GOVERNANCE STRATEGIES

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Five booklets have been produced, about theses thematics:

▲ **GOVERNANCE STRATEGIES**

▲ **COMMUNITY-LED INTEGRATION OF SGIS**

▲ **SGIS CROSS-SECTORAL INTEGRATION**

▲ **E-SERVICES, A NEW WAY FOR SGIS DELIVERY**

▲ **TERRITORIAL APPROACH FOR SGI DELIVERY**

THIS BOOKLET IS A DELIVERABLE OF THE ALPINE SPACE PROJECT INTESI.↗

For mountain rural areas, SGIs are fundamental for local citizens and serve as a lever of development. However, the social, economic and environmental changes in the last decades require better responsiveness of the governance system to the actual and future needs for SGIs, specification of measures and responsibilities as well as establishing of monitoring mechanisms.

Devising new models for services of general interest

The model of development and deployment of SGI that we are familiar with, based on a strong intervention and support of the state and the public power is currently undergoing different aspects of disruption:

- *The constraints and challenges specific to rural mountain areas (low density of population, scattered settlements, topography, distance from urban centers, climate change)*

- *The multitude of stakeholders involved in services of general interest from local to European level, with different stakeholders from different sectors (transport, social services, health, etc.) at each level*

- *New economic models, sometimes imposed by the decline of public funding as well as the emergence of stakeholders and services from the digital and sharing economy (providing, sharing access to services, facilitated by a community based online platform)*

Governance Strategies

▲ SOCIAL CONCEPT - REUTTE/AUSSERFERN , TYROL, AUSTRIA

The aim of the Social Concept of the region Reutte/Ausserfern (Tyrol) is to encourage the development of innovative solutions, ideas and visions and to provide a framework for future activities of social service provision in various domains, such as the needs of elderly people or people with disabilities. Seizing the insights gained in the course of the pilot activity "Implementing ICT systems to support mobile care services", REA, the regional development agency Ausserfern, will revise, concretize and revitalize the Social Concept Ausserfern 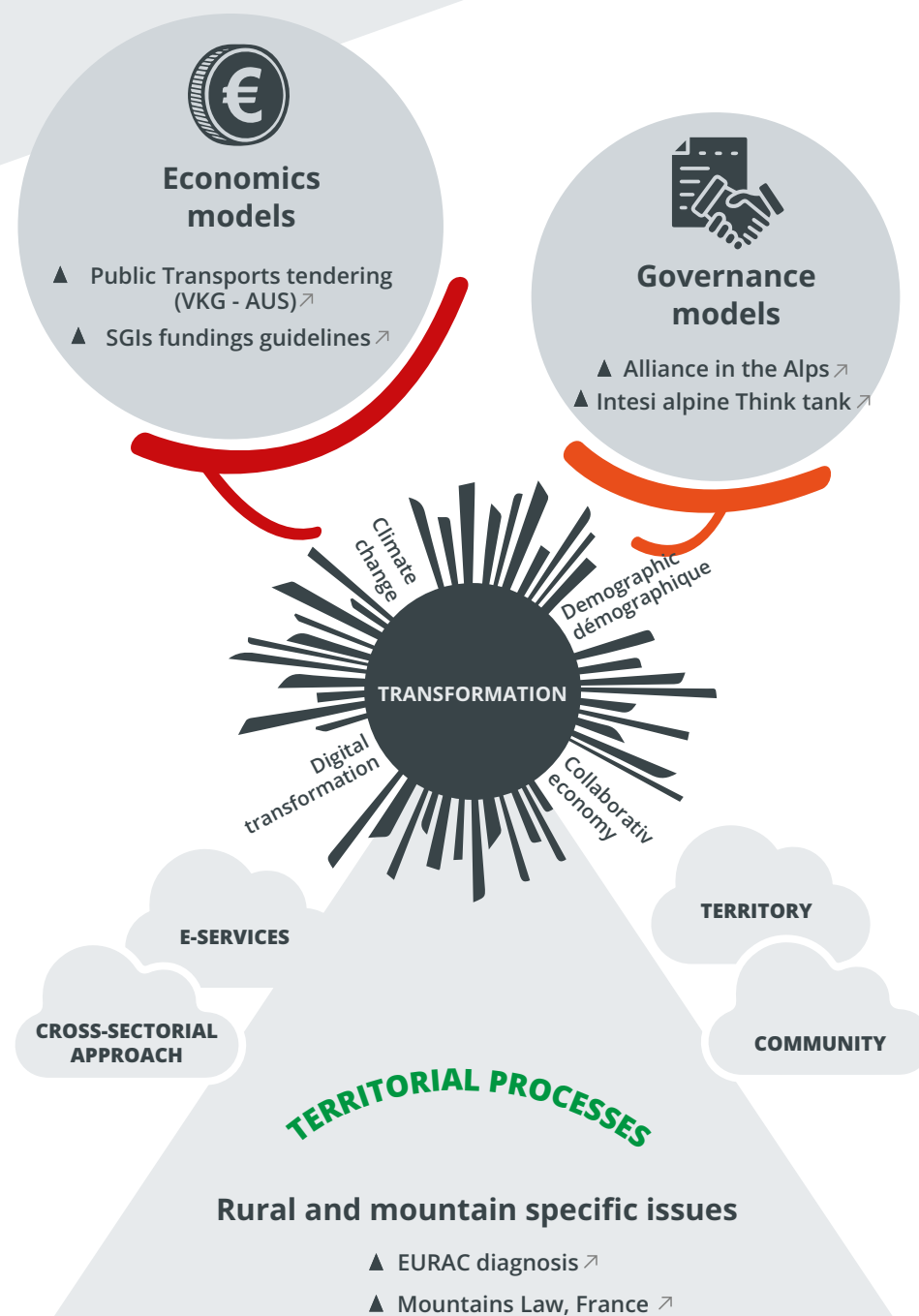III Protocol "Elderly people". One key aspect in doing so is the involvement of organizations concerned with the social inclusion and care for the elderly to foster inter-sectoral cooperation and integrated service provision.

▲ EUROPEAN PROJECT ACTIVITIES LEADING TO RENEWED SGIS GOVERNANCE, CARINTHIA, AUSTRIA

In Carinthia two pilot activities were elaborated "My way to broadband" and "Functional tendering in public transport"↗ . The results of these pilots were initial for the rework of our affected strategies (strategy for public transport and the broadband masterplan on state level).

ANSWERING TO CHALLENGES

GETTING TO KNOW ONE'S TERRITORY

Economics models

▲ Public Transports tendering (VKG - AUS)↗

▲ SGIs fundings guidelines ↗

Governance models

▲ Alliance in the Alps ↗
▲ Intesi alpine Think tank ↗

TRANSFORMATION

Climate change
Demographic démographique
Digital transformation
Collaborativ economy

E-SERVICES
TERRITORY
CROSS-SECTORIAL APPROACH
COMMUNITY

TERRITORIAL PROCESSES

Rural and mountain specific issues

▲ EURAC diagnosis ↗

▲ Mountains Law, France ↗

▲ AN ANALYSIS OF THE RURAL ALPINE TERRITORIAL SPECIFICITIES
INTESI PROJECT, EU

As part of the INTESI project, the EURAC research center, together with the project partners, conducted a study on the spatial and demographic realities of the pilot territories, analyzing from these results the presence of the services. This rich work has produced a maps and graphs base for example to measure distances, range to urban areas as well as the average time to access a bundle of services. The results are available on the INTESI project site.↗

▲ NEW FINANCIAL SOURCES AND PARTNERSHIPS, ADRETS - FRANCE

ADRETS has released for SGIs stakeholders a specific financial guide and database to inform them how to deal with new or more various kinds of SGIs fundings in France: european fundings, national or regional ones, private foundations,...

Moreover Adrets supports innovative SGIs projects for years imagining with projects holders economic models combining public funds, foundation funds, and local or sectorial service-based economic models.

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》MOTION

New century challenges involve new economics and governance means adapted to digital, social and environmental transformations《

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In order to respond to the needs of the inhabitants of Alpine rural areas, the involvement of wider public or "bottom-up" approach is essential for the implementation of SGI. In the Alpine countries this innovative approach based on information sharing, consultation and cooperation is reflected in diverse forms of stakeholders' organizations.

Issues and context

One of the issues highlighted by the results of the INTESI project is the role of communities in the development of general interest services for the population in the mountain territories.

Residents have often been interested in being actively involved in the organisation, implementation and delivery of services.

Therefore, any new suggested models of service design and provision should be developed, taking into account any previous dynamics of public involvement. For this purpose, it is important to carry out an analysis shared by local stakeholders, to build services of general interest and strategies that reinforce, improve and render the existing structures more efficient.

Service providers and authorities should therefore widely communicate. SGI improvement projects should involve a large number of stakeholders and it is important to enable them to work collectively and transparently, notably acknowledging the role of each stakeholder (for example, which of them are decision makers and which are providers).

Territories and dynamics

▲ A COLLABORATIVE PERSPECTIVE ON THE FUTURE USES OF THE ULTRABROADBAND NETWORK , VALCHIAVENNA, ITALY

The development of ultra-broadband (UBB) is an exciting prospect for remote territories, even when the local population may not imagine the opportunities that will derive from it as regards SGI and the quality of their life.

Lombardy Region and Valchiavenna Mountain Community (VMC), in the framework of the Strategy for Inner Areas (ERDF ROP 2014-2020), have co-designed the "Valchiavenna 2030 Vision", encompassing the following steps:

- identification and engagement of a panel of interested actors;
- interviews with experts;
- elaboration of a first draft of the document, with a cross-sectoral approach
- consultation of the panel of actors for feedbacks and elaboration of the final version.
- formal approval of the Vision document by the VMC (June 2018)

▲ FRAMEWORK OF STAKEHOLDERS AROUND THE SERVICES OF GENERAL INTEREST, MAURIENNE, FRANCE

In 2015, the Syndicat du Pays de Maurienne (SPM) embarked on a territorial plan of SGIs on the valley scale ↗

Goal:
- To bring together stakeholders concerned by 18 themes (health, employment, early childhood …)
- To enable them to work together for defining a common vision and for building long-term SGIs policy.

Results:
- Interconnection and sustainability of the stakeholders framework
- An operational map, 20 actions including one defined path on participatory practices and information sharing
- A contributory online services directory, based on the stakeholders network

INNOVATION DRIVERS

Cooperation among Stakeholders

- ▲ Digital collaborative tools
- ▲ Participating meetings
  WorldCafe, ↗
  6 hats ↗

POLITICAL ISSUES

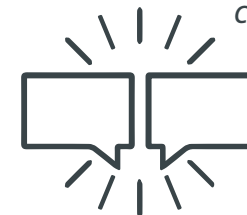**BOTTOM UP PROCESSES**

Information sharing

- ▲ OpenData ↗
- ▲ OpenStreetMap ↗

Collaborative debates and decisions

- ▲ Online debates and voting
  Civitech
- ▲ Collaborative decision processes
  Moving debate, ↗
  Consent decision making ↗

LOCAL STAKEHOLDERS COMMUNITY

*Inhabitants,
services providers,
representatives*

Sharing the good practices

One of the most important things if a region or municipality will do a public tendering for delivering new services, for example in the issue of public transport, is to integrate the public and the stakeholders during the whole process.

▲ COMMUNITY DIGITAL PROJECT FROM LOCAL TO INTERNATIONAL: OPENSTREETMAP ↗

The mountain stakeholders' communities can hinge on wider dynamics as it is the case with the global collaborative map OpenStreetMap (OSM). OSM has enabled the creation of geolocated open data (from town halls to bus stops) that do not discriminate against sparsely populated rural areas, often abandoned by private data operators because of their poor profitability.

OSM is part of the logic of common goods and open data, and thus to help the decision making and also the creation of dynamic maps or a directory of the existing structures.

▲ COLLABORATIVE DIGITAL TOOLS

In the Alpine rural territories, collaborative digital tools are a lever to participation, allowing for a reduction of distances and an asynchronously work :

• Video conference to discuss together / Jitsi ↗

• Collaborative writing / Etherpad (free tool) ↗

• The constitution of simple projects platforms that can centralize information / YesWiki ↗

Please note: Success will come from the organization and assistance to these new uses towards the population that will go along with these tools.

» MOTION

Moutain communities exist for year. Let's try bottom-up approaches, truly collaborative innovation projects and shared decision processes with citizens. »

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SGIS CROSS-SECTORAL INTEGRATION

Kostanjšek, Barbara

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The response to inhabitants' needs in a certain territory without discrimination must remain the main objective of SGI delivery. However, the sustainability of these services depends on a better involvement and cooperation of all private and public relevant stakeholders. Sustaining service provision particularly in rural areas needs a cross-sectoral approach.

Issues and context

Nowadays the SGIs are rendered by a multitude of stakeholders : public authorities, the social and solidarity economy, the market sector. As a governance model public-private partnerships are increasing. To ensure the continuity of SGIs, notably in rural and moutain areas, the different stakeholders must coordinate and share a common scope of intervention:

- *by associating and networking stakeholders of adjacent sectors in a particular project (for example, by involving the stakeholders of education in a mobility project, in order to coordinate the schedules - VKG, Austria ↗*

- *by bringing together different types of stakeholders (public authorities, economic actors, NGOs, citizens...) with different views and interests in order to share visions within projects regarding territorial development (such as in the Alpine think-tank, created within the context of the INTESI project ↗*

Territories and Projects

▲ SERVICES OF ASSISTANCE FOR INDIVIDUALS AND TRAINING - STUDY ON THE DEVELOPMENT OF SERVICES FOR THE ELDERLY , CERKNO - SLOVENIA
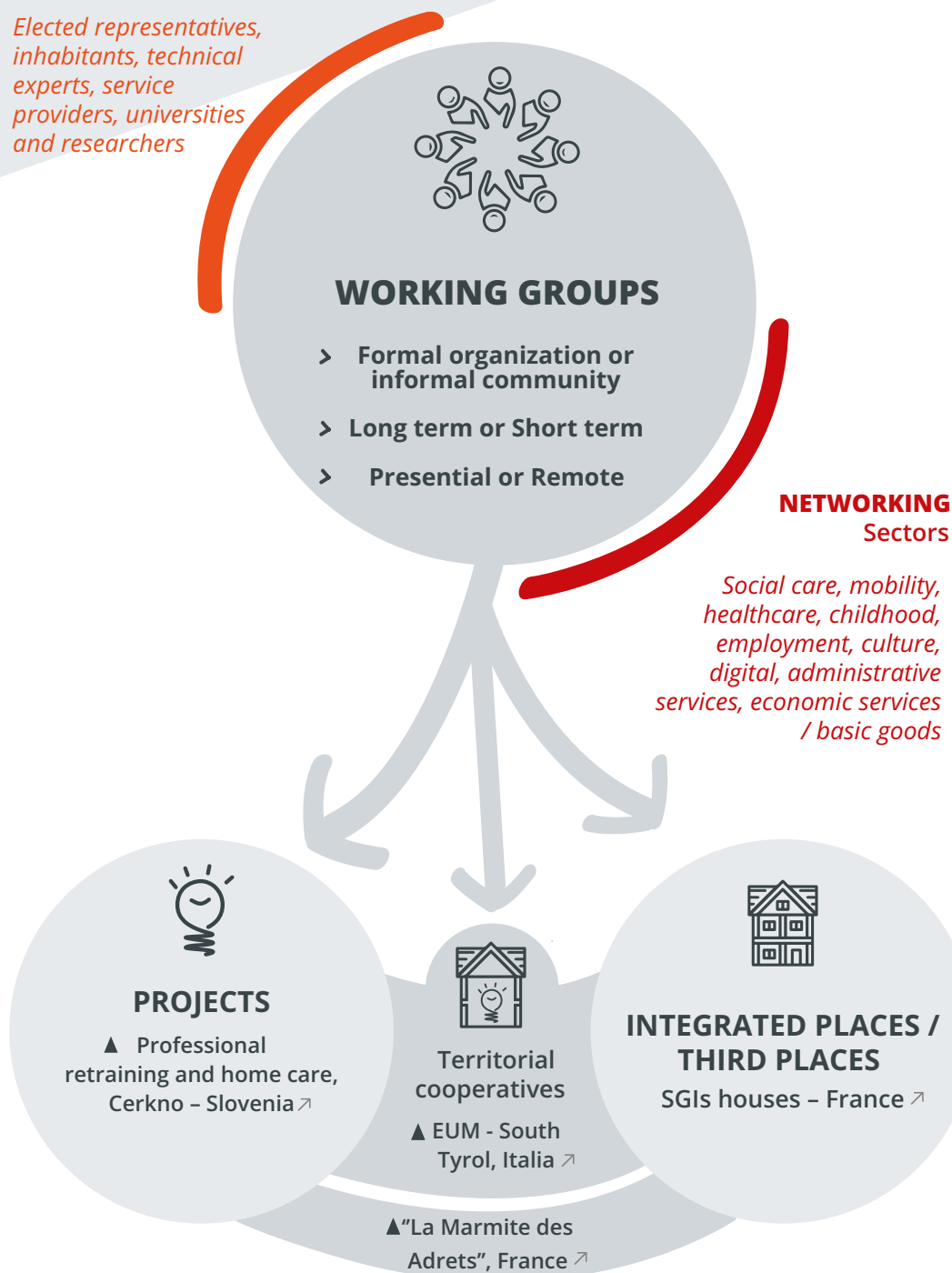
The University of Ljubjana, within the context of the INTESI project, conducted an action study on the potential of development of services for the elderly on the territory of Idrijsko-Cerkljansko. The idea is to explore innovation paths in terms of training and new business models, especially for young people and unemployed people. The governance of the study shows the cross cutting approach wished by the pilots of the action: from the local economic development agency to the representatives of the services sector for the elderly, through users and local elected representatives.

▲ FINANCING PUBLIC TRANSPORT IN THE ALPS - THE CASE OF THE VKG PUBLIC TRANSPORT CONTRACT, CARINTHIA, AUSTRIA

In the context of the INTESI project, the public transport of the Land of Carinthia, Austria, has launched a modal shift strategy towards public transport in order to limit the use of private cars. For this purpose, it has for the first time solicited Europe wide bids for implementing the public transport offer. It relies on precise functional demands, very finely place-based (grid of 250m * 250m). This new financing and implementing method demonstrates the need for efficiency and adaptability of services of general interest to mountain territories. In order to inform the population about the new service offer, a mobility office has been opened in Gmund.

COORDINATING
Stakeholders

Elected representatives, inhabitants, technical experts, service providers, universities and researchers

WORKING GROUPS

> **Formal organization or informal community**

> **Long term or Short term**

> **Presential or Remote**

NETWORKING
Sectors

Social care, mobility, healthcare, childhood, employment, culture, digital, administrative services, economic services / basic goods

PROJECTS
▲ **Professional retraining and home care, Cerkno – Slovenia ↗**

Territorial cooperatives
▲ EUM - South Tyrol, Italia ↗

▲"La Marmite des Adrets", France ↗

INTEGRATED PLACES / THIRD PLACES
SGIs houses – France ↗

Territories and Shared Facilities

▲ MAISONS DE SERVICES AU PUBLIC MSAP (SERVICES OF GENERAL INTEREST HOUSES), FRANCE

The MSAPs deliver proximity and quality SGIs for all audiences. All in one place, all users of the territory are unconditionally and for free accompanied by agents in their daily life practices (administrative services, social initiatives, mobility, employment ...). This public policy, initiated in the Alps 20 years ago, currently has about 1200 facilities in rural areas throughout France.

▲ TERRITORIAL COOPERATIVES

Cooperatives are a form of organization conducive to the development of SGIs in rural areas because they enable to bring together different types of stakeholders for joint projects. They thus make it possible to pool the forces and the financial means. Two examples:

- the EUM cooperative in South Tyrol (Italy) which, after having built a hydroelectric power station, made it possible to deploy the fiber optic network, to establish a heating plant and to take over the gas station and several grocery stores in order to maintain local businesses.

- the cooperative La Marmite from the village of Les Adrets (France), which opened a café-restaurant-grocery store. Since then, a co-working space have emerged, and a MSAP is being planned.

« MOTION

SGIs are the place of cross-sectoral challenges, let's work together, all stakeholders, to invent new forms of integrative SGIs delivery adapted to mountain areas »

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Data fluxes and availability is essential for the design and implementation of public policies nowadays. However, a large number of stakeholders, which are in charge of the provision of services of general interest, are not aware of the potential of processing and analysing data concerning its life cycle, its collection, its structuring, its analysis, its valuation, publication and especially its reuse.

Issues and context

The basis of dematerialisation of SGI is the digital data with the purpose of simplifying the access to services, instead of creating a barrier in accessibility, while respecting user's privacy. It is important to improve awareness and adaptation of stakeholders about how to use and operate with service data, the forms in which these data can be stored, and how the general public can participate in the development of services in a given area. Therefore service database should be in a form of a shared cloud (for example within the context of a territorial diagnosis), taking into account the developers, professionals, inhabitants and other stakeholders so each of them provides an expertise. For this purpose it is important that data mobilization in a project is paired with mediation with partners and users.

The backbone for data availability is the expansion of the broadband in remote areas.

Data for evaluating SGI in the Alpine Arc

As part of the INTESI project, the partners collaboratively conducted two analyses at the Alpine Arc scale:

• the first one consisted of identifying the policies and strategies regarding the delivery of SGI to the population, from the local level to the European level

• the second one focused on the state of the service offer and the socio-economic characteristics of the pilot territories of the project

The analyses have highlighted the challenges of a shared approach to data: since the reference systems are not the same from all countries, it was important to set up a common and shared data collection framework.

In both cases, once the data were collected, the question of analysis, format and sustainability of these databases was posed for the managers (University of Ljubljana (SI) and EURAC research (It)); as for example to facilitate the updating of this work in the coming years..

OPENING DATA AND PROVIDING ACCESS TO INFORMATION

1 Stakeholders involvement and training

Training, supporting, involving, digital mediation
▲ Data and decision support for SGIs, Intesi, Alpes Provence Verdon, France ↗
▲ Data mediation places, infolabs ↗

2 Enhancing knowledge access

Diagnosis, database, documentation, evaluation
▲ Intesi diagnosis
▲ SGIs strategies database, Intesi ↗

3 New services

Online Administration and services access
▲ "In real life" Services ↗
▲ E-Health and home health diagnosis in Austria ↗

▲ CONTRIBUTING DATA FOR A DIRECTORY OF GENERAL INTEREST SERVICES, MAURIENNE, FRANCE

APIDAE ↗ is a network of stakeholders built around a common data platform. The strength of the network is to include several types of stakeholders: the contributors, who create the data (tourist office, professionals); the broadcasters who reuse and disseminate data (media, tourist offices) and the web developers who are trained at APIDAE and can thus create websites that integrate this data.

As a pilot activity of the INTESI project, the Syndicat du Pays de Maurienne has developed the contribution to APIDAE for information on SGI, helped by ADRETS.

▲ HEALTH DATA AND ICT SUPPORT FOR HOME CARE, REUTTE/AUSSERFERN, TYROL, AUSTRIA

Demographic change poses challenges to the care of elderly persons, especially in remote rural areas. In the course of the INTESI project, a pilot activity in the district of Reutte/Ausserfern (Tyrol) was implemented to evaluate the possibilities of ICT-integration into mobile care. For this purpose, elderly persons were provided with diverse medical devices, so they could keep a "digital health diary" staying in close contact with the care service provider. The pilot activity was accompanied by the private University UMIT Hall (Tyrol). Following the pilot activity, the insights gained were enriched via 'Appreciative Inquiry' – interviews pointing out the potential for further integration of services for elderly persons in the region with the purpose of enabling ageing at home as long as possible.

▲ MY WAY TO BROADBAND, CARINTHIA, AUSTRIA

"My way to broadband" ↗ is a tool for regional administrations to assess their position regarding an investment in a regional fibre infrastructure. If the tool returns a positive result then it makes sense to proceed with concrete implementation steps.

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« MOTION »

ICT – services and tools provide appropriate means for data collection and information provision. Being connected and aware of those new uses helps to find new ways in adapting the service supply for moutain areas
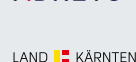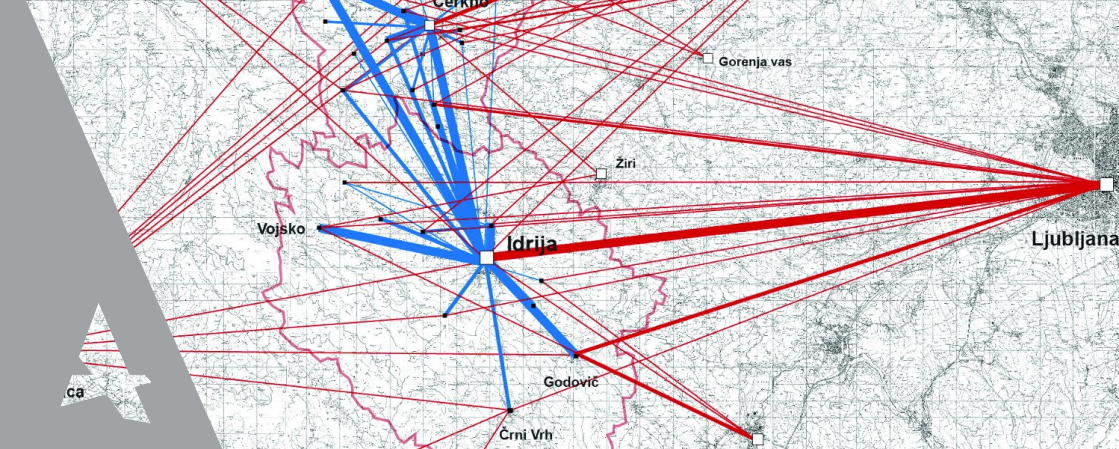
TERRITORIAL APPROACH FOR SGI DELIVERY

Kostanjšek, Barbara

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To understand causes of problems with accessibility, availability and delivery of SGI, the territorial approach proposes systemic methods and use of cooperative work. Territories cease to be characterised only by geographic aspects, but become dynamic socioeconomic entities boosting their competitiveness by offering SGIs that meet the needs of users.

Issues and context

Proposing implementation of new or reinforcement of the existing SGIs as a part of the territorial dynamics requires to follow a systemic, well structured process based on cross-sectoral approach and integrating population. The proposal of territorial approach tries to enable integration of existing knowledge of the given area and the state of the provision of SGI, as well as the needs and practical experience of the inhabitants in order to build an improved network of SGI. Many territories of the Alpine Arc have already taken steps of that kind, with more or less cross-cutting thematic integrating more or less the population. The steps proposed here enable to fully integrate the already formalized existing knowledge and to complete it.

=> *In order to build these new services from a shared view the idea is to take into account at the same time the objective reality of the needs for services of general interest on the territory and the practical experience of the inhabitants.*

Diagnosis, Tools and recommendations

▲ **TOOLS FOR A TERRITORIAL DIAGNOSIS**
For tools and recommendations visit the INTESI Think Tank website ↗.

• Multiplying information sources

• Field investigation (interviews, focus groups, verification of information, ..)

• Paper or online questionnaires (for example using the free tool LimeSurvey can complete the overview of the existing service supply structures and needs

• SWOT matrix ↗ (Strengths / Weaknesses / Opportunities / Threats) enables to organize the ideas on the state of the art of the territory, its need assets and main challenging aspects.

▲ **INNOVATIVE MODELS FOR THE PROVISION OF SERVICES OF GENERAL INTEREST TO THE POPULATION**

Within the context of the INTESI project, the University of Ljubljana conducted a qualitative and quantitative diagnosis of service provision in the area of municipalities of Idrija and Cerkno, concerning the past and present services of general economic interest (SGEI) for the period between 1991 and 2017. Former and current locations of services were identified and mapped, focus-groups with the stakeholders were carried out, and a survey of current offer and demand was performed. As a result the renewed spatial model of service provision with alternatives was provided

Being aware of the present situation
Use of pre-existing diagnosis, data and geolocation, information sharing
▲ INTESI test areas diagnosis ↗

Identifying unmet needs
Citizens involvement, surveys
▲ Elderly needs diagnosis – Slovenia ↗

DIAGNOSIS **ACTION PLAN**

Co-creating a regional vision for the future
Services design, creativity, citizens involvement
▲ Porrentruy, Switzerland ↗

Deciding together about priority of actions
Political approval, operational actions
▲ SDAASP ↗

▲ DEVELOPMENT STRATEGY OF SERVICES OF GENERAL INTEREST, DISTRICT OF PORRENTRUY, SWITZERLAND

A working group composed of representatives of different administrative levels, the health and the social sector is identifying and developing synergies with neighbouring sectors in particular on the issue of keeping elderly people at home and providing them individual services. in 5 municipalities. The approach encompasses the elaboration of a vision, principles and concrete measures organized in an action plan.

The Porrentruy District Strategy It relied on the MORO projects (Models of regional planning):

1. Definition of the issues within working groups

2. Definition of the central issue and diagnostic complements

3. Definition of scenarios including a "continuation of the present state « scenario, and scenarios proposing alternatives that integrate new service or organization proposals

4. Choice of the scenario and definition of the action plan

This allows a truly cross-cutting and integrative approach of the stakeholders, but requires a long time, at least one year.

▲ DEPARTMENT - PLANS FOR IMPROVING ACCESSIBILITY TO SERVICES OF GENERAL INTEREST TO THE PUBLIC, SDAASP, FRANCE

France has set up a SDAASP in each of its 101 departments in 2017-18. The accessibility of services is identified both by the presence or absence of the service concerning existing infrastructure as well as dematerialized ones, but also by its access time, cost, ease of access, and availability. These schemes are based on diagnostic procedures and further on their construction from common views and action plans at the department level. The objective is the optimization and pooling of the existing offer, as well as the proposals of complementarities, especially in deficit areas.

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» MOTION

A relevant SGI policy will take into account the objective territorial situation as well as the more subjective vision of the different local stakeholders

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