WPT3

Deliverable 4.2.1

Experiences and tools for the improvement and integration of SGI in remote areas

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1 INTRODUCTION

As one of the activities in WPT3, the INTESI partners were invited to identify and analyse some existing regional or local experiences and tools which can be advised towards improvement and/or integration in the provision of services of general interest (SGI) and multi-level governance. The experiences/tools:

- can be derived from the test areas or the pilot activities respectively analysed and carried out in the project WPT2, or from cases that are implemented in the partner region, or from other inspiring examples;
- can be actions, activities, methods, techniques, processes, procedures, at various (territorial, governance, technological, …) levels.

Policy documents and spatial plans, like strategies / plans / action programmes, are not considered here because they have been analysed already as part of WPT1 as a policy, plan or action programme.

Part of the material has been collected through the wiki collaborative website developed in WPT2, which is used by the project partners to share information about pilot activities, tools and good practices.

Chapter 1 of this deliverable shows the results of such collection, which can be useful in order to identify specific success factors, roadmaps, and skills to improve the quality and integration of SGI in remote territories.

Chapter 2 draws some conclusions and inputs for the INTESI handbook. Together with the Evaluation report, in fact, this analysis will feed the Elaboration of the final deliverable of INTESI, the handbook with recommendations of strategies for integrated, innovative and multilevel governance SGI in Alpine territories (Deliverable 4.3.1).

2 COLLECTION OF EXPERIENCES / TOOLS

The INTESI partner were asked to identify and describe one or more known cases to be classified under the following main categories.

- **Stakeholder engagement, communication and training**, including for example:
  - co-design methods and coordination among sectors to identify needs and to plan and design SGI
  - training initiatives to improve skills and competences in the local community as regards SGI provision and usage, both for service providers and service users
  - information campaigns or initiatives on SGI availability and usage
- **Operational models and systems of SGI provision**, including for example:
  - multiple purpose solutions (e.g. facilities used as both grocery store and post office; transport of mail using public transport, …)
  - demand driven and mobile services (e.g. medical mobile vans, mobile libraries, mobile markets, …) and resource pooling/sharing (vehicles, carers, public wi-fi, …)
  - co-production of services (i.e. not only official providers but also inhabitants provide the services)
  - IT systems for SGI (e.g.: systems to get information on SGI availability, systems to book specific SGI, systems to pay for specific SGI, ...)

The following table shows the cases identified by the partners.
Each experience/tool is then described according to the following sections:

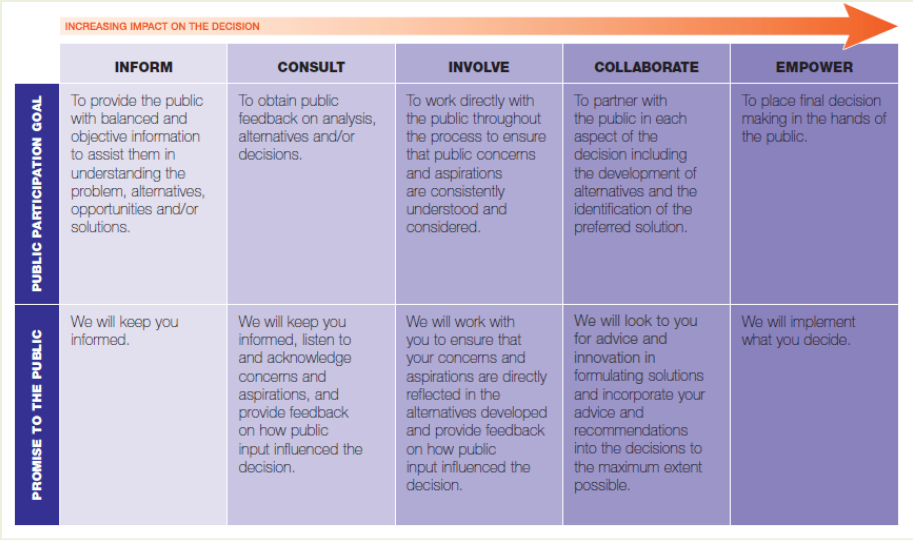
- Category
- Sectors
- Application through the INTESI pilot activities
- Description
- Stakeholders involved
- Strengths and weaknesses
- Elements of integration
- Transferability
- References

CATEGORY		EXPERIENCES/TOOLS	sectors							
			regional development	administrative services	basic goods/services	transport	telecommunication	health	social care	education
Stakeholder engagement, communication and training	**Co-design and coordination among sectors**	Participative policy making process	■							
		Regional conference coordination and cooperation tool	■			■				
		Integrated SGI strategy development	■	■	■	■	■	■	■	■
		Tourist diversification agreements	■			■			■	
	Communication and training	Training for the locals on the topic of health and home care for the elderly						■	■	
		Communication and training for the implementation of ICT supported services					■	■	■	
Operational models and systems of SGI provision	**Multiple purpose solutions**	SGI houses		■	■	■	■	■	■	■
		Multi-purpose cooperative			■		■			
		Integration of functions in public facilities			■				■	■
	Mobile services, resource pooling	Valley/rural butlers			■				■	
		Remote patient monitoring					■	■		
	Co-production of services	Social Engagement in the delivery of services							■	
	IT systems for SGI	GIS application for broadband network planning					■			

3.1 Stakeholder engagement, communication and training

PARTICIPATIVE POLICY MAKING PROCESS (The renewal process of the strategy of the spatial development of the Republic of Slovenia)	
Category	☒ Stakeholder engagement, communication and training (co-design) ☐ Operational model/system
Sectors	Regional development
Application through the INTESI pilot activities	☐ Yes ☒ No
Description	In general, the main goal of participative policy making is manifold: firstly, it is about the knowledge and opinions exchange, secondly, it is about stakeholders' involvement in the policy elaboration and about the ownership of the result produced, and finally it is about the legitimacy of the policy prepared, adopted and later implemented. Of course, participative policy making is not SGI specific but applies to different types of policies. However, due to its practical value it is welcomed if it is used in the cases of the SGI-related policies in order to guarantee inclusion of the broad views into the final documents. Participation can be measured on different scales. The most used scales are the following. **The 8-score scale of Arnstein** (1969): 1 Manipulation and 2 Therapy – non-participative, 'educating' the participants, achieve public support by PR 3 Informing – one way flow of information 4 Consultation – attitude survey, neighbourhood meetings and public enquiries. Window dressing ritual 5 Placation – allows citizens to advice but retains for power holders the right to judge the legitimacy or feasibility of the advice 6 Partnership – power redistributed through negotiation between citizens and power holders; shared decision-making responsibilities 7 Delegated power – public has the power to assure accountability 8 Citizen Control – participants take on the entire job of planning, policy making and managing a programme 

The 5-score spectrum of International association of Public Participation (2014):



In addition to the **openness** of the process, one diversifies between the participation **techniques** which can be either individual (survey, interview) or group (workshops, focus groups, etc.), or one time (e.g. public hearing) or long term participation (monitoring through engagement) that is not connected to one policy document only. Participation can be either run in live form (via workshops, round tables, etc.) or on-line (surveys, forms for collection of the feedbacks etc.).
Usually, at the beginning of the policy making process the **time line** is prepared that shows all stakeholders when and how they can engage. Frequency of possible engagements and types of the engagement depend on the level of openness of the process. For example, in more open processes, stakeholders can engage in different ways in each phase of the elaboration process, in more closed ones usually only one to two times and mainly in a more consultancy and informing way, rather than asked for actual constructive contributions.

The renewal process of the Strategy of the Spatial Development of the Republic of Slovenia started in September 2015. The policy maker (Ministry of the Environment and Spatial Planning) decided to open the policy making process to the public and engage it throughout the whole process, from the analytical phase to the draft phase. Different techniques of engagements have been applied, from the public presentations and hearings (four so far, each event with participation of around 200 people), thematic workshops (for professionals, attended by up to 15 persons each), an on-line survey etc.
Thematic workshops were focused on these topics:
1. Functional urban areas
2. Low carbon society
3. Rural countryside and the green infrastructure
4. Mountainous and border areas.

The past events have attracted participants with different backgrounds: professionals (sectors' representatives: transport, environment, nature protection, tourism, energy provision), researchers & academia, NGO's, representatives of the regional development agencies and local communities

	etc. and they were aimed at collecting information and evaluating the status of the territory (SWOT analysis), collecting the needs and future orientation of the sectors with the territorial dimension, formulating the vision and the model(s) of territorial development until 2050. In January 2018 the next confirmed phase of the participative process was revealing the draft of the policy document (scheduled for spring 2018).
Stakeholders involved	 *Photographic documentation of one the events dedicated to the renewal process of the Spatial Development Strategy of the Republic of Slovenia. (Source: Nina Uršič, MOP, 2017)*  *Scheme of the participatory process of the renewal of the Strategy of the Spatial Developments of Slovenia. (Source: MOP, 2018)*
Strengths and weaknesses	**Strengths** + High legitimacy of the policy accepted secured. + Information exchange. + Policy supported with the experience from practice – evidence-based policy. **Weaknesses and challenges** - Requires a lot of human resources capacity to carry out (organisation,

	analysis). - Time consuming. - Requires professionals to be carried out, otherwise the opposite effect to acceptance can occur. - Louder, more powerful voices (interest groups) can prevail in the process and in the final solution (not necessarily the general opinion of the public) - Trust needs to be established between the participants and policy makers. Especially, in terms of long-term effects.
Elements of integration	Participative policy making is one of the basic solutions for integration since it enables co-operation and integration of different sectors (transport, spatial development, health care, social care, education etc. – depending on the policy). It capacities exchange of knowledge, views and solutions that can be then integrated into the policy documents. In terms of the national policy preparation process, it allows for participation in the policy process also for the representatives from the lower administrative units, namely, representative from the region, local communities.
Transferability	☐ *easily transferable* ☒ *moderately transferable* ☐ *difficult to transferable* Transferability of the solution depends on two major factors: 1) Institutional framework in which the policy making is carried out and 2) Existing regulation that enables such process. Regarding institutional framework, existing institutional thickness might guarantee that institutions are at ease to co-operate with each other; same is the experience from the past co-operation between these institutions. Additionally, participative policy making requires sufficient human capacity and available tools (on-line, participation techniques materials) to be performed.
References	Ministry of the Environment and Spatial Planning 2018. Prenova Strategije prostorskega razvoja Slovenije (Renewal process of the Strategy of the Spatial Development of the Republic of Slovenia). URL: http://www.mop.gov.si/si/delovna_podrocja/prostorski_razvoj_na_nacionalni_ravni/prenova_strategije_prostorskega_razvoja_slovenije/ (quoted January 22nd 2018).

REGIONAL CONFERENCE COORDINATION AND COOPERATION TOOL (Berner Oberland Ost)	
Category	☒ Stakeholder engagement, communication and training (co-design) ☐ Operational model/system
Sectors	Regional development, transport
Application through the INTESI pilot activities	☐ Yes ☒ No
Description	The regional conference Berner Oberland Ost regroups 29 municipalities with 47.000 inhabitants. On the base of different legal regulations, it has high autonomy and competences in its territory in the field of Regional territorial planning, Planning public traffic, Regional Energy Counseling, Regional development, support of regional culture, Regional public transport and Development/Maintenance of landscape. The regional conference Oberland-Ost encourages and coordinates the cooperation between the various actors of the region. From an organizational point of view, it is managed by ten members (10 municipalities out of the regional assembly of 29 municipalities). There is the operational head office and various thematic commissions composed of experts with different backgrounds.

	One application is the regional structure plan for traffic and settlement that implies: a) Maintenance of the regional routes/axes on a long term basis b) Measures to reduce traffic are more important than new road infrastructures and c) Optimal traffic management (especially by improving settlement development and local public transport opportunities). The whole process of regional structure plan development took several years and involved all related stakeholders. All municipalities adopted the new plan. The conference has herewith a new tool to plan all sorts of settlement and traffic issues for the whole territory.  *Regional conference meeting with representatives of member municipalities*  *Eriz, rural settlement structure in Berner Oberland Ost region*
Stakeholders involved	The type of stakeholders involved depends on the themes: as an example, in the field of Development/Maintenance of landscape relevant stakeholders of agriculture, tourism and municipalities are involved, whereas in the field of Regional public transport all sorts of service providers, beneficiaries and the municipalities are integrated.
Strengths and weaknesses	The strength of the regional conference are the high autonomy and competences attributed by the canton in the field of Regional territorial planning, Planning public traffic, Regional Energy Counseling, Regional development, support of regional culture, Regional public transport and

	Development/Maintenance of landscape. All related activities for a defined territory are bundled in one head office, so that they have a multisectoral overview and have the opportunity to work in an integrative, multisectoral way. The concept of the regional conference facilitates the cooperation among the 28 municipalities and enables bottom up processes. From a formal juridical point of view the regional conference is seen as a "municipality" (law on municipalities), however from a practical point of view the tasks and competences are different from the ones of a municipality, this leads to a higher amount of bureaucratic work.
Elements of integration	The approach facilitates the cooperation among different sectors via the bundling of activities in one head office and via the elaboration of structural plans that serve as integrative planning tools for a given territory. The commissions working on specific themes are composed of stakeholders of different sectors. The regional conference is an interface between the cantonal and the municipal level and is moderating tasks between the two.
Transferability	☐ *easily transferable* ☐ *moderately transferable* ☒ *difficult to transferable* The applicability of this approach depends on the readiness of the higher political level to transfer competences to a lower regional level. Furthermore, the willingness of a considerable number of municipalities to cooperate in a conference is vital, which is not easy to be achieved.
References	The activities, duties and organisation of the regional conference Berner Oberland Ost are described on their website http://www.oberland-ost.ch/

INTEGRATED SGI STRATEGY DEVELOPMENT (Porrentruy District)	
Category	☒ Stakeholder engagement, communication and training (co-design) ☐ Operational model/system
Sectors	Regional development, potentially all sectors
Application through the INTESI pilot activities	☐ Yes ☒ No
Description	The SGI strategy development process aims to integrate relevant stakeholders from different sectors in a territory in order to define a desired scenario for SGI delivery. This way, a multisectoral approach triggering synergies between different SGI offers is possible, which is a benefit for SGI delivery and the consumers. The SGI strategy development process in the district of Porrentruy follows the steps of the MORO (Models of regional planning) approach: • The first step in the strategy development process is the rough assessment of problems and opportunities in the SGI provision and the building of Working Groups (WGs) based on the findings of this assessment. • In the next step the Working Groups define the subject of interest and identify further data needed and roles within each Working Group as well as in relation with other WGs. • Then in the "evaluation" module concrete locations of SGI delivery and costs are evaluated against the analysis of needs and demographic forecast in the area. • In the "trends and scenarios" step the WG describes a scenario that reveals what will happen if nothing is done. After that, the WG elaborates alternative scenarios with specific priorities and desired tendencies. This requires a creative spirit in new forms of SGI delivery and organisational

	development. • In the last step the WG selects a scenario and formulates recommendations and measures with an action plan how to make it real.
Stakeholders involved	Stakeholders of all relevant SGI sectors in a functional area addressing the identified gap that have highest priority should be involved in the Working Groups. E.g if living and housing for elderly persons needs to be improved as a first priority, then representatives of medical assistance services, housing subsidy agencies, public transport and service of daily needs should be invited.
Strengths and weaknesses	The main factors of success and the biggest challenge is to bring together all relevant stakeholders in order to discuss a core issue of SGI delivery in an area. An additional factor of success is to have data at your hand on which decisions can be taken, and that the strategy process is well organised and restitution of the results to the population is done. A weakness is the length of the process, at least one year, and the profound data collection needed, often considered as to lengthy and costly.
Elements of integration	The approach is multisectoral. For example, a working group dealing with the issue of housing and living of elderly people involves representatives of medical assistance services, housing subsidy agencies, public transport and service of daily needs. Among the various SGI sectors involved, one will find representatives of different levels of goverance, since the decision makers are located on different levels. Furthermore, it is very important to also include private service providers into the strategy development process.
Transferability	☒ *easily transferable* ☐ *moderately transferable* ☐ *difficult to transferable* The approach can be applied almost everywhere since - due to its flexibility and open nature - it can easily be adapted to different conditions.
References	MORO (Models of regional planning) www.regionale-daseinsvorsorge.de/ BMVI (ed.): A strategy for the provision of public services at the regional level. Practice guidance. BMVI-Online-Publikation 01/2017

TOURIST DIVERSIFICATION AGREEMENTS (France)		
Category	☒ Stakeholder engagement, communication and training ☒ Operational model/system	(co-design) (multiple purpose solutions)
Sectors	Regional development, transport, social care	
Application through the INTESI pilot activities	☐ Yes ☒ No	
Description	The overall purpose of this policy is to pave the way for diversification in tourist areas: • which relies on winter (snow) seasonal activities and have to face unfavourable climate trends, • and/or areas possess assets for multi-seasonal leisure activities insufficiently valorised so far. Through this approach, local stakeholders often meet SGI issues: how to improve transportation means to increase modal shift? How to increase skills of the local workforce to improve quality of clients' hosting? How to meet expectations of clients for broadband access or children care services?... As far as Auvergne Rhone-Alpes is concerned, 17 territories are committed in applying this policy. Among them, 8 seized the opportunity to meet the	

	challenge of improving accessibility to SGI. Although initial purpose of these approaches lies in the field of tourist economic development, intermunicipal authorities took benefit of this opportunity to elaborate response to local population in terms of access to SGI. Most frequent topics: • improvement of public transportation offer or car sharing platforms, • multipurpose structure for seasonal workers (dwelling, employment or social care services…). To be noticed: • the same policy framework is under process in Provence Alpes Côte d'Azur Region, • thanks to previous similar approaches in programming period 2007/2013, such solutions were implemented for other types of SGI (kindergarten for instance).
Stakeholders involved	Intermunicipal authorities are in charge of leading these programmes, but they involve professional bodies and various authorities responsible for each SGI delivery covered by programme's realisations.
Strengths and weaknesses	Main force of this policy is to give local stakeholders a frame for crosscutting reflection and to invite them to look for mid-term challenges and solutions. Applying this approach is the result of a political will. If a policy devoted to tourism development exists, and if the locally implemented programme of this policy foresees improving access to SGI for outer public (consumers of tourism offer), opportunity is given, to the community responsible for this programme, to include in these latter measures aiming at permanent residents as well.
Elements of integration	Integration, as described above, is the result of taking into account different kinds of beneficiaries in building solutions for improved SGI offer thanks to these programmes. But integration can be found, as well, in terms of governance, since this regional policy succeeds in mobilising local bodies in elaborating solutions on the ground, together with upper territorial level (»départements«) and service providers (employment or social care for example).
References	

TRAININGS FOR THE LOCALS ON THE TOPIC OF HEALTH AND HOME CARE FOR THE ELDERLY (Slovenia)	
Category	☒ Stakeholder engagement, communication and training (training for service providers) ☐ Operational model/system
Sectors	Health, social care
Application through the INTESI pilot activities	☒ *Yes* (Idrijsko-Cerkljansko - Analysis of the needs and development of services for elderly and persons with special needs) ☐ *No*
Description	Preparation and implementation of two trainings (courses) for minimum 20 participants. Participants are preferably from the socially deprived groups such as unemployed, women, young people, family members who take care of their elderly. Two types of activities are suggested: • **Course about taking care for elderly** (recommended length of 150 hours): the course should cover topics such as care for elderly, domestic help, use of household, therapeutic and care accessories, how to act in unexpected situations (e. g. aggravation of health state, CPR …), social inclusion of elderly, communication with elderly, characteristics of elderly people. • **Entrepreneurial-motivational workshop** (minimum 40 hours): workshop

is an additional activity to the course in order to motivate all those interested in independent entrepreneurship/business in the field of social services. It covers topics such as entrepreneurial process, development of a business idea, options and types of performing these activities, marketing, individual support and mentorship, and information about support environment.

At the time of this profile's preparation, the activity has been already partially implemented (October 2017 to January 2018) in Slovenia. Regional development agency in cooperation with help from suitably trained experts from the field of help and care for elderly from Old people's home Idrija (Dom upokojencev Idrija) and experts from the field of entrepreneurship prepared the programme and hosted the course. 13 people participated (middle-aged women with lower qualification, some of them also unemployed), of which 12 finished the whole programme (including the practical part) and one took part only in the lectures. After the completion of the programme, some of them will be directly employed by the Old people's home as providers of home care for the elderly. It takes approximately three months to run the training in case it takes place during weekends (like in this case) due to the availability of participants).

Course about taking Care for the elderly (Photo: Tina Lisac, 2017)

	 *Course about taking Care for the elderly (Photo: Tina Lisac, 2017)*
Stakeholders involved	• Regional development agency as an organiser (ICRA d. o. o. - regional development agency, non-profit private, established by the public entities - municipalities) • Regional/local service provider as facilitator (Old people's home Idrija - public-private) • Individual experts in the area of home and/or elderly care (physiotherapy, emergency medical treatment etc., as lecturers, mostly employed in the public sector, e.g. Community Health Centre Idrija; Ministry of Labour, Family, Social Affairs and Equal Opportunities; The Social Chamber of Slovenia; Ministry of Health, Directorate of Long-term Care) • Funding institution, in this case the research institution (University of Ljubljana, Biotechnical Faculty, Department of Landscape Architecture - public education/research)
Strengths and weaknesses	***Strengths*** + Organised by the region for the people from the region. + Connecting experts from different fields (backgrounds) all related to the care for the elderly. + Programme has also an entrepreneurial part to launch the activity in the market. + The training includes the practical part which is important for the participants to use the acquired knowledge in the practice. In this case, it would be otherwise difficult to find opportunity to practice on older people. The training with co-operation of the old people's home offered exactly this. ***Weaknesses*** - Programme has greater validity in case it follows the national regulation on vocational education in terms of length, programme, and includes the final examination. - Without official classification, e.g. National Vocational Qualification, and proof/certificate for the acquired skills. Only in this way the training can be utilised by the actual employment of the training's participants. Otherwise, the training results only in acquired knowledge without the actual applicability. - Such trainings should include persons who are still willing and able to change their career.
Elements of	This tool contributes to integration in the following way:

integration	• It brings together lecturers from the health and social care sectors. • It connects horizontally existing providers (Old people's home) and new potential providers – a broader network of providers is established. • It connects vertically the national level (experience of lecturers), regional level (facilitator) and local level (provider, needs).
Transferability	☐ *easily transferable* ☒ *moderately transferable* ☐ *difficult to transfer* The Programme could be transferred to other Alpine regions. However, the transferability depends on the following factors: • Regulation of the elderly care (organisational options, institutions). • Regulation of the vocational education in the potential receptive country/region (requirements for the certificate, existence of the certificate etc.). • The current provision and interest of the providers – employment opportunities in the area. • Funding availability. • The availability of the lecturers.
References	Černalogar, D., Lazar, J., Bizjak, M., Gantar, D. 2017. POROČILO št. 2 – Poročilo o izvedbi načrtovanih aktivnosti do junija 2017 in predlog izvedbe nadaljnjih načrtovanih aktivnosti na Idrijsko-Cerkljanskem. (Report number 2 – Report on the implementation of planned pilot activities until June 2017 and the proposal for the following planned activities in Idrija-Cerkljansko region). Idrija, ICRA d.o.o. 158 p.

COMMUNICATION AND TRAINING FOR THE IMPLEMENTATION OF ICT SUPPORTED SERVICES (Tyrol)	
Category	☒ Stakeholder engagement, communication and training (co-design, communication and training for service users) ☐ Operational model/system
Sectors	Health, telecommunication
Application through the INTESI pilot activities	☒ *Yes* (Reutte district - ICT for mobile care) ☐ *No*
Description	The implementation of ICT supported services often faces difficulties in the acceptance of the users; this is even more the case when there are two types of users: »**service-providing users«** and »**service-consuming users«.** In specific thematic areas, like in mobile health care services, both types of users are usually not very technophile. Therefore it´s important to accurately plan and accompany such processes. The following steps might help to raise acceptance and to avoid frustration: 1. IT tools should be planned together with service-providing users in order to meet the needs of the service providing institution. 2. Such organisations often lack capacities and motivation to implement new applications to the running system. A realistic time line should be scheduled, so that organisations can integrate the process as good as possible in their day-to-day workflow. 3. An implementation manager should be installed, who is responsible for a smooth and continuous project management and who pursuits a well-planned information strategy 4. Info-folders and/or web-based information should guarantee comprehensive information leading to a higher acceptance not only by both types of users but also by relatives, physicians or other stakeholders.

	5. Targeted training for service-providing users has to be organized before the system is implemented. In this training, different aspects should be addressed: service-proving users learn how to handle the software and the collected data, but on the other hand, they should also know how to train service-consuming users and how to convince users and remove concerns of these people. 6. A user-friendly but comprehensive manual should be available 7. Service-consuming users should know in detail how the ICT supported service works, what it means for his/her daily life and how data protection will be kept. It might be recommendable to prepare an informed consent form, which has to be signed by each service-consuming user before participating. In the Tyrolean test region, patient remote monitoring application was accompanied by measures described in the guideline.  *Targeted training for service-providing users clarifies uncertainties (Photo: Cemit/Frick)*  *A flyer with relevant information helps to raise acceptance (Photo: Frick/Cemit)*
Stakeholders involved	Service-providing users are e.g. employees of the mobile care providing institution, whereas service-consuming users are their clients, i.e. elderly people in need of care living at home. For the INTESI pilot action testing phase an academic institute was engaged to conceive, monitor and evaluate the pilot activity. A project management company additionally supported communication activities.
Strengths and weaknesses	***Strengths*** + Communication and training is a key factor for the acceptance of new systems, therefore a guideline of implementation steps is useful ***Weaknesses***

	- Service providing organisations hardly have capacities for the implementation of novel systems. - Persons who are less experienced with smart technology might nevertheless refuse participation in an ICT supported remote monitoring system
Elements of integration	This approach might be helpful for the implementation of all sorts of an ICT supported services, therefore it could affect all sorts of SGI.
Transferability	☐ *easily transferable* ☐ *moderately transferable* ☒ *difficult to transfer* This can only be a guideline to plan similar implementation actions. The concrete measures have to be set up individually.
References	https://www.dropbox.com/sh/uf5p1rer6dx40gb/AAC3tmJtpa9WSWjgYgx0OW78a?dl=0 (dropbox link to several documents and a PA logbook - in German)

3.2 Operational models and systems for SGI provision

SGI HOUSES (France)	
Category	☐ Stakeholder engagement, communication and training ☒ Operational model/system (multiple purpose solutions)
Sectors	Potentially all sectors
Application through the INTESI pilot activities	☒ Yes (Pays A3V - OpenData to support the structuration of SGI competences and skills; Valley of Maurienne - Digital support to achieve SGI enhancement actions following a public services plan) ☐ No
Description	The Services of General Interest House (originally in French *Maison de Services au Public*) is both a national public policy and a concept. The concept is to share, in a unique place, a front-office to welcome users and citizens to numerous services. In pilot activities SGI Houses are involved: in Pays de Maurienne, the four SGI Houses of the valley are the main contributors to the online SGI directory. And they are the first and main users, when they welcome citizens and inform them. In A3V, the SGI House is involved in order to have a better understanding of the statistics they produce. Indeed, they have a quite well advanced monitoring of their activity (mostly about who came, for what kind of services, from where is the user, how long does it take to answer to him/her…), but nothing is really done with all this data. So the pilot activity's aim is to help them to have a finer analysis.
Stakeholders involved	A local stakeholder, usually a municipality (or a grouping of municipalities), is leading the project. Then they have to gather different partners whom seem relevant (for example about elderly care or social aid). Then they have to conclude, all together, a partnership agreement which details how the SGI House will function, daily timetable, digital support, etc. Once this partnership agreement signed, the local leader will contact the national administration (préfecture in French) who will have to approve the project, and then national funds will take in charge half of the annual budget of the SGI House. The other half is in charge of the local leader.
Strengths and weaknesses	***Strengths*** + The major strength is the cross-cutting approach developed in SGI House. The user is taken with all his demands, and the answer he gets is not reduced to a unique skill or competence, but the professional can help about every partner whom signed the partnership agreement (up to 25 in few SGI House). There is no other place where a citizen can get an answer about 25 services... ***Weaknesses*** - As often, the major weakness are funds. For the moment, half of the budget of the 1150 SGI House in France are funding by the national state. But it is not really secured and durable funds. Still half of the budget has to be completed by the local lead partner of the SGI House, and sometimes it remains a problem.
Elements of integration	SGI Houses contribute to a more integrated approach, as a concept and as a policy. It makes different partners work together, and share a common front-office to welcome users. SGI deliverers can also share training for professionals who work in SGI House, and share common issues (for example about digitalization, and how to support users in difficulty with digital devices, in the access of their service).
Transferability	☐ *easily transferable*

	☒ *moderately transferable* ☐ difficult to transfer Transferability depends on the national and legal context. The main problem in transferability is the economic model to make the SGI functioning. But the concept of sharing the welcome of users can easily be transferred.
References	https://www.maisondeservicesaupublic.fr/ (in French only)

MULTI PURPOSE COOPERATIVE (Bolzano Province)	
Category	☐ Stakeholder engagement, communication and training ☒ Operational model/system (multiple purpose solutions)
Sectors	Basic goods, telecommunication
Application through the INTESI pilot activities	☐ Yes ☒ No
Description	The energy and environment cooperative EUM (E.U.M.GEN. - Energie und Umwelt Moos in Passeier Genossenschaft), which was founded in 2002 to build a hydropower plant, offers independent, cost-effective, renewable energy, power and heat supply services. Besides these energy services the cooperative further offers: • Internet – autonomous optical fiber and provider from Merano • Heating plant • Petrol station • Local grocery store “Inser Loden” (Platt) In 2009 the EUM launched the pilot project “Internet from the socket” and in 2013 they took over the petrol station in Moso which would otherwise have been closed. In 2014 the EUM cooperative took over the four groceries in the peripheral valley of Passiria. In 2015 one of these grocery stores was taken over by a private person as well as in 2016 the grocery store in Stuls. The EUM ensures and preserves the local supply of daily necessities. Furthermore, the village shop is an important social meeting place. Future services are planned such as a museum on hydro energy and environment, which would further include the education sector.  *Source: Webpage EUM (www.eum-genmbh.com/de/die-genossenschaft/die-genossenschaft/23-0.html)*
Stakeholders involved	The cooperative consists of private, as well as public shareholders. The municipality of Moso is part of the institution. The cooperative collaborates with the state regarding national public funding for green certificates (valid for 15 years) for renewable energy.
Strengths and weaknesses	Through this cooperative the peripheral part of the Val Passiria valley, specifically the municipal territory of Moso in Passiria, are revalorized. The

	cooperative has and can provide new jobs and guarantees that basic services are preserved in the peripheral municipality of Passiria, which is distant 32.3 km (approx. 47 min) from the town Merano (calculated via google maps). As a private subject, the cooperative is more flexible and they are independent and speak the language of the people living in the valley. The greatest strength of the EUM is the flexibility by the placing of commissions and the free choice of contractors. Public administrations work much more heavy-footed and complicated. The cooperative is autonomous and it wants to assume the responsibility, not to forget to mention that the workers speak the language of the members and clients. Furthermore, the EUM supports the local associations and the municipality yearly with approximately 60.000 to 100.000€ for investments. However, a big obstacle are the requirements and regulations of the state power authority. They feel disturbed by the small business electricity suppliers.
Elements of integration	The cooperative ensures that different sectors of services of general interest (Basic goods - 3 grocery stores, Telecommunication - Internet, optical fiber, Energy - heating plant & petrol station) are integrated through one cooperative and thus the services are ensured in the municipality, which is located in the peripheral valley and otherwise would not be reachable.
Reference	E.U.M.GEN. website: http://www.eum-genmbh.com/de/die-genossenschaft/die-genossenschaft/23-0.html Interviews with Theo Lanthaler chief executive of EUM

INTEGRATION OF FUNCTIONS IN PUBLIC FACILITIES (Library and laboratory for disabled people in the Bolzano Province)	
Category	☐ Stakeholder engagement, communication and training ☒ Operational model/system (multiple purpose solutions)
Sectors	Basic goods, social care, education
Description	The public building “lese.werk.statt” is a public finance social inclusion project of the municipality of San Martino in Passiria and the district of the Burgraviato, which is an intermunicipal operating administration, comparable to the “mountain community” in other regions of Italy. The building and its structure opened on 24.06.2017. The lese.werk.statt is a good practice example for a territorial and cross-sectoral inclusion project, hosting a library and a laboratory for disabled people in a common building. The facilities of the house serves space for culture, communication and social integration. The laboratory in the upper floor contains 12 places for disabled people. The laboratory is not only packaging herbs or produces simple “paper products”, these disabled people also organize the delivery of food to elderly people in the whole municipality. The library is instead located in the ground and first floor. Besides the possibility to borrow books, and organizing public cultural events, people can visit and buy various products of the laboratory for disabled people from the upper floor and on the contrary, some disabled people use the occasion to work for the library. Therefore, the laboratory benefits from the library and vice versa. So the sectors involved are: • Basic goods: the laboratory for disabled people offers the delivery of food, produces paper products, provides simple services for the municipality and offers services for public and private institutions but also for entrepreneurs.

	• Social care: laboratory for disabled people • Education: The building represents a meeting place for adult-education: handcraft - and language courses, courses of the adult education centre (Volkshochschule) and public cultural events are taking place there.  *Source: https://divisare.com/projects/348469-cez-calderan-zanovello-architetti-paolo-riolzi-biblioteca-e-laboratorio-protetto-a-san-martino-in-passiria*
Stakeholders involved	Lese.werk.statt is a common project of the municipality San Martino in Passiria and the district of the Burgraviato, which the Province of Bolzano has co-financed. The municipality financed the whole building with the support from the district Burgraviato, which could gain subsidies from the Autonomous Province of Bolzano/ Bozen for installing the laboratory of disabled people. In return, the district can use the upper floor of the building for taking care of disabled people in the next 30 years. An exception was the equipment for the laboratory, which financed the district-administration on its own. In addition to that, the municipality got a financial contribution from the Province for the library.
Strengths and weaknesses	The municipality and the district administration of Burgraviato can save operating costs by the integration of the services in one building. Other factors of success are the mutual benefits of the services and the integration of disabled people in a remote valley. Weaknesses can be seen in the relatively high public investment costs. The places for disabled people are limited, of which only a few of them are suitable for cases with sever disability. The effects of the project depend on a few persons, which are managing the institution.
Elements of integration	The lese.werk.statt is incorporating the general idea of an integrative cross-sectorial service supply at local level applying the integrated territorial approach as an institution managed formally from the district administration of Burgraviato. The lese.werk.statt contributes to the social inclusion of disabled people. The project shows territorial as well as cross-sectoral integration elements: Lese.werk.statt is an example for territorial integration because of combining services in one building and providing services to other private and public institutions and entrepreneurs. The laboratory of disabled people can benefit from the library, as some of them can work there and as people from the village are in regular exchange with these people due to the organized exhibitions, the supplied space for events and cultural activities, where these disabled people can participate. Another integrative element is the collaboration with the municipal – administration and other public and private institutions at local level. The

	responsible local, inter-municipal and provincial administrative authorities are working together.
References	www.bzgbga.it/de/Eroeffnung_der_lese_werk_statt_in_St_Martin_in_Passeier#accept-cookies Interviews with Ms. Prünster, chief executive of lese.werk.statt

VALLEY/RURAL BUTLERS (Lombardy)	
Category	☐ Stakeholder engagement, communication and training ☒ Operational model/system (mobile services)
Sectors	Social care
Application through the INTESI pilot activities	☐ *Yes* ☒ *No*
Description	The 'maggiordomi rurali' or 'maggiordomi di valle' (a definition can be translated into 'rural/valley butlers') are specifically designated individuals who, in rural areas, work as aiders and supporters to persons in need in performing everyday tasks, such as accessing public offices, accessing healthcare services, accessing shops, but also in performing home tasks, such as doing the laundry, collecting firewood, doing small masonry works. The persons in need to whom the rural/valley butler service aims are mostly, in rural and remote valley areas, elderly people who are physically unable to perform those tasks themselves, but they can also be children in school age or, more in general, families with children in need of a further help. The activities of a rural/valley butler include both performing the specific task instead of the person in need, such as doing the shopping or the laundry for an elderly person, or driving the person in need to the specific service, such as driving an elderly person to a doctor's or fetching children from school for a family living in a remote area unable to collect their kids. Beyond the aid in performing everyday tasks or everyday access to services, the rural/valley butlers can also organise leisure or entertainment activities for the free time of elderly people and children outside their school schedule. The activities of rural/valley butlers can be performed for free for the final user and covered in the context of specifically allocated funds by public or private providers, such as Fondazione Cariplo; however, in the long run, the objective must be to introduce the payment of the service so as to guarantee its sustainability over time.  *Oltrepò Pavese "maggiordomi rurali" flyer* *(AttivAree, Coop. Sociale Onlus La Sveglia, 2017)*

	 *Oltrepò Pavese "maggiordomi rurali" with their van (La Provincia pavese, 2017)*
Stakeholders involved	Service providers and promoters (public or private – ie..local cooperatives) Municipalities Associations of citizens
Strengths and weaknesses	Strenghts: + Closeness to the persons in need (the rural/valley butlers are customarily local young people already known in the community they serve) + Ease of access to the rural/valley butler service (the butler's services can be easily booked in advance by calling a free number) + Immediate effectiveness of the service (the services of rural/valley butlers are effective 'here and now') Weaknesses: - Need for a reliable and durable source of financing - Risk, for the rural/valley butlers, of being called by persons that do not qualify as 'in need', thus ineffectively filling their schedule up
Elements of integration	No horizontal (inter-service) elements of integration can be listed. However, the rural/valley butler represents an example of pooling of resources to perform several SGI-related tasks.
Transferability	☒ *easily transferable* ☐ *moderately transferable* ☐ *difficult to transfer* If a durable and reliable source of financing is found, the creation of a service of rural/valley butler can be easily transferred to other remote areas. The service will however have to be adapted to the local cultural mores and behaviours.
References	Fondazione Cariplo – AttivAree initiative website (in Italian) http://attivaree.fondazionecariplo.it/it/oltrepo-bio-diverso/azioni.html Fondazione Cariplo has promoted the programme 'AttivAree' that, in its several thematic areas, includes actions for social care and social integration: the activity or rural/valley butlers is one of those actions and, at the moment, is ongoing in the Lombardy Appennine area of Oltrepò Pavese.

REMOTE PATIENT MONITORING (Tyrol)	
Category	☐ Stakeholder engagement, communication and training ☒ Operational model/system (mobile services)
Sectors	Health, telecommunication
Application	☒ Yes (Reutte district - ICT for mobile care)

through the INTESI pilot activities	☐ No
Description	mHealth solutions offer mutual benefits for patients and for health care providers. In this brief technical guideline the possibility how to support mobile care with Information and Communication Technologies (ICT) is presented. Elderly persons in need of care living at home are asked to keep a »digital health diary«, that means to measure their vital data (weight, blood pressure, heart rate, blood glucose level …) regularly using medical devices. Data are sent to a tablet via Bluetooth and the client can see his/her data in a visual appealing form. Furthermore, data are also available to the responsible home care nurses and/or the care organisation via web application which enhances quality of care through remote patient monitoring. Sharing of sensitive data is a key point of integrating mobile health and care systems with ICT solutions. Thus, it´s important to ensure a safe data transfer by using encrypted transmission and to create interfaces for data integration and data storage. Moreover, medical devices used by elderly people to record vital/activity data for patient remote monitoring must meet high quality standards: • First, devices have to be CE certified according to the national medical device regulations, which guarantees basic quality and reliability. • Second, providers of such devices should allow access to raw data and should support interfaces that allow the integration of collected data in systems already in place at the health care providers. • Third, the usability of devices should be simple and geared towards elderly people. For the recruiting process it is recommendable to prepare an *informed consent form* (ICF), which has to be signed by each participant. This ensures that ethical and legal aspects are clarified, among them • Authorization for data transfer and analysis of anonymised data (if planned) • Emphasis that this is no emergency unit • Costs and liability for the function of the devices • General rights and obligations With these requirements fulfilled, a system can be set up, where patients or elderly people in need of care are equipped with medical devices and measure their health data in an ICT supported manner regularly at home thereby enabling remote patient monitoring. In the Tyrolean test region up to 10 clients are provided with following medical devices: scales, blood pressure monitor, activity tracker, blood glucose monitor and a tablet (in kiosk mode, that means all other functions of the tablet are locked). The health care service provider gets accounts to the web application of the system to monitor clients' health data on a remote manner.

	 *On the tablet clients can see an overview over the last measured health data, a reminder helps not to forget to take in important medicines* *(Photo: Shutterstock – adapted with screenshot of Vitamo, UMIT)*  *Clients can also go into detail, monitoring, e.g. the course of the blood values* *(Screenshot Vitamo, UMIT)*
Stakeholders involved	Elderly people living at home on their own (clients) and the health care providing institution are the main players. It´s further recommendable to involve physicians before setting up such a system. In the implementation phase, also an ICT support-proving partner might be necessary. For the Intesi pilot activity testing phase an academic institute was engaged to conceive, monitor and evaluate the pilot activity.
Strengths and weaknesses	***Strengths*** + Due to regularly collected data the quality of mobile home care services can be increased. + Data further reflect natural situations. That means that clients are e.g. not excited, when they measure their own blood pressure. + A further advantage is that health data can be monitored by the healthcare provider even if geographical or weather conditions don´t allow daily visits. + Moreover, patients' self-competence and self-management can be raised significantly, when he/she gets familiar with the own personal health data ***Weaknesses*** - Participants – clients as well as care nurses – might not be very technophile. Thus, recruiting participants can still be an obstacle. However, the next generations in need of care will more and more be used to such technologies. - Circumstances of mobile care service providers often have limited resources for additional tasks and for the implementation of new systems
Elements of integration	Two SGIs are mainly affected: (i) medical and social health care as well as (ii) ubiquitous coverage with high speed internet. Governance levels are not directly involved in the PA
Transferability	☐ *easily transferable* ☒ *moderately transferable* ☐ *difficult to transfer*

	The basic idea is easily transferable to other regions. However, the concrete set up and implementation has to be planned individually aligned to the local circumstances.
References	Vitamo project: https://ehealth.umit.at/63-vitamo.html (eHealth Research and Innovation Unit at the University for Health Sciences, Medical Informatics and Technology (UMIT) in Hall, the private academic institute responsible for the technical implementation of the pilot activity)

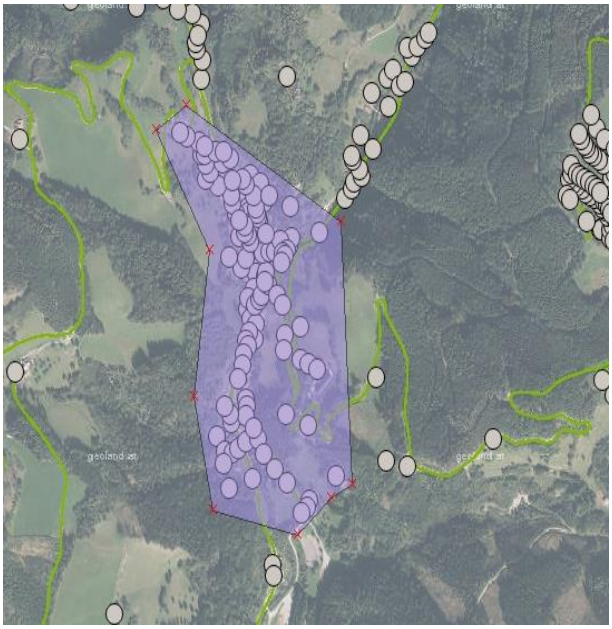
SOCIAL ENGAGEMENT IN THE DELIVERY OF SERVICES "Elderly for the elderly" - for a better quality of life at home (Slovenia)	
Category	☐ Stakeholder engagement, communication and training ☒ Operational model/system (co-production of services)
Sectors	Social care
Application through the INTESI pilot activities	☐ Yes ☒ No
Description	Elderly volunteers identify needs of their peers living at home and either provide services by themselves or inform official providers about individuals' needs for services. The main goals of the programme are: • identification of the needs of the elderly living at home; • establishing a permanent contact with public services providers and NGOs and provide them with information about the needs of the elderly; • organising support for their peers; • informing the local community about the quality of life and needs of older people living at home; • enabling civil society to monitor provision at home. The service is payment-free and there are no eligibility criteria for users, except for the willingness to participate and their age which is older than 69 years. The core idea is that older volunteers are visiting other elderly (still living at home) in their surroundings. They talk to them about the way and quality of their life, and accordingly try to identify their needs (questionnaire is filled in during the initial visit). On the basis of several subsequent visits, the volunteers decide about the necessary actions to be taken to accommodate the needs of the user. In many cases they can offer help by themselves, such as keeping them a company due to the loneliness; going for a walk with them, helping them with domestic chores like bringing things from the store, offering or organising a ride to doctors and similar. The volunteers are also acting as informers about activities for the elderly taking place in local environment as well as providing various other local information. In case that laic help is not sufficient the volunteer informs respective (social, medical, municipal etc.) services about the situation/needs of particular elderly in need. Organisation: Elderly for the elderly is run by the Slovenian Federation of Pensioners' Associations. The management of the programme is run by 2 professionals and one retired professional. They coordinate the programme, recruit the volunteers and take care of the network, write reports, do all the administrative tasks and so on. The Project Board with 8 members decides on all matters connected to the programme. Regional coordinators (15 people) are responsible for the network in their region. They manage and guide the associations in the region. Coordinators on the local level (approximately 240

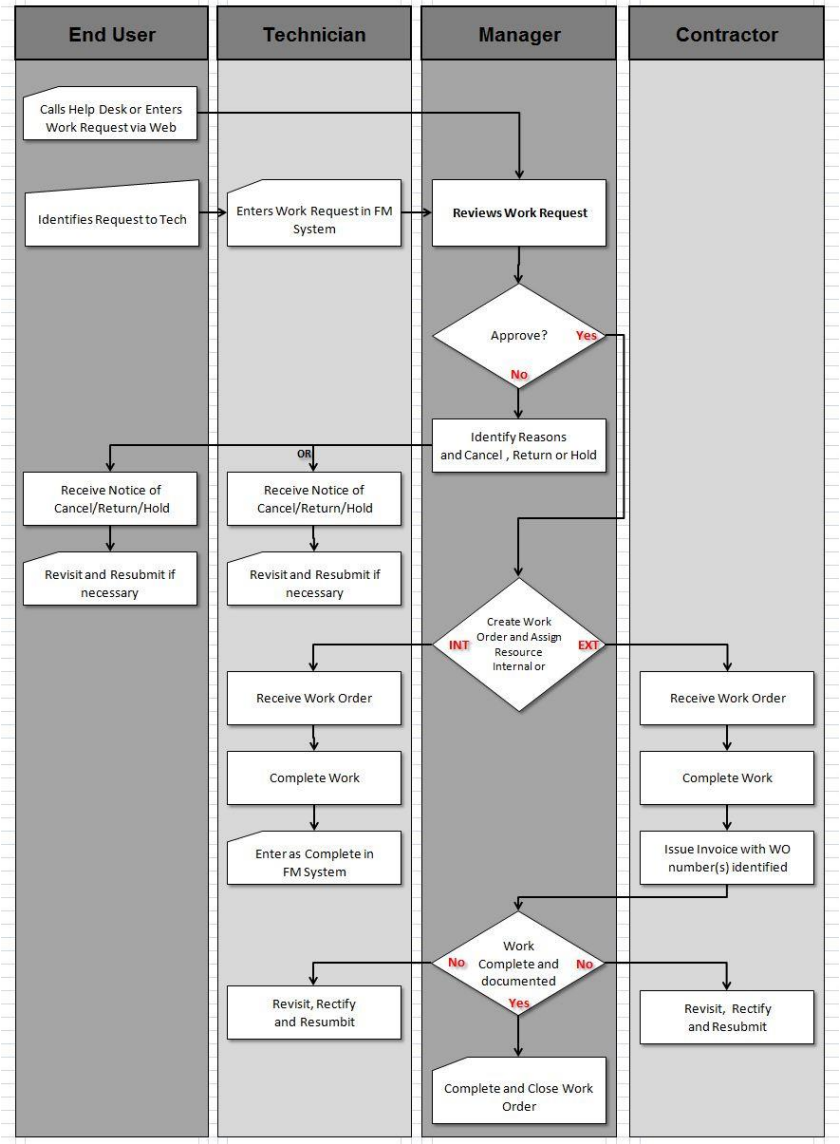
	people) have contact with volunteers and provide them with support. The actual visits of the elderly are carried out by 3307 volunteers (number for the year 2011). From the SGI perspective: needs of the elderly living at home, often in remote areas that could have been overlooked through regular services are identified. It is much more cost effective than if financed through regular services. Furthermore, social capital is better used, as those elderly who are engaged as volunteers remain active and feel needed. The tool is applied throughout Slovenia, nearly 300 local Pensioners associations are included. Over 120.000 visits took place in the period from 2004 to 2011, 57% of people aged 69 or more were reached. The tool is not applied as PA, but it is widely applied in TA in municipalities Idrija and Cerkno. In 2016 in Idrija 500 visits of the elderly 69+ (1345 in total) were planned, 656 were actually done. In Cerkno the number of elderly 69+ is much smaller (585 in total), 213 visits were provided. As pointed out for INTESI by the municipal representatives, the tool is very beneficial for the municipalities because it helps to identify, and to a certain extent forecast, the needs for services for the elderly.  

	 *Photographic documentation of the events of the Elderly for the Elderly programme. (Source: Slovenian Federation of Pensioners' Associations, 2017)*
Stakeholders involved	Ministry of Labour, Family, Social Affairs and Equal Opportunities (as a co-financing body), Slovenian Federation of Pensioners' Associations (management, training of volunteers), local association of pensioners (local coordination and management of volunteers), municipality (as co-financing body), volunteers (providing visits to peer elderly, reporting needs to those responsible for social, medical, municipal etc. services), providers of social and medical services, of community nursing and municipal departments.
Strengths and weaknesses	**Strengths:** + Traditionally popular memberships in Associations of pensioners. + Stable organisational structure. + A large number of volunteers and gathered information. + Social inclusion of all elderly above 69. + Connecting local with national level. + Activation of social potential of elderly who are volunteers. + As volunteers come from the same area and are of the same age, confidence among users is easier to achieve. **Weaknesses and challenges:** - Small number of professional staff. - Volatile funding and lack of financial resources affects long term sustainability - Maintaining the necessary number of the volunteers can present a problem due to the constant ageing of the current volunteers and the changed patterns of life of pensioners who more and more gets engaged in several free time activities like the third age university, recreational activities, culture rather than in volunteer activities. - While keeping current volunteers for as long as possible the turnover is sometimes fluent, especially due to their age they may become unable to keep being engaged in the volunteer work. It is necessary to constantly recruit new volunteers. - Heavy reliance on volunteers means the quality of service depends on their work, thus cannot always be controlled, and can result in an unprofessional behaviour. Additionally, fraudulent individuals can appear pretending to be the volunteers. This problem was addressed via the badge distribution and obligatory pre-announcement of the visit. - Lack of data analysis due to the personal data protection (hence, the data processing is limited), the data collected in the field cannot be processed and used for further provision of help. - Lack of knowledge on running the programme financially on the local level. - No systematic measurement of the satisfaction rate amongst the users.
Elements of integration	The tool integrates several services, namely social, medical, also housing, basic needs, and transport. The needs for those services are identified by a volunteer and either fulfilled by them or information is transferred to respective

	providers. The interdisciplinary approach involving different players from the field of social services and home care can lead to an improved service and better recognition of needs and wants of the elderly. Major role is played by local coordinators, members of local association of pensioners who connect different players at the local level. The way in which the *Elderly for the elderly* operates contributes to better integration of different administrative levels. The needs are identified at users level, reported to (and satisfied from) local level, the need for additional training of volunteers etc. is reported to (and satisfied from) the national level.
Transferability	☒ *easily transferable* ☐ *moderately transferable* ☐ *difficult to transfer* We estimate that the tool is easy to transfer as it is rather simple. In Slovenia it is implemented through association of pensioners because they are traditionally very active. It is possible to use the tool by other NGO networks.
References	Banovec, T., Boljka, U., Boškić, R., Černič Mali, B., Nagode, M., Ogrin, A., Sendi, R., et al. 2013. Catalogue of practices: WP 3: HELPS: Housing and home care for the elderly and vulnerable people and local partnership strategies in Central European cities. Prague, Institute of Sociology. ZDUS, 2017a. Information about the project. URL: http://www.zdus-zveza.si/porocilo-projekta-starejsi-za-visjo-kakovost-zivljenja-doma-za-2012 (quoted on December 8th 2017) ZDUS, 2017b. Information about the project. URL: http://www.zdus-zveza.si/starejsi-za-visjo-kakovost-zivljenja-doma (quoted on December 8th 2017)

GEOGRAPHIC INFORMATION SYSTEM APPLICATION FOR BROADBAND NETWORK PLANNING (Carinthia)	
Category	☐ Stakeholder engagement, communication and training ☒ Operational model/system (computer tool)
Sectors	Telecommunication
Application through the INTESI pilot activities	☒ Yes (Lieser-/Maltatal: My Way to BroadBand) ☐ No
Description	MW2BB 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. MW2BB is a response to the trend that regional authorities have to take care for a fibre infrastructure because of market failure in rural areas. Unfortunately, these authorities are largely unaware of the needs for creating the required infrastructure. Therefore, the tool provides for (1) a structured (step-by-step) guide for building the needed infrastructure (2) on a graphical interface, a lasso tool for drawing a shape of the area under discussion, causing a calculation of the number of buildings, the length of the required trenches to connect the buildings with the central point of presence, and the corresponding costs for trenching. (3) a return-of-investment calculator presenting the break-even-point, based upon expenses (costs for trenching) and income (lease of the fibre infrastructure to a network operator). Relevant parameters can be tuned to allow for a what-is-if analysis. With the target group being regional authorities MW2BB has to be easy to use. Therefore, it is kept easy to use, mainly to allow for the decision to proceed with expenses, e.g. for traditional planning (master plan, business plan). The tool

	allows for quick analysis of the costs of e.g. bringing fibre to a hillside settlement or to develop a remote valley. It allows the user to develop an understanding of the feasibility of fibre implementation projects. Thereby, it reduces emotional barriers against starting implementation projects in the responsibility of a region. The mountain region Lieser-Maltatal is attractive in the view of tourists. However, it is remote, and in view of the availability of broadband it is a "white area". The characteristics of such an area is market failure - none of the commercial communications operators has invested or will invest in a fibre infrastructure. Therefore, the region will become a pilot region for the idea of MW2BB, providing for a first step of a regional authority to take action. 

	
Stakeholders involved	Local public authorities, regional public authorities
Strengths and weaknesses	Currently - to the best knowledge of the project team - no tool like MW2BB exists. MW2BB is innovative. If accepted by the users it would be a proof of the project idea, with MW2BB responding to a user need.
Elements of integration	Broadband is the basis for future economic development. The economic development is the basis for employment. Employment is the basis for demographic development.
Transferability	☒ *easily transferable* ☐ *moderately transferable* ☐ *difficult to transfer* All parts are standard, the business logic is specific. All parts can be transferred to other regions. However, contents (e.g. geographic data) has to be adapted to regional needs.
References	The owner of the computer tool is the Carinthian government.

4 CONCLUSIONS AND INPUT FOR THE INTESI HANDBOOK

The work on experiences and tools for the improvement and the integration in the provision of SGI in mountain areas can, naturally, be developed more in detail. There are several possible classifications of tools and good practices from a conceptual point of view. The following classification, which has been used as a fil-rouge for the present work, can indeed be further expanded and explored:

- **Stakeholder engagement, communication and training**, including for example:
  - co-design methods and coordination among sectors to identify needs and to plan and design SGI
  - training initiatives to improve skills and competences in the local community as regards SGI provision and usage, both for service providers and service users
  - information campaigns or initiatives on SGI availability and usage
- **Operational models and systems of SGI provision**, including for example:
  - multiple purpose solutions (e.g. facilities used as both grocery store and post office; transport of mail using public transport, …)
  - demand driven and mobile services (e.g. medical mobile vans, mobile libraries, mobile markets, …) and resource pooling/sharing (vehicles, carers, public wi-fi, …)
  - co-production of services (i.e. not only official providers but also inhabitants provide the services)
  - IT systems for SGI (e.g.: systems to get information on SGI availability, systems to book specific SGI, systems to pay for specific SGI, ...)

While the experiences presented here indeed represent a small sample of the possible actions, activities, methods, techniques, processes, procedures, at various (territorial, governance, technological, …) levels towards the improvement and/or integration of SGI in mountain areas, it is definitely interesting to draw some general remarks from the cases presented by the INTESI partnership.

- The first remark concerns the importance of **stakeholder engagement**, communication and training, variously declined among the partners, for a better design of services and for a higher degree of knowledge and acceptance of the activities implemented in a territory, as well as for a stronger accountability and division of responsibility among local stakeholders.
- The second remark concerns the **integration among actors**. Most of the tools/good practices collected by the INTESI partnership, in fact, encompass processes that integrate horizontally among the stakeholders in the mountain regions, and some of those also imply a vertical integration among different levels of governance and institutions.
- The third remark concerns the **main weaknesses** acknowledged by the INTESI partnership as regards experiences and good practices: the main weak point of any stakeholder engagement process concerns the different weight local actors carry in each discussion, and the possible influence of ‘strong’ actors in any decision process. This is particularly true when vertical integration is concerned, as high-level public partners (from the States to the Regions or the Cantons) necessarily have more power and prevail over local associations. A second weak point concerns the necessity to maintain feasibility and financial viability of any experience/tool, as well as the need to guarantee the right personnel (in terms of workforce and qualifications) in mountain areas: this aspect is also linked to the need to maintain durability of

activities in mountain areas, both from a financial and a workforce point of view.

- The fifth remark concerns **transferability of tools and good practices**. Most of the activities and approaches related to stakeholder engagement, communication and training have been defined either as ‘easily transferable’ or ‘moderately transferable’, whereas actual transferability of operational models and systems has to take into account the main hurdle of different national (and sometimes subnational) legislative and regulative frameworks.

These different considerations compound the lessons learnt in the INTESI Evaluation Report and will be further developed with the aim of providing some further findings for the INTESI Handbook.

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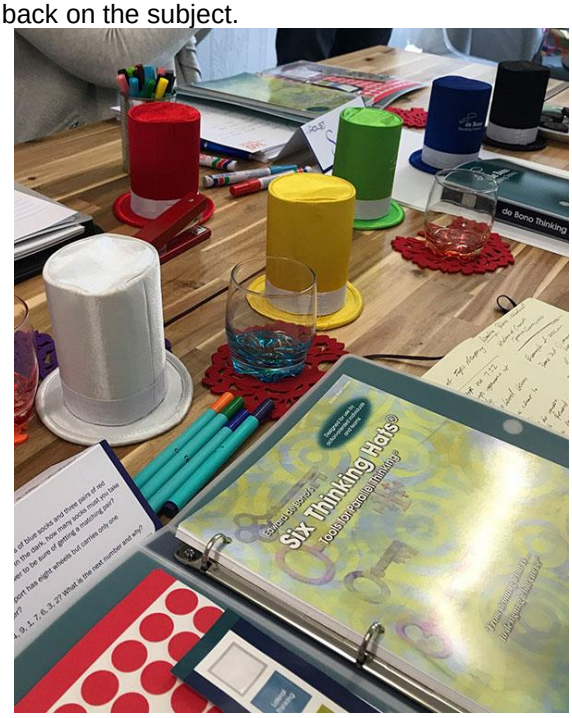
ANNEX - Examples of participatory methods

SCENARIO WORKSHOP	
Description	A Scenario Workshop (SW) is a participatory method encouraging local action to face community issues and solve problems: "scenarios" involve narrative descriptions of potential future problems/areas for development that emphasize relationships between events and decision points; "workshop" is the approach aspect of this method in which participants, by means of managed and facilitated discussions, engage in debate, produce some sort of action through deliberative discussion and create a communal plan of action for potential future developments. The Scenario Workshop can be used to address any local issue that can be better faced and discussed with public participation and the Workshop is designed to find solutions to those local problems: we suggest that a chosen issue/problem could be SGI and SGI integration strategies. A Scenario Workshop involves a group of citizens interacting with experts and decision-makers. During the SW (that should last 1,5-up to 3 days) time is allocated for brainstorming, discussion, presentations and voting. More in detail, the phases are: • Introduction: experts present the SW four visions to match the participants' focus with their responsibility. • Stating idea in role groups: participants are divided into four groups (according to their expertise), each of which analyses one of the four visions. Within the groups, the SW facilitators ask all participants to discuss and deliberate on their delegated vision, as well as be critical of all other visions analyzed by the other groups. The groups work towards developing a precise vision statement (main objectives for the future) that their representative member will announce to the SW as a whole when coming back together. • Discussion of ideas – general assembly: after the small group visions are presented, a "common vision" is created, that serves as the starting point for the generation of ideas. All participants are asked to develop four topics from the "common vision". • Theme groups "What should be done?": to determine the manner in which ideas can be put into practice, participants are divided into four thematic groups. Each group discusses one theme emerged from the "common vision" and each participant provides a brief idea/action on the respective theme they talked about as a group. Those who gave an idea are asked to go more in-depth about their response in order to develop it more concretely. Participants then vote on a number of "best responses" to present to the SW as a whole. • Selection and assessment of idea: after the presentation of all thematic groups' idea to the assembly, the SW collectively votes once more on the best ideas/actions in order to narrow down the selection even further, prioritizing the proposals. • Final steps: next, a standard SW evaluation questionnaire is given to all participants to determine whether they agree or disagree with the vision statements that were made. Also, a "who and how" step can be proposed. • Dissemination: conclusions from the SW are presented to the local and regional authorities, to the public and to the Press and are used by politicians for debate and accepted as "the voice of the people." The Scenario Workshop derives from the Scandinavian tradition of citizen

	involvement in which scenarios are developed and presented by experts (scientists) to a group of citizens. Since 1993, this participatory method has been used to actively involve and facilitate the process for citizens to develop decisions about technology politics in cities within Denmark. Another objective of the Scenario Workshop was to develop scenarios that relate to sustainable development and urban ecology in the daily life of Danish citizens. Currently, this method is used throughout Europe by large organizations such as the European Union (e.g. the European Awareness Scenario Workshop, EASW) and the United Nations due to its usefulness.  *Photos by Poliedra-Politecnico di Milano*
Stakeholders involved	The territorial scope of a Scenario Workshop is "local", e.g. neighborhood, city/town, mountain or metropolitan area. A Scenario Workshop creates a dialogue among participants, that are chosen on the basis of their stake in the issue at hand. The four role groups present within a SW are representatives of the knowledgeable community residents (civil society), politicians (decision-makers), representatives of the economy (business people) and experts in the topic at hand. This subdivision is necessary to balance the various interests of the different role groups and to include them on an equal basis: a SW is open to all kind of people but with

	targeted recruitment. The participant number should be 24-32.
Strengths and weaknesses	***Strengths*** + Scenario Workshops initiate citizen dialogue, create improved interactions between the four societal role groups and provide opportunities for citizens' inputs on decision-making on issues impacting the community + Successful SW raise awareness of future problems in a community and empower citizens to get involved in the early stages of designing a plan or an issue ***Weaknesses*** - Scenario Workshops are not suitable for narrow issues and cannot be usefully used when there are not enough participants - Organizing participants from across the community can be difficult, because it requires a good amount of planning to ensure diversity of participants and a rewarding workshop session - A good selection of participants is a critical aspect for a successful Scenario Workshop and contacting the participants is very time-consuming - The design of the proposed scenarios/vision is a crucial challenge - Group dynamics can affect the outcome of the deliberative process - Outcomes could be too general
References	• Scenario Workshop, Samantha Smith: https://participedia.net/en/methods/scenario-workshop • How to develop scenarios slideshow, Adam Gordon: https://www.slideshare.net/adgo/scenario-building-workshop-how-to-build-and-use-scenarios • The European awareness scenario workshop methodology - Cordis cordis.europa.eu/pub/easw/docs/pamiers_en.doc

SIX THINKING HATS	
Description	Developed by Dr. Edward de Bono, the Six Thinking Hats technique allows participants to approach a discussion from different view points, mental conditions, and ways of thinking. Six Thinking Hats and the associated idea parallel thinking provide a means for groups to plan thinking processes in a detailed and cohesive way, and in doing so to think together more effectively. In summary, the objectives are to: • Allow each member to perceive an idea, to think it, from a different angle and thus to evolve its point of view on an issue; • Prevent the censorship of new ideas within a group; • Creating a climate conducive to exchanges and creativity, and promoting freedom of speech; • Collaboratively solve problems; • Provide a comprehensive and in-depth view of the situation Concretely, once the problem is posed, each member takes turns adopting a different stature by virtually donning a hat and begins to explore new solutions: • The White Hat symbolizes neutrality. When it is worn, the person must endeavor to state the facts simply, leaving aside all that can be interpreted. • The Red Hat: Emotion. The person freely expresses his or her feelings and intuitions. • The Green Hat: Creativity. It seeks alternatives, trying to look at the problem from a new angle. • The Yellow Hat: Positive criticism. She "admits her dreams and her

	wildest ideas". • The Black Hat: Negative Criticism, Judgment. It sets out the weaknesses and risks that this idea suggests. • The Blue Hat: the organization, the channeling of ideas, the process. She tries to step back on the subject. 
Stakeholders involved	Every kind of stakeholder can be involved in a Six hat thinking discussion/workshop. By the way, participants must be aware that this method implies a freedom of speech, so the moderator must be attentive to this point, according to the composition of the group (for example when you have in the same discussion elected representatives and citizen).
Strengths and weaknesses	***Strengths*** + Because everyone is focused on a particular approach at any one time, the group tends to be more collaborative than if one person is reacting emotionally (Red hat) while another person is trying to be objective (White hat) and still another person is being critical of the points which emerge from the discussion (Black hat). The hats aid individuals in addressing problems from a variety of angles, and focus individuals on deficiencies in the way that they approach problem solving. ***Weaknesses*** - Even with good courtesy and clear shared objectives in any collaborative thinking activity there is a natural tendency for "spaghetti thinking" where one person is thinking about the benefits while another considers the facts and so on.
References	https://en.wikipedia.org/wiki/Six_Thinking_Hats https://en.wikipedia.org/wiki/Parallel_thinking