Indicators

The following is a synthesis of the conclusions of the working groups at the thematic Palencia Workshop where the different local studies were compared in relation to the four chosen macro-indicators.

8.1. Services in mountain areas and their accessibility - nearness/accessibility

Of the two words which express this indicator, accessibility is the most important and meaningful one. If a service is near but not accessible, it is not useful at all. However it is true that some services can be used only if they are close, especially the services for the person.

Accessibility can be considered in terms of:

- Physical accessibility : services located near the people ; in this case we can speak of nearness with reason and apply the indicator « nearness ». Sometimes the physical accessibility can be assured by appropriate means of transport accessible to the whole population, with a timetable, frequency, adequate cost and lack of architectural barriers preventing access to the disabled.
- Accessibility of organisation: The organisation of a service can invite or exclude people, in particular the less-well-off population.
- Cultural accessibility: the languages used in the service provision can be so specialised that it makes it less accessible for less educated population.
- Economic and/or financial accessibility: how the price of the service affects its accessibility.

Services studied and indicators applied in the local reports:

A. INFRASTRUCTURAL SERVICES	
A.1 ROADS AND MEANS OF TRANSPORTS	
Index of frequency: 9/9 (service studied by all the 9 reports)	<i>Chosen indicators:</i> <ul style="list-style-type: none"> - distance/time; - average speed; - frequency; - frequency of the trips in the most useful times; - number of trips/journeys per vehicle; - road signs - reduced prices for particular categories of people.
Different meanings: some consider roads, railways, airports; others consider public transports or access to the main town, to the motorway, to the urban transport network.	
A.2 ITC/WIRELESS/GPS/GSM/ADSL	
Index of frequency: 6/9	<i>Chosen indicators:</i> <ul style="list-style-type: none"> - Number of ADSL points; - Mobile telephone coverage; - number of Internet providers - Aerial relay number - Fix and mobile telephone coverage

B. CULTURAL SERVICES	
B.1 LIBRARIES	
Index of frequency: 7/9	<i>Chosen indicators:</i> <ul style="list-style-type: none"> - Distribution; - Opening times; - Useful public means of transport; - Number of volumes/sq.m.
B.2 SPORT SERVICES	
Index of frequency: 4/9	<i>Chosen indicators:</i> <ul style="list-style-type: none"> - Distance/Time from the sport centres; - Number of information points; - Times; - Different costs for particular categories.
B.3 CINEMAS	
Index of frequency: 3/9	<i>Indicators:</i> <ul style="list-style-type: none"> - Distributions; - Show frequency; - Distance/times.

C HEALTH AND SOCIAL SERVICES	
C.1 MAIN ASSISTANCE SERVICES	
Index of frequency: 9/9	<i>Indicators:</i> <ul style="list-style-type: none"> - Distance/time from the organisation centre; - Territory coverage; - Nr of operators/inhabitants
But with various differences: <ul style="list-style-type: none"> a) Only health assistance; b) Only social assistance; c) Only some categories; d) Only « household help 	
C.2 HOSPITALS	
Index of frequency: 7/9	<i>Indicators:</i> <ul style="list-style-type: none"> - Number and activities - Attractivity⁷ - Distance/times - Presence of a public transport service; - Far away booking system (free, direct, etc.)

Approaches used in the studies were very different approaches, accessibility was rarely considered in all its aspects. However there are nearly the same indicators in all the studies and some conceptions which return.

⁷ Attraction capability in relation to other hospitals or health centres. There are for instance small hospitals with a great basin of potential customers: do they really refer to small mountain hospital or choose another hospital further away in town? How do the smaller hospitals fill the customers demand in health services? What's the best way to reach this goal? Special high quality services or general and/or emergency rescue services?

Having some common reference points and some shared conceptions would be necessary conditions for a usable comparison.

The following four issues caught the attention of the scientific coordinator from the analysis on “nearness/accessibility” for further analysis:

- Experimentation of mountain hospitals or of community hospitals (project and support)
- The house-to-house service project (support), meaning by house-to-house the right of the person to remain at home or in her/his environment, supported by appropriate services.
- Safeguarding and « tutoring » of the people who live in isolated places
- Adoption of policies supporting the extra costs of service provision in mountainous areas.

Example: For the integration of seriously disabled people (Province of Turin, Italy)

This project is targeted at allowing the disabled person to become more autonomous so that they can stay in their house with their families, improving at the same time their quality of life, throughout the offer of 24/7 assistance of qualified nursing staff and support/mediation in the family relationships, often source of conflict in home-care situations. The service offers continuous qualified assistance through ADI (Assistenza Domiciliare Integrata – Integrated house assistance) to the disabled person.

CONTACT: CISS Consorzio Intercomunale Servizi Sociali – Via Montebello, 39 Pinerolo (TO-ITALIA), e-mail: ciss@cisspinerolo.it

Example: I come to pick you up at home (Province of Turin, Italy)

The transportation service for elderly people allows them to use the health and social services and all the services necessary for daily life.

Two service centres have been created in the Residence “Asilo dei Vecchi” at S. Germano Chisone and in the office of the Mountain Community in Perosa Argentina. In the beginning there were two vehicles for the project, driven by voluntary staff, for the transportation from the place of residence to the different services. The involvement of the elderly people themselves is also foreseen as potential suppliers of the service and as voluntary workforce in the running of secretariat and booking.

The service is coordinated and controlled by the Mountain Community of the Valleys Chisone and Germanasca and run in cooperation with the Residences of Elderly People and Voluntary Associations (AVASS-Croce Verde). The project runs on very low cost (400-600 Euros per month) and has up to now obtained very positive results. There are around 300 elderly people enrolled in the service. In the first year about 1000 interventions were carried out. There would be about 800 elderly people as potential service customers.

CONTACT: Comunità Montana Valli Chisone e Germanasca – Perosa Argentina, Torino, Italy, e-mail: sociale.chisone@reteunitaria.piemonte.it

8.2. Services in mountain areas and Innovation

PALENCIA, Spain

Infrastructural Services

In the transportation services Palencia Report demonstrates some request-based transport services that are highly appreciated but not accessible throughout the territory. The innovation in these services is in the combination of transports and new technologies.

Synthetic assessment: GOOD for the coverage of kilometres; MEDIUM for investments and for the convenience of use for the inhabitants; BAD for the number of served points.

In the information and communication services there is innovation in the form of Tele-centres (13), New technology Centres (1); cybercentres (2) [on 151 points] which have been used to provide access to new technologies for the general population. These initiatives stem from a program called Rural Internet a cooperation effort of several actors.

Synthetic assessment: GOOD

Example: Transport on-demand (Castilla y León, Spain)

The Council for Public Works at the Regional Government of Castilla y León is trying to provide transport networks designed to meet demand in the rural areas that have special needs. The on-demand transport system is controlled by a central booking office, which handles users' reservations via a free-phone service. The central office is also in charge of planning the journeys as bookings are made and of handling communications between the control centre and the staff so as to inform the driver of which services are required. The vehicle is equipped with a positioning system allowing the central office to locate its position when it arrives at a stop on the route, as well as enabling the driver to send messages back to the central office, and receive information and enquiries. A terminal connected to the central control office is also available for users at the various stops, providing information on the vehicle's position and the availability of places as the service is in operation, as well as bookings and expected availability of seats together with any incidents occurring on the way.

To request the use of the service, users phone the booking office to make a reservation, which is immediately confirmed. To request information, users press the button on the terminal panel at the stops. The panel shows when a vehicle arrives at one of the stops. The central booking office also sends the list of reservations for that day or the following day, as requested as well as informing users of any occurrences along the route.

The on-demand transport service enables users' bookings to be handled in real time and to be processed using the latest technology, linking transport companies and administration, optimising organisation of routes and resources. The system is easy to use and allows direct real time communication with travellers. The system offers travellers a transport service where previously none was available and enhances the existing service. The service is also speeded up as only the stops actually required are made. The operator benefits from a reduction in operating costs through better routing of on-demand services or an increase in passenger numbers as a result of improved service.

The system is also of great benefit to the administration, offering a direct link to users and possibilities to optimisation of resources.

A pilot project was initially set up and tested in the Barco de Ávila area. Throughout October and November 2004 new areas were set up in Riaño (León), and Alta Sanabria together with Aliste in Zamora. 2005 the service was introduced in large scale in many areas of all the provinces in the Region.

Cultural Services

Sports: (Sport centres; traditional sports; open-air sports). The indicator is represented by the offer of innovative itineraries and sport activities, such as cycle tracks, cycle-tourist itineraries, free climbing areas, etc... These are increasing and are highly appreciated by the population.

Assessment: MEDIUM

Culture: offer of innovative itineraries and cultural activities (eco-museums, festivals, etc...) is abundant. Much appreciated by tourists, less appreciated by the local population (lack of interest or information?)

Assessment: MEDIUM

Nature-based activities: innovative itineraries and activities are numerous and appreciated both by tourists and by the local population.

Assessment: GOOD

Tourism: there are several plans for tourism development. The general opinion is that they are not yet sufficiently developed. Assessment: GOOD.

C. Health and social services.

Basic health service – Computerisation of medical centres in progress (experimental in one area).

Assessment: BAD

Social Services for young people: The chosen indicator is the number of activities “conciliadoras de la vie de travail” (job searching and job formation).

Social Services for elderly and handicapped people: Chosen Indicators: number of tele-help interventions, number of inhabitants in residences for elderly people.

Social re-adaptation: addiction problems; problem of the female work overload and family violence. Indicator: number of courses for women, number of courses for self-help.

Synthetic Assessment: Young people: BAD. Elderly and handicapped people: MEDIUM (difficulty of elderly people to get to Palencia town because of the great distance)

Assessment: MEDIUM

NORWAY

Infrastructural services

The innovation level is judged GOOD for the broadband and the mobile telephone possibilities. The private operators favour the densely populated areas. Very small municipalities were interested in interventions in their area. No indications are given for the mobility and travel-possibilities.

Health and Social Services.

No judgement is expressed as far as innovation is concerned. Services for the families with children (nurseries) are really widespread and therefore easily accessible. The expense per head is higher than the national average by approximately 18/20%, for the other services by 30%. The small boroughs invest their own resources. Probably for this reason there is no need of innovation.

RHONE-ALPES, France

Infrastructural Services.

A programme of co-operative and collective transport is identified as a transport innovation in Pays d'Urfé). It is a project of transportation on request which is not supported at provincial level but associates the local population. Assessment: Transportation GOOD. Broadband MEDIUM; EPN and training BAD.

Instead the assessment is BAD for Pays d'Albertville. Broadband connections are still very scarcely available even if there are programs under way. There is little investment up to now in the studied areas. There is some state funding available, but they are little exploited due to low interest by the local authorities). There are projects to create public telematic spaces (EPN) and training in the Roannais. Assessment: Broadband GOOD. EPN and training MEDIUM

Example : Working group « mobility and transport », Communauté de communes du Pays d'Urfé (Rhône-Alpes, France)

In 2001 the local population in Pays d'Urfe constituted a working group to identify actions to improve mobility of people. This thought process has brought about several concrete actions. The group is also a powerful interest organisation towards the elected people and competent institutions, its lobbying actions at the Departmental level resulted in a creation of proximity links.

The working group comprises representatives of local people (inhabitants, elected people) to define improvement actions for the mobility of persons. Social agricultural mutuality (health insurance fund) provides the funding and technical assistance. Co-funding is also provided by: Communauté de Communes du Pays d'Urfé, the Rhone-Alpes Development Contract (CDPRA), the family allowances fund, and the regional authority.

The group elaborated a transport on demand project implemented by volunteers in 2003, which was not supported by the competent authorities (regional authority, the unemployment fund etc.) for legal problems such as insurance and economic problems such as the potential competition with the local transport companies. The group has also created a pick-up service and a third decentralised location for the intercommunal leisure centre in 2003, which was managed by a local association of parents, inhabitants and elected people.

In 2005 they experimented on an internet-based system on car-sharing for the people in professional insertion. The scheme is managed by Aid'auto 42 association and by local tutors. The Pays d'Urfe is the first area in the Roannais to test this tool. The tutors are volunteer inhabitants, from the mobility and transport working group and from the staff of the Communauté des communes put in the disposal of the project.

Cultural Services.

There are no sufficient data. However there are indications of associative dynamism and enterprise.

Health and Social Services.

Services for young people and children. In the AREA 1 assessment GOOD for what comes to the participation and the global approach to territorial development. In AREA 2 assessment GOOD for the same indicator and a special mention for a social centre for territorial cultural activity.

Services for the elderly. AREA 1 creation of a working group on "elderly people". Assessment: MEDIUM. AREA 2: only projects BAD.

Example: Association d'Animation du Beaufortain, (Rhône-Alpes, France)

The Community of Boroughs of Beaufortain has handed the responsibility over social policy to the «Association d'Animation du Beaufortain» (AAB), a local development association created in 1973 by the Region as a model project. It aims at developing tourism and at promoting education (study visits, exchange of experiences, etc.). In 1994, by request of the local population, the elected people involved the AAB to develop competence for small children assistance. The association was then supported by caisse d'allocations familiales to create a social project. In 1995, the AAB became a social centre, a structure based on the participation of the local people and the local authorities gave the association the responsibility of the social policy of Beaufortain. Today AAB is entirely dedicated to the social action in favour of children and young people and only in a small part to job searching.

Social Centres are places of social and cultural entertainment open to all the inhabitants, which can suggest activities and services in the various fields (employment, entertainment housing, kindergarten, etc.). The approval given by the caisse d'allocations familiales is based on the principle that the local population must be involved in the running of the social centre, in the elaboration of the projects and in the running of the structure. Thus each Social Centre is run by an administration council of which the majority of the members are simple inhabitants of the district.

LOMBARDIA-IREALP, Italy

Infra-structural Services

Railways	not expressed
Public transports	MEDIUM
Wireless	GOOD
GSP	GOOD

Example: Wireless connection (Regione Lombardia – Val Chiavenna, Italy)

Up to now only a part of the territory of the Mountain Community has had access to broadband through ADSL. In order to make the network connection possible in all the municipalities, a wireless technology has been used. The connection through the wireless technology allows the communes to be linked to the network and so to be able to activate a series of associated services connected with the land register for instance, or the land protection or the librarian lending system.

CONTACT: Comunità Montana della Val Chiavenna – Chiavenna (SO-ITALIA)

Cultural Services.

Library System	MEDIUM
Tourist Association	GOOD
Sport Centres	GOOD

Health and social Services.

Hospitals	not expressed
Alpine Aid	GOOD
Tele-help	BAD
SFA	MEDIUM

LAP
Nurseries

MEDIUM
GOOD

CORDOBA, Spain

Identified as innovative activities:

Infrastructural: Services cycle tracks, Tele-work

Cultural Services: Cinema Festivals, Ethnographic Museums, Tourism offer

Health and social services: training for women for house-to-house assistance.

Example: Promotion and recovery of multi-functional services in rural areas of Sierra Morena (Cordoba, Spain)

This research and technological development project aims to identify the general features of the Sierra de Cordoba and analysing the value to rural tourism and its promotion.

A methodology was defined based on combining technical aspects with social and economic research. In particular, after having established a statistic, cartographic, geographic base of territorial information, contacts will be established with the municipalities, agencies specialised in the territorial development and local population. They will be invited to participate in the identification of sustainability indicators in the land management and the multi-functional services of the rural space of Sierra Morena.

A group of experts will be involved who through techniques of Research-action and of the group dynamics, identify and produce strategies to carry out in the short / medium term, elaborate training courses for technicians and local operators. The final target is the elaboration a plan or “quality chart” to improve the quality of the services and the environment of the area for sustainable development.

CONTACT: Diputacion De Cordoba (España), e-mail: pedro.ruiz.aviles@juntadeandalucia.es

General considerations

The approaches, indicators, data and the assessments differ from partner to partner making a global assessment very difficult. However, it is possible to identify some standard and shared indicators to be used as a basis for future studies.

There are some recurrent and substantially shared prerequisites of innovation:

- Ability to produce projects or to participate in projects
- Ability to keep up with the technological, organisational and methodological innovations.
- Ability of the territory to produce original solutions to problems (here there is an overlap with the macro-indicator “Territoriality”)
- Ability to activate substantial funding
- Ability to activate the private sector and funding in training and education

In defining the indicators the time dimension has a certain influence – as it is noticed by IREALP – in the sense that the innovations once implemented gradually become routine and are no longer seen as innovations. For instance IREALP in their study they looked for innovations that have become reality in the last five years. Obviously, what is no more innovative in a certain territory can become innovative again if it is compared with other territories.

Some indicators recur in different local studies, and can thus be seen to constitute a shared set:

- Level of computerisation of the services, in general introduction of new technologies in: Projects, Investments, Coverage
- Access to broadband in a level at least equivalent to the regional and national average

- Quantity and quality of education and training offer (basic and further training in the view of lifelong learning) activated in the territory in the last n... years: Projects, Investments, Coverage (areas and types of users)
- Coherence of the school system and of the training with the aims of innovation and territory sustainability
- Project ability and originality
- Adoption of participative methodologies in the development of the projects and in the service implementation

INNOVATION is strategic for the future of the mountainous areas. The dynamism of the regions, the ability to self-innovate in a sustainable way and the ability to renew the territorial identity depend from it.

The questions of defining innovation in the services studied and promoting innovation were reflected upon in the Palencia thematic seminar

1. How can we define innovation in the fields of the services studied?

The workshop participants tried to define what a good innovation is. Everybody believed that a good innovation must be understood in terms of adaptation to the specific conditions and in the ability to meet the needs of the population. Innovation must therefore be analysed for its positive effects on the accessibility, the quality and the cost of a service for the beneficiaries.

Innovation sometimes comes in the form of high-technologies or information technologies, but also in solutions that aim at improving the organisation of a service (changes in the timetable, fare policies, etc.) or even in the form of new contracts with the private sector or with the surrounding towns and plains.

In all the cases, a good innovation is based on a good analysis of the needs and of the local peculiarities based on:

- Diagnostic instruments and evaluation of the services
- Ownership of the local population

2. How can we promote innovation in services?

- Through political and contractual instruments flexible and open enough to adapt to the local contexts and mountain specificities.
- By strengthening competences at an intermediate level between the borough and the Department or the Region (such as the Mountain Community in Italy or Communauté de communes in France): all the participants underline that this level must be better acknowledged by the regional, national and European levels as the privileged interlocutor to define policies suitable for local needs.
- Favouring the co-operation between public/private sectors, mountain/other territories, local/over-local level, European mountainous regions (LEADER, INTERREG, etc.), organizations such as Euromontana.
- Promoting the entry of exterior competence to mountain areas through the creation of a network share knowledge, experience, training contents and to create competence centres.
- Strengthening the level and the qualification of the mountain development actors through co-operation and the exchange inside and outside of the mountain areas.
- Evaluating the identity, the competence and the specific abilities of the mountain territories in order to avoid the loss of the active people.

Innovation, therefore, must concern at least:

- Training and education
- Computerization of the various sectors and services and introduction of new technologies (essential for scarcely populated areas with scattered houses)
- The network, work in a system both horizontally among the various mountainous areas and vertically among different territorial and institutional levels; both at REGIONAL/NATIONAL and EUROPEAN levels.

- The methodology of systemic territorial work.
- The creation and support of both regional and local mountain oriented research institutions
- The support to ad hoc territorial organisations able to involve different kinds of actors. For example, the cooperative societies, as defined by Italian law, are not the best tools to put together the mountain farmers. They can cooperate, and they often want and do it, but on the basis of “traditional agreements”. But, this kind of organization is generally not recognized as a meaning for the allocation of funds and aids, or as an opportunity in development programs.

Public support, active political strategies and resources are prerequisites for innovation. New projects and transformation processes should not be enforced, but established in a dialogue of interaction and integration between the different levels in a territory. Different resources are needed, to a level as much as 20/30% above that of metropolitan areas. New ad hoc projects based on the needs and characteristics of mountainous areas are needed. This implies flexible procedures and regulations which can take into account the differences of the various areas. Also new ad hoc implementation modalities, able to make different actors work together at different institutional levels, public and private, etc. are necessary.

Example: ICE FACTOR – Projects of revaluation and promotion of industrial landscape (Highlands Council, Scotland)

The re-conversion of the Alcan aluminium production industry located at Dam Town was the target of this project. In 1994 a closing down was announced for around 2000, leaving a serious environmental and socio-economic deterioration (pollution – the most polluted place of the Highlands, with a loss of working places, strong socio-economic crisis).

In partnership with the local Community and the partners, the ICE FACTOR planned a re-conversion of the whole dismissed industrial area into a multi-functional area dedicated to free-climbing (a centre of free climbing, ice skating, meeting lounges and a theatre...). The transformation included a phase of decontamination of the place.

Without private funding, the projects would never have been accomplished; at the same time without the co-funding from the European Union the private enterprises would never have invested in the work. This public-private sharing is underlined as a strong point and essential condition for the development of the project.

Now a place characterized by environmental deterioration and by a socio-economic crisis has been transformed into a tourism centre and economic development: the new activity has assured new working places and is the cause of a revival of the village and of the mountain community.

8.3. Services in mountain areas and territoriality

This indicator was not always entirely understood in the regional reports. Some partners highlighted the administrative aspect, in other words they verified the attribution of competences to the services, judging positive the ones that privileged the local level. Others gave more importance to the adaptability of the service to the local context. Often the active participation of the local community was not considered. Even more often an analysis of what existed on the territory was carried out, defining as territoriality the ability of the service to satisfy the user needs (which is not exactly territorial but it has more to do with efficiency). These differences in interpretation are probably due to the complexity of some indicators which make them not immediately understandable. The range of the indicators used by each partner was rather varied. This made the comparison difficult. The critical points and the strong points, connected with territoriality, are not always shown in a systematic way. The partners’ contributions do not always present an effective synthesis of the analysis carried out from the territorial point of view.

Some individual and synthetic results:

IREALP

Infra-structural services

Railways: Low
Public Transports: High
Wireless: High

Global assessment: negative. A good part of the services (especially ICT) do not involve the local abilities and people; there is no adapting to the local context.

Health and social services

Hospital: medium
Alpine Help: High
Tele- help: Medium
SFA: high
LAP: high
Asilo nido kindergarten: high

Global assessment: positive, because the responsibility and the organisation of these services are carried out at the local level.

Example: Alpine Aid Service (Regione Lombardia – Val Chiavenna, Italy)

The Alpine Aid Service is a voluntary association involved in aid and rescue in mountain environment. It is formed by voluntary people who receive a specific and continuous training.

Inside the Alpine Aid Service, there is a helicopter service started in 1992 and the GPS system use is spreading. This allows the localization of the aid team position, especially useful when they work on unknown territories.

CONTACT: Comunità Montana della Val Chiavenna, ITALIA), IREALP, Lungo Mallero Diaz, 34 – 23100 SONDRIO, ITALIA, e-mail:info@irealp.it

Cultural service system

Libraries: high
Tourist association: high
Sport Centre: high

Global assessment: positive, because the participation of local actors is very high and also implies voluntary work.

Example: The Librarian System (Regione Lombardia – Val Chiavenna, Italy)

The constitution of the librarian system of Valchiavenna allows a more effective and efficient organisation of the service. The existence of this system allows a single library enrolment for the entire territory and the sharing of all the books among the different libraries. The system has been using an information catalogue which allows a more efficient use of the inter-librarian lending both inside the territory of the Mountain Community and with the other provincial and regional libraries.

The librarian system of Valchiavenna is a stimulus for the cultural activities of the territory. This is shown by the data concerning the number of members and of lending which show a growing tendency throughout the years. The librarian system attracts users coming also from territories outside the Community.

CONTACT: Comunità Montana della Val Chiavenna, ITALIA

RHONE-ALPES: the comparison between the two areas studied by the Region

Infrastructural Services: negative assessment

Limited solutions, built up only in recent years. Lack of local solutions to the inefficiencies of the services. Inefficiencies of public policies.

Health and social system: positive assessment.

Important contribution of the local communities.

The cultural services: very positive assessment

The mountainous area is extremely lively from the cultural point of view.

TORINO - the Pinerolese

Infrastructural services: negative assessment.

Structures exist but local participation is missing, as is negotiation with the local actors

Cultural Services: Positive assessment

High participation of the local actors in the implementation of some services. Several projects exist but maybe to compensate for the inadequacy of the regional level and a general lack of funding. Several projects aimed at promoting local resources.

Example: The Library System “Centro Rete” (Province of Turin, Italy)

In the mountain areas people have traditionally had a great interest for reading and have used the libraries, in many cases libraries have become the reference points for the cultural life of the community. “Centro Rete” is a network of small libraries, which assures the technical and financial support for the small community libraries.

The service is coordinated and technically supported by the Library Allaudi of Pinerolo and the Municipality. It includes 90 libraries in the valleys of Pellice, Chisone, Germanasca, Sangone, Susa and in the large area included between the three alpine valleys and Turin. The Piedmont Region provides the legal framework and majority of the funds. The Municipality Council, constituted by the representatives of the adherent municipalities meets twice a year to discuss and define the activity program.

The services shared between the libraries in the network include librarian support (a stock of 150 books exchanged between the libraries every six months, lending on request of books about particular subjects or addressed to specific categories of users, lending of single books between the libraries according to the requests of the readers, interlibrary lending for the books not available in Pinerolo), book advice (research and bibliographic information, preparation of book lists, advice of book purchases, book plasticization service), library book listing service with the insertion of the data in the national library index. Every year the “Centro rete” purchases shelves, card files, magnetic stripes and other equipment and furniture that are then lent to the libraries which require them.

Health and social services: disagreement on the assessment.

Positive for what comes to the Area Planning: the responsibilities are especially local, therefore local competences are supported and promoted. Negative for the hospital planning where competence is not in the hands of the local people and so the real needs of the territory are not prioritised.

Example: Assistance for the new-born babies and their families (Province of Turin, Italy)

The activity is developed at the nursery centre, in the office of the organization “Punto di Sostegno all’allattamento al seno” (Centre supporting breast-feeding), and at home. It offers assistance to women who wish to breast-feed their child. This support starts with an interview with the mother and a possible evaluation of the breast milk. If necessary, telephone contacts are maintained directly with the Hospital Department, the Pediatrician or the general doctor. The staff is at the new parents’ disposal in order to advice and support: information about child feeding, growth, personal hygiene, evacuations, colic, the baby’s physiological phenomena, and preventive health advice. Contacts are possible through direct or telephonic booking or through direct access in the opening times. A doctor’s referral is not necessary, the activity relies upon pediatric nurses.

House-to-house visits can be carried out on the referral of the nursery staff from Pinerolo hospital when there are particular health or social problems in the child care, on indication of the general pediatrician, on parents’ direct request, on the decision of the operator that feels that the family needs help even if not clearly declared.

During the house visit the operator introduces himself and the service he belongs to, giving information on the accessibility of pediatric services. The operator considers the “health agenda”, where he can find all the information on the child’s birth and hospital dismissing, feeding, growth and the various physiological functions. The registration of the visit is written on a data collection form; the recording of the observed problems is written on a card used at the pediatric centre.

CONTACT: ASL 10 del Piemonte – Pinerolo (TO-ITALIA), e-mail: urp@asl10.piemonte.it

In general...

- The assessment is negative for the infrastructural services
 - Positive in average for the health and social services
 - Positive for the cultural services
-
- The evaluation is more positive when the service responsibilities are local.
 - Mountainous areas seem to have entrepreneurial spirit that helps them overcome the natural difficulties of the territorial context.
 - The project solutions are more innovative when the projects depend on a significant amount of self-financing. This is particularly evident in the cultural projects and often in the social projects.
 - The system creation ability is not always obvious, it is difficult to create good coalitions at the local level, strong enough to negotiate with the regional level, where the greatest difficulties about project creation seem mainly concentrated.
 - The regional level is not always mindful of the local context. Good illustration of this are the infrastructural services, where a good part of the competences are regional.
 - There are for example very few ad hoc strategies to manage the mountain over-costs and very little support offered to mountain communities to make up for the natural lack of structures.
 - Mountain communities are not always able to create a territorial system, often the intermediate institutions able to promote new competencies and resources are missing. This lack is not compensated by the regional institutions.

When we talk about territoriality in a large sense we have to take into account both the service coverage and the way to implement them at local level, together with the use of internal material and immaterial resources. Therefore the question is to find and to apply solutions suitable to the local situation and its potential, adding new value to the specific resources of the territory.

Conclusions/Recommendations:

- The study of indicators in most mountainous areas shows that the main obstacles to build a good service network have to do with the lack of good transportation and communications infrastructure.
- So it is necessary to develop a strategy based on the compensation for the physical and climatic obstacles in order to limit as far as possible the mountain isolation, in particular to create new means of transport and new communication technologies as well as new public interventions for the services most suffering from over-costs.
- It is necessary to start new original projects to evaluate and promote local resources, especially connected to cultural services.
- This way the good practices of a particular territory, if they are suited to the specific conditions, can become successful also in another territory.
- The typical mountain difficulties due to the complex geographic situation and the weather make the territory especially fragile. Policies compensating for the over-costs are still weak. It is necessary to provide real political choices for the mountains, through plans explicitly created for these areas or modified to their needs.
- Consequently, the creation of mountain area associations and of cooperation networks is fundamental to unite and defend needs and interests.
- Regional and national administrative levels give little attention to the mountain problems and to their lack of services. So a real bottom-up vision, the involvement of local mountain populations in the creation and implementation of service projects is highly necessary.
- Consequently, mountain people have a fundamental role, being directly involved in development strategies. For this reason, cultural campaigns to promote new territorial sensibilities will certainly be effective in helping people become aware of their great potential in mountainous areas.
- Finally, the problems of the mountain areas are problems of the whole society so they should be taken care of by political strategies especially directed to the mountains themselves.

8.4. Services in mountain areas and sustainability in time

It should be noted that some partners in their studies underlined the continuity in time, expressed for example through measure units such as the number of the days per year in which a service is active or accessible, or efficient, etc. while others focus more on an interpretation of sustainability as the evaluation of how many and what type of resources are engaged in the project, program, organisation or administration that support the service.

Infrastructural Services

On infrastructural services assessments were strongly divided. For example Torino area in Italy presented a confused situation due to the fact that there are very different situations among the different chosen services. Besides, at the time many roads, motorways and railways were being built for the Olympic Games. Palencia in Spain highlighted the risks of funding draught response, the need of a constant technical implementation and better co-ordination between administrative levels. Norway suggested that a low number of users may be the cause of service decline - "Since railways have in part been privatised, some of the smallest stations risk to be closed down because of the reduced number of passengers". IREALP and Valle d'Aosta in Italy underlined the question of the service continuity during the year. Rhone-Alpes in France reminded of a possible risk connected the long-term funding, which in itself was positive.

Example: The durable development of a small mountain community (Vallée d'Aosta, Italy)

Situated at 800 m of height, Chamois is a community with 100 inhabitants. To reach Chamois you have to leave the car at the bottom of the valley and to take a cableway. The idea of a cableway, already 50 years ago was a far-reaching choice, even if people did not talk about sustainable development yet, because it contributed to the development of nature and sports-based tourism. Currently one third of Chamois

population is employed in the tertiary sector. To run the local services and improve life on the territory, the communal administration in 2002 constituted a company called “Chamois servizi S.r.L.”

After 3 years from the constitution of the company, it has proven its value. The good use of the services by the residents, by the tourists and by the visitors helps and encourages continuing to improve and develop even more the choice made 50 years ago and the different activities.

Cultural Services

Rhones-Alpes and Norway did not present assessments due to lack of data or indicators. Considering the service distribution along the year and in space (taking into consideration the possible overlap with the “Nearness” indicator) the assessments are good. They become negative when we consider sustainability. For instance, Torino had a good, even excellent situation from the local enterprising point of view, but with strong threats of funding draught when the projects come to an end. Palencia underlined the lack of local community participation.

Example: PRACATINAT: Education and training for environment and to sustainability, projects for local development. (Province of Turin, Italy)

Pracatinat Association creates and implements projects and services for teachers’ training and study trips on environmental education, ecological-social sustainability, and inter-culturalism. The main activities are environmental educational courses and sustainability training for all level students and for teachers, advice and development of territorial development projects, and meetings and workshops on environmental education and sustainability.

The association offers research, project development and adult training courses both in the context of the regional Network of Environmental Education services and at the national level in relation to school organisations, single teachers, operators and local organisations.

The Pracatinat Association also promotes projects for sustainable local development in cooperation with social actors of the territory. The projects deal with improving the environmental quality of the territory through increasing the strategic project efficiency of the territory; helping people see their territory as an integrated system; seeking and trying new organisational structures of intervention; developing the culture and method of shared project-development

The Piedmont Region recognised the Pracatinat Association with the law n.39/1987 as “Didactic Laboratory on the Environment” designating it the regional network of Environmental Education Services. The association works in partnership with IRRE Piedmont. The other cooperating organisations are Turin Municipality and Province, the municipalities of Rivoli, Moncalieri, Asti, Pinerolo, the Mountain Communities of the valleys Chisone and Germanasca, and the Municipality of Fenestrelle. The existence of Pracatinat and the cooperation network has over the years created social capital in the area, visible in the creation of several cooperative projects.

CONTACT: Consorzio PRACATINAT, Fenestrelle, Torino, Italy, e-mail: g.borgarello@pracatinat.it

Health and Social Services

There was a general agreement around an average evaluation, with some extreme situations in some categories. IREALP underlined that some services connected to tourism are seasonal. The strong participation and involvement of the local population ensure sustainability. For Norway, small mountainous hospitals have a population in decline and so the number of users is reducing. This causes problems in the specialist service offer in some areas. Moreover, the conditions for private health systems are obviously better in highly populated areas.

Example: Angrogna residence (Province of Turin, Italy)

Mountain Community of Val Pellice, Social and Health Assistance and Comune di Angrogna in the Piemonte Region are promoting an initiative that aims to accommodate elderly people who live alone in isolated houses on the mountains in the Residence of Angrogna, above all during the winter.

The Residence of Angrogna is located at 850 m. above sea level, 20 km from the town of Pinerolo and 60 km from Turin. It is a large and beautiful house, sunny, comfortable and lively, inviting people to live and be active together. There is a large kitchen, a big dining room, a sitting room and a living room. The residence has three triple rooms, a double room and a single room. People co-operate, live together, play music, dance and there is a crafts room. The day passes with the support of the co-residents or with internal and external operators, also the neighbours are a resource.

The expenses are covered by the accommodation fees and by the integration of three Social Assistance Services. Two operators of a social association follow the daily organisation and alternate themselves being helped by elderly people and by the charged operator of the Social Assistance Service. The integration with the health and social service network makes the residence a more feasible alternative to hospital admissions.

CONTACT: For further information address to Comunità Montana Val Pellice – Torre Pellice (TO-ITALIA), e-mail: sociale@valpellice.it

Example: Diagnostic therapeutic assistential treatments (PDTA) (Province of Turin, Italy)

Co-ordinated and integrated diagnostic treatment is aimed at guaranteeing the patient a complete and efficient assistance by General Medicine Doctors and Pediatricians, Hospital Specialists, Professional nurses and other hospital and territorial assistance operators of their free chose.

The Piedmont ASL 10 has been working with General Medicine Doctors and Pediatricians for some years to carry out shared diagnostic treatments (PDTA). Furthermore, the action is implemented through multidisciplinary working groups, supported by a tutor.

The adopted methodology is based on the principle of continuous improvement, so that the treatment is continually monitored with the aim of bringing the necessary corrections on the bases of the new elements emerge and to up-date the diagnostic/therapeutic protocols in relation to scientific progress.

The project that is still being tested has produced positive results in particular in:

- awareness of the dimension of the impact of the pathologies in the territory;
- creation of coordinated multidisciplinary working groups;
- treatment of the patients, removing the critical points by shared action;
- Definition of the shared diagnostic/therapeutic protocols;
- Homogeneous treatment of the patient of the ASL 10 territory;
- development of a common training course;
- Identification and elimination of possible inefficiencies;
- Measurability of the intervention efficiency.

CONTACT: ASL 10 del Piemonte – Pinerolo (TO-ITALIA), e-mail: urp@asl10.piemonte.it

Throughout the discussion the need for a holistic approach, and the fact that the different macro-indicators are interrelated was pointed out a number of times. A significant part of the discussion in the Palencia seminar was related to two major threats to the maintaining of good services in mountain areas in the future:

- a) Many good services are introduced and implemented through specific projects (related problems:

project funding / project organisation). As soon as the project period is over, funding tends to disappear and so do the services.

- b) The second threat has to do with the fact that the market is gaining more and more importance. While in the past public sector - state, local authorities - provided for a lot of services independent of profit considerations nowadays there is emphasis on competitiveness, opening traditional public fields to the private sector, and asking for a market oriented system also for public organisations.

Two of the group's recommendations on how to strengthen sustainability/continuity in time are directly related to those threats:

- Compensating the financial gap due to the higher costs of running services in remote, scarcely populated, often poor, areas – as mountainous regions generally are.
- Supporting financially and technically the management and the implementation of services.

The first recommendation mainly addresses the threat of the market as the overruling regulating mechanism. Among other examples we used the recent changes in the funding system for Norwegian hospitals. The new system implies that hospitals have to concentrate on earning money. As hospitals in mountainous areas as a rule are not profitable, they are in more or less constant danger of being closed down. (Related questions are: which kinds of hospitals fill the mountain region population needs? Is the social and financial cost of the breakdown of a mountain hospitals system really lower than the cost of the subsidies?). This situation and related threats seems quite common among partners study areas.

The second suggestion has to do with good services being discontinued due to the end of funding once the project period is over. We find this situation on all areas covered by the studies. This phenomenon often has a double negative effect: (1) the service disappears and (2) the people employed through the service lose their jobs and the region loses working places. Another effect is a sense of frustration felt by the local populations towards tools and intervention programs, European funded special programmes and European Social Funds included.

One of the challenges related to helping good services survive after the project period has to do with identifying who (which body, which authority) can ensure further existence of the service in question. Where is the responsibility? Has the project good enough foundation in the body/authority responsible?

When discussing cultural services, we recognised them to be particularly suitable for local initiatives. In fact most of the regions report to having a high level of cultural activity and cultural services. As said before, the big problem is to keep them going over a longer period of time. The crucial word here is ordinary running.

We also saw that if cultural services depend on local funding, the decrease of the population is an additional threat to them. The result of course being reduced sustainability over time. Then again we found that the picture seldom is only black or white. We had a discussion on seasonality and concluded that a lot of problems related to sustainability in time may be turned around to being benefits. We also recognised that scale economy does not always apply. Libraries for instance often have better cost efficiency in mountain areas than they do in towns, not even mentioning social relevance. It seems that they play a special role in filling up the gap in the level of activity during low season periods. These kinds of benefits should be focused upon more clearly. Stressing the positive factors might be a better strategy for obtaining sustainability and continuity. Solutions suitable in urban areas might not work so well in mountainous areas.

Funding is a major point in continuity of good services in mountain areas. Ensuring continuity also often has to do with meeting local needs and identifying local resources.

A third recommendation has to do with

- Sharing projects with local community, and taking into account the real competencies, means and resources (technical, human and financial) of local administrations support or running the service.

Sustainability/continuity in time really means finding systems that work even if they are different from systems that have proved be successful in other areas, urban or scarcely populated areas, or even in other mountain areas. It means also that local needs in the ordinary running support can change from a simple financial help to professional training in new technologies/techniques tools and solutions, to ad hoc

legislation autonomies or pleas aimed to better match local conditions and contexts. This is a very large field of debate.

Our last recommendation also has to do with meeting the local level. We propose

- Comparing local needs and future opportunities, within development programs and current instruments of environmental and project assessment.

It might prove useful, for instance, to use local plans as a platform for regional or even national plans (a real bottom-up approach). We should recognise and take into account that the local level is able to translate local culture into local actions. There are experiences on local plans that have inspired plans on higher levels. The use of SWOT analyses for identifying local needs and opportunities were used to illustrate this.

As our working session was drawing towards the end, we got entangled in a rather complicated discussion on voluntary services. This discussion came up as we were talking about social services. This area seems to be the area where all the regions included in the studies obtain the best scores. This is of course the area where the human factor is essential, and where local initiative has good growing conditions.

We were unable to conclude except for the fact that we need more documentation on the subject of voluntary services and a better formal organisation.

Recommendations to improve sustainability/continuity in time for the services in mountain areas:

1. Compensating for the financial gap due to the higher costs of running services in remote, scarcely populated, often poor, areas.
2. Supporting (financially and technically) the management and the ordinary running of services.
3. Sharing projects with local community, and taking into account the real competencies, means and resources (technical, human and financial) of local administrations supporting or running the service.
4. Comparing local needs and future opportunities, within development programmes and current instruments of environmental and project assessment.

Conclusions

9. The Good Practices

For something to be considered “good practice” it should correspond to criteria of efficiency and effectiveness, of compatibility and relevance. It must therefore be recognised by the macro-indicators or at least some of them that guided the analysis and that were listed by the present report; territoriality, integration, compatibility cost/benefits, nearness-accessibility, and sustainability in time, innovation.

“Good practices” are important because they are an impulse for the improvement of general services. They show that problems usually considered unsolutionable may have a solution and that efficient methodologies can be found.

Moreover the “good practices” are obliged references for the development, projects and the start of new activities and services.

The “good practices” certainly have a limit: they are often seen as unrepeatable and not transferable. In some way they certainly are, because they are so tightly connected to the context that produced them. In the “good experiences” it is however possible to identify a structure, a pattern that makes them comparable and general.

Thus we considered useful to insert in this report some of the synthetic charts that describe the “good practices in different fields: infrastructures, leisure and culture, health and social services, technological

innovation. The aim is the same as of the project Euromountains.net: networking to share knowledge. Moreover, “good practices” show the trends and the development directions. We can find indications, recommendations and directions of development in them.

The following good practices are illustrated in this report:

	SERVICE SYSTEM	GOOD PRACTICE	PAGE
1	I INFRASTRUCTURAL	Land management in Val Pellice (Province of Turin, Italy)	16
2	III HEALTH AND SOCIAL SERVICES	The Library System “Centro Rete” (Province of Turin, Italy)	34
3	III	PRACATINAT: Education and training for environment and to sustainability, projects for local development. (Province of Turin, Italy)	37
4	II CULTURAL AND RECREATIONAL SERVICES	I come to pick you up at home (Province of Turin, Italy)	25
5	II	Assistance for the new-born babies and their families (Province of Turin, Italy)	35
6	II	Diagnostic therapeutic assistential treatments (PDTA) (Province of Turin, Italy)	38
7	II	Angrogn residence (Province of Turin, Italy)	38
8	II	For the integration of seriously disabled people (Province of Turin, Italy)	25
9	I	The durable development of a small mountain community (Vallée d’Aosta, Italy)	36
10	I	Wireless connection (Regione Lombardia – Val Chiavenna, Italy)	29
11	III	The Librarian System (Regione Lombardia – Val Chiavenna, Italy)	32
12	I	Alpine Aid Service (Regione Lombardia – Val Chiavenna, Italy)	33
13	III	Tourist Promotion Association (Regione Lombardia – Val Chiavenna, Italy)	11
14	I	Transport on-demand (Castilla y León, Spain)	26
15	III	Promotion and recovery of multi-functional services in rural areas of Sierra Morena (Cordoba, Spain)	30
16	I	Connections – Supply System of ICT Services from Fujitsu to the administrations and the Highlands public services (Highlands, Scotland)	15
17	I	Multi-communal system for water supply (Alto-Tamega, Portugal)	16
18	II	Working group « mobility and transport », Communauté de communes du Pays d’Urfé (Rhône-Alpes, France)	28
19	III	ICE FACTOR – Projects of revaluation and promotion of industrial landscape (Highlands Council, Scotland)	32

These good practices, starting from some critical points, represent the search of positive solutions, which can be referred to one or more macro-indicators.

The good practice can be interpreted through a complex interlacing of macro-indicators, that together define the “quality” and the orientation of sustainability; so not one macro-indicator, but **groups of indicators** that are interlaced: indeed territorial link, integration and innovation are usually tightly connected between them and together they produce efficiency, sustainability and accessibility.

10. The Critical Points and Some Ways to Overcome Them

Some main critical points relative to mountainous services came up from the local studies and from the analysis of the good practices. Here are some proposed solutions.

CRITICAL POINTS	SOLUTIONS
Operative separation of the different actors involved and so inefficiency of the intervention	Plans that unite under a common methodology and organisation administrative operators and voluntary groups. For example: Associations and projects for a well organised coherent tourist promotion on the territory. Integrated systems of water administration.
Lack of places dedicated to the mountains where to elaborate problems, for research culture, to build up knowledge and competences. Lack of research and elaboration projects.	Creation of research centres in which experts, technicians, local actors – that turn from passive to active development promoters – can meet and work together. For example: A research conceived as action that is able to generate territorial transformation at various levels.
Difficulty to “work together” to constitute a team. Difficulty of the population to project their future.	Territorial project that involves the different actors.
Isolation due to dispersion of inhabitants and relative difficulty to move or keep in contact (height, distance) Lack of transportation models suitable for mountain conditions. Difficulty to access services (especially for elderly people).	Service project and organisation flexible and adherent to needs and territorial aspects. For example: transportation on request
Isolation of young couples, especially young mothers due to family and society transformation (families with only one child or single parent - with few relatives, friends and neighbours) Absence of early childhood services.	Parent support services in territorial centres and in the form of a house-to-house service. For example: Creation of service systems for early childhood in the form of associations.
Difficulty to ensure treatment and intervention continuity. Separation of services, roles and competences. Matters that influence in special ways mountain populations that usually live far from hospitals and health structures. An example could be the convalescence period after surgery, or rehabilitation therapy after an accident.	Integrated work between basic health operators and hospitals. Similar procedures for diagnosis treatment and intervention
Impossibility for elderly people to live alone at home in winter.	Seasonal Residential Services (where it is possible to bring personal effects and things; creation of a familiar setting)

Isolation of handicapped people and their family. Lack of supports to let them live at home and in their environment.	House-to-house services.
Physical limitation to access to some areas, (because of snow during winter, or the lack of routes...) . Small possibility to develop profitable economic activities such as forms of tourism for great numbers of people.	Take limits as resources. For example: limiting the access of vehicles, developing high quality tourism.
Lack of continuous and coherent interventions of ordinary maintenance of the territory.(it's quite typical in Italy – only now changing- that maintenance works are often and mainly not planned as ordinary activities but tied up with some special projects or (financial) opportunities, or (after) catastrophes)	Multiannual and annual planning, involving local farmers, integration with other countries (inter-borough plans of civil protection)
<i>Digital divide.</i> Difficulty of access to ITC opportunities and so difficulties to develop both new economy and new services (Tele-aid, training, Tele-medicine, etc...) and to organise public administrations in new ways. Little interest of economic operators to invest in the mountains.	Development of supporting public policies (both building infrastructures and promoting competences through training, the creation of economic interest for the operators, without changing free competition).
Necessity of models of medical intervention in high mountains	Advanced models of alpine aid, together with the use of technological innovations. For example: GPS
Crises of traditional productive sectors	Re-modeling of sites (especially industrial sites) as the starting point of new forms of mountain economy.

All these critical points are not specific to the mountains; on the contrary many apply also in plain and metropolitan areas. In mountainous areas, however, they are all present together and have a particular effect on life conditions. Mountainous areas, then, can be conceived as a sort of laboratories which face difficulties that concern everybody and so, for this reason, are interesting for all the territorial systems, included the metropolitan one.

These solutions, both material and immaterial, require cultural resources – research and permanent education, lifelong learning – and immediate, continuous and suitable financial resources. Moreover it is necessary to be able to plan in a way adherent to local needs, so flexible planning models are useful, able to pursue different objectives and processes but inside coherent territorial plans at the different institutional levels (regional, national, European, global).

In addition the following elements are required:

- Defined institutions of reference on the NUTS 3 level or inferior (Mountain Communities; Communauté des Communes)
- Specific organisations to run projects and resources⁸.
- Long-term administrative instruments and resources.

All this in the view of flexible choices and procedures, able to promote real feedback processes in which people are ready to experience, to learn and to change.

⁸ Until the service is definitely on and its running is guaranteed in time and quality. In Italy OTT – territorial temporary organisations give the local stakeholders a possibility to participate in the running and monitoring of the project, plans, programs alongside the local authorities and in a mix of technicians and political or social representatives. OTT also develop territorial identity through their action, project creation and in general their work. The Local Action Groups of LEADER programs can be a particular kind of OTT.

11. Some Concluding Remarks on the Relationship between Services and Local Sustainable Development

1. The services are a fundamental territorial development factor. This is not specific for mountain areas, but particularly crucial there because the service systems allow the overcoming of the typical mountain obstacles.

- Service systems support both the inhabitants and the territorial organisations in **LIVING** and **WORKING** (for instance we can consider the importance of a service policy that support parents or promotes young people enterprise)
- They produce social **COHESION**, **TRUST**, **COMMUNICATION**, they are an instrument to build, maintain and interweave **SOCIAL TIES**.
- They produce **KNOWLEDGE** (for what concerns school and training, but not only), essential to assure a high level of human resources, in its turn essential development condition.
- They stimulate local **ECONOMY** and **EMPLOYMENT**, making resources otherwise unused accessible, as it happens for instance with information infrastructures or with local transportation systems.
- They are instruments of **GOVERNANCE**: through their project and running they promote and give impulse to local territorial dynamics.

The services are a territorial infrastructure that allows the inhabitants to work and produce and to face social problems.

2. Mountain areas over-costs make it necessary to demonstrate to decision-makers – usually living in urban areas – that for sustainability it is necessary to invest more in the mountains. It is necessary to make the links between mountain and other territories visible as well as the links between population, environmental services and people supporting services.

Mountains are underrated as a strategic area that needs services. Supporting mountain populations (assuring suitable services) means taking care of the strategic function of the mountain and maintaining in time the services that it produces also in favour of larger territorial systems. So “... it would be particularly important to manage to find a way **to record and reckon social costs and impacts (besides the environmental and cultural ones) of territorial transformation policies**: those of the great works, of the developing plans, of re-qualification or environment conservation interventions, of employment and education support. So the central point is to manage to show and to reckon the expenses and the profits that are produced but are never attributed to the involved sector; they are the so-called “**external effects**” (esternalità) usually only considered environmental but that are also social.” [B. Zobel, 2006].

3. As the Euromountains.net research highlights, mountain areas are lively and creative and produce original processes and solutions, can produce a lot out of little, doing the best with few available resources. So the mountain can be seen as a laboratory of sustainability. This means that new policies capable of supporting this “ability to be laboratory” should be launched policies that can on the one hand recognise the true added value and on the other the effective costs.

4. The essential conditions for service systems for quality/sustainability are: territoriality, integration, and innovation, which in their turn allow accessibility and produce efficiency. All these require continuity in time. Public authorities, at all levels, have the role of promoting and sustaining resources and projects.

5. All this should happen in a new perspective: the territories start to see themselves and act as collective subjects able to identify and pursue shared aims of sustainable development.

6. New connections and inter-territorial and inter-institutional exchanges are necessary: from competition to co-operation. The Mountain Communities socio-economic plans, in Italy, and other similar institutional planning documents elsewhere, can be the occasion to start these exchanges on the one hand,

and on the other, to integrate the different situations and political plans, to fix aims that require integration such as promoting sustainability, health and development.

12. Proposals for Next Steps

In a way this study could be considered to be but a beginning in the work on mountain areas and services. There are some obvious issues coming out of this report that could warrant further study and consideration, here a list of some:

- Over-costs of service provision in mountain areas
- Definition of common, shared, micro-indicators that would allow a better comparison between areas and better identification of trends
- The possibilities offered by the information and communication technologies in the provision of the services
- The role of the fiscal policies and financial instruments
- The roles of the development agencies
- The role of local and regional authorities in the defining and providing services
- Further study of the good practices

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ANNEX 1: EXAMPLE OF A SERVICE SYSTEM TABLE BY HIGHLANDS

PO = population
 POEN = population enfant (children)
 POPA = personnes âgées (old people)
 POPD = personnes handicapés (handicapped people)

SOURCES: www.highland.gov.uk
 www.scotland.gov.uk
 www.bear.co.uk
 www.hie.co.uk

T = tourist
 E= emergency
 P = paying
 G = gratuit (free)
 D = disponible/existant (available)
 N = no
 O = oui (yes)

Area covered – entire Locharber area

Infrastructural services	Institutional responsible			Management			Operative running			Beneficiaries (type, dimension, if paying...)	Present situation	Data sources	Area covered by the service
	Pub	Pr	Mix	Pub	Pr	Mix	Pub	Pr	Mix				
National (trunk)	X				X			X		PO+T G	D	Scottish Executive/BEAR www.scotland.gov.uk	
Main roads	X			X				X		PO+T G	D	Highland Council www.highland.gov.uk	
Minor roads	X			X				X		PO+T G	D	Highland Council	
Country roads	X				X			X		PO+T G	D	Highland Council	
Railways			X		X			X		PO+T P	D	Network Rail	
Buses		X			X			X		PO+T P	D	Various	
Other services													
Helicopter (mountain rescue only)	X			X				X		E+T G	D	Royal Air Force	
Telecommunication													
Telephones		X			X			X		PO+T P	D	Various	
ADSL		X			X			X		PO+T P		Various	
Broadband			X		X			X		PO+T P	D	Various	
Y-max			X		X			X		PO + T P	Planned	Highland Council	

Cultural and entertainment services	Institutional responsible			Management			Operative running			Beneficiaries (type, dimension, if paying...)	Present situation	Data sources	Area covered
	Pub	Pr	Mix	Pub	Pr	Mix	Pub	Pr	Mix				
Sports													
Sport Centres	X			X			X			PO+T P	D	Highland Council	
Traditional Sports		X			X			X		PO P	D	Highland Council	
Winter Sports		X			X			X		PO+T P	D	Various	
Traditional and cultural Activities													
Libraries	X			X			X			PO+T G	D	Highland Council	
Cinema		X			X			X		PO+T P	D	Private	
Visitor Centres			X			X			X	PO + T P	D	Council/Various	
Community schools	X			X			X			PO + T p/g	D	Highland Council	
Museums	X			X			X			PO+T P	D	Council/various	
Craftsmanship		X			X			X		PO+T P	D	Various	
Activities to be in contact with nature													
Picnic areas	X			X			X			PO+T P/G	D	Highland Council	
Community woods			X			X			X	PO+T G	D	Various	

Health and social assistance services	Institutional responsible			Management			Operative running			Beneficiaries (type, dimension, if paying...)	Present situation	Data sources	Area covered
	Pub	Pr	Mix	Pub	Pr	Mix	Pub	Pr	Mix				
Health services													
Pharmacies		X			X			X		PO+T P/G	D	Various	
Hospitals	X			X				X		PO+T P/G	D	NHS Highland	
Ambulatori-guardia medica	X			X				X		PO+T P/G	D	NHS Highland	
Children services													
Crèche			X			X			X	POEN P/G	D	Highland Council/various	
Gaelic schools	X			X			X			POEN G	D	Highland Council	
Old people services													
Daytime Centres	X			X			X			POPA, POPD G	D	Highland Council	

Residential Centres			X			X			X	POPA, POPD P/G	D	Highland Council/Health Trust
Tele-assistance and rescue	X				X				X	POPA G	D	Highland Health Trust
House assistance	X				X				X	POPA G	D	Highland Council
Handicapped people services												
Transports	X			X					X	POPD G	D	Highland Council

ANNEX 2: STUDY AREA COMPARISON

	Norway	Rhone-Alpes 1	Rhone-Alpes 2	Palencia	Cordoba	Alto Tamega
Study area	<i>Mountain central areas of Buskerud, Oppland, Telemark</i>	<i>Le bassin d'Albertville (Savoie). (Communauté de Commune du Beaufortain "Confluences")</i>	<i>Le Roannais (Loire). (Communauté de communes du pays d'Urfé)</i>	<i>Subcomarca de Guardo; Subcomarca de Cervera; Subcomarca de Aguilar</i>	<i>Sierra Norte of the Provincia de Córdoba.</i>	<i>Alto Tâmega</i>
Surface (% of the national territory)	29363 Km ² ; 9,1%	587 km ² (100% mountain)	1587 km ² (30 % mountain)	1680,7 km ²	3179 km ²	2932 km ² ; 13,7% of the North Region of Portugal.
Population	68805 (1/1/2004); 1,5% of national population	53700 ab	172700 ab	26392	28611	104768
Population density	2,3 ab/km ² (national average 14.1)	91 ab/km ²	108 ab/km ²	15,7 ab/km ²	9 ab / km ²	35,7 ab/km ²
Demography	The population in the mountain area decreased by 2,2 % from 1997 – 2004. In the same period the population in the rest of the country increased by 4,3 %.	Moderate growth	Steady decline			
Number of Town Councils or Municipalities	22	31 (27 in mountainous areas, 5 in high mountains)	118 (69 mountainous areas)	16	3 (151 villages)	6
Existence of important towns		Two towns in the valley (Albertville – 17000 ab., Ugine 7000 ab)	Two towns in the centre (Roanne – 40000 ab) and in the north-east (Charlieu)	100 km from Palencia		

	Norway	Rhone-Alpes 1	Rhone-Alpes 2	Palencia	Cordoba	Alto Tamega
Institutional level of reference	Municipalities in 5 counties co-operating in developing a mountain policy.	Territory. Territory included in the project (type INSEE): 31 municipalities, 3 municipality communities	Territory. Territory included in the project (type INSEE): 118 municipalities, 11 municipality communities			
NUTS level						
Altimetry (The lowest point and the highest point)		The highest point 2999m. above sea level. 5 of the 27 mountain municipalities are located in high mountain (more than 1200 m. above sea level)	The highest point: 1300 m. above sea level. No municipalities in high mountains (more than 1200 m.)		900 – 2500 m. above sea level	about 400 – 1500 m. above sea level
% of the land below 700 metres	more than 25 % of the area is above 600 MOA.	87% over 700 m above sea level; 90% of the population	58% over 700 m.; 31% of the population			
Main economic activities	Tourism is not only a source of local employment, but also strengthens other sectors, especially the service sector.	Cattle-breeding and winter tourism in the mountains	Decreasing industrial economy (textile, mechanic)		The main resources and activities of this area are connected with agriculture. The area is very forested and dedicated to breeding, especially of pig and sheep, and with smaller numbers of goats and cattle. Land is especially dry so olives take 79% of the total productive land, and give 73% of the total agricultural production.	The region has stopped being especially agricultural, having only 20.3% of active population living on agriculture. Now the most important sector is that of services, which occupies 53.7% of the active population, whereas the secondary sector occupies 26% of the active population.

	Highlands	Valle d'Aosta	Provincia di Torino	Provincia di Trento	Irealp
Study area	<i>Lochaber</i>	<i>Chamois, La Magdeleine, Valgrisenche, Bionaz, Oyace, Champorcher, Pontboset.</i>	<i>Pinerolese (Mountain Communities of Val Pellice; Val Chisone e Germanasca; Pinerolese Pedemontano)</i>	<i>Trent Province (11 comprensori or communities)</i>	<i>Mountain Community of Val Chiavenna</i>
Surface (% of the national territory)	4468km ²	412,33 km ² , 0,0014 %		6233 km ² (2,06% of the national territory)	576,82 km ² , 18% of the surface of Provincia di Sondrio
Population	18740	1534; 1,34 % population of the region	about 130000, which means 7.2% of the population of Turin Province	490000 inh (less than 0,8% of the national population)	24221 (1/1/2003);
Population density	4,2 ab/km ²	3,720321 ab/km ²		The population density, because of the land morphology, is among the weakest in Europe"	42 ab/km ²
Demography	Population has declined by around 3% since 1991	The population dynamics in Valle d' Aosta shows an increasing trend, even if the population of the municipalities of the study area have constantly declined. In the meantime due to a greater life expectancy there is a greater number of old people in opposition to a constant diminution of the population under 14.	Data show a general increase, but very different according to the areas. Pinerolo valley shows a declining trend, but especially high Chisone Valley, high Pellice Valley and Germanasca Valley have suffered a strong decrease in population. Immigration instead is increasing: from 1993 to 2000 the foreign residential population trebled.	The typically mountainous sub-regions have usually had a slightly smaller growth of population than the other regions of the Province. Nearly all the "comprensori" have had an increase not very far from average. Only the situation of "Alto Garda and Ledro" and "Alta Valsugana" is very different, because they are peripheral but important residential areas linked to the town of Trent.	+ 1,2% 1991 – 2001
Number of Town Councils or Municipalities		7		223 (spread on 11 "comprensori")	13
Existence of important towns	The main town is Fort William (population 10,000). The closest city, Inverness, is 64 miles away.	Aosta, the only chief-town, does not come into the area of the project.	Pinerolo, about 34.000 inhabitants	Trento – 110141 ab (31/12/2004); Rovereto – 34000 ab; Arco – 14200; Riva del Garda – 14500; Pergine Valsugana 16300.	The main centre is Chiavenna (7270 ab 2001)

	Highlands	Valle d'Aosta	Provincia di Torino	Provincia di Trento	Irealp
Institutional Level of reference		Boroughs scattered on the regional land	The Pinerolese is a historical region, and not an administrative one. It is situated in the south-east of Turin Province, as far as the border with Cuneo Province.	Self-governing Province	Mountain Community
NUTS level		The European regulation does not define the levels NUTS ₄ and NUTS ₅ . The mountain Communities and the Communities here defined as NUTS ₄ and NUTS ₅ do not follow the NUTS regulation, but the one of LAU (Local Administrative Units)	The mountainous parts correspond to three Communities and in general their territorial level can be compared with the NUTS3 of the European statistics.		
Altimetry (The lowest point and the highest point)		780 – 1815 m. (altimetry of inhabited areas)	The height goes from about 400 m. above sea level of the plains to the height of Mount Granero which is 3140 m. above sea level.'	The land is mainly mountainous: about 20% is above 2000 mt. of height, the 70% is above 1000 mt. and only 10% of the land is situated below 500 mt. The minimum level is on the Lake of Garda (65m. above sea level) whereas the maximum level is on Monte Cevedale (3764 m). 573 km ² below 500m; 1289 km ² between 500 and 1000 m; 4371 km ² above 1000 m.	199 – 3279 m. above sea level
% of the land below 700 metres		100%		The inhabitants of the valley floor are the 61%, the ones situated between 500 and 1000 mt. above sea level represent the 32%, while the ones above 1000 m are the 7%.	
Main economic activities		The greatest part of territory is grazing lands; the sickling meadows take the second place for their extension among the agricultural lands. A small part of the territory is taken by chestnut woods. Cattle breeding is a specialised activity connected with cheese production. Industries are nearly inexistent. The service sector occupies the greatest number of employees and is constituted by transports and communications, commerce, hotels and tourism, banks, professional activities and public administration.	Employment in industry is still very high (42% against 29% in Italy), but at the same time is greatly declining, as we can easily imagine. (- 6% in the last three years).As a result the development of services is strategic.		

ANNEX 3: COMPARISON of LOCAL STUDY RESULTS - THE ANALYTICAL TABLES OF SYNTHETIC ASSESSMENTS

TABLE 1: The services studied by the Project partners

PARTNERS	INFRASTRUCTURAL SERVICES	CULTURAL SERVICES	HEALTH AND SOCIAL SERVICES
Provincia Torino	1. ITC 2. Emergency System 3. Roads and Transports	1. Cinema 2. Libraries 3. Social value Hotel Offer 4. Museums and Eco-museums	1. Hospitals 2. House-to-house Services 3. Treatment Services 4. Pharmacies
Région Rhône Alpes	1. Roads 2. Public Road Transports 3. Railways 4. Broadband Net 5. Internet use promotion	1. Centres aérés 2. Music Schools 3. Music and theatre groups 4. Museums	- Social and entertainment Services for children and young people - Health social and entertainment Services for old people
Lombardia-IREALP	1. Railways 2. Public Road Transports 3. Wireless Connections 4. GPS Positioning System	1. Library System 2. Sport Centres 3. Tourist Promotion Association	1. Hospitals 2. Mountain first aid 3. Disabled Services (SFA e LAP) 4. Old people Services (guided help) 5. Children Services (Crèches)
Diputacion de Palencia	1. Roads and Transports 2. ITC	1. Sport 2. Cultural and traditional Activities 3. Activities in contact with nature 4. Tourism	1. Basic Medical Assistance 2. Children and Young people Services 3. Old People and Disabled people 4. Social reinsertion Services
Norway	1. Roads 2. Railroads and Transports 3. Airports 4. Broadband Net 5. Mobile Telephones	1. Libraries 2. Cinema 3. Restaurants 4. Cultural Public Offer 5. Cultural Private Offer	1. Basic Health - Old People Services 3. Children Services - Crèches 4. Hospitals 5. Private Health Services
Provincia di Trento	1. Water softening 2. Local Public Transport	1. Libraries 2. Eco-museums	1. House-to-house Services la
Valle d'Aosta	1. Transports and roads (?) 2. ITC (?)	▪ Sport ▪ Cultural and Traditional Activities 3. Activities in contact with nature	(?)

PARTNERS	INFRASTRUCTURAL SERVICES	CULTURAL SERVICES	HEALTH AND SOCIAL SERVICES
Diputacion de Cordoba	<ul style="list-style-type: none"> 1. Roads 2. Banks 3. Telephones 4. Electric Energy 5. PC, Internet 6. RDSI 	<ul style="list-style-type: none"> 1. Cultural entertainment Centres 2. Sport Centres 3. Parks 4. Associations 5. Hotels 5. Rural Hotel Offer 	<ul style="list-style-type: none"> 1. Health 2. Old People Services 3. Children and young people Services 4. Social reinsertion Services
Portugal	<ul style="list-style-type: none"> 1. Water distribution and reclamation 2. Public Transports 3. Energy Production 	<ul style="list-style-type: none"> 1. Museums 2. Associations 3. ITC 	<ul style="list-style-type: none"> 1. First treatments 2. Old people services 3. Fire Brigade
Highlands	<ul style="list-style-type: none"> 1. Roads 2. Railroads and Transports 3. Aeroports 4. ITC 	<ul style="list-style-type: none"> 1. Sport 2. Cultural and traditional Activities 3. Activities in contact with nature 	<ul style="list-style-type: none"> 1. First aid assistance 2. Children and young people Services 3. Old People Services 4. Disabled People Services

TABLE 2: PROVINCIA di TORINO – The quality Indicators of Synthesis

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
• INFRASTRUCTURAL SERVICES							
1. ITC	Medium	Medium	Unsatisfactory	Satisf./ Medium	Unsatisfactory	Satisfactory	Medium / Unsatisfactory
2. Emergency System	/	Satisfactory	/	/	Satisfactory	Satisfactory	Satisfactory
3. Roads and Transports	Unsatisfactory	Unsatisfactory	/	Unsatisfactory	Medium	Medium	Unsatisfactory
B. S. CULTURELS							
1. Cinema	Satisfactory	Satisf./ Unsatisfactory	Unsatisfactory./Satisf./ Medium	Unsatisfactory	Medium / Unsatisfactory.	Satisfactory	Medium
2. Libraries	Satisfactory	Satisf./Satisf./ Unsatisfactory.	Unsatisfactory./Satisf.	Satisf. (excellent)	Medium / Unsatisfactory.	Medium /Satisf.	Satisfactory
3. Social Value Hotel Offer	Satisfactory	Satisf/ Unsatisfactory.	Satisf./ Unsatisfactory./ Unsatisfactory.	Satisfactory	Medium / Unsatisfactory.	/	Medium / Satisfactory
4. Museums and Eco-museums Cinema	Satisfactory	Sat./ Unsatisfactory.	Medium / Unsatisfactory.	Satisfactory	Medium / Unsatisfactory.	/	Satisfactory

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
C. HEALTH AND SOCIAL S.							
1. Hospitals	Medium /Satisf.	/	Medium	Medium /Satisf.	/	/	Medium / Satisfactory
2. House-to-house Services	Medium /Satisf.	Satisfactory	Medium	Medium /Satisf.	/	/	Satisfactory / Medium
3. Treatment Systems	Medium /Satisf. (excellent)	Unsatisfactory./Satisf.	/	/	Medium	Unsatisfactory./Satisf.	Medium / Satisfactory
4. Pharmacies	/	/	/	Satisf./ Unsatisfactory.	/	/	Satisfactory / Unsatisfactory.
GLOBAL ASSESSMENTS	Satisfactory	Sat./Unsatisfactory.	Medium /Satisf.	Medium / Satisfactory	Unsatisfactory	Satisfactory	

TABLE 3: RHONE-ALPES Roannais - The quality Indicators of Synthesis

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
A. INFRASTRUCTURAL SERVICES							
Public Transports and Roads	Unsatisfactory	Satisfactory	?	Satisfactory Unsatisfactory	Medium	Satisfactory	SATISFACTORY and INSATISFACTORY
ITC	Medium Medium		? ?	Medium Medium	Satisfactory ?	Unsatisfactory Medium	MEDIUM
B. CULTURAL SERVICES							
1. Centres aérés							
2. Music Schools							
3. Music and theatre groups							
4. Museums							

C.HEALTH AND SOCIAL SERVICES <ul style="list-style-type: none"> • Social and entertainment Services for children and young people • Health social and entertainment Services for old people 	Satisfactory		?	Medium	Medium	Satisfactory	MEDIUM/ SATISFACTORY
	Medium		?	Unsatisfactory	Unsatisfactory	Medium	MEDIUM/ INSATISFACTORY

TABLE nr. 4 RHONES ALPES Pays d’Albertville - The quality Indicators of Synthesis

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
A. INFRASTRUCTURAL SERVICES							
Public Transports and roads	Unsatisfactory	Unsatisfactory	?	Satisfactory Medium	Satisfactory	Unsatisfactory Medium	MEDIUM/ INSATISFACTORY
ITC	Medium Medium		? ?	Unsatisfactory Medium	Satisfactory ?	Satisfactory Unsatisfactory	?
B.CULTURAL SERVICES							Medium
C.HEALTH AND SOCIAL SERVICES							
Chilren , Young people	Satisfactory		?	Medium	Satisfactory	Satisfactory	SATISFACTORY
Old People	Unsatisfactory		?	Unsatisfactory	Unsatisfactory	Unsatisfactory	INSATISFACTORY

TABLE 5: LOMBARDIA IREALP - The quality Indicators of Synthesis

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
A.INFRASTRUCTURAL SERVICES							
- Railways	Unsatisfactory	Unsatisfactory	Medium	Medium	Satisfactory	?	MEDIUM/ INSATISFACTORY
2. Public Road Transports	Satisfactory	Medium	Medium	Medium	Satisfactory	Medium	MEDIUM/ SATISFACTORY
3. Wireless Connections	Satisfactory	Satisfactory	Medium	Medium	Medium	Satisfactory	SATISFACTORY
4. GPS Positioning System	Medium	Medium	Satisfactory	Medium	Medium	Satisfactory	MEDIUM
B.CULTURAL SERVICES							
1. Library System	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Medium	SATISFACTORY
2. Sport Centres	Satisfactory	Satisfactory	Satisfactory	Medium	Satisfactory	Satisfactory	SATISFACTORY
3. Tourist Promotion Association	Satisfactory	Medium	Satisfactory	Medium	Satisfactory	Satisfactory	SATISFACTORY

C. HEALTH and SOCIAL SERVICES							
1. Hospitals	Medium	Satisfactory	Medium	Medium	Satisfactory	?	MEDIUM/ SATISFACTORY
- Mountain first aid	Satisfactory	Satisfactory	Medium	Satisfactory	Satisfactory	Satisfactory	SATISFACTORY
- Disabled Services: SFA	Satisfactory	Medium	Medium	Medium	Satisfactory	Medium	MEDIUM
- LAP	Medium	Medium	Unsatisfactory	Medium	Unsatisfactory	Medium	MEDIUM
- Old people Services (guided help)		Medium	Satisfactory	Satisfactory	Satisfactory	Unsatisfactory	SATISFACTORY
- Children Services (Crèches)	Satisfactory	Unsatisfactory	Satisfactory	Medium	Satisfactory	Satisfactory	SATISFACTORY
GLOBAL JUDGEMENT	SATISFACTORY	MEDIUM/ SATISFACTORY	MEDIUM/ SATISFACTORY	MEDIUM	SATISFACTORY	MEDIUM/ SATISFACTORY	

TABLE 6: PALENCIA - The quality Indicators of Synthesis

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
A. INFRASTRUCTURAL SERVICES							
1. Roads and Transports	Medium(4) Unsatisfactory (2)	Unsatisfactory (4) Satisfactory (1)	Medium (4)	Unsatisfactory (2)	Unsatisfactory (1) Medium (1)	Satisfaisant (2) Medium (2) Unsatisfactory (1)	MEDIUM UNSATISFACTORY UNSATISFACTORY
2. ITC	Unsatisfactory (7) Medium (2)	Medium (2)	/	Unsatisfactory (2) Satisfaisant (1) Medium oven (1)	Unsatisfactory (1)	Satisfactory (3)	

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
B.CULTURAL SERVICES							
1. Sport	Medium (6)	Medium (1) Satisfactory (1)	Satisfactory (1) ?	Unsatisfactory (5) Satisfactory (3) Medium (1)	Satisfactory (3) Unsatisfactory (1)	Medium (1)	MEDIUM/ SATISFACTORY
• Cultural and Traditional Activities	Medium (4) Unsatisfactory (2) Satisfactory (1)	Medium (1) Satisfactory (1)	Satisfactory (1) ?	Unsatisfactory (7) Satisfactory (7) Medium (1)	Satisfactory Unsatisfactory (1)	Satisfactory (1)	MEDIUM/ SATISFACTORY
3. Activities in contact with nature	Unsatisfactory (2) Medium (2) Satisfactory (1)	Unsatisfactory (1) Medium (1)	Satisfactory (1) ?	Satisfactory (1) Medium (1) Unsatisfactory (1)	Medium (1) Unsatisfactory (1)	Satisfactory (1)	MEDIUM / UNSATISFACTORY
4. Tourism	Medium (5) Unsatisfactory (3) Satisfactory (2)	Unsatisfactory (5) Medium (2) Satisfactory (1)	Satisfactory (3) Medium (2) ?	Satisfactory (8) Unsatisfactory (5) Medium (2)	Satisfactory (4) Unsatisfactory (2) Medium (1)	Satisfactory (1)	MEDIUM / SATISFACTORY
C.HEALTH and SOCIAL SERVICES							
1. Basic Medical Assistance	Unsatisfactory (3) Medium (2) Satisfactory (2)	Satisfactory (4) Medium (1)	Medium (4)	Medium (2) Unsatisfactory (2)	Medium (4)	Unsatisfactory (1)	MEDIUM
2.Children and Young people Services	Satisfactory (2)	Medium (3) Unsatisfactory (2) Satisfactory (1)	Medium (1)	Medium (1)	Medium (1)	Unsatisfactory (1)	MEDIUM
3. Old People and Disabled people	Satisfactory (3) Unsatisfactory (2)	Medium (2) Unsatisfactory (2)	Medium (1)	Unsatisfactory (2)	Medium (1)	Medium (1)	MEDIUM / UNSATISFACTORY
4. Social reinsertion Services	Medium (1)	Medium (2)	Medium (1)	Unsatisfactory (1)	Medium (1)	Medium (1)	MEDIUM
GLOBAL ASSESSMENT	UNSATISFACTORY	MEDIUM	MEDIUM	UNSATISFACTORY	MEDIUM	SATISFACTORY	

TABLE 7: NORWAY - The quality Indicators of Synthesis

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
<ul style="list-style-type: none"> ▪ INFRASTRUCTURAL SERVICES 1. Roads 2. Railroads and Transports 3. Airports 4. Broadband Net 5. Mobile Telephones 	<ul style="list-style-type: none"> Medium Unsatisfactory Unsatisfactory Medium Medium 		<ul style="list-style-type: none"> Unsatisfactory Unsatisfactory Unsatisfactory Unsatisfactory Unsatisfactory 	<ul style="list-style-type: none"> Medium Medium 	<ul style="list-style-type: none"> Unsatisfactory Unsatisfactory 	<ul style="list-style-type: none"> Satisfactory Satisfactory 	<ul style="list-style-type: none"> Medium Medium Unsatisfactory Medium Medium
<ul style="list-style-type: none"> ▪ CULTURAL SERVICES 1. Libraries 2. Cinema 3. Restaurants 4. Cultural Public Offer 5. Cultural Private Offer 	<ul style="list-style-type: none"> Satisfactory Satisfactory Satisfactory Satisfactory Medium 	<ul style="list-style-type: none"> Satisfactory Satisfactory Satisfactory Satisfactory Satisfactory 	<ul style="list-style-type: none"> Unsatisfactory Unsatisfactory Satisfactory Satisfactory Satisfactory Unsatisfactory 	<ul style="list-style-type: none"> Medium Medium Satisfactory Satisfactory Unsatisfactory 			<ul style="list-style-type: none"> Medium Medium Medium Satisfactory Medium
<ul style="list-style-type: none"> ▪ HEALTH AND SOCIAL SERVICES 1. Basic Health - Old People Services 3. Children Services - Crèches 4. Hospitals 5. Private Health Services 	<ul style="list-style-type: none"> Satisfactory Satisfactory Satisfactory Medium Unsatisfactory 	<ul style="list-style-type: none"> Satisfactory Satisfactory Satisfactory Satisfactory Insatisfaisant Insatisfaisant 	<ul style="list-style-type: none"> Unsatisfactory Unsatisfactory Unsatisfactory Unsatisfactory Unsatisfactory Unsatisfactory 	<ul style="list-style-type: none"> Satisfactory Satisfactory Satisfactory Medium Medium 	<ul style="list-style-type: none"> Unsatisfactory Unsatisfactory 		<ul style="list-style-type: none"> Satisfactory Satisfactory Satisfactory Medium Unsatisfactory

TABLE 8: PROVINCIA DI TRENTO - The quality Indicators of Synthesis

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
A. INFRASTRUCTURAL SERVICES							
1. Water softening	Satisfactory	Satisfactory	?	Medium	Satisfactory	Medium	SATISFACTORY
2. Local Public Transports	Satisfactory	Satisfactory	Unsatisfactory (?)	Medium (?)	Satisfactory	Satisfactory	SATISFACTORY
B. CULTURAL SERVICES							
1. Libraries	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	/	SATISFACTORY
2. Eco-museums	Satisfactory Unsatisfactory	Unsatisfactory	Unsatisfactory		Unsatisfactory	/	UNSATISFACTORY
C. HEALTH AND SOCIAL SERVICES							
1. House-to-house Services	Satisfactory (excellent)	Satisfactory	Unsatisfactory	Medium	Unsatisfactory	Satisfactory	MEDIUM

TABLE 9: VALLE D'AOSTA - The quality Indicators of Synthesis

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
A. INFRASTRUCTURAL SERVICES	Satisfactory	Unsatisfactory	Medium	Medium Unsatisfactory	Satisfactory	Satisfactory	MEDIUM/ SATISFACTORY
B. CULTURAL SERVICES							
1. Sport							
2. Cultural and traditional Activities	Medium	Satisfactory	Medium	Satisfactory	Medium	Unsatisfactory	MEDIUM/ SATISFACTORY
3. Activities in contact with nature							
C. HEALTH AND SOCIAL SERVICES							
1. Health and Social Services	Medium	?	Medium	Medium	Satisfactory / Medium	Unsatisfactory	MEDIUM

TABLE 10: The quality Indicators of Synthesis for our service Systems and for Macro-Indicators

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
A. INFRASTRUCTURAL SERVICES							
Satisfactory	Lombardia (2), Trento (2), Valle d'Aosta	Torino, Rhones-Alpes A, Lombardia, Palencia, Trento (2)	Lombardia	Torino, Rhones-Alpes A, Rhones-Alpes B, Palencia	Torino, Rhones-Alpes A, Rhones-Alpes B (2), Lombardia (2), Trento (2), Valle d'Aosta	Torino (2), Rhones-Alpes A, Rhones-Alpes B, Lombardia (2), Palencia (5), Norway (2), Trento, Valle d'Aosta	8 [40]
Medium	Torino, Rhones-Alpes A (2), Rhones-Alpes B (2), Lombardia, Palencia (6), Norway (3)	Torino, Lombardia (2), Palencia (2)	Lombardia (3), Palencia, Valle d'Aosta	Torino, Rhones-Alpes A (2), Rhones-Alpes B (2), Lombardia (4), Palencia, Norway (2), Trento (2), Valle d'Aosta	Torino, Rhones-Alpes A, Lombardia (2), Palencia	Torino, Rhones-Alpes A, Rhones-Alpes B, Lombardia, Palencia (2), Trento	8 [52]
Unsatisfactory	Torino, Rhones-Alpes A, Rhones-Alpes B, Lombardia, Palencia (9), Norway (2)	Torino, Rhones-Alpes B, Lombardia, Palencia (4), Valle d'Aosta	Torino, Norway (5), Trento	Torino, Rhones-Alpes A, Rhones-Alpes B, Palencia (4), Valle d'Aosta	Torino, Palencia (2), Norway (2)	Rhones-Alpes A, Rhones-Alpes B (2), Palencia	8 [47]
							MEDIUM/ UNSATISFACTORY

SERVICES	Territoriality	Integration	Cost/Efficiency	Accessibility	Durability	Innovation	GLOBAL ASSESSMENT
B.CULTURAL SERVICES							
Satisfactory	Torino (4), Lombardia (3), Palencia (4), Norway (4), Trento (2)	Torino (5), Lombardia (2), Palencia (3), Norway (5), Trento, Valle d' Aosta	Torino (3), Lombardia (3), Palencia (5), Norway (2), Trento	Torino (3), Lombardia, Palencia (19), Norway (4), Trento, Valle d' Aosta	Lombardia (3), Palencia (8), Trento	Torino (2), Lombardia (2), Palencia (3), Trento	6 [97]
Medium	Palencia (17), Norway, Valle d' Aosta Palencia (7), Trento	Lombardia, Palencia (5) Torino (4), Palencia (6), Trento	Torino (2), Palencia (2), Valle d' Aosta	Lombardia (2), Palencia (5), Norway (2)	Torino (4), Palencia (2), Valle d' Aosta Torino (4), Palencia (5), Norway (2), Trento	Torino, Lombardia, Palencia, Trento Valle d' Aosta	6 [50] 5 [60]
Unsatisfactory			Torino (5), Norway (3), Trento	Torino, Palencia (18)			SATISFACTORY
C. HEALTH AND SOCIAL SERVICES							
Satisfactory	Torino (3), Rhones-Alpes A, Rhones-Alpes B, Lombardia (4), Palencia (7), Norway (3), Trento	Torino (2), Lombardia (2), Palencia (5), Norway (3), Trento	Lombardia (2),	Torino (3), Lombardia (2), Norway (3)	Rhones-Alpes B, Lombardia (5), Valle d' Aosta,	Torino, Rhones-Alpes A, Rhones-Alpes B, Lombardia (2), Norway (2), Trento, Valle d' Aosta	8 [59]
Medium	Torino (3), Rhones-Alpes A, Lombardia (2), Palencia (3), Valle d' Aosta, Norway	Torino, Lombardia (3), Palencia (8)	Torino (2), Lombardia (3), Palencia (7), Valle d' Aosta	Torino (2), Rhones-Alpes A, Rhones-Alpes B, Lombardia (4), Palencia (3), Norway (2), Trento, Valle d' Aosta	Torino, Rhones-Alpes A, Palencia (7), Valle d' Aosta	Rhones-Alpes A, Lombardia (2), Palencia (2)	8 [66]
Unsatisfactory	Rhones-Alpes B, Palencia (5), Norway	Lombardia, Palencia (4), Norway (2)	Lombardia, Norway (5), Trento,	Torino, Rhones-Alpes A, Rhones-Alpes B, Palencia (5)	Rhones-Alpes A, Rhones-Alpes B, Lombardia, Norway (2), Trento	Torino, Rhones-Alpes B, Lombardia, Palencia (2), Valle d' Aosta	8 [36] MEDIUM/ SATISFACTORY
GLOBAL ASSESSMENTS	MEDIUM/ SATISFACTORY	MEDIUM/ SATISFACTORY	MEDIUM/ UNSATISFACTORY	MEDIUM/ SATISFACTORY	MEDIUM/ SATISFACTORY	SATISFACTORY	



The 14 partners of Euromountains.net project

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Further information available at Euromontana: 2, Place du Champ de Mars, B—1050 Brussels
 Phone: +32 2 280 42 83
 Email: info@euromontana.org