



Euromountains.net Project - theme 1
INTERREG III C

Sustainable territorial development and
improvement of services in mountain areas

*The situation of the Mountain Community of
Valchiavenna*

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Final document



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Thanks

Considering that mountain regions have to face economic difficulties connected with their geographical situation, the project is going to survey the different solutions that different countries have adopted in some specific problems and, more in general, in the territory management.

The project "Euromountains.net", partly financed by the initiative Interreg IIC of the European Community Program, aims at identifying both models to compensate the economic handicaps and difficulties of mountain areas management, and transferable successful factors.

The identification and diffusion of these models will enrich the instrument range in order to contribute to the sustainable development of the mountain areas and to limit their depopulation.

The group includes 13 partners representing 5 member countries of the Union (Scotland, Spain, France, Italy and Portugal) and of Norway.

In the study three themes will be coped with:

- 1. Improvement of public services for the mountain populations and enterprises*
- 2. Development and promotion of typical products*
- 3. Defense of the rural nucleous.*

The area to study identified by IREALP, for what concerns the analysis of the first theme, is the Mountain Community of Valchiavenna. The present publication is referred to this analysis and reports the first results.

In the field of the project "Euromountains.net" the contribution of the study on Valchiavenna is only a small part because the real added value will derive from the comparison of analogous studies carried out by different partners in the respective pilot areas.

CHAPTER 1

The test area: the Mountain Community of Valchiavenna

1.1 Introduction

The test area chosen by IREALP, for the study on the condition of the services for the mountain population and enterprises, in the field of the project "Euromountains.net is the Mountain Community of Valchiavenna.

Before explaining the main characteristics of this area, we are going to give a short description of what a mountain Community is also from the regulations point of view.

The notion of Mountain Community was introduced in the Italian law with the law 3 December 1971. In the following years there was an evolution of the role and the competences of the Communities so from an original planning aim, new functions and tasks have gradually been added.

The most important laws which contributed to the delineation of the aims and structures of the present Mountain Communities are essentially three:

the law n. 142 of 1990 in which at the art. 28 the "enti locali" (local organisations) are defined, opposing the theory which considered the Mountain Communities as instrumental organisations of the Region or of the Borough and, on the opposite, considering them as subjects able to carry out regional tasks, and whose activities can be controlled, according to the Constitution;

the law Bassanini (L. 15 marzo 1997, n. 59) with which the Mountain Communities were recognised, similarly to the Boroughs and the Provinces, as organisations able to receive functions and administrative tasks in the respect of the principles and directive criteria of the same law;

the law n. 265 of 1999 with which there was a re-writing of the matter and with which the specific aims of the Mountain Communities were individuated: evaluation of mountainous areas, proposition of the borough functions and of the fusion of part or of all the associated boroughs.

Finally, the Unique Test of the laws on the organisation of "Enti Locali", approved by D.L. 18/8/2000 n. 267, defines the Mountain Communities as "Unions of Boroughs", local organisations between Mountain Boroughs for the evaluation of mountain areas, for the exercise of proper functions and of others received from the boroughs (art. 27).

So in consideration of the fact that a Mountain Community constitutes an example of territory uniform enough, it can have the role of service management with a precise administrative identity (which can make the collection of statistically valid data easier), we have decided to select Valchiavenna as the area of study studio.

On the reasons that have definitely led to this choice, you can see the final paragraph of this chapter. In the following paragraphs we are giving a short socio-economic description of the area, so as to delineate the reference context in which the services will be evaluated. In the following chapter, we are going to illustrate the main characteristics of the services present in the area, thus showing the present situation of the services and the possible lacks and the new needs.

Without pretending of being exhaustive and of carrying out a very deep analysis, the first two chapters are to be intended as an instrument to read the detailed situation of the territory so as to have further elements in the comprehension of the evaluations made.

1.2 The territory

Considering the national territory, the Mountain Community of Valchiavenna is situated north, and in a central position in the alpine arch (in the following picture the Italian Mountain Communities are coloured in green, and the test area is in red):



The Mountain Community of Valchiavennais located in the northpart of Lombardia, it is surrounded by Switzerland on the north, east and west borders, on the south-east side it borders the Mountain Community of Valtellina di Morbegno (Provincia di Sondrio) and on the south-west it borders Como Province.

Its territory is entirely situated in Province of Sondrio and is constituted by 13 boroughs:

Campodolcino, Chiavenna, Gordona, Madesimo, Menarola, Mese, Novate Mezzola, Piuro, Prata Camportaccio, Samolaco, San Giadcomo Filippo, Verceia, Villa di Chiavenna.

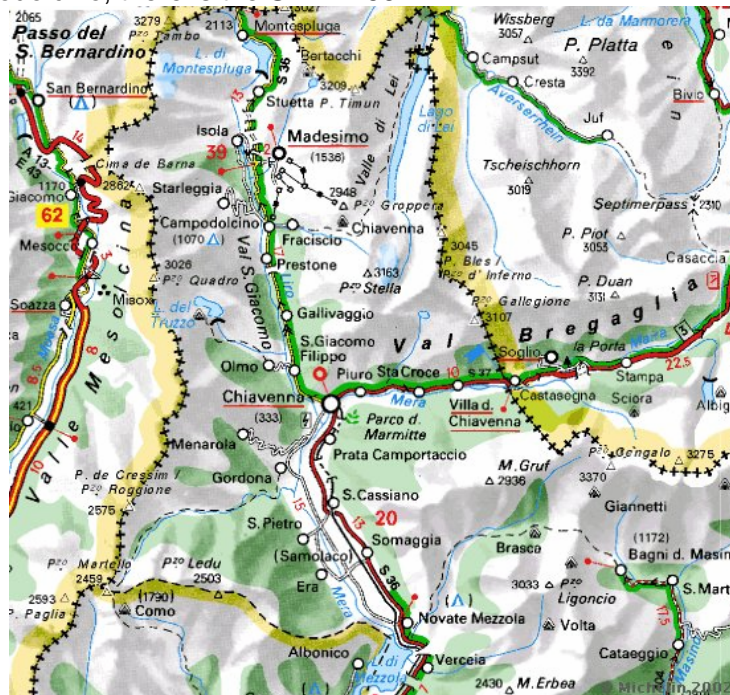
It is a longitudinal valley which goes from north to south and corrisponds to a definite cleft which separates the Alpi Lepontine from the Alpi Retiche. It occupies a surface of 576,82 km², corrisponding to 18% of the entire provincial (3.211,9 km²); its hights go from 199 m a.s.l. of the valley floor to i m a.s.l. of the peak of Pizzo Tambò at the border with the Suisse Grigioni. We can distinguish three sub-areas: the low valley or Piano di Chiavenna, the Italian Val Bregaglia, the Val San Giacomo with the ramification of the Valle di Lei. The valley floor has an elevated landscape value, emphasised by the torrential aspect of its streams, by the presence of typical geomorphological phenomena: big steps, ancient geological landslides, glacial potholes.



Although there are no great communication roads, Valchiavenna is attainable easily enough both by car and by train.

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The two main linking streets are the SS nr. 36, which longitudinally crosses all the valley of the community and the SS nr. 37, which goes across the short Italian part of Val Bregaglia. The link between Novate Mezzola (southern part of ValChiavenna) and Chiavenna is assured by two main provincial streets: the S.P. n° 29 Novate-Samolaco and the S.P. n° 9 Samolaco - Gordona - Mese – Chiavenna. For what concerns the southern part of the segment between Madesimo and Campodolcino, there is the S.P. n° 66.



Source: sito web www.viamichelin.it

To the streets is to be added the possibility to reach the land by the railway Colico-Chiavenna. Through this one it is also possible, at Colico station, to find a link with the railway line Tirano-Sondrio-Milano.

1.3 Historical Background

Already inhabited in pre-hystory (there are rocky incisions at Prata Camportaccio) "Clavenna" was known the Romans as an important passage for northern Europe. The same name, from Latin clavis, (key) witnesses the particular ommunication role between the Pianura Padana and the Germanic world.

It is believed that originally the place was chosen for its strategic position, in spite of the difficult environmental conditions. As soon as you reached the valley there was an unsafe area of marshes drained only recently.

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In 1512 the Grigioni occupied all the territory of Vlchiavenna, remaining until 1797. It was aperiod of strong urbanistic and commercial development, and on the channels there were many craftsmanship activities. The landslide of Piuro in 1618, which completely destroyed the village and the plague brought by "Lanzicheneccchi" marked the beginning of the 217th century, which saw the alternation of French, Spanish and Austrian domination. The building of the road leading to Spluga was carried out by the Austrian (1822), it favoured the economic development of the town with the opening of breweries and of new textile industries.

The decline goes back to the second half of the 19th century when the valley strongly felt the missing of a railway which could compete with San Gottardo pass and later with Sempione. The displacement of commercial tracks in these passes caused a decrease of the economic activity and strong emigration.

In spite of this, the cultural identity of Valchiavenna is still very strong, and is clearly distinguished from the near Valtellina.

1.4 Demography

According to Istat relevations of January 1st 2003, the total residential population of the territory of the Mountain Community of Valchiavenna is of 24.221 inhabitants, divided in 13 boroughs according to the distribution written in the below table:

Borough	population	% on the MC
Campodolcino	1.074	4,4%
Chiavenna	7.270	30,0%
Gordona	1.746	7,2%
Madesimo	586	2,4%
Menarola	44	0,2%
Mese	1.649	6,8%
Novate mezzola	1.681	6,9%
Piuro	1.909	7,9%
Prata camportaccio	2.733	11,3%
Samolaco	2.843	11,7%
San giacomo Filippo	462	1,9%
Verceia	1.110	4,6%
Villa di Chiavenna	1.114	4,6%
TOTAL	24.221	100%

Source: Istat

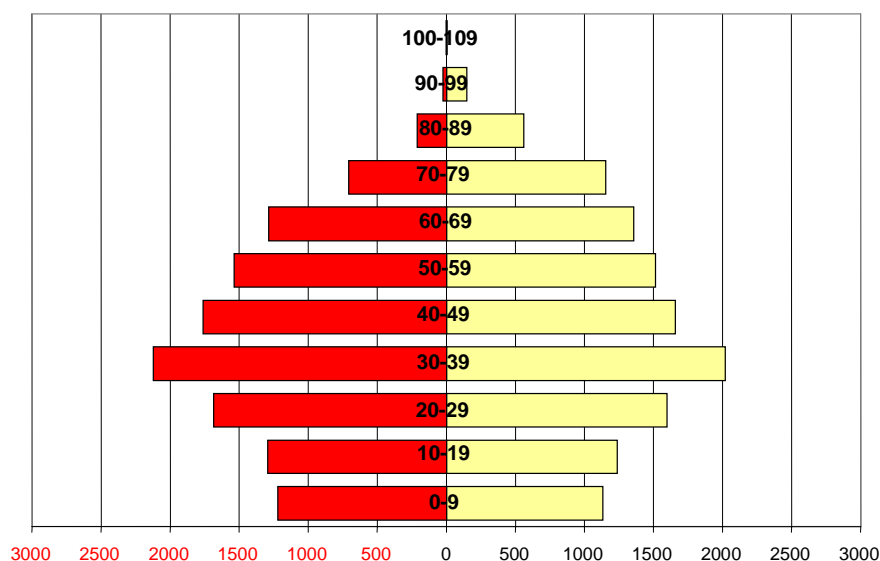
The distribution of the population on the territory mirrors the morphological aspect of the area:

- in the valley floor the 48,7% of the total population lives;
- the 320% lives in Chiavenna;
- the remaining part lives in the valley (with prevalence in Val Bregaglia in respect to Valla San Giacomo)

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The age pyramid referred to the MC of valchiavenna, in line with the present tendencies of our society, shows a diminution of births and a longer-lasting life.

Demographic pyramid of MC Valchiavenna (1 January 2003)



Source: Istat

The previous data show a static picture of the area, but it is quite interesting to study the population also from a dynamic point of view, comparing the relative data of the Census of 1991 and the ones relative to the census of 2001. The below table shows these tendencies:

Borough	Cens. Istat 1991	Cens. Istat 2001	Diff.2001/1991 (v. Ass.)	Diff. 2001/1991 (%)
Campodolcino	1.108	1.086	- 22	- 2,0
Chiavenna	7.365	7.239	- 126	- 1,7
Gordona	1.637	1.751	+ 114	+ 7,0
Madesimo	631	581	-50	-7,9
Menarola	49	43	-6	-12,2
Mese	1.443	1.619	+ 176	+ 12,2
Novate mezzola	1.677	1.645	-32	-1,9
Piuro	1.713	1.913	+ 200	+ 11,7
Prata camportaccio	2.570	2.727	+ 157	+ 6,1
Samolaco	2.780	2.829	+ 49	+ 1,8
San giacomo filippo	576	472	- 104	- 18,1
Verceia	1.166	1.116	- 50	- 4,3
Villa di chiavenna	1.133	1.116	- 17	- 1,5
TOTAL = pop.C.M.	23.848	24.137	+289	+ 1,2

Source: Istat

Comparing the data of the two census we observe that at the level of the MC in the period of the decade 1991-2001 there was an increase of the population: it is not a strong increase, but meaningful in the context of the general demographic reduction that, together with migrations, tends to empty mountain areas.

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If we consider the reality of every single borough however we record population decreases in eight boroughs out of thirteen: Chiavenna, Campodolcino, Madesimo, Novate Mezzola, S.Giacomo Filippo, Verceia, Villa di Chiavenna, Menarola. On the contrary, Gordona, Mese, Piuro, Prata Camportaccio and Samolaco record, always in 1991, an increase of their population. The borough in which there was the greatest demographic increase is Mese (+ 12,2%); whereas the one in which there was the greatest decrease was S.Giacomo Filippo (- 18,1%).

Examining both the balance (dead-alive) and the immigrations in the years 1999, 2000 and 2001 we observe a relevant inversion of tendency especially in the migration balance and a constant superiority of births in respect to deaths, which confirms the positive demographic trend.

Mountain community	Alive	Death	Natural balance	Immigration balance
Year 1999	249	234	15	-77
Year 2000	241	220	21	13
Year 2001	241	220	21	13

Source: Istat

1.5 Economy

The economic vitality of an area is witnessed by the number, the type and the belonging sector of the enterprises operating on the territory. The number of enterprises recorded at Camera di Commercio in the district of MC of Valchiavenna is of 1.841 and they are mainly situated in the boroughs of Chiavenna (28% about) and Samolaco (15% about).

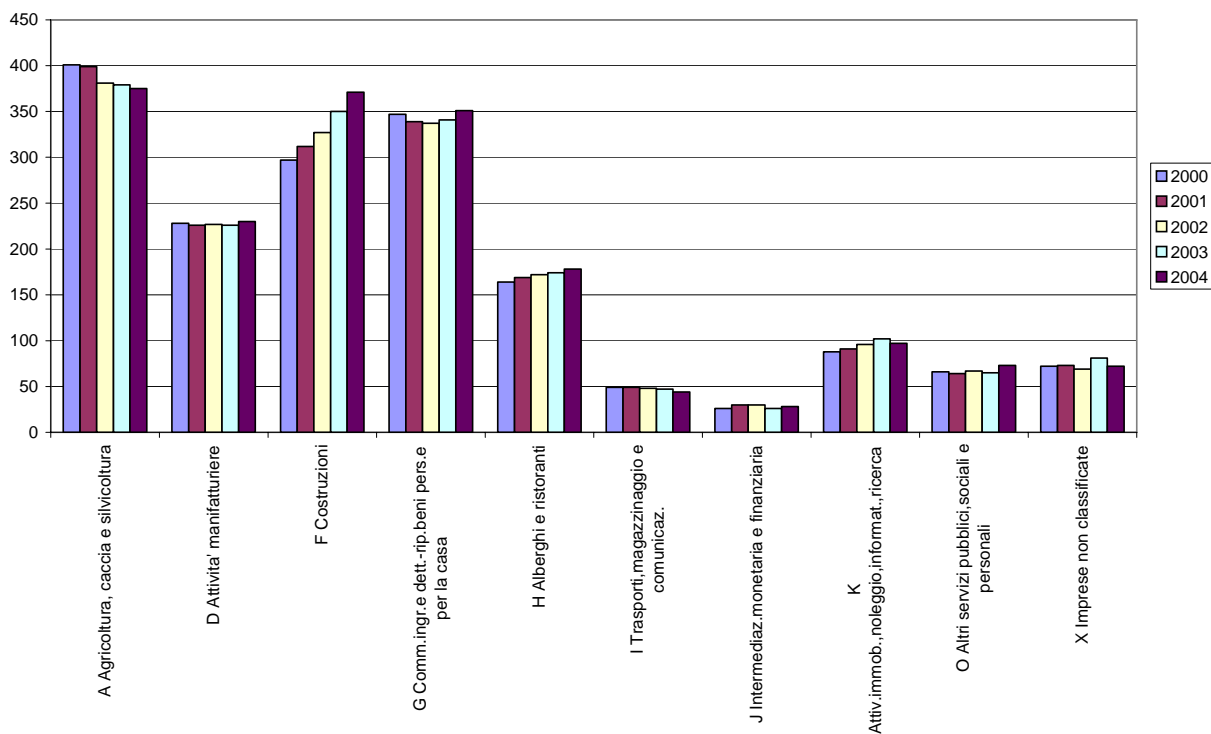
In the picture below, you can observe the historical series from 2000 to 2004 of the number of recorded enterprises, divided per sectors: we observe that the greatest number of enterprises belong to Agriculture (20,4% in 2004), followed by building (20,2% in 2004) and by Commercio (19,1% in 2004). In fourth position there are the manufacturing activities (12,5% in 2004) and in the fifth Hotels and Restaurants (9,7% in 2004).

Along the years the agricultural sector however presents a decreasing tendency, in opposition to the sectors of commerce, hotels and restaurants and, above all to the building sector. The number of enterprises committed to Manufacturing instead is substantially the same.

1 The sectors which did not reach at least 15 enterprises were omitted.

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Historical series of recorded enterprises divided per sector (years 2000-2004)



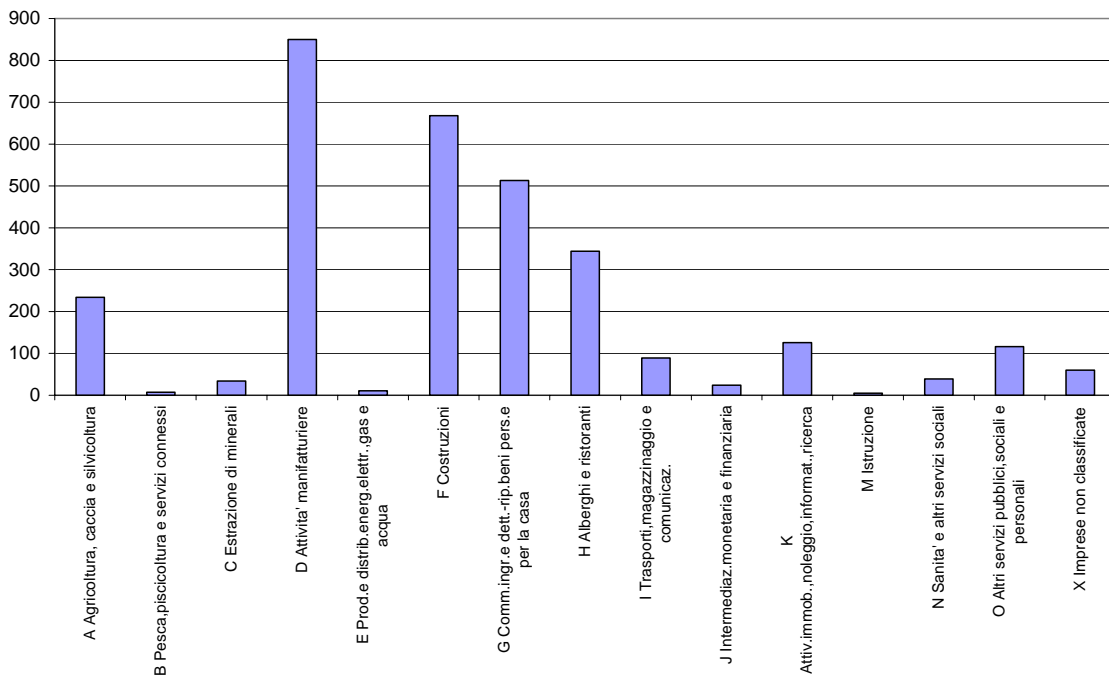
Source: Camera di Commercio di Sondrio

It is interesting to notice that, if instead of the number of enterprises, we analyse the number of employees, the first five sectors are the same, but the order changes remarkably: the agricultural sector passes from the first position to the fifth. A reason for this is that agricultural enterprises are usually smaller and often staffed by only one person. Indeed according to the fifth census of Agriculture in 2000², we can observe that in the land of Valchiavenna the 97% of agricultural enterprises has only one employee, and only the 3% takes the cooperation of workers. Thus the number of enterprises is very high, and the number of the working people is nearly the same of the enterprises.

From the graphic below, we notice that the sector that employs the greatest number of workers is the manufacturing one, followed by building, commerce and hotels and restaurants.

It must be observed that, while previous data are referred only to the enterprises recorded at CCIAA, the general census of Agriculture makes reference to a number of enterprises much higher.

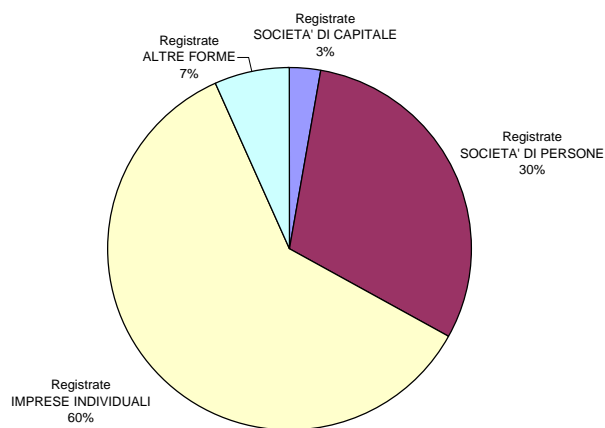
Number of working people divided per sector (year 2004)



Source: Camera di Commercio di Sondrio

In juridical terms, among the recorded enterprises, the most diffused form in 2004 was the individual enterprise. The datum does not surprise, if we keep in mind what just stated about the agricultural sector.

Recorded enterprises in 2004 divided per juridical forms



Source: Camera di Commercio di Sondrio

The historical series of the data connected with the juridical form does not supply any further piece of information.

From the point of view of the economic activities. The territory of the Mountain Community of Valchiavenna is not homogeneous: the different boroughs show particular tendencies which determine

a different distribution of the enterprises in the various sectors. In the table beneath there are the first three sectors per number of enterprise and per boroughs (Menarola, having only 4 enterprises, was not considered)

Borough	1° sector	2° sector	3° sector
<i>Campodolcino</i>	Building	Hotels	Commerce
<i>Chiavenna</i>	Commerce	Building	Manufacturing
<i>Gordona</i>	Agriculture	Building	Manufacturing
<i>Madesimo</i>	Hotels	Commerce	Building
<i>Mese</i>	Agriculture	Commerce	Building
<i>Novate</i>	Building	Commerce	Agriculture
<i>Piuro</i>	Building	Agriculture	Manufacturing
<i>Prata Camportaccio</i>	Agriculture	Building	Manufacturing
<i>Samolaco</i>	Agriculture	Building	Manufacturing
<i>San Giacomo Filippo</i>	Agriculture	Building	Hotels
<i>Verceia</i>	Agriculture	Building	Commerce
<i>Villa di Chiavenna</i>	Agriculture - Building	Agriculture - Building	Commerce - Hotels

The agricultural sector, which at the level of the district, is the one that presents the greatest number of enterprises, is the first in 7 boroughs out of 12 and is present in the first 3 in 9 boroughs out of 12 (Gordona, Mese, Novate Mezzola, Piuro, Prata Camportaccio, Samolaco, San Giacomo Filippo, Verceia, Villa di Chiavenna). According to the data of the 5th census of Agriculture of 2000, the boroughs of Piuro, Samolaco, Gordona and Villa di Chiavenna take by themselves alone the 63% of agricultural enterprises.

The Building sector is present in the first three in every borough of the district. Commerce, the first only at Chiavenna, is among the first three sectors in 7 boroughs out of 12; whereas the manufacturing sector only on 5 out of 12. The enterprises belonging to the sector "Hotels and Restaurants", so connected to the tourist activity, are the first only in Madesimo and in the first three places in 4 boroughs out of 12 (Campodolcino, Madesimo, San Giacomo Filippo e Villa di Chiavenna). However we have to remember the relative character of this analysis for the single boroughs because Chiavenna, for example, with its 46 enterprises in the sector is, in absolute terms, the most endowed centre of the area for receptive structures, while, in relative terms, the same sector results only at the fifth place.

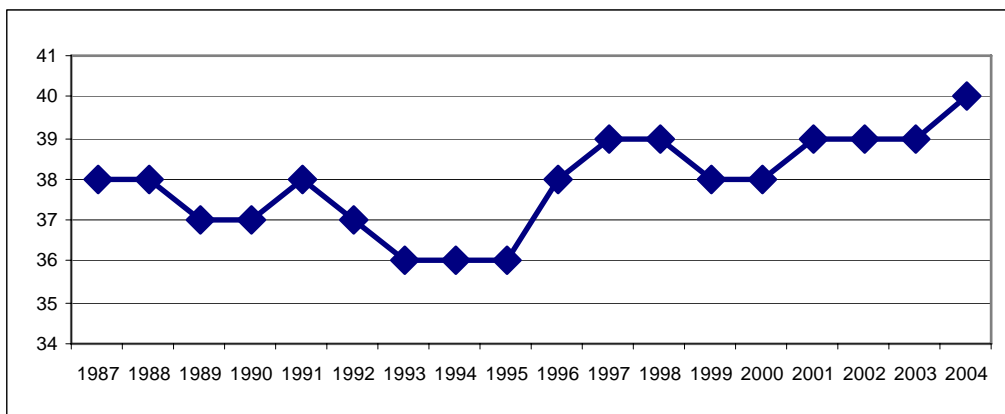
1.6 The tourist sector

The tourist sector deserves some extra consideration because of the different features that the boroughs interested by this phenomenon have compared with the other boroughs of the district : the presence of this activity shows a different economic structure, where the sectors concerning facilities, catering and commerce play a major role. These differences often influence the service supply system: on the one hand the presence of tourists allows the residents themselves to benefit from some service typologies that are not normally available in small size boroughs. On the other hand, however, the presence of tourists can cause problems in the supply of other services. (ex: waste disposal). In fact, those services are proportional to the number of inhabitants/residents who, as a consequence, cannot stand the most crowded months, when the population grows out of proportion. In the graphs and tables beneath there are some data which help understand today's structure of the Valchiavenna tourist district, with reference to its distribution in the different boroughs. It has to be underlined that, because of the privacy laws, the data concerning the different boroughs are not always available. In some cases, when the existing accommodation facilities are inferior to a certain number, only aggregate data are available. The data per borough are therefore only available for the most important tourist areas (Madesimo, Chiavenna e Campodolcino); as to the other boroughs, only aggregate data called "resto Valchiavenna" are available.

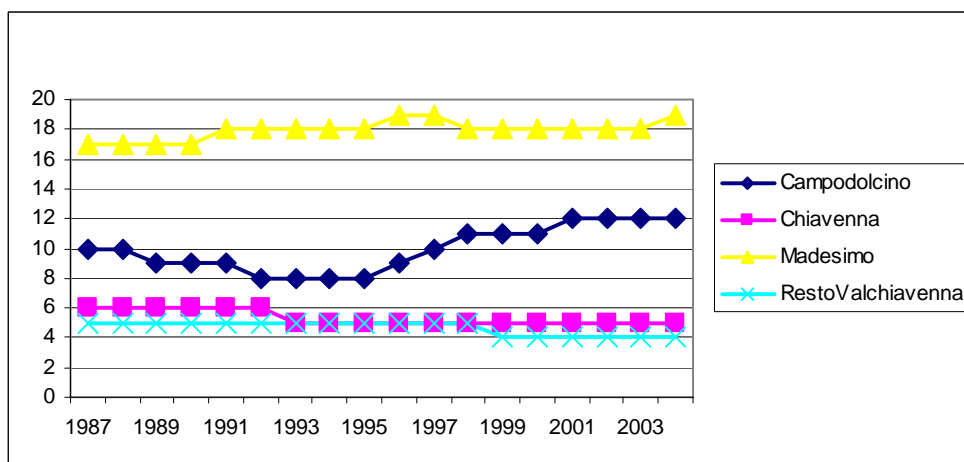
The analysis of the tourist sector can start from the offer dimension, that is to say from the numbers of accommodation facilities in the territory. In the graphs below you can find the historical series of hotel accommodation facilities in the whole district and in the single boroughs.

The source of all the data here included is the Province of Sondrio – Tourism Sector.

Historical series of hotels (CM Valchiavenna)



Historical series of hotels in the different boroughs



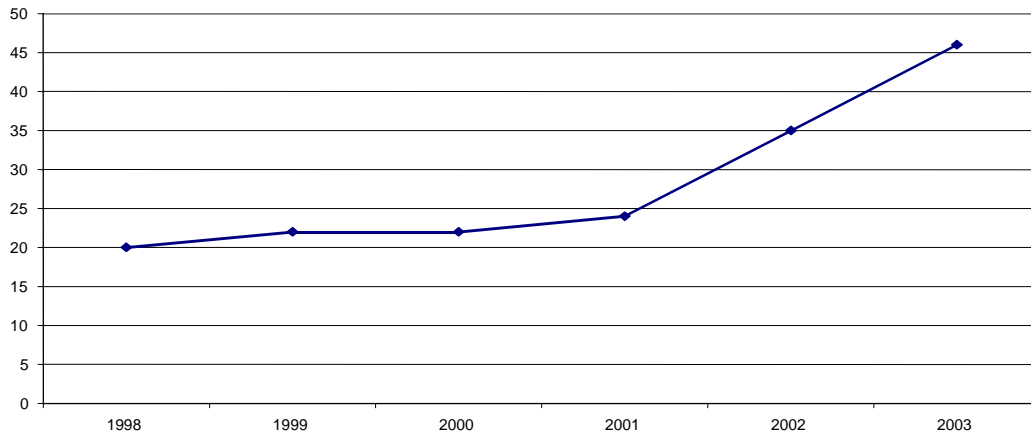
The trend of the numbers of the hotels in the whole district shows some minor fluxes. Most structures, as it can be seen in the different boroughs, is situated in Madesimo and Campodolcino which, in 2004, control over 75% of the total hotel offer. The highest medium-size dimension of the hotels can be found in Madesimo and in Chiavenna (as you can see in the table beneath)

Place.	Numbers medio of rooms per hotel in 2004
Madesimo	29
Chiavenna	28
Campodolcino	19
Resto Valchiavenna	20

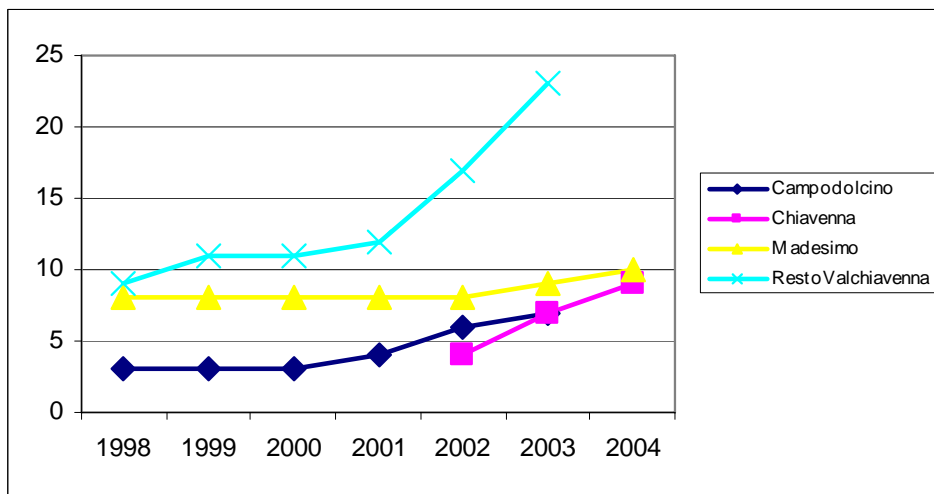
The data concerning the structures ricettive extra-alberghiere do not refer to the total number of structures and are therefore less correct(precisi). What should be underlined is the fact that there are no data concerning second-houses tourist movement. The graph beneath shows that extra-hotel structures have rapidly increased, from 20 to 46 hotels, between 1998 and 2003. The following table,

however, shows that these structures are differently and complementarily distributed over the territory if compared to the hotel structures: the less touristic boroughs (listed as “Resto Valchiavenna”) are said to be better furnished with these kinds of structures.

Historical series of the extra-hotel accommodation facilities in CM Valchiavenna (1998-2003)

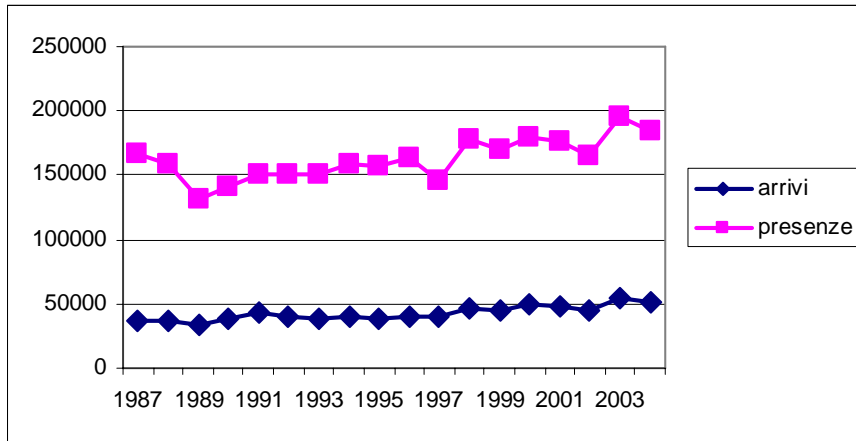


Historical series of the extra-hotel accommodation facilities divided per boroughs in CM Valchiavenna (1998-2003)

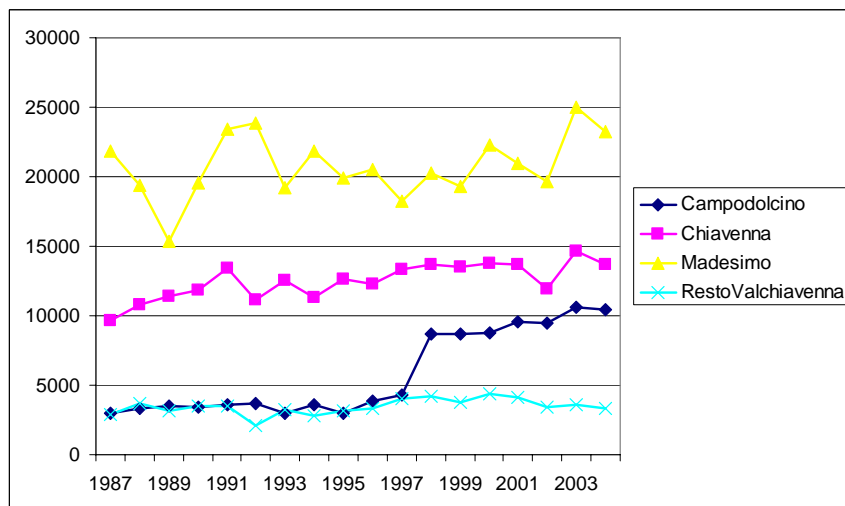


The analysis can focus on the question: we can observe arrivals and attendance, Italian and foreign ones, in both typologies of accommodation facilities. In the graphs beneath the Historical series of of total arrivals in the whole district and per boroughs are shown.

Historical series of the arrivals and of presences in the hotels in CM Valchiavenna

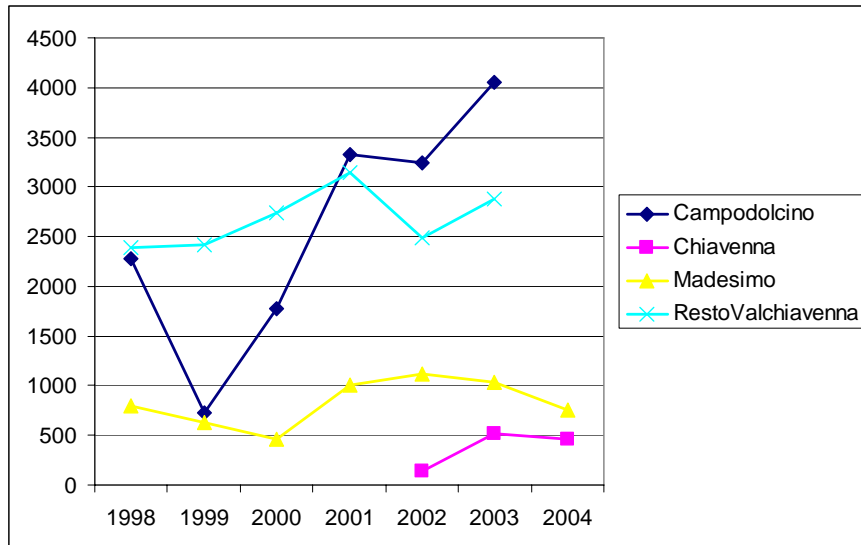


Historical series of the arrivals in the hotels in the different boroughs



The arrivals in the hotels show a growing trend through the years. Analyzing each borough, it can be observed that Madesimo, the place with the highest number of arrivals, show a swinging trend in the arrivals, whereas Campodolcino, static until 1998, has highly grown in the past few years, and has almost reached the same level as Chiavenna. The level of arrivals for the other boroughs is static. The historical series of the arrivals in the extra hotel structures reverse the situation: Campodolcino and the surrounding boroughs become the places with the highest arrivals flussi. These places attract a different variety of tourism, different from the traditional one, which depended mainly on the hotels.

Historical series of the arrivals in the extra hotel structures structures divided per boroughs.

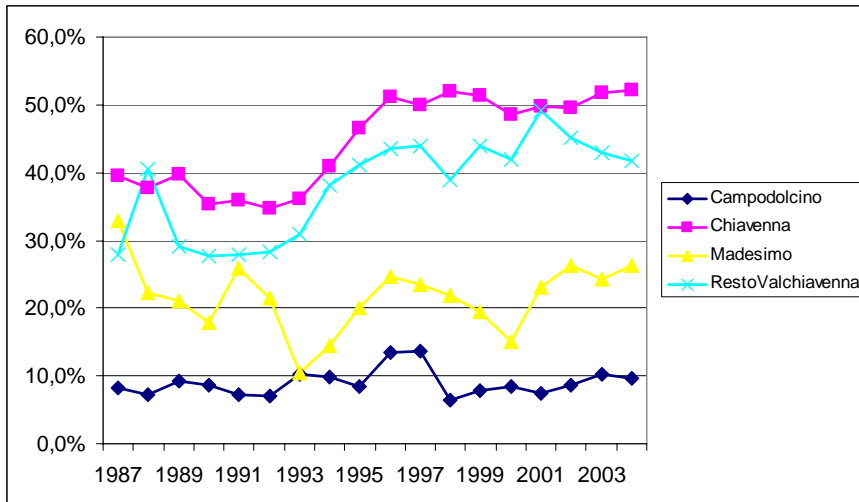


The average staying, according to the Italian general trend, has decreased in the past few years. In the table beneath there are the data referring to the average staying in the hotels in the whole district and in the different boroughs: as it can be noticed, the average staying in the tourist boroughs of Campodolcino and Madesimo considerably superior if compared to the one in the borough of Chiavenna or if compared to the aggregate datum "Resto Valchiavenna".

Territory	Year	Average Average Staying (days)
The whole district	1987	4,46
The whole district	1995	4,04
The whole district	2004	3,63
Campodolcino	1987	5,13
Campodolcino	1995	4,67
Campodolcino	2004	3,85
Chiavenna	1987	2,08
Chiavenna	1995	1,85
Chiavenna	2004	1,86
Madesimo	1987	5,67
Madesimo	1995	5,50
Madesimo	2004	4,85
Resto Valchiavenna	1987	2,52
Resto Valchiavenna	1995	3,03
Resto Valchiavenna	2004	1,86

Another interesting datum is the percentage of foreign tourists on the total of arrivals. In the whole district in 2004 that percentage for the hotels is 30.9%. In the graph beneath the historical series of the percentage of foreign arrivals in the hotels in the several boroughs are shown: Chiavenna is the borough with the highest percentage.

percentage of foreign arrivals in the hotels divided per borough



1.7 Short notes on the reasons of the choice of the area.

The choice of the Mountain Community of Valchiavenna as a test area has been made after considering a variety of reasons:

- first, the features of this area are typical of an administrative division (Mountain Community), which is highly interesting in a project concerning services.

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As a matter of fact, among the aims of Mountain Communities is the associated management of public services, a typology of management highly diffused in little populated territories such as the mountain ones. The three sectors which have been chosen by the partners as objects of analysis (infrastructures, socio-sanitary and socio-cultural services) show several cases to be dealt with by the Mountain Community of Valchiavenna.

- The choice of a mountain community with a precise and well-defined identity like the Valchiavenna community allows to go beyond the narrow borough limits and to give a wider and more detailed territory extension to the research. The strong socio-cultural identity allows us to consider it a whole territory, rather homogeneous and without too many differences inside.
- The Valchiavenna Mountain Community shows a clear geographical boundary: the territory belonging to the community is the same as the valley itself. Moreover, the territory is entirely mountainous. Therefore, it shows features of discomfort and handicap which are dealt with in the project.
- Finally, as to the specific aspects concerning topic 1 (To improve in a sustainable way the services for the mountain areas).

A first investigation on the situation concerning services, referring in particular to the three systems analyzed, has shown that Valchiavenna Mountain Community has in some districts important limits and difficulties (such as for instance in the field of transports), whereas in other cases the management seems to be particularly efficient and innovative (for instance, a project concerning the computer system which links the boroughs through the net thanks to technologies such as broad band and wireless has been developed).

The study area might have inside the project a double function: benefit from the comparison with the partners' experiences in the weak points, and share the innovative ideas in the field where it is efficient.

The last interesting element to be taken into account in the analysis of Valchiavenna is the fairly good presence of the tourist sector. The tourist activity, and the consequent fluctuating of the population ,

influence the services supply, because systems that have been planned for a certain number of inhabitants have to cope with a considerable increase in the number of users in some months of the year. It will be therefore necessary to compare also at international level, at the end of the study carried out by each partner, the situation of the areas more affected by this phenomenon with the ones less affected by it, so as to understand the relations between tourism and services supply and, on the other hand, to evaluate how the absence of a tourist gift can condemn the mountain areas to an even higher isolation.

CHAPTER 2

The services in the Mountain Community of Valchiavenna

2.1 Introduction

The first purpose of the Euromountains.net project concerns the “Improvement of services in the mountain areas” has been dealt with by the partners at two different levels: the first level has seen the preliminary study and the census of services available in some chosen test areas; in the second level only some typologies of services have been taken into account. Among them, each partner has chosen a set of services to be studied and analysed at a deeper level. In order to be able to find an evaluation methodology of these services. Three key elements have been considered in the making of this methodology: the feasibility of the analysis (time, costs) and the availability of data; the capacity of expressing opinions which can be shared and communicated to the partners (validity and comparability); the capacity of understanding the peculiarity of the services considered and of the territories chosen. The search of a balance of the three factors inside the evaluation process has caused the partners to revise and compare several times the directions of the study that each of them had adopted.

As the time variable has seemed to be, straight from the beginning, mandatory, only three systems of services have been analysed in order to conclude the study as soon as possible.

As the final purpose of the project is the creation of a net of transmission of positive models and original and effective methods of services supply, the necessity of organizing the research in a way that allows comparability among the different countries has seemed essential.

The three systems of services to be studied have therefore been chosen for all the partners, trying to understand and reconcile the different levels of interest existing for the various systems.

The systems which have been chosen are:

- 1) the infrastructure services system (ICT and transport)
- 2) the socio-medical services system
- 3) the cultural and entertainment activities system

Almost all the partners have focused their attention on the infrastructure services system. As a matter of fact, this system of services, besides being useful in a direct way, enables the users to reach, directly or virtually, services that cannot be found on the spot .

For example, if the number of residents is not high enough for a primary school to be built in that area, it will be necessary to create appropriate means of transport for the children so that they can reach the nearest school.

In typologies of services different from education new technologies can solve some problems caused by the isolated position of some mountain areas.

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The infrastructure services system can in a way be considered affecting the other services systems.

Unlike this system, the other two systems examined have been considered less important by the partners. Anyway, the choice seems interesting if we consider the peculiarity of the two typologies of services: the socio-medical services are crucial for whatever community because they have to do with the defense of health and welfare in a wider sense; whereas the services concerning entertainment and cultural activities belong to another sphere that, if not directly connected with primary needs, is nonetheless considered as part of a good quality of life level.

The choice of analysing only three systems of services is itself a limit to this research because the final evaluations will only refer to the services examined. Moreover, another problem is the fact that in the same research three very different kinds of services are analysed by using a common evaluation grid. In the creation of the grid great attention has been paid in order to make the level of the

evaluation precise trying to adjust it from time to time on the specific characteristics of the system analyzed.

2.2 Census of the existing services

The starting point of the analysis of the examined area is undoubtedly the census of the existing services.

In the table beneath the different services are listed, and they have been classified in the three systems chosen for this research.

To make it clear, the infrastructure services have been divided into transport and ICT. The second system has been divided into medical services and socio-welfare services; the socio and welfare services have then been classified in three sub-groups: services for the elderly, services for the juvenile; services for the disabled. The services of the third system have been divided into cultural and entertainment services.

The table briefly describes the existing services and it defines:

- the kind of institutional liability
- the kind of manager and his identity
- the beneficiaries
- the kind of activity (ex: seasonal service)
- the location
- the source of data which can be used to get further information

In order to understand better the table it is necessary to clarify some points:

- CM: Mountain Community of Valchiavenna
- First column (“institutional liability”) the definition in brackets (public, private, mixed) refers to the kind of financing;
- If several no-profit organisations offering a service exist, they have been grouped together and called “associationism”
- In the column “Beneficiaries (=Users)” the listed categories are:

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o population

o commuters (also considered in the group “population” as “local” commuters flux; in some cases specifying the presence of “frontier” commuters has been necessary)

o firms

o tourists

o juvenile

o elderly

o disabled

o others (defined every time)

Some information about the dimension of these catchment areas can help understand the kind of users of these services:

- The residents: the data on the residents in the MC refers to the 2003 Istat data (=total amount of the residents in the 13 boroughs):

Population	24.221
Juvenile	4.115
Elderly (=65)	4.075
Disabled	: data not available

- Tourists: the presence of tourists is floating by nature and it can be spotted in some areas (Madesimo, Campodolcino and Chiavenna).
- Considering all this, in the table beneath some figures referring to the average of arrivals in the whole territory of the Mountain Community in the different months of the year (historical series 1998-2004) are given.

ANNO	Gen	Feb	Mar	Apr	Mag	Giu	Lug	Ago	Set	Ott	Nov	Dic	Media
1998	6438	6991	5095	2850	2819	2454	4409	6918	2543	1126	869	4311	3902
1999	6268	6773	5389	2339	1772	2096	5442	5756	2700	1958	698	4096	3774
2000	7138	6308	6886	2900	1614	2861	5458	5701	2871	1247	933	5405	4110
2001	6544	7563	6577	3078	1636	2733	5055	6247	2751	1129	878	4130	4027
2002	4742	6211	7715	1871	1619	2397	5005	5391	2599	1520	838	4610	3710
2003	7496	7566	7604	2919	1718	3268	5364	7155	2920	1225	862	5742	4487
2004	7470	8089	6874	2947	1906	2401	5361	5798	2499	1337	662	5283	4219
Media	6585	7072	6591	2701	1869	2601	5156	6138	2698	1363	820	4797	4033

Source: Province of Sondrio - Settore Turismo.

It can be inferred that the months when the arrivals are superior to 5.000 are: January, February, March, July and August; on the other hand, the months when there are fewer arrivals (less than 2.000) are May, October and November. The majority of arrivals are in February (over 7000), whereas the least number of arrivals is in November (less than 1.000). The general average of arrivals in the different months, in the historical series considered, corresponds to 4.000.

- Firms and workers: the total number of firms operating in the MC is 1.841; the total number of working people is 3.120, 1.009 of whom in the borough of Chiavenna (Camera di Commercio, 2004). It can be said that, in the area considered, "local" commuting is quite common.

SERVICE: detailed list of all the services considered divided into systems of services they belong to

INSTITUTIONAL LIABILITY:

- Responsible for the service
- Source of financing: public, private, mixed

MANAGEMENT:

- Manager of the service
- Typology of management: public, private, mixed

BENEFICIARIES:

- Typology and dimension of the beneficiary
- Typology of entitlement to the service: payment or free

PRESENT SITUATION:

- present state of the service: active/non active/seasonal/being planned/other

SPECIFICITY AND LOCATION:

- Is the service peculiar of mountain areas? YES/NO
- What area is it mainly referred to? Is it referred to some boroughs/areas?

DATA SOURCE:

- Data source/s for the analysis of the service

<i>Mountain Community of Valchiavenna</i>						
SERVICE	INSTITUTIONAL LIABILITY	MANAGEMENT:	BENEFICIARIES:	PRESENT SITUATION :	SPECIFICITY AND LOCATION:	DATA SOURCE:
1. INFRASTRUCTURAL SERVICES SYSTEM						
TRANSPORTS						
The SS	ANAS (public)	ANAS (public)	Population, firms, commuters, tourists, free	Active	No spec. mountains	ANAS
Provincial streets	Province (public)	Province (public)	Population, firms, commuters, tourists, free	Active	No spec. mountains	Province
Local streets	Borough (public)	Borough (public)	Population, firms, commuters, tourists, free	Active	No spec. mountains	Borough
Secondary streets	Mixed (Mixed)	Mixed (Mixed)	Population (especially farmers)Free	Active (authorization necessary in some cases)	Some streets are peculiar for mountain areas	Borough
Railways	Trenitalia spa (mixed)	Population, firms, commuters, tourists	payment	Active	No spec. mountains	Trenitalia
Public transport by road	Province	STPS spa (sondrio public transport society) (Mixed)	Population, commuters, tourists Payment	active	No spec. mountains	STPS/Province
Cooperation with Swiss mail (postal)	Postauto (Swiss public transport)	Postauto (Swiss public transport)	Population, commuters, tourists Payment	active	Yes spec. mountains	Postauto
Funicular	Borough The managing society gets public money to take students	The facilities management society (Ski area Valchiavenna)	Population, tourists, students Payment	active	Yes spec. mountains Campodolcino-Motta area	Ski area Valchiavenna

	(mixed)	na spa a partecipazi one pubblica) (mixed)				
Taxi	Private management	Private management	Population, tourists Payment	active	No spec mountains Available in 4 boroughs /13	Managers
ICT						
Traditional telephone line	Ministry of Telecommunications (mixed)	Terrestrial mobile telephony manager (private)	Population, firms, tourists Payment	active	No spec. mountains	Terrestrial mobile telephony management
ADSL	Ministry of Telecommunications	Connection supply/ Managers	Population, firms, tourists Payment	active	No spec. mountains Chiavenna, Prata centre (50%), Piuro (50%)	Connection supply/ Managers
Wireless	Ministry of Telecommunications (licence to CM) (public)	MC Valchiavenna + private firm (mixed)	Public corporation Free	Active (test period)	No spec. mountains Only some boroughs	MC Valchiavenna
Copertura GSM	Ministry of Telecommunications (mixed)	Mobile telephony management (private)	Population, firms, tourists Payment	active	No spec. mountains	Mobile telephony management
GPS	Irealp (mixed)	Irealp (private)	Job categories (surveyors, geologists, engineers, ...); Local authorities Payment	Active At the experimental stage	No spec. mountains In the whole Lombardy territory (one permanent station in Valchiavenna)	Irealp

2. SOCIO-MEDICAL AND WELFARE SERVICES SYSTEM

SERVICE	INSTITUTIONAL LIABILITY	MANAGEMENT	BENEFICIARIES	PRESENT SITUATION	SPECIFICITY AND LOCATION	DATA SOURCE
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MEDICAL SERVICES						
Hospital	SSN (public)	Hospital authority	Population Free/payment (with regard to the income)	active	No spec. mountain	Local Health Authority
First Aid Station	Local Health Authority for the Province of Sondrio (public)	Doctor National Contract	Population Free	active	No spec. mountain From Chiavenna to the other boroughs	Local Health Authority
First Aid Station for tourists	Local Health Authority for the Province of Sondrio (public)	Doctor National Agreement	Tourists free	seasonal	Yes spec. Mountain In 2/13boroughs	Local Health Authority
Alpine Aid	National Alpine Aid Body	CNSA volunteers Valtellina and Valchiavenna (private, no profit)	Population and tourists Free (for Italian citizens)	Active (24 hours a day)	Yes spec. mountain Two stations: Chiavenna and Madesimo	CNSA volunteers Valtellina and Valchiavenna
Pharmacy	SSN Local Health Authority of the Province of Sondrio	Private management	Population Free/payment	active	No spec. mountain 8/13 boroughs	Local Health Authority Private
Consulting Room	Local Health Authority (public)	Local Health Authority	Population Free	active	No spec. mountain (only in Valchiavenna)	Local Health Authority
Mental hospital	Hospital Authority (public)	Hospital Authority	Population Free/payment (ticket the first time)	active	No spec. mountain (only in Valchiavenna)	Local Health Authority
Addiction service (Serd)	Local Health Authority (public)	Local Health Authority	Population Free	active	No spec. mountain (only in Valchiavenna)	Local Health Authority
WELFARE SERVICES						

<u>The elderly</u>						
Home help	Borough (MC for the coordination) (public)	Borough/ social Cooperative (mixed)	The elderly payment (with regard to the income)	active	No spec. mountain	MC Piano Office
Temporary staying in a rest home	Borough -MC (mixed)	Onlus Rest home Chiavenna (Private)	The elderly payment (with regard to the income)	active	No spec. mountain (only in Valchiavenna)	MC Piano Office Rest Home
Rest home	Borough -MC (mixed)	Onlus Rest home Chiavenna (Private)	The elderly payment (with regard to the income)	active	No spec. mountain (only in Valchiavenna)	Rest Home
Day centre	Cooperative (mixed)	Cooperative	The elderly payment (with regard to the income)	active	No spec. mountain (only in Valchiavenna)	Cooperative Arca
Telephone helpline	Borough (MC for the coordination) (mixed)	TESAM (private)	The elderly Free/payment (with regard to the income)	Active	No spec. mountain	MC Piano Office Borough TESAM
Centres for the elderly	Borough (public)	Cooperatives run by volunteers (private)	The elderly Free	Active Open 1, 2 days a week	No spec. mountain In 10/13 boroughs	MC Piano Office
Associations for the elderly	No-profit (private)	Private	The elderly Free			
<u>The disabled</u>						
Home help	Borough (MC for the coordination) (public)	Borough/ social cooperatives (mixed)	The disabled Free	Active	No spec. mountain	MC Piano Office
CSE (SOCIO-EDUCATIONAL)	Borough (MC for the coordination)	Home Rest Foundation (private)	The disabled Payment (with regard to the	Active	No spec. mountain	MC Piano Office

CENTRE)	(mixed)		income)		(in Valchiavenna only)	
SFA Autonomy and education service	Borough (MC for the coordination) (mixed)	Cooperatives (private)	The disabled Payment (with regard to the income)	active	No spec. mountain (in Valchiavenna only)	MC Piano Office
LAP (production laboratories)	Borough (MC for the coordination) (public)	Cooperatives (private)	The disabled Free	active	No spec. mountain	MC Piano Office
Young disabled area service	Borough (MC for the coordination) (public)	Cooperatives (private)	The disabled Free	active	No spec. mountain	MC
Extra-school educational service	Borough (MC for the coordination) (mixed)	Cooperatives (private)	The disabled Payment (with regard to the income)	active	No spec. mountain	MC
Work scholarship	Borough (MC for the coordination) (public)	MC (public)	The disabled Free	active	No spec. mountain	MC
Associations for the disabled	No-profit (private)	Private	The disabled Free	active		
<u>The juvenile</u>						
Home help	Borough (MC for the coordination) (public)	Cooperatives (private)	The juvenile Free	active	No spec. mountain	MC Piano Office
Admission to Institutes	Borough (public)	Local Health Authority MC	Juvenile free	active	No spec. mountain	MC
Creche	Borough (public)	Borough (public)	Juvenile Payment (with regard to the income)	Active (turn it into a district crèche)	No spec. mountain (in Valchiavenna only)	Borough
Pre-school	Borough (mixed)	3 private schools and 13 municipal schools (mixed)	Juvenile Payment	active	No spec. mountain (in 11 /13 boroughs)	Borough - Private manage ment

Juvenile associations	No-profit (private)	Private	Juvenile Free	active		
Parish youth clubs	Parish (private)	Volunteers (private)	Juvenile free	active	No spec. mountain (in 11 /13 boroughs)	Parish

3. CULTURAL AND ENTERTAINMENT SERVICES SYSTEM

SERVICE	INSTITUTIONAL LIABILITY	MANAGEMENT	BENEFICIARIES	PRESENT SITUATION	SPECIFICITY AND LOCATION	DATA SOURCE
CULTURE						
Library system	Borough (mixed: public + private financing)	Borough or MC (books patrimony) (mixed)	Population Free	active	No spec. mountain (in 10 /13 boroughs)	MC
Museums	MC Protocollo d'intesa for the private museums (public)	MC, Tourist Association	Population and tourists Payment	Active Opening time depending on the season	No spec. mountain	MC Consorzio Parish
Archive system	Borough Delega alla MC	MC (public)	Public administration and population free	active	No spec. mountain	MC Borough
Cinema (Theatre)	Parish (private)	Volunteers (private)	Population and tourists Payment	seasonal	No spec. mountain	Parish
Cultural association	No-profit (private)	Private	Population and tourists free	Population and tourists Payment		
ENTERTAINMENT ACTIVITIES						
Chair-lifts/ski-	Chair-lifts	Chair-lifts and	Population and	Active	Yes spec.	Ski Area

lifts	and ski-lifts management society (Ski Area Valchiavenna spa- a Public-controlled (mixed))	ski-lifts management society (Ski Area Valchiavenna spa- Public-controlled (mixed))	tourists Payment	(Seasonal)	mountain Madesimo and Campodolciana	Valchiavenna
Sports centre (swimming pool, skating, five-a-side football, tennis)	Boroughs (mixed)	No-profit association (private)	Population and tourists Payment	active	No spec. mountain In Valchiavenna, but also used by the other boroughs	MC Borough
Hiking and excursions	Boroughs-MC (public)	MC, Tourist Consorzio, CAI (mixed)	Population and tourists free	active	Yes spec. mountain	Tourist Consorzio MC
Torism promoting Association	Torism promoting Association (mixed)	Torism promoting Association (300 members) (private)	Firms and tourists Payment	Active Always open in Chiavenna; In Madesimo seasonal opening	No spec. mountain In Chiavenna and Madesimo	Torism promoting Association
Municipal sports ground	Borough (public)	Private society	Population and tourists free	active	No spec. mountain In 12/13 boroughs	Boroughs
Municipal gym	Borough (public)	Private management	Population and tourists Payment/free	active	No spec. mountain In 7/13 boroughs	Boroughs
Private sports centres	Private management (private)	Private management (private)	Population and tourists payment	active	No spec. mountain Especially in Madesimo	Private associations or societies
protected areas (nature reserves, natural monuments)	Region (public)	MC (public)	Population and tourists free	active		Region MC

Sports associations	No-profit (private)	Private management	Population and tourists free			
Entertainment associations	No-profit (private)	Private management	Population and tourists free			

2.3 Description of the services

In this paragraph some more detailed information concerning each service will be given compared to the brief description given in the tables above. First the main features of the services analysed as well as those available in the territory will be pointed out and understood better. Then the context the research refers to will be made clearer and the general description of the area of the first chapter will be completed.

In some cases some news concerning the existing problems which the local newspapers have highlighted will be given. It is generally accepted that a monitoring of the local newspapers would contribute to the knowledge of the evaluation and perception that the population has of the level of services which the territory offers, thus adding a further important element in the formulation of a good evaluation methodology.

To conclude, the services which will then be evaluated and which have been investigated through interviews (see titles in bold print) have been further investigated.

THE INFRASTRUCTURE SERVICES SYSTEM

TRANSPORTS

- Streets

In the picture beneath you can see the SS (Main Streets) (brown) and the provincial streets (green) which cross the Community Mountain of Valchiavenna; the local and minor streets are not included in the picture.



Two SS (Main Streets) cross the territory of Valchiavenna.

- The SS nr. 36 of the Lake of Como and of the Splunga
- The SS nr. 37 of the Maloja

The SS nr. 36 winds in the initial trait in a two lane-road for each direction in the Brianza area as far as Lecco. From there it skirts the eastern coast of the Lake of Como, two separate carriageways, characterized by road bridges and several galleries, as far as Colico (LC) where the SS nr. 38 to Valtellina branches off. The SS nr. 36 enters Valchiavenna, crosses the residential area, and then goes up with a winding trend and steep slopes the S. Giacomo Valley, as far as the national border with Switzerland at Passo dello Spluga (m. 2115 above the sea level).

The traffic conditions vary a lot along the route: in the Valchiavenna part the traffic is fluent and mainly touristic with some peaks at the weekend. In 1995 the average daily traffic (TGM) in Madesimo was 2441.

The SS nr. 37 is shorter and it branches off from the SS nr. 36 in Chiavenna residential area (SO) and, after about 10 km of rising ends at the national border with Switzerland, in Castasegna (SO). The traffic is mainly local and concerns the vehicles coming from and going to Switzerland (in 1990 the average daily traffic- TGM- was 3469)

IMPROVEMENT WORKS	MAIN ROAD (S.S.)	
Rebuilding of the bridge on the torrent Cordera	s.s nr. 36	completed
Functional requalification	s.s nr. 36	at the final planning stage
Improving of the safety and the smoothness of the traffic through the adjustment of the road surface	s.s nr. 36	at the final planning stage
Installation fo elastoplastic barriers in Campodolcino	s.s nr. 36	completed
Dangerous crossroads	s.s nr. 36	agreement signed
Improvement of the negotiability of the Pass of Castasegna in both directions	s.s nr. 37	preliminary planning stage committed to the MC
Improvement of the negotiability near Valchiavenna	s.s nr. 37	being studied

- Minor road system

There are several minor roads in mountain areas (farm roads, forestall roads, military roads, country roads)which link the valley floor and rural districts, mountain pastures and forests. The country roads, or part of them, are often closed to public passage: only authorized people can use them.

- Railways

The only railway line in the territori of Valchiavenna is FS Trenitalia Colico Chiavenna. It is 27 km long and it has a single track.

It winds along VAchiavenna , from Colico (LC) to the residential area with the same name along a plain route, as far as S.Cassiano (SO), from where it goes up as far as Chiavenna (SO) with steep slopes. Along the route improvement works concerning the railway linking Milan and Valtellina are taking place.

The number of stops between Colico and Chiavenna is 8 (six of which are in the territory of the CM of Valchiavenna) The boroughs which have a train station in their own territory are only five because the borough of Prata Camportaccio has two train stations).

- Public road transport by road

The service of public transport by road is managed by the STPS (Public Transport Society Sondrio). This society is managed also by public corporations such as Boroughs, Mountain Communities and above all the Province of Sondrio.

In the past years the service was entrusted to the STPS through regional contracting out; but from 2004, in order to reduce the costs, the Province decided to call for tenders.

Suburban bus routes in mountain areas is often underused. It is often necessary to use private cars because of the specific situation of the territory. As a consequence, the role of public transport is important especially for students who have to reach the schools. Apart from these lines, the service is quite limited and therefore underused. The lines of the territory of the Mountain Community of Valchiavenna allow to reach all the boroughs of the district, except for Menarola.

A1 Sondrio – Morbegno – Chiavenna

A2 Chiavenna – Colico

A3 Chiavenna – Gordona – Samolaco

A4 Chiavenna - Campodolcino – Madesimo

A5 Chiavenna – Villa di Chiavenna

A807 Chiavenna – Madesimo – Passo Spluga

The STPS, besides the public transport on its own lines, guarantees a link with the railway lines in agreement with Trenitalia s.p.a.

The fare varies according to the distance. As the fare depends on the distance, it is not possible to have definite data on the use of the single routes.

- Cooperation with swiss Autopostale

The proximity to the Swiss border makes it inevitable to have transport lines which are also useful to the Valchiavenna inhabitants. Thanks to an agreement with the swiss public transport system (Postauto) , the inhabitants of the Mountain Community of Valchiavenna can benefit from this service by using the same type of ticket as the one they use on the Italian lines.

The Postauto lines which concerns the Valchiavenna territory are

A 805 Chiavenna-Splugen

A 809 Chiavenna- St.Moritz

C 827 Lugano-Menaggio-St.Moritz

- Funicular

The underground funicular “Ski Express”, built in 1996-1997, links Campodolcino (1.082 m. above the sea level) to Alpe Motta (1.721 m. above the sea level) and has a capacity load of 3.500 people per hour.

Two carriages are used to transport passengers, one going up and the other going down (two carriages each). Each carriage can take 80 passengers, which means 160 passengers per journey. It travels at a speed of 10m/s; the total amount of time, considering getting on the carriage, journey and getting off the carriage, is 3.84 minutes.

This service is run by “Ski Area Valchiavenna s.p.a.” (up to the 30th October 2004 it was called “Spluga Domani s.p.a.”), a public-controlled society.

Moreover, the society benefits from regional financing because it offers the students of Motta a transport service.

- Taxi

The taxi service is available in 4 boroughs out of 13, especially in Chiavenna, Madesimo, Campodolcino and Samolaco.

The first three are the most important from the point of view of tourism, whereas Samolaco is the most crowded in the district after Chiavenna.

COMMUNICATION AND INFORMATION TECHNOLOGIES

The system of telecommunications is one of the main factors of development in the territory. It is therefore necessary to equip the territory with an efficient and widespread infrastructure which enables the communication and the interaction inside and outside a geographical area.

The word telecommunication infrastructure includes a variety of technologies and services.

- Traditional telephone lines

Traditional telephone lines exist in all the boroughs of the district. Between the end of December 2004 and the beginning of February 2005 seven episodes of interruption of the telephone service occurred. These episodes were caused by the breaking of the telephone cable and by some problems to the local exchange which caused inefficiency such as the stoppage of the hospital operator. It is therefore clear that, under those circumstances, infrastructural services, besides being a service themselves, serve as a means to the use of the other services.

- Broad band connection (ADSL)

The word "broad band" refers to those systems which guarantee important possibilities to transmit and receive data. For example, DSL connections and optical fibres connections (the latter are much faster).

Lombardy is the leading region in Italy in the offer of broad band services; as a matter of fact, 89% of the population and 68% of the boroughs are reached by broad band.

The outskirts and the small boroughs are scarcely reached by broad band. This particularly affects mountain areas, such as the province of Sondrio. The xDSL technology in the province of Sondrio (the last of the Lombardia provinces) reaches only 22.5% of the population in 2002.

The territory of the Mountain Community of Valchiavenna, because of its mountainous characteristics and small size boroughs, has a limited broad band.

To this day, optical fibre is not present in Valchiavenna; whereas the ADSL line reaches the boroughs of Chiavenna, Villa di Chiavenna, Prata Camporaggio, Piuro and San Giacomo Filippo. The broad band service does not always cover the whole territory in these boroughs. The remaining boroughs have at the most an ISDN connection. Telecom Italia has recently announced that the ADSL connection will be put into operation very soon, within the month of June 2005, for the boroughs Mese and Novate Mezzola. As to some boroughs of the district such as Madesimo, the technical difficulties due to the geographical position do not enable to have fast connections.

- Wireless connection

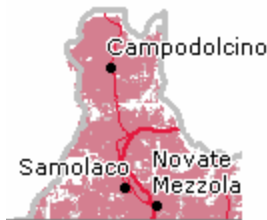
Some areas, especially mountain and country areas, do not have nets which enable a broad band connection. A solution can be found in the wireless technology, which allows the access to the web through a wireless connection.

The Mountain Community of Valchiavenna is implementing a wireless technology connection project in all the boroughs of the district. The project at this level is addressed to the public authorities only: local authorities, branches of libraries, as a means to create services associated with them (registry office, protocol, associated library management, civil defence). The boroughs linked are 11, but the plan is to link also the two boroughs which are not linked yet: Madesimo and Campodolcino. The connection station is on the Mount Cigolino (700 m. above the sea level) and it doesn't allow to reach the two boroughs; but some methods to reach them, such as a wireless connection, are being studied.

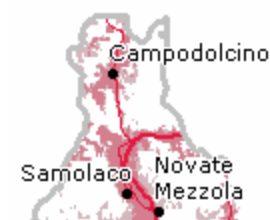
The project is partially financed by the Mountain Community and partly by regional funds.

- GSM covering

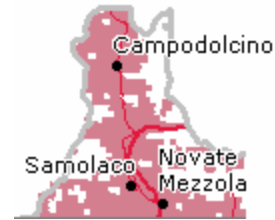
The GSM covering in Valchiavenna shows some flaws. In the images beneath, you can see the covering of the three main telecommunications companies.



Covering GSM Tim



Covering GSM Vodafone



Covering GSM Wind

- Regionale Service of Positioning (GPS)

The Region of Lombardy, the IREALP Institute (Institute of Research for Ecology and Economics applied to the Alpine Areas) and the Polytechnic of Milan have started the development of Regional Service of Positioning for Lombardy: the service includes the building of a net of permanent GPS stations and of a centre for the analysis, control and distribution of data and products. The Service will provide the private and the public users with the necessary tools for the monitoring and the planning of the territory, the production and the updating of map-making; moreover, it will carry out research in the fields concerning satellite setting supported by permanent stations nets.

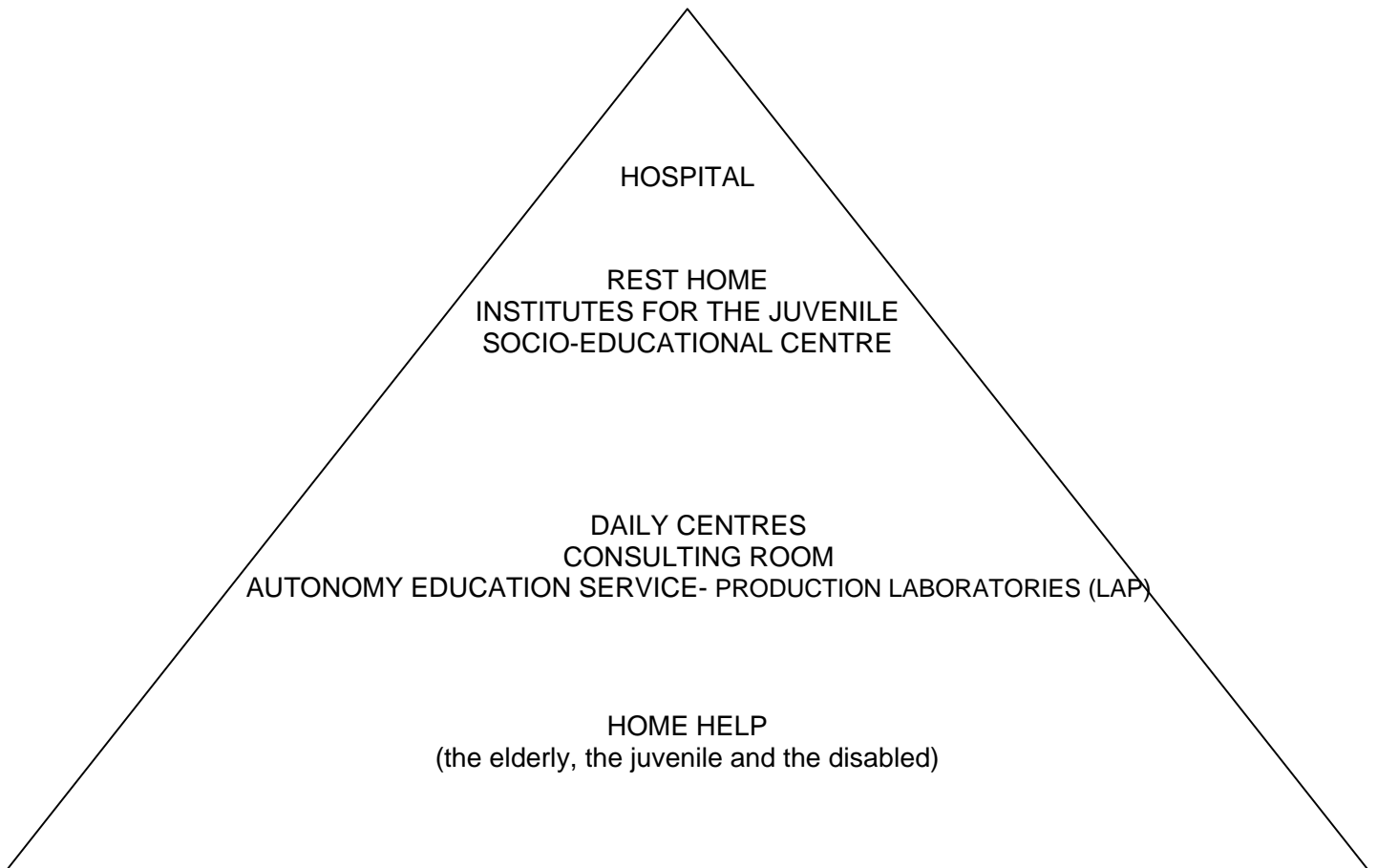
The permanent stations network will include 19 stations, and they will be placed so that each point of the regional territory will not be farther than 35 km from the nearest station; the elaboration centre will be given a new dimension, both as to the human resources and to the technical resources, so as to guarantee the distribution of the services and the research activity for the improvement of the services. A net of permanent stations can fulfil different aims: from the checking on a global or continental scale of the Reference System and of the geodynamic, to the services for the positioning supply on a national scale or on a local scale.

Valchiavenna, as the rest of the regional territory, will be covered by the service, also because there is a plan of establishing one of the permanent stations in Chiavenna.

THE SOCIO-MEDICAL SERVICES SYSTEM

The socio-medical services for the juvenile, the elderly and the disabled have different levels of intensity, both as to the time factor, and as to the kind of assistance offered: at the lower level there is home help, at the top there is specialized assistance in hospital. (see the socio-medical pyramid).

Socio-medical pyramid



MEDICAL SERVICES

- Hospital

The General Hospital of the area of Chiavenna belongs to the Hospital Authority of Valtellina and Valchiavenna (A.O.V.V.) which has been formed with the D.G.R. of the Consiglio Regionale della Lombardia from the 1st April 2003.

The services and the medical units are listed below:

- ANAESTHESIA AND INTENSIVE CARE UNIT
- SURGERY
- GENERAL MEDICINE
- OBSTETRICS AND GYNAECOLOGY
- INFANT NEUROPSYCHIATRY
- ORTHOPAEDIC AND ACCIDENT SURGERY
- TERRITORIAL PSYCHIATRY
- PHARMACY SERVICE
- TEST LABORATORY SERVICE
- RADIODIAGNOSTICS SERVICE
- CASUALTY DEPARTMENT

On the 2003 data we have calculated some indicators used in the analysis of the medical structures for the hospital structure of Chiavenna and compared them to the 2002 data referring to Lombardy, Italy and the province of Sondrio:

RATE	DESCRIPTION	CHIAV	SO	LOMB	ITA
Hospitalization	Average of the days of hospitalization of a patient	6.4	8.69	7.7	7.3
Saturation rate	days of hospitalization/beds x365	50.7	69.87	70.01	77.66
Rotation rate	Number of patients that turn in a year in a bed	28.8	29.35	37.43	38.67
Turn over	Average number of the days which pass between an episode of hospitalization and another	6.3	3.75	2.05	2,11

Regional yearly statistics

Mountain hospitals have peculiar features due to the specific features of these territories (difficulties of linking ways, reduced number of population per square km, ...) that influence the medical services supply. If the above data are compared to the regional and national average, the hospital of Chiavenna risks appearing more inefficient, because its features of small mountain hospital are not taken into account. For this reason, in the following analysis of the rates all the values mentioned above have not been included, but only one of them (saturation rate).

In the local press people have recently complained about the absence of an outpatient clinic for the medical examinations of the athletes, so that over one thousand people among members and amateurs have been compelled to move to medical centres outside the valley, thus wasting time and money. According to the local press a solution to this problem may come in the month of June 2005.

- Emergency Medical Service

The Emergency Medical Service is regulated by the Collective National Agreement (Accordo Collettivo Nazionale) of which D.P.R. n.270 of the 28th July 2000 (capo III).

The service is free and it provides for home visit in the hours when the GP and the Paediatrician are not on duty. It is possible to call the Doctor on Duty by dialling 118 (free) and giving the operator all the necessary information.

- Emergency Medical Service for Tourists

The Local Health Authority provides in some areas the seasonal Emergency Medical Service (in winter or in summer): in Valchiavenna you can find it in Madesimo and in Campodolcino. The regional regulations are planning to activate this service in the areas where the influx of tourists outnumbers a threshold of presence a day. The doctors are temporarily employed in order to strengthen the medical service. The doctors, besides seeing patients, making house calls and giving first aid, can prescribe medicines or specialist examinations, suggest hospitalization and issue medical certificates.

- Alpine Aid

The Alpine Aid is a section of the CAI (Italian Alpine Club); it is a no-profit association which has been founded by anational law. It included volunteers only who specialize in the different kinds of aid (helicopter rescue, dog units, ...)

The National Alpine Aid Body belongs to the Civil Defence bodies and deals with the coordination of the rescue activities in hostile environment. It is active 24 hours a day. It can be activated through 118 and it is connected with the Health Councilors Office of the Lombardy region.

This kind of service is divided into delegations. In the territory of Valchiavenna the Valtellina and Valchiavenna Delegation works. It is then divided into stations on the territory. The stations are not always presided over, but they are active 24 hours a day, with an alerting time of 20 minutes at the most. In time of high influx of tourists or special environment conditions the stations are always presided over.

In Valchiavenna there are two stations: Chiavenna and Madesimo. The Valchiavenna volunteers in 2004 are 60, the 16% of the total in the province (372 volunteers). In 2004 the Valtellina and Valchiavenna Delegation intervened 340 times and rescued 362 people. The episodes which requires aid took place on ski slopes (23%) or during hiking (20%).

In 1992 the helicopter rescue became active: 24 hours a day a helicopter is available in Caiolo (SO) with a first aid team consisting of an alpine aid technician, a resuscitator and a professional nurse. The use of a helicopter has totally changed alpine aid, thus improving its effectiveness.

The Alpine Aid tries to be always updated as to the new technologies are concerned, and it tries to benefit from the technological innovations in order to improve its service. Since 2002-2003 the Alpine Delegation has had a GPS service to indicate the position of the rescue teams and of the injured. This innovation allows saving time in finding the injured, especially when the area is less known.

- Pharmacy

The Local Health Authority guarantees the supply of medicines through the use of "tickets" (the citizens have to pay part of the price for the medicine, as the law establishes) thanks to a net of pharmacies in the territory and some services of the Authority.

Today five boroughs in the Valchiavenna district do not have a pharmacy. One of them, Piuro, has applied to the authorities for the possibility to have a pharmacy. The mayor of Piuro would like to have a pharmacy on the S.S. street in order to supply the tourists.

- Consulting Rooms

Among the consulting room services in the Mountain Community territory, it is worth mentioning the Family Consulting Room in Chiavenna, managed by the Local Health Authority of the Province of Sondrio.

- Psychiatric service

The Hospital Authority offers a psychiatric service inside the Chiavenna Hospital. The first examination has to be paid for; if the doctor suggests that the patient should follow a therapy, the following meetings are free.

- Drug Addiction Service (SERD)

A district unit of the territory Drug Addiction Service is to be found in Chiavenna. The Drug Addiction Department, which the district unit represents, deals with prevention, healing and rehabilitation of the conditions coming from taking drugs, alcohol and medicines, of the connected pathologies, and of the problems deriving from gambling.

SOCIO-WELFARE SERVICES

The elderly

- Home help

Home help for the elderly, meaning both socio-welfare and medical services, is coordinated by the Mountain Community which makes use of cooperatives staff.

- Temporary rest home

In some cases the elderly who are usually looked after by their families might need to spend a short period in a rest home. For this reason rest homes always have two rooms/beds free should somebody need to be given temporary hospitality.

- Rest home

The Chiavenna rest home is run by the "Onlus Association Rest home Chiavenna".

- Daily centre

The daily centre for the elderly is in Chiavenna and it is run by Cooperatives. The elderly can stay there from 9.00 in the morning till the evening. If it is necessary, a transport service from the residence borough to the centre is available.

- Centres for the elderly

A centre for the elderly can be found in 10 out of 13 boroughs of the district of the Mountain Community of Valchiavenna. It is run either by the boroughs directly or by cooperatives and volunteers.

- Telephone helpline

The telephone helpline service is addressed to the elderly who live alone. If necessary, the elderly person can use a special device which s/he always keeps with her/him to make an emergency phone call.

This service is also aimed at "checking by phone"; as a matter of fact, the operators of the telephone helpline society call at regular intervals the elderly to see if everything is alright and to monitor the correct functioning of the system.

From an administrative and organizational point of view the telephone helpline is managed by the Mountain Community and, from the operative point of view, it is managed by a private society in Vicenza (Tesan s.p.a.). This service cannot be offered by any societies in the territory.

The operators receive from the elderly a module which has been filled in with all the necessary information (kind of house they live in, name and address of the relatives that can be called if necessary, ...) and another module which has been filled in by the doctor in charge of them which summarizes the case history.

The telephone helpline service in Valchiavenna has been active for ten years. The numbers of users vary in the years: 7 in 2005, but a maximum of 15 has been reached.

There has been a decrease in the requests of this kind of service after the massive use of mobile phones and the employment of people who look after the elderly at home.

- Associations for the elderly

There are associations, or other kinds of volunteering, that look after the elderly but they will not be mentioned here.

The disabled

- Home help

The home help service includes a series of socio-welfare and medical services (help-education-nursing and rehabilitation). The people working in this field can be: social workers, professional nurses, socio-medical workers, a.s.a.

- Socio-educational centre

The Socio-educational centre (C.S.E.) is an integrated structure, not belonging to the district, which daily hosts people whose autonomy and elementary functions are seriously damaged. The socio-educational centre aims at the development of the growth of the subjects, hoping for a growing socialization, with the aim of developing, where it is possible, the remaining skills, and to maintain the acquired levels.

A recent set of rules will turn the Socio Educational Centre in Daily Centre for the Disabled which will no longer operate in the educational field but in the medical one. The educators working in the socio-educational centred will be helped by A.S.A and O.S.S.

Up to today the Socio-educational centre makes use of cooperatives as to the management is concerned. The Onlus Rest Home Association is trying to be appointed for the management of the Socio-educational centre so as to create a scale economy with the rest home as far as the and the catering and the laundry services are concerned.

- Autonomy Education Service

The Autonomy Education Service is addressed to the disabled with rather good relationship, communication and adaptive capacities, and it is aimed at developing the personal autonomy through practical daily life experiences, for the acquisition of skills useful to reach a better social integration. The users of the Autonomy Education Service take part in personalized experiences on the territory. The disabled do not always attend the Autonomy Education Service but, together with the educators, take part in different kinds of activities on the territory. (swimming pool, library, parish youth club, going shopping). Some activities aimed at preparing them for a job have been planned, such as work scholarship and LAP (Productive Activity Laboratories)

The staff of the Autonomy Education Service (educators, social workers, psychologists) includes both members of the Mountain Community and cooperatives operators.

- Productive Activity Laboratories

The Productive Activity Laboratories are aimed at the disabled with a good autonomy and manual ability who are busy with the making of "pezzotti", carpets typical of the local crafts. The proceeds of the sales are used to partly cover the costs of the Productive Activity Laboratories. This service is run by a private cooperative and in Chiavenna it has been active since 2002.

Today there are 2 regular users of the Productive Activity Laboratories; some others go there for some hours in agreement with S.F.A. and C.S.E.

The activity which the Chiavenna laboratory propose, however interesting because it has to do with a typical tradition of the area, is rather complex and it thus limits the possibility of taking part in it to those disabled endowed with some autonomy. Similar experiences are being carried out in Morbegno in the agricultural field.

- The Disabled Area Service for the Juvenile

The service supports the juvenile disabled inside the schools. The support concerns various fields: from the didactics to the integration, to the help. This services lasts 60 hours and it is supplied by educators belonging to a cooperative.

- Extra-school Educational Service

A service which is supplied during extra hours. The educators of a cooperative give assistance to the youth not at school but in their houses. The kind of help they offer concerns mainly the learning process, therefore they help them do their homework.

- Work scholarship

This service is aimed at facilitating the employment of people with difficulties and of the disabled, and at finding a job which suit their skills. This service is aimed at the disabled with a high level of autonomy. The disabled worker gets a small wage. The social worker of the Mountain Community is in charge of this service.

- Associations for the disabled

There are associations, or other types of volunteering, working with the disabled, but trthey will not be taken into account here.

The juvenile

- Home help

The educators are responsible for home help

- Institutes

If because of special family situations a juvenile needs to be put into an institute, the Local Health Authority deals with the problem, whereas the Mountain Community daels with the burocracy and the financial aspects. The institutes are outside the area of the Mountain Community.

- Creche

There is only one crèche in the Mountain Community district. At the moment it is a municipal service, but a request has been made to turn it into a district creche, as 50% of the users come from other boroughs. The maintenance costs are paid by Chiavenna only. Moreover, the people living outside Chiavenna pay for a higher fee for the same service (€277 for the residents, €329 for those who live outside Chiavenna)

The crèche can take up to 30 children, but every year a certain number (from 5 to 10) of children are on the waiting list.

In the past few years there have been some innovations : the facilities and the interiors have been renewed, a project concerning reading at an early age, up to helping children with some disabilities so as to start dealing with the problem.

- Nursery schools

There is a nursery school in 11 boroughs out of 13. In three boroughs, besides a public nursery school, there are also private schools run by religious people.

- Parish Youth Clubs

The Parish Youth Club is an entertainment service addressed to children and young people run by the parishes. In the Valchiavenna Mountain Community it can be found in 11 boroughs out of 13.

- Juvenile Associations

There are associations, or other forms of volunteering, working in the juvenile field, but they haven't been listed here.

CULTURAL AND ENTERTAINMENT SERVICES SYSTEM

CULTURAL SERVICES

- Library system

The library system consists of a system centre library in Chiavenna and nine branches in the other boroughs, except for Menarola, Piuro and San Giacomo Filippo. The three boroughs that do not have branches of the library system in their territory accept this system and can use these services. Moreover in these boroughs some education to reading activities in the school have been planned. Since 2004 the membership cards have been the same for the whole system. More than half of the holders of a membership card of the central library in Chiavenna come from outside (44% from other boroughs of the system, 9% from territories not belonging to the Mountain Community).

The management of the libraries has different levels of competence and different levels of responsibilities in the management: as to the library staff, the boroughs and the Mountain Community often make use of cooperatives; as to the books patrimony, it is managed by the central library and by the Mountain Community. As to the seats of the libraries, the town hall is responsible for them. Along these institutional liabilities, there is a "Management Local Commission" (in Chiavenna the by-laws require it, but it can also be found in other branches). The Commission has a constructing role, as well as a role of control, and cultural promotion. Along with the Chiavenna Commission, particularly active are also the Gordona and the Samolaco Commissions. They are made up of the councillor responsible for culture, volunteers, representatives of schools and associations, in order to encourage a higher level of participation of the citizens.

In the past few years the library system has started relationships and cooperation with a lot of subjects: schools (primary and junior high schools), crèche (as to the reading at an early age project), centres for the elderly, several cultural associations, the Socio-Educational Centre., the Local Health Authority (as to the help to the juvenile is concerned) and a cooperation with the hospital is being planned.

Through these activities, along with the institutional activity, the library system stimulates cultural activities in the whole area.

It is also possible to surf the internet in the library by paying a fee.

The choice of underlining the importance of reading and of attending libraries at a very young age has had good results so far. As a matter of fact, to accustom the young to reading since a very early age creates needs which, once they are adults, they will continue to meet.

The Valchiavenna library system has always paid attention to the new technologies. Since 1994 it had implemented the computer catalogue. When 4-5 years ago computerization was introduced at the province level, the Valchiavenna system was already working and it served as a model.

The publication of the 2004 data concerning the library system activity underlines how the population in Valchiavenna is really interested in reading: 19.41% of the population is a member of the library, 10.4% in Lombardy. The average of the European Union is however higher (about 22%).

- Museums

Even if it is not possible to talk about a museum system in agreement with the regional requirements for the museums of Valchiavenna, those museums are managed from the system point of view. Most museums are public, but there is an agreement protocol for the management of the museums of the Parish.

The museum staff is employed by the Mountain Community or by the Tourist Association (in particular as far as the opening is concerned), except for the maintenance, for which they make use of a social cooperative of the B kind.

The "Valchiavenna Museum" and the "Treasure Museum" of Chiavenna have been appointed by the Lombardy Region "Raccolta Museale".

- Archive system

The Mountain Community has been appointed by all the boroughs to the management of the archive system. The archives of the different boroughs of the district have been reorganized and computerized following the same system, under the supervision of the archive director of the Mountain Community.

- Cinema (Theatre)

The Cinema-Theatre Victoria is in Chiavenna and it has 245 seats. The house belongs to the parish and it is managed by a group of volunteers.

- Cultural associations

There are associations and other kinds of volunteering, working in the field of culture promotion, but they have not been mentioned here.

PLACES FOR ENTERTAINMENT ACTIVITIES

- Chair lifts

In places like Madesimo and Campodolcino, whose main activity is tourism and whose success among tourists is due to ski, ski chairs and winter sports facilities are really important.

The chair lifts in Valchiavenna are managed by s.p.a. public-controlled societies: the Ski Area Valchiavenna spa.

The chair lifts are the following:

- 1 funicular
- 2 cableways
- 1 chairlifts with 6 seats automatic hooking
- 4 chairlifts with 4 seats each automatic hooking, domeshaped
- 1 chairlifts with 4 seats fixed hooking
- 1 chairlifts with 3 seats fixed hooking
- 2 chairlifts with 2 seats each fixed hooking

- Sports centre

The sports centre is in Chiavenna and it has facilities for different sports (swimming pool, ice-skating rink, tennis, multi-functions place).

The building belongs to the borough of Chiavenna, the association Skaters Circle of Chiavenna manages the centre with a four-year licence contract. (This association is an amateur sports association affiliated to CONI and it can therefore benefit from easier accounts). The entries, deriving from entrance tickets, do not entirely cover the costs; the management deficit is levelled by the Mountain Community through BIM funds earmarked to district services. The service is a district service, therefore it is addressed to all the boroughs of the Mountain Community.

The entrance to the sports centre is allowed to the holders of a membership card only. Therefore, it is necessary to have a membership card, which costs € 5, even for one entrance.

The holders of a membership card in 2003/2004 were 9,313, of whom about 50% come from areas outside the Mountain Community (Bassa Valle, Alto Lario, Switzerland and tourists), about 20% come from Chiavenna and 30% come from the rest of the Mountain Community.

Moreover the 2003/2004 season data show a considerable rise in the numbers of people attending the centre; the positive effect of this rise is the reduction management deficit of about 30%.

The sports centre has started relationships and agreements with several subjects (not only in Valchiavenna, but also in Alto Lario): about 10 C.S.E. (about 150 users once a week), nursery schools, primary schools, junior high schools and secondary schools, several sports societies, parish youth clubs. These subjects which have an agreement benefit from reduced rates which do not cover the costs but represents an important social service.

In the last years the management society has put an emphasis on the analysis of the question and of the customer's needs, through questionnaires and other survey methods. In this way it has been possible to offer a diversified service which better suit the people's needs.

The sports centre has invested and is planning to invest also in structural improvements that have improved the offer, such as the building of a tennis court in artificial grass. In 2005 modernizing works of the Ice Rink will be started; among them, the innovation of the ice-making machines and the installing of a maxi screen to make the entire structure interesting also as a place for performances and entertainment (outdoor cinema in summer).

- Association for promoting tourism

The Association for Promoting Tourism of Valchiavenna was born in 1998 as an idea of the Mountain Community and of the ski-chairs managing society and it now has about 300 members among public organizations (the Mountain Community and all the boroughs of the valley), tour operators, private firms, etc...

The Association has two seats: one in Chiavenna (it is open all year long) and one in Madesimo (seasonal opening) For the 2005 summer the opening of a seasonal office in Montespluga is being planned.

The main activities of the associations are: marketing, and territory promotion, organization of guided visits, of events, publishing of information leaflets, representation of Valchiavenna at fairs and exhibitions, websites and museums management.

The members give to the Association an annual membership fee, whereas for the users the service is free.

The Tourism Association is related to the other services: in order to reduce the inefficiency caused by the reduced opening hours of the railway ticket office, the Tourism Association gives out the railway tickets. For this reason another office has been opened in Chiavenna near the station.

- Municipal sports ground

The municipal sports ground can be found in all the boroughs of the valley, except for the smallest one (Menarola)

- Municipal gym

There is a municipal gym in 7 boroughs out of 13.

- Private sports centres

Besides the public sports centres, there are some centres managed by privates. A lot of them can be found where the influx of tourists is high like in Madesimo where you can find a Wellbeing Centre (swimming pool, sauna, Turkish bath), another sports centre (five-a-side football, tennis, squash, rock face), golf club, mini golf, an archery centre.

- Protected areas

There are three protected areas in the territory of Valchiavenna: the Nature Reserve of Pian di Spagna-Lake Mezzola, Nature Reserve of Marmitte dei Giganti and the Natural Monument of the Waterfalls of Acqua Fraggia.

In the following table¹⁶ the most important data are given.

DENOMINATION PROTECTED AREA	TYPE OF PROTECTED AREA	MANAGING SOCIETY	INSTITUTIONAL SANCTIONS	SURFACE
Pian di Spagna-Lake Mezzola	Nature reserve Regional oriented	Association between Western Alto Lario, MC Valchiavenna and MC Valtellina of Morbegno	d.c.r of 6/2/1985, n. 1913	696.00
Marmitte dei Giganti	Nature reserve Regional partially geological	MC Valchiavenna	d.c.r of 15/11/1984, n. 1803	38.00
Waterfalls of Acqua Fraggia	Natural Monument	MC Valchiavenna	d.g.r. of 22/5/1984, n. 38947	8.16

Sports associations

There are many associations in this field.

Entertainment associations

There are many associations in this field.

CHAPTER 3

Analysis of some services

3.1 Introduction

Among the existing services in the district of Valchiavenna some of them have been deeply analysed through indicators that could be used to express evaluations.

The list of services which are the object of the study includes three services for each system of services object of the study: infrastructural, socio-medical and welfare and cultural and entertainment service. Inside each system the services have been chosen so as to investigate the existing typologies. A special focus has been given to most innovative services or particularly efficient.

3.2 Some specification of the indicators

The indicators have been chosen considering three categories (or macro indicators) that express the characteristics of the service taken into account, so as to allow the comparability of the research with the other partners of the project.

Inside the six categories, which are the same for all the countries taking part in the project, each partner has had a higher level of autonomy in the definition of the indicators of detail.

In the choice of Irelap, the latter, for reasons of comparability, are schematic and they tend to be homogeneous among the different services. The higher variability among the indicators of description of the single services can be found inside the macro indicators of Efficiency/costs and Proximity/accessibility.

The six macro indicators are summarized in the table below: in the first column there is the macro-indicator (the category), in the second column a brief description of what it is meant to be said, in the third one the sub topics which are investigated by the indicators, so as to come to an evaluation in relation with the category.

Territoriality	They want to express the link between the service and the territory, considered from different points of view: the adaptation to the local context, the use of local resources, the management by single local subjects and consequently the possibility of control for the residents	<ul style="list-style-type: none"> • Partaking, control and management of the service by the local actors • Covering of the territory • Relation between the typology of the service and the typology of the territory • Local character of the main financing source
Integration/interaction	They want to study if there exist more or less stable relations among services of the same type (integration) or among different services (interaction)	<ul style="list-style-type: none"> • Integration of the service in a system or in a net • Relation with other existing services in the territory (long term relations, cooperation, agreements)
Efficiency/Costs	The efficiency of the service offered is evaluated in relation to the costs. In this evaluation it is necessary to consider the higher costs of a service when it is in a mountain area.	Efficiency of the service offered (prices and rates; covering of the costs, range of users...)

Proximity/Accessibility	The accessibility of a service depends both on its geographical proximity and on the special conditions of accessibility (flexible timetables, diversified rates, transport services...)	<ul style="list-style-type: none"> • Accessibility of the service (distance, timetables, special categories of users)
Continuity in time	The service may not always be supplied, but only in some periods of the year (seasonal service). Moreover, some services may be linked to a specific project.	<ul style="list-style-type: none"> • Continuity/temporarity of the service • The service is not completely active, it is being planned/at the experimental stage
Innovation	The innovation can be of different types: a new service, a new way of managing/financing/producing or supplying the service. More than the innovation itself, it is interesting assess the effects of it on the service offered.	<ul style="list-style-type: none"> • The service shows interesting innovative features • What the effects of the innovation on the service are

The macro indicator that has created the biggest problems is the one concerning the efficiency compared to costs. First, it is not easy to find indicators that express these concepts jointly. It has often not been possible, as far as costs are concerned, to find information for various reasons. The indicators that have been found, therefore, focus especially on the efficiency/effectiveness, by often using the data concerning the level of satisfaction of the users. As it has been said before, it is often difficult to link the satisfaction factor with the effectiveness factor, that is to say with the capacity of offering an effective service and appreciated, without an enormous waste of energies.

3.3 The interviews

The services chosen for the more detailed survey are the following:

- THE INFRASTRUCTURE SERVICES SYSTEM
- Railway transport
- Local public transport
- Wireless connection
- Positioning system (GPS)

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- THE SOCIO-MEDICAL SERVICES SYSTEM
- Hospital
- Alpine Aid
- The disabled
- The elderly (telephone helpline)
- The juvenile (crèche)
- THE CULTURAL AND ENTERTAINMENT ACTIVITIES SYSTEM
- Library system
- Sports centre

- Association for Promoting Tourism

For each of these services some interviews have been carried out with one of the people in charge or with the manager of the service. During the interview, besides filling in the indicators aiming at giving an evaluation of the service in relation to the six topics mentioned above, it has been possible to talk with the people in charge of the features of the service that do not always appear in the indicators; as a matter of fact, the indicators ensure homogeneous data on the one hand, but risks, by being too schematic, casing people to miss some information on the other hand.

For this reason you can find you can find beneath the grids with the indicators (the questions) hwere you can see in grey the answers given during the interview with some explanatory notes. (see 3.3.2) The most interesting information obtained during the interview, but not linked to the questions of the indicators, can be found in the paragraph describing the different services (see 2.3).

3.3 Guide to the interview readings

When a question can give information concerning more than one macro indicator it is followed by a number of asterisks (*) which can be referred to the following notes:

* It is also used to evaluate the accessibility of the service

** It can be also useful to evaluate the efficiency (and the quality) of the service

*** It can be useful to analyze the integration and the interaction of the service with other services

During the evaluation of the indicators some answers will probably have to be weighed either in the surface of the territory or on the dimension of the reference opulation (for example: services per 1000 inhabitants).

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY/ ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
RAILWAYS	<ul style="list-style-type: none"> - Local responsibility? (YES/NO) - Local management? (YES/NO) - Number of boroughs served (%boroughs compared to the total num of boroughs in the MC; %population served compared to the total of MC) 31% boroughs 53% population -The service is specific of the mountain areas (YES/NO) -Is the financing source local? (YES/NO) 	<ul style="list-style-type: none"> -It belongs to a system: supermunicipal (YES/NO); provincial (YES/NO); regional (YES/NO); national (YES/NO) ? -Is it related to other transport systems? (YES/NO) ? (Transport by road/stops in common) -Are there relations with other services? (YES/NO) Which ones? 	<ul style="list-style-type: none"> -Does the service have a cost? (YES/NO=free) ? -Does the fare of the service cover the cost of the service? (YES totally/YES partially/NO) ? -Average rate per km 0,09 € -Number of tickets and pass sold yearly Not available 	<ul style="list-style-type: none"> -Numbers of stations 6 in 5 boroughs -average of km from the nearest station 4.7 km -Special rates for some categories (YES/NO) ? -Does the price fit the user's income? (YES/NO) ? -:number of lines;km of lines 1 line 27 km -frequency of the service (especially in difficult times;%of seasonal rides) 17 rides in one direction 	<ul style="list-style-type: none"> -Is the service regular/periodical/occasional (it works all year long)/it is seasonal /it's ad hoc) -Is it at an experimental stage or linked with a specific project? (YES/NO) which one? -Is the service active in the month of August and during the holidays ? (YES/NO) ? 	<ul style="list-style-type: none"> -have innovations been made in the last 5 years? (YES/NO) ? -which ones? -have they increased the numbers of users (YES/NO) ?; improved the quality of the service? (YES/NO) ? Decreased the costs? (YES/NO) ?

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY/ ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
PUBLIC TRANSPORT	<p>-local level? (YES/NO)</p> <p>-local? (YES/NO)</p> <p>-served (%boroughs compared to the total num of boroughs in the MC; %population served compared to the total of MC)</p> <p>92%boroughs 99.8% population</p> <p>-Of the mountain areas? (YES/NO)</p> <p>-is the main financing local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-other transport services? (YES/NO) (number of stops in common)</p> <p>-Swiss autopostale and railways</p> <p>-relation with other services? (YES/NO; which ones?)</p>	<p>-payment? (YES/NO=free)</p> <p>--Does the fare of the service cover the cost of the service? (YES totally/YES S partially/NO) ?</p> <p>-Per km Per km segments</p> <p>-Number of tickets and pass sold yearly Not available</p>	<p>-Special rates for some categories (YES/NO) ?</p> <p>-Does the price fit the user's income? (YES/NO)</p> <p>-service: number of lines; km of lines</p> <p>-6 lines, 650,000 km covered in Valchiavenna in 2004</p> <p>-rides each day (in one direction) 6</p> <p>-service: numbers of opening hours a week 105</p>	<p>-Is the service occasional (it works all year long)/it is seasonal /it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-Is the service active in the month of August and during the holidays ? (YES/NO) ?</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-description</p> <p>-once there was a granting for the service, since 2004 they call for tenders</p> <p>-if there have been innovations, have they increased the number of users (YES/NO); have they improved the quality of the service? (YES/NO); have they decreased the costs (YES/NO)</p> <p>The aim of the innovation is to reduce the costs; there are not data in relation to this</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY/ ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
WIRELESS CONNECTION	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>85% boroughs 93% population</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p> <p>Partly financed by the region, partly privately</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relation with other services? (YES/NO; which ones?)</p> <p>-registry office, civil protection, libraries</p>	<p>-payment? (YES/NO=free)</p> <p>--Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>The service is free</p> <p>- number of users</p> <p>11 boroughs and 1 library</p> <p>-maximum speed of connection</p> <p>2 Mbits in download and 660kbit in upload</p>	<p>-time: 24 hours a day</p>	<p>-Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-the service is active and it will be increased (other libraries in Cmpodolcino and Madesimo)</p> <p>-is the service active also in the month of August and during the festivities? -is the main financing local? (YES/NO)</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>-if there have been innovations, have they increased the number of users (YES/NO); have they improved the quality of the service? (YES/NO); have they decreased the costs (YES/NO)</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY/ ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
GPS	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>100% boroughs</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relation with other services? (YES/NO; which ones?)</p>	<p>-payment? (YES/NO=free)</p> <p>--Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>there are no data available</p> <p>-number of users Not available (at an experimental level)</p>	<p>-numbers of weekly opening hours 24 hours a day</p> <p>-Special rates for some categories (YES/NO) ?</p> <p>-Does the price fit the user's income? (YES/NO)</p>	<p>--Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-is the service active in the month of August and during festivities? (YES/NO)</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>The service itself is an innovation</p> <p>-has each innovation: increased the number of users (YES/NO); improved the quality of the service (YES/NO); decreased the costs (YES/NO)</p> <p>- not possible to give an evaluation</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY/ ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
HOSPITAL	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>100% boroughs</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relation with other services? (YES/NO; which ones?)</p>	<p>-payment? (YES/NO= free)</p> <p>--Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>number of services in a year per 1000 inhabitants there are no data available</p> <p>-number of users in a year; level of use of beds or % of saturation 50.7%</p> <p>Average waiting time for examinations Not available</p>	<p>-average distance of the boroughs from the hospital 81 km</p> <p>Public transport service with stops near the hospital (YES/NO) ?</p> <p>Availability and accessibility of the service: beds for 1,000 inhabitants 2.9</p> <p>-Does the price fit the user's income? (YES/NO)</p>	<p>-Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-Is the service active in the month of August and during festivities? (YES/NO)</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>-has each innovation: increased the number of users (YES/NO); improved the quality of the service (YES/NO); decreased the costs (YES/NO)</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY/ ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
ALPINE AID	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>100% boroughs</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relation with other services? (YES/NO; which ones?)</p> <p>-emergency help (118 civil protection)</p>	<p>-payment? (YES/NO= free) except for foreigners not members of the CAI</p> <p>--Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>number of episodes of aid</p> <p>340 in 2004 in the province of Sondrio</p>	<p>-time:</p> <p>24 hours a day</p>	<p>-Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-Is the service active in the month of August and during festivities? (YES/NO)</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>Use of GPS to coordinate the aid service</p> <p>-has each innovation: increased the number of users (YES/NO); improved the quality of the service (YES/NO); decreased the costs (YES/NO)</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY / ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
TELEPHONE HELPLINE	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>100%</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relation with other services? (YES/NO; which ones?)</p> <p>-doctors</p>	<p>-payment? (YES/NO= free)</p> <p>--Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>number of users in a year</p> <p>7 in 2005</p>	<p>-real accessibility to the service: number of places available; number of users in the waiting list</p> <p>15 places 0 in waiting list</p> <p>-time: 24 hours a day</p> <p>-Does the price fit the user's income? (YES/NO)</p> <p>-Special rates for some categories (YES/NO) ?</p>	<p>-Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-Is the service active in the month of August and during festivities? (YES/NO)</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>-has each innovation: increased the number of users (YES/NO); improved the quality of the service (YES/NO); decreased the costs (YES/NO)</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY / ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
Autonomy Education Service	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>100%</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relation with other services? (YES/NO; which ones?)</p> <p>- CSE LAP</p>	<p>-payment? (YES/NO= free)</p> <p>--Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>number of users in a year</p> <p>7 in 2005</p>	<p>-% of boroughs that are more than 10 km from the service 31%</p> <p>Public transport with stops near the service (YES/NO)</p> <p>Number of places available; number of people on the waiting list 60 waiting list</p> <p>Number of opening hours 35</p> <p>-Does the price fit the user's income? (YES/NO)</p> <p>-Special rates for some categories (YES/NO) ?</p>	<p>-Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-Is the service active in the month of August and during festivities? (YES/NO)</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>1) activities on the spot</p> <p>2) integration with lap, work scholarship</p> <p>-has each innovation: increased the number of users (YES/NO); improved the quality of the service (YES/NO); decreased the costs (YES/NO)</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY / ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
LAP	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>100%</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relation with other services? (YES/NO; which ones?)</p> <p>- CSE SFA</p>	<p>-payment? (YES/NO= free)</p> <p>--Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>number of users in a year</p> <p>2 + 3 of the SFA in 2005</p>	<p>-% of boroughs that are more than 10 km from the service 31%</p> <p>Public transport with stops near the service (YES/NO)</p> <p>Number of places available; number of people on the waiting list 5 places available 0 waiting list</p> <p>Number of opening hours 30</p> <p>-Does the price fit the user's income? (YES/NO)</p> <p>The service is free</p>	<p>-Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-Is the service active in the month of August and during festivities? (YES/NO)</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>The service itself</p> <p>-has each innovation: increased the number of users (YES/NO); improved the quality of the service (YES/NO); decreased the costs (YES/NO)</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY / ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
CRECHE	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>100%</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relation with other services? (YES/NO; which ones?)</p>	<p>-payment? (YES/NO= free)</p> <p>--Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>number of users in a year</p> <p>30</p>	<p>Public transport with stops near the service (YES/NO)</p> <p>Number of places available; number of people on the waiting list 30 places available 5-10 waiting list</p> <p>Number of opening hours 50</p> <p>-Does the price fit the user's income? (YES/NO)</p> <p>-Special rates for some categories (YES/NO) ?</p>	<p>-Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-Is the service active in the month of August and during festivities? (YES/NO)</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>modernisation of the facilities, educators for the disabled,</p> <p>-has each innovation: increased the number of users (YES/NO); improved the quality of the service (YES/NO); decreased the costs (YES/NO)</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY / ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
LIBRARY SYSTEM	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>100%</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relations inside the net? (number of network libraries compared to the total number of libraries of the MC; % of the shared material but the total network of libraries compared to the total)</p> <p>100% in the network 100% shared material</p> <p>-relations with other services? (YES/NO) Which ones?</p>	<p>-payment? (YES/NO= free)</p> <p>--Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>number of users in a year (number of holders of a membership card; number of yearly loans)</p> <p>subscribers 4,846 loans 41,788</p> <p>Books patrimony 90,107</p>	<p>-boroughs with a library or a branch 10</p> <p>-average distance of each borough from the nearest library (km) 0.73 km</p> <p>-is there a bus stop nearby? (YES/NO)</p> <p>-Weekly opening hours: 12 hours (average of the different libraries)</p> <p>-Number of libraries per 1,000 inhabitants 0.4</p>	<p>-Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-Is the service active in the month of August and during festivities? (YES/NO)</p> <p>Except for the branches</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>Computerization on a provincial basis</p> <p>-has each innovation: increased the number of users (YES/NO); improved the quality of the service (YES/NO); decreased the costs (YES/NO)</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY / ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
THE ASSOCIATION FOR PROMOTING TOURISM	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>100%</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relations with other services? (YES/NO) Which ones?</p>	<p>-payment? (YES/NO= free) free for the users/ it is for money for the members</p> <p>-Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>-number of users in a year data not available but the number is increasing</p>	<p>-number of boroughs hosting the head office or a branch of the service 2</p> <p>-% of boroughs that are more than 10 km from the service 15%</p> <p>-Weekly opening hours: 56 hours</p> <p>-can some types of service be reached through the internet (YES/NO) Information and booking</p> <p>-Special rates for some categories (YES/NO) ?</p>	<p>-Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-Is the service active in the month of August and during festivities? (YES/NO)</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>The association itself</p> <p>-has each innovation: increased the number of users (YES/NO); improved the quality of the service (YES/NO); decreased the costs (YES/NO)</p>

	1) TERRITORIALITY	2) INTEGRATION INTERACTION	3) EFFICIENCY/ COSTS	4) PROXIMITY / ACCESSIBILITY	5) CONTINUITY IN TIME	6) INNOVATIONS
SPORTS CENTRE VALCHIA VENNA	<p>-local level responsibility? (YES/NO)</p> <p>-local management? (YES/NO)</p> <p>-number of boroughs covered (% boroughs compared to the total number of boroughs in the CM; % of the population served compared to the total CM)</p> <p>100%</p> <p>-of the mountain areas? (YES/NO)</p> <p>-is the main financing source local? (YES/NO)</p>	<p>-overmunicipal system (YES/NO); provincial system (YES/NO); regional system (YES/NO); national system (YES/NO) ?</p> <p>-relations with other services? (YES/NO) Which ones?</p> <p>The socio-educational centre (C.S.E.), schools (primary, junior high schools, high schools), sports associations, volunteering associations</p>	<p>-payment? (YES/NO= free)</p> <p>-Does the fare of the service cover the cost of the service? (YES totally/ YES partially/ NO) ?</p> <p>-number of users in a year</p> <p>7,566 holders of a membership card</p> <p>25,610 Admission tickets(Swimming pool)</p> <p>7,685 (skating)</p>	<p>-number of boroughs that are more than 10 km from the service</p> <p>31%</p> <p>Average distance of the boroughs from the main sports centre</p> <p>8.1 km</p> <p>-is there a bus stop nearby? (YES/NO)</p> <p>-Weekly opening hours:</p> <p>90 hours</p> <p>-Special rates for some categories (YES/NO) ?</p> <p>Does the price fit the user's income? (YES/NO)</p>	<p>-Is the service periodical/ occasional (it works all year long)/it is seasonal/it is ad hoc)</p> <p>-Is it at an experimental stage or linked with a specific project? (YES/NO) which one?</p> <p>-Is the service active in the month of August and during festivities? (YES/NO)</p>	<p>-have innovations been made in the last 5 years? (YES/NO) ?</p> <p>-which ones? (short description)</p> <p>Structural and managerial innovations</p> <p>-has each innovation: increased the number of users (YES/NO); improved the quality of the service (YES/NO); decreased the costs (YES/NO)</p>

3.3.2 Note

The following notes specify, for each service included in the tables with the indicators, some information not included in the table for simplicity purposes, or explanations on the building of some particular answers.

RAILWAYS

The answers concerning the railway service do not come from interviews with the people in charge of the service, but from data taken from surveys and internet websites dealing with that topic. For this reason in the table the answers classified "n.d." (not available) are more numerous than elsewhere.

- *Are there relations with other services?*

We know for sure of the relation with the Association for Tourism Promotion as to the sale of tickets, but it may be assumed that there are some more.

- *Average rate per km*

The cost of the ticket Colico-Chiavenna (€2.35) has been divided by the numbers of km (27 km).

- *Average distance from the nearest head office to the service*

The mean has been calculated in 13 boroughs of the MC choosing 0 for the distance for those boroughs that have a station.

- *Number of rides per day*

The number of rides in a day has been found by calculating the mean of the rides in the two directions, not taking into account if the rides were weekday/holiday or seasonal rides.

PUBLIC TRANSPORT

- *Is the service specific of mountain areas?*

The service is not specific of mountain areas because it also exists somewhere else, but moving to mountain areas requires, in some areas, the use of particular means of transport which fit the narrow streets or the presence of snow or ice on the streets.

- *Are there relations with other services?*

Besides relations with other transport systems (railways and Postauto), there is tacit agreement with the school to adapt the public transport to the school timetable.

- *Does the fare of the service cover the cost of the service?*

Yes, partially (for about 30%)

- *Average rate per km*

The rate is distance bound. This value has been worked out on the basis of the rates for some areas of Valchiavenna.

- *Is the service active 24 hours a day? How many opening hours a week?*

The number of opening hours has been worked out considering for each day the time of the first ride and the time of the last ride.

- *Number of rides in a day*

The number of rides in a day has been worked out by calculating the mean between the rides in the two directions, without taking into account if the rides are weekday/holiday schoolday or seasonal rides.

- *Has the innovation decreased the costs?*

The answer has been considered positive because the decrease of the cost is the main purpose of the innovation itself, but, as it is a recent innovation, exact data are not available yet.

Wireless

- *Does the fare of the service cover the cost of the service?*

Nowadays rates do not exist. The management costs, therefore, are not quantifiable since the facility has just been tested and it encompasses free management for six more months. (included in the contract). The costs at the moment are being met by the MC.

GPS

- *Are there relations with other services?*

There are no relations with other services, but with other similar projects.

- *Does the fare of the service cover the cost of the service?*

The service is not active yet, but according to expectation, the rate should cover the cost of the service.

- *Has the innovation increased the number of users, improved the quality of the service, decreased the costs?*

The service is not active yet, therefore it is not possible to assess the effects of the innovation.

Hospital

The answers concerning the hospital service do not come from an interview with the people in charge of the hospital, but from data taken from internet websites dealing with that topic. For this reason in the table the answers classified "n.d." (not available) are more numerous than elsewhere.

- *Is management local?*

The management by the Local Health Authority is provincial, not referred specifically to the Community Mountain of Valchiavenna, therefore it has been classified as non local.

- *Does the fare of the service cover the cost of the service?*

According to what happens at the national level, despite a specific research on the hospital of Chiavenna has not been carried out, it can be said that the fare of the service covers the cost in a very low percentage.

- *Number of users*

As to the hospital it has been thought to use the saturation level/use of beds datum.

- *Average distance from the nearest service seat.*

The mean has been calculated in 13 boroughs of the MC choosing 0 for the distance for Chiavenna where the hospital is.

Alpine Aid

- *Have important innovations been made in the last 5 years?*

The most important innovation concerning the alpine aid is the helicopter rescued. It dates back to 1992.

Telephone helpline

- *Is management local?*

At this level there are no local firms that can offer this service

- *Does the fare of the service cover the cost of the service?*

Yes, partially. (about 50%)

- *Have important innovations been made in the last 5 years?*

There have been no important innovation, but Valchiavenna started this system in advance in comparison to the surrounding territories.

Autonomy Education Service

- *Is it a provincial system?*

A provincial system does not exist, but a system of coordination and comparison among similar structures at a provincial level exists.

- *Does the fare of the service cover the cost of the service?*

Yes, partially. (about 10%)

- *Is it linked to a specific project?*

The experimental phas has come to an end.

Productive Activity Laboratories

- *Is it a provincial system?*

A provincial system does not exist, but a system of coordination and comparison among similar structures at a provincial level exists.

Creche

- *Number of boroughs covered by the service*

It is a service of the Chiavenna borough, but it is also open to the other boroughs of the MC (for this reason the figure is 100%), although the the residents take priority, who also benefit from a lower rate.

- *Are there relations with other services?*

There are some medical services from the Local Health Authority, but they not not belong to a formal and permanent link.

- *Does the fare of the service cover the cost of the service?*

Yes, partially. (about 58%)

Library system

- *Numbers of users*

The figure corresponds to the average of the last 5 years

- *Number of yearly loans*

The figure corresponds to the average of the last 5 years

- *Total book patrimony*

The total amount o the book patrimony (main library and branches)

- *Is the service active 24 hours a day?How many opening hours a week?*

The opening hours differ in the different libraries, and 12 hours is the average.

The main library is open 36 hours a week, the branches are open from a minimum of 2 hours to a maximum of 16 hours (9 is the average).

- *Average distance from the nearest seat of the service.*

The mean has been calculated in 13 boroughs of the MC choosing 0 for the boroughs which host the seat or the branch of the service.

The association for promoting tourism

- *Number of users*

This datum is not monitored

Sports centre Valchiavenna

- *Does the fare of the service cover the cost of the service?*

Yes, partially. (about 60%)

- *Numbers of holders of a membership card*

The figure is the average of the total number of membership cards (adults and young) in the last four seasons. For the ongoing season the preventive value has been considered.

- *Numbers of admission tickets*

The figure is the average of the total number of adult and young admission tickets and of swimming pool and skating season tickets in the last four seasons (3 for the skating). For the ongoing season the preventive value has been considered.

- *Is the service active 24 hours a day?*

The figure is the result of the sum of the hours in which the sports centre offer at least one type of service (courses, swimming, skating, tennis,...)

- *Average distance from the nearest seat of the service.*

The mean has been calculated in 13 boroughs of the MC choosing 0 for Chiavenna which hosts the sports centre.

CHAPTER 4

Analysis methodology and first results

4.1 Adopted methodology

In order to guarantee the comparability of the data referring to the single research areas of the different partners (areas belonging to different countries with dimensions and characteristics not always uniform), each group of work has chosen to express each macro-indicator according to an evaluation range consisting of only three values: high, medium, low.

This choice has certainly limited the possibility of underlining even small variations among the observed values, by preferring the simplicity of reading, the synthesis and the sharing of the results among all the partners.

The criterion chosen for this study is based on the transformation of the values of the indicators corresponding to the single questions/answers, then put into the tables above, in values which can be expressed with the scale: "high, medium, low".

The transformation procedure from the indicator to the value of synthesis changes according to the typology of the indicators and it depends on the parameters, threshold, intervals chosen and on the "qualitative evaluations for each type of indicator.

The different passages in the process of evaluation are described in detail in the following pages.

First of all, the observation of the main characteristics of the indicators chosen has allowed to identify three typologies of indicators for which it has been possible to build a common evaluation procedure, as well as considering the differences among these typologies:

- a) dichotomical indicators (yes/no; presence/absence)
- b) numerical indicators (numbers; percentage)
- c) qualitative indicators (information)

An evaluation methodology has been worked out for each typology:

- a) as to the dichotomical indicators the value "high" has been given to the "yes" answer and the value "low" to the "no" answer. The value "medium" has been given to those answers which were neither a "yes" nor a "no". If the question: "is the service for money?" the answer was "for some categories it is, for others it isn't", the value given to the answer is "medium".

To summarize, three cases are possible:

Yes	High
No	Low
Particular cases	Medium

There are also exceptions in which the values are reversed so that the "no" answer becomes "high" and the "yes" answer becomes "low". For example, as to the indicator "is the service linked with a specific project?", in which the "yes" answer might not guarantee the continuity in time.

- b) As to numerical indicators, the values "high, medium, low" have been given according to parameters defined in relation to threshold values, which have been found with adequate reference values or according to a comparison with provincial, regional or national parameters.

If a comparing parameter is referred to a wide territory (national, for instance), in the range definition, which has been created to assign the value “low, medium,high”, the specificities of Valchiavenna as a mountain area have been taken into account. For this reason, in considering some services, which are more influenced by the territory location, the parameter chosen, when available, has been the provincial one.

In most cases, to the higher parameter corresponds a better evaluation, but there are exceptions in which a different and opposite logic is used, as in the case of the distance in km from the service (the bigger the distance from the nearest service is, the lower is the accessibility).

In the following table for each indicator used the referring parameter is shown (reference threshold and/or provincial/regional/national parameter) and the range through which the value “high, medium and low”. In the first column you can find, grouped in macro-indicators, all the indicators belonging to the numerical indicators typology; in the second column the evaluation scale which has been used is given (range) and finally, in the third column, you can find the provincial, regional and national reference parameters and some explanatory notes.

Evaluation scales and parameters table

Indicator	Evaluation scale			Threshold or parameter
	HIGH	MEDIUM	LOW	
Territoriality				
% boroughs covered	More than 60%	between 40% and 60%	less than 40%	
% population covered	More than 60%	between 40% and 60%	less than 40%	
Integration/interaction				
% network libraries	More than 60%	between 40% and 60%	less than 40%	
% shared material (libraries)	More than 60%	between 40% and 60%	less than 40%	
Efficiency/costs				
Does the fare cover the cost of the service? % coverage	More than 50%	between 20% and 50%	less than 20%	
Occupied beds rate (hospital)	More than 65%	between 50% and 65%	less than 50%	In 2002 provincial average 70%, regional 79%, national 77%
Holders of membership cards compared to population (library)	More than 10%	between 8% and 10%	less than 8%	In 2004 regional average 10%, national 12%*
Yearly loans 1,000 inhabitants (libraries)	More than 1,300	Btw 1,000 and 1,300	Less than 1,000	In 2003 provincial average 1,820, reg. 1,260
Books patrimony (libraries)	More than 2.5	Between 2 and 2.5	Less than 2	In 2003 prov. Average 3.8, reg. 2.4
Holders of a membership card (sports centre)	More than 25%	Between 20% and 25%	Less than 25%	Sportsmen: reg average 23%
Average rate per km (railway and public transport)				Medium because established on the basis of regional parameters
Maximum connection speed (wireless)	More than Mbit/s	Btw 640Kbit/s and 1 Mbit/s	Less than 640 Kbit/s	Referred to the download speed
Proximity/accessibility				
Is the service active 24 hours a day? How many hours of	More than 40	Between 20 and 40	Less than 20	The threshold value is the part time: 4 hours a day

weekly covering?				opening for 5 days
% of boroughs more 10% km away from the service	Less than 20%	Between 20 and 40%	More than 40%	
% in waiting list compared to the beds available	Less than 10%	Between 10% and 30%	More than 30%	
Numbers of boroughs that have seats or branches	More than 50%	Between 25 and 50%	Less than 25%	
Average number of rides a day (railway and public transport)	More than 24%	Between 12 and 24%	Less than 12 %	Threshold parameter of 1 ride/hour= high (24 drives a day)
Km of railway per 100 km square of surface	More than 6	Between 5 and 6	Less than 5	Regional average 6.5, national 5.3
Number of libraries/1,000 inhabitants	More than 0.3	Between 0.2 and 0.3	Less than 0.2	In 2003 provincial average 0.23, regional 0.13
Beds/1,000 inhabitants	More than 4.5	Between 3 and 4.5	Less than 3	In 2002 regional average 4.5, national 4.4
Continuity in time	HIGH	MEDIUM	LOW	
Does the service work all year long? Does it close in August?	All year long, August included	Not in August	Seasonal	
Innovations	HIGH	MEDIUM	LOW	
Numbers of innovations in the last few years	More than 1	1	0	

- c) Finally, the qualitative indicators such as the answers to the frequent question “which ones?”, cannot be given a “high, medium or low” rate according to a fixed rule. The answers to the questions can be a further analysis compared to the data.

After this long process which has allowed to give a rate to each indicator, it has been necessary to group the single indicators so as to express a synthetic evaluation, compared to a three-level scale “high, medium, low”, for each of the six indicators and for the 13 services taken into account. Three types of score have been given to the indicators, and the total average score has been found for each macro-indicator.

The three kinds of scores are the following:

HIGH	5 SCORES
MEDIUM	3 SCORES
LOW	1 SCORE

The value of the total average score is given by the sum total of these scores divided by the number of answers available. This average score has been turned into “high, medium or low”. The final evaluation to the total average score has been given by using this scale:

Average value between 1 and 2.2	LOW evaluation
Average value between 2.3 and 3.7	MEDIUM evaluation
Average value between 3.8 and 5	HIGH evaluation

The first group of results has been analysed in the following paragraph.

4.2 First results.

According to what has been said so far, the results of the evaluation process can be summarized in the two tables below: the first one contains the number rate of the scores; the second one shows the evaluation according to the scale “high, medium, low”.

Table containing the average of the scores for each indicator.

	<i>Territoriality</i>	<i>Integration/ Interaction</i>	<i>Efficiency/ Costs</i>	<i>Proximity/ Accessibility</i>	<i>Continuity in time</i>	<i>Innovation</i>
<i>Infrastructural services system</i>	3.1	3.4	3.6	2.7	3.8	3.8
Railways	1.3	5.0	3.0	3.5	4.0	Not available
Public transports	4.3	2.3	3.7	2.6	5.0	3.0
Wireless	4.3	4.0	3.7	2.3	3.0	4.5
GPS	2.3	2.3	4.0	2.3	3.0	4.0
<i>Socio-medical and welfare services system</i>	3.9	3.0	3.2	3.9	4.2	3.3
Hospital	2.3	5.0	3.0	3.6	5.0	Not available
Alpine aid	4.3	4.3	3.0	4.0	5.0	4.5
Telephone helpline	3.7	2.3	4.0	5.0	5.0	1.0
Autonomy education service	4.3	2.7	3.0	3.0	4.0	3.4
Productive activities laboratory	4.3	2.7	1.0	4.3	2.0	3.5
Creche	4.3	1.0	5.0	3.7	4.0	4.0
<i>Cultural and entertainment services system</i>	4.3	3.4	4.7	3.9	4.7	3.9
Library system	4.3	4.0	4.0	4.7	4.0	3.0
Tourist association	4.3	4.0	5.0	3.3	5.0	3.8
Sports centre	4.3	2.3	5.0	3.8	5.0	5.0

Table with qualitative evaluation (high, medium, low)

	<i>Territoriality</i>	<i>Integration/ Interaction</i>	<i>Efficiency/ Costs</i>	<i>Proximity/ Accessibility</i>	<i>Continuity in time</i>	<i>Innovation</i>
<i>Infrastructural services system</i>	MEDIUM	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH
Railways	LOW	HIGH	MEDIUM	MEDIUM	HIGH	Not available

Public transports	HIGH	MEDIUM	MEDIUM	MEDIUM	HIGH	MEDIUM
Wireless	HIGH	HIGH	MEDIUM	MEDIUM	MEDIUM	HIGH
GPS	MEDIUM	MEDIUM	HIGH	MEDIUM	MEDIUM	HIGH
<i>Socio-medical and welfare services system</i>	HIGH	MEDIUM	MEDIUM	HIGH	HIGH	MEDIUM
Hospital	MEDIUM	HIGH	MEDIUM	MEDIUM	HIGH	Not available
Alpine aid	HIGH	HIGH	MEDIUM	HIGH	HIGH	HIGH
Telephone helpline	MEDIUM	MEDIUM	HIGH	HIGH	HIGH	LOW
Autonomy education service	HIGH	MEDIUM	MEDIUM	MEDIUM	HIGH	MEDIUM
Productive activities laboratory	HIGH	MEDIUM	LOW	HIGH	LOW	MEDIUM
Creche	HIGH	LOW	HIGH	MEDIUM	HIGH	HIGH
<i>Cultural and entertainment services system</i>	HIGH	MEDIUM	HIGH	HIGH	HIGH	HIGH
Library system	HIGH	HIGH	HIGH	HIGH	HIGH	MEDIUM
Tourist association	HIGH	HIGH	HIGH	MEDIUM	HIGH	HIGH
Sports centre	HIGH	MEDIUM	HIGH	HIGH	HIGH	HIGH

Before analyzing and interpreting these results in a critical way, some reflections are necessary as to the quality of the results obtained; these reflections have to take into account the “goodness” of the judgements, that is to say the reliability of those judgements. This topic is dealt with in the following paragraph.

4.3 The reliability index

The number of questions, or indicators, used to obtain the synthesis evaluation change both among the different macro-indicators and among the different services. In some cases the number of questions is different straight from the beginning, whereas in some other cases, even if the number of questions is the same, the number of answers is different. In this case the unanswered answers have been classified as “not available”.

For this reason it may be useful to add some evaluations on the real capacity of expressing an efficient and effective judgement of each macro-indicator for each service analysed. This capacity has been called: *reliability rate* and it is strictly linked to the numerosness of the questions and to the quantity of the answers.

As a matter of fact, the criterion used to create this rate is rather simple and it is based on the number of answers really available for each service compared to the different macro-indicators: the higher the number of answers, the higher the reliability rate. For each service, therefore, a score is given, and this score is the sum total of the number of answers available. A reliability coefficient is then associated to these numbers, which can be low, medium or high.

0 answers	not available
from 1 to 3 answers	low reliability
from 4 to 6 answers	medium reliability
more than 6 answers	high reliability

To summarize, the macro-indicators show a certain number of answers for each service, these numbers have been reclassified in three intervals which can be associated to a reliability rate and, finally, a final medium reliability coefficient has been given for each the three systems of services analyzed compared to six of macro-indicators (18 results are therefore found, in bold in the table).

Table containing the numbers of answers available for amcro-indicators and service

	<i>Territoriality</i>	<i>Integration/ Interaction</i>	<i>Efficiency/ Costs</i>	<i>Proximity/ Accessibility</i>	<i>Continuity in time</i>	<i>Innovation</i>
<i>Infrastructural services system</i>	6.0	4.5	2.8	4.8	3.0	2.8
Railways	6	3	3	8	3	0
Public transports	6	6	3	5	3	5
Wireless	6	6	3	3	3	4
GPS	6	3	2	3	3	2
<i>Socio-medical and welfare services system</i>	6.0	5.5	1.8	5.5	3.0	3.0
Hospital	6	4	3	7	3	0
Alpine aid	6	6	1	4	3	4
Telephone helpline	6	6	2	4	3	1
Autonomy education service	6	6	2	6	3	5
Productive activities laboratory	6	6	1	6	3	4
Creche	6	5	2	6	3	4
<i>Cultural and entertainment services system</i>	6.0	6.7	3.0	6.0	3.0	5.0
Library system	6	8	4	7	3	5
Tourist association	6	6	2	6	3	5
Sports centre	6	6	3	5	3	5

At this point, if the evaluation score granting to the various indicators (judgements) is combined with this new reliability rate evaluation, a table in which, next to each judgement (high, medium, low) the reliability rate is expressed with an (a) for high, a (b) for low, an (m) for medium, is obtained.

	<i>Territoriality</i>	<i>Integration/ Interaction</i>	<i>Efficiency/ Costs</i>	<i>Proximity/ Accessibility</i>	<i>Continuity in time</i>	<i>Innovation</i>
<i>Infrastructural services system</i>	MEDIUM (m)	MEDIUM (m)	MEDIUM (b)	MEDIUM (m)	HIGH (b)	MEDIUM (b)
Railways	LOW (m)	HIGH (b)	MEDIUM (b)	MEDIUM (a)	HIGH (b)	Not available
Public transports	HIGH (m)	MEDIUM (m)	MEDIUM (b)	MEDIUM (m)	HIGH (b)	MEDIUM (m)
Wireless	HIGH (m)	HIGH (m)	MEDIUM (b)	MEDIUM (b)	MEDIUM (b)	HIGH (m)
GPS	MEDIUM (m)	MEDIUM (b)	HIGH (b)	MEDIUM (b)	MEDIUM (m)	HIGH (b)
<i>Socio-medical and welfare services system</i>	HIGH (m)	MEDIUM (m)	MEDIUM (b)	HIGH (m)	HIGH (b)	MEDIUM (b)
Hospital	MEDIUM (m)	HIGH (m)	MEDIUM (b)	MEDIUM (a)	HIGH (b)	Not available
Alpine aid	HIGH (m)	HIGH (m)	MEDIUM (b)	HIGH (m)	HIGH (b)	HIGH (m)
Telephone helpline	MEDIUM (m)	MEDIUM (m)	HIGH (b)	HIGH (m)	HIGH (b)	LOW (b)
Autonomy education service	HIGH (m)	MEDIUM (m)	MEDIUM (b)	MEDIUM (m)	HIGH (b)	MEDIUM (m)
Productive activities laboratory	HIGH (m)	MEDIUM (m)	LOW (b)	HIGH (m)	LOW (b)	MEDIUM (m)
Creche	HIGH (b)	LOW (m)	HIGH (b)	MEDIUM (m)	HIGH (b)	HIGH (m)
<i>Cultural and entertainment services system</i>	HIGH (m)	MEDIUM (m)	HIGH (b)	HIGH (m)	HIGH (b)	HIGH (m)
Library system	HIGH (m)	HIGH (a)	HIGH (m)	HIGH (a)	HIGH (b)	MEDIUM (m)
Tourist association	HIGH (m)	HIGH (m)	HIGH (b)	MEDIUM (m)	HIGH (b)	HIGH (m)
Sports centre	HIGH (m)	MEDIUM (m)	HIGH (b)	HIGH (m)	HIGH (b)	HIGH (m)

By observing this table it can be noticed that out of 13 services, analyzed for six macro-indicators, therefore for a total of 78 reliability rates, there are:

- 2 indicators which are not available
- 31 indicators of low reliability
- 41 indicators of medium reliability
- 4 indicators of high reliability

The macro-indicator called *Efficiency/Costs*- whose data gathering problems have already been discussed -has the lowest medium reliability rate; whereas the macro-indicator with the highest medium reliability rate is *Territoriality*.

As far as the single services are concerned, the highest reliability rate can be found in the *Cultural and entertainment services*, whereas the lowest can be found in the *Infrastructural services*

CHAPTER 5

Other elements to be considered in the evaluation and final results

The evaluation of the services which has been carried out so far does not consider some elements which may help in the production of a more complete judgement and, therefore, more “reliable”. In the final chapter of this research, therefore, the reading and the interpretation of the judgements expressed has to be completed by taking into account:

- The different territorial levels involved in the national comparison process of the results obtained (it is an element directly connected to the real comparability of the data and of the information gathered and to the different territorial levels involved in this research);
- The other services of the area, which have been censused and that contribute to the overall efficiency and effectiveness of the local services system;
- The evaluations expressed during the Focus Group organised in the seat of Valchiavenna Mountain Community (during the meeting comparisons between the judgements coming from the research have been made).

5.1 The different territorial levels involved and the international comparison process of the results obtained.

The problem of comparability of the studies carried out by the different partners has made the study group identify three levels of analysis: the “intra” level (=comparability inside a study area); a second level called “inter” (=comparability as to the provincial, regional or national dimension) and, finally, a third level called “trans” (=comparability with the other partner countries).

Some indications concerning each of the levels and the influence which they can have in the formulation of the final rates given to each mono-indicator and for each of the three systems of services analyzed will be given in the following paragraphs.

5.1.1 Level “intra”.

As to the “intra” level, that is to say the level concerning the possibility of comparing the quality of the services offered in the different boroughs inside the Mountain Community of Valchiavenna, you can find a table which contains the number of existing services in each of the 13 boroughs and the percentage of the population of each boroughs compared to the whole community; in this way the distribution of the services in the territory and their concentration or scarcity compared to the number of inhabitants can be better understood.

The table has been worked out starting from the total number of services which have been censused in the territory inside the three systems. The services which can be found in all the boroughs have not been included in the calculation (streets, fixed telephone, home help, etc...)

Table of comparison between services availability and population of the borough

Boroughs	Number of inhabitants	% on the total of the population	Infrastructural services	Socio-medical services	Cultural and entertainment services	TOTAL
Chiavenna	7,270	30.0%	6	15	9	30
Samolaco	2,843	11.7%	5	4	3	12
Prata Camporaccio	2,733	11.3%	5	2	4	11

Piuro	1,909	7.9%	4	3	4	11
Gordona	1,746	7.2%	2	4	3	9
Novate Mezzola	1,681	6.9%	4	4	4	12
Mese	1,649	6.8%	3	4	3	10
Villa di Chiavenna	1,114	4.6%	4	4	3	11
Verceia	1,110	4.6%	4	3	2	9
Campodolcino	1,074	4.4%	3	4	4	11
Madesimo	586	2.4%	3	5	5	13
San Giacomo Filippo	462	1.9%	4	0	1	5
Menarola	44	0.2%	1	1	0	2

In the table above, the boroughs are mentioned in decreasing order for numbers of inhabitants. As it has been noted before, Chiavenna offer the biggest number of services. The numbers of services that the other boroughs offer is generally proportional to the number of inhabitants. However, there are two relevant exceptions:

- Madesimo is the second borough for number of services, but it represents only 2.4% of the population;
- Campodolcino, although it has only 4.4% of the total population, has the same number of services as Prata Campportaccio which has 11.3% of the inhabitants of Valchiavenna.
- As mentioned in the introductory analysis of the study area, the boroughs of Madesimo and Campodolcino represent, with Chiavenna, the two most important tourist boroughs. Tourism, therefore, has positive effects as far as the presence of services is concerned, especially as to cultural and entertainment services, for which Campodolcino and Madesimo are above the average. However, the two boroughs are below the average.

If the presence and distribution of services, compared to the total of services of each area examined, are taken into account, it can be observed that Gordona, as to the infrastructural services, Prata Campportaccio and Piuro, as to the socio-medical services, Samolaco and Verceia, as to the cultural and entertainment services, are slightly under-supplied if compared to the weight they have in the mountain community in terms of population. (see the rates in bold in the table below). Obviously, it is only a general opinion, as a survey of the existing services and of the missing ones would be necessary to express an opinion on the real supply of services (the absence or the presence of some basic services should have a higher weight).

Table on the distribution in the boroughs of the supply of services for each area

Boroughs	Number of inhabitants	% on the total of the population	% of infrastructural services compared to the total number of infrastructural services	% of socio-medical services compared to the total number of socio-medical	% of cultural and entertainment services compared to the total number of cultural and entertainment services
Chiavenna	7,270	30.0%	13%	28%	20%
Samolaco	2,843	11.7%	10%	8%	7%
Prata Campportaccio	2,733	11.3%	10%	4%	9%
Piuro	1,909	7.9%	8%	6%	9%
Gordona	1,746	7.2%	4%	8%	7%
Novate	1,681	6.9%	8%	8%	9%

Mezzola					
Mese	1,649	6.8%	6%	8%	7%
Villa di Chiavenna	1,114	4.6%	8%	8%	7%
Verceia	1,110	4.6%	8%	6%	4%
Campodolcino	1,074	4.4%	6%	8%	9%
Madesimo	586	2.4%	6%	9%	11%
San Giacomo Filippo	462	1.9%	8%	0%	2%
Menarola	44	0.2%	2%	2%	0%

What has been here underlined in the “intra” analysis, has not been totally neglected in the formulation of the macro-indicators, as part of the information given above is contained in the data gathered for the formulation of the macro- indicator “Proximity/Accessibility”

5.1.2 Level “inter”.

The comparison with the provincial, regional and national conditions has been partly carried out through the analysis which has brought to the choice of the parameters for the indicators evaluation. The reference choice for the evaluation “high, medium, low” is based, infact, in several cases on the comparison with the medium rates observed in the province of Sondrio, in the region of Lombardy and in Italy.

In the choice and in the interpretation of these parameters the peculiarities of Valchiavenna as mountain area and the particular condition of the region it is part of have been taken into account. A careless comparison with the regional rates would risk damaging Valchiavenna because Lombardy is one of the richest Italian regions and, consequently, more equipped with services and the distance with what can be seen in a mountain area, which is normally leess equipped with services, would increase the gap between the “regular” regional average and the rate found in a country or mountain area.

In the choice of reference parameters, those difficulties have been overcome by preferring, where possible, the comparison between the rate found for Valchiavenna and the medium rate in the province of Sondrio (the only province of Lombardy totally mountainous) or the medium national rate (in this average the high rates of certain areas are corrected by the contemporary presence of low rates which can often be found in the national territory).

To conclude, the medium regional rate has been used only where no other choices were possible. In that case, the reference interval to judge the rate of Valchiavenna “low, medium, high” has been corrected trying to smooth the “Lombardy effect”.

5.1.3 Level “trans”.

As it has been underlined before, the comparison between different countries and study areas which are not homogeneous from different points of view, inevitably requires a very simple comparison indicator of the qualitative type. The evaluation grid divided into three levels, high, medium and low, has been chosen in the “trans-national” comparison as well.

As the services studied by the different partners are not the same, the final comparison evaluation can only take place in relation to the three services systems (or districts) and compared to the six macro-indicators as they represent the only points in common shared by the different partners. This part of the research can be done only when the single studies carried out by the different partners in each chosen test area will be concluded and handed in.

5.2 Considerations on the other registered services.

The evaluation of the three sub-systems of services studied ofr each of the 6 macro-indicators cannot be based on the evaluation which have been given before only; as a matter of fact, they refer only to the analysis of the 13 services which have been deeply analyzed. The initial census of the services existing in the territories, to which the table in the second charter (2.2) is referred, has found 60 services.

It is clear that the reflections concerning the services which have not been deeply analyzed through the interviews cannot be totally ignored. The help of the available data concerning these services can contribute to the confirmation or to the partial modification of the evaluations carried out so far.

5.3 The Focus Group.

The awareness that the analysis has some limits which are connected both to the reflections given above (indicators reliability, 4.3), and to the different levels of analysis involved (intra, inter, trans), and to the choice of analyzing in depth only some services and not the whole services system existing in the area, has had the consequence of completing the evaluations by organizing focus group which helps confirm the results obtained.

It is necessary to underline that the data deriving from the single interviews can have been influenced by the attitude of the person being interviewed, that can te to underline the positive or yhe negative aspects of theservice h/she manages or works for. By his/her role in the service, by the years of experience, and by his/her level of cooperation (the time, for instance, s/he has spent for the interview. Considering all this, a Focus Group with the representatives of the Mountain Community belonging to the different study areas has been organized. The meeting was aimed at meeting the local actors and comparing the first results coming from the data collected in the interviews.

In the Focus Group, therefore, few participants have been included; they represented the different services studied, as it is thought that in a quite small group there is more liberty and the comparison is easier.

The structure of the meeting has left space to the discussion and to the comparison: first, the project Euromountains.net and its aims have been briefly explained, then the methodology underlying the table with the evaluation: "high, medium, low" for each of the 13 services analyzed has been explained (see par.4.3, last table); finally, a debate on the results has been held.

There have been several and well-organized speeches, which helped understand where the evaluations should be corrected and where they could be confirmed, thus reaching a higher degree of reliability compared to the initial one.

Through the Focus Group the judgements expressed have been corrected, completed confirmed and interpreted in the best way, thus reaching new results, that were often the same as the previous one, but now more reliable.

5.4 Final results.

As it has been said before, the confrontation inside the Focus Group has allowed to move from an evaluation based on the use of the methodology that has been discussed before to a more complete and rational evaluation.

As a whole, the services whose evaluation rates per macro-indicator (see the first results) have changed after the focu group are:

- The railway service:

It had a high value as to macro-indicator "integration/interaction", but in consequence of the meeting with the local actors, difficulties concerning the coincidence of the timetable. This aspect had noy been aken into account in the indicators, but the residents think that it is very low.

For this reason the evaluation of the integration level has been corrected into "low".

It has to be noticed that the reliability rate of this evaluation had been classified as “low”, meaning that the judgement expressed was not “certain”. The Focus Group has allowed to reach a better quality of the judgement.

- The telephone helpline aid

It had a “low” value for the macro-indicator “innovation”. This evaluation has amazed the participants to the Focus Group, as Valchiavenna has been among the first mountain communities to have this system. As a matter of fact, the question of the interviewee asked if there had been any innovations in the last five years, and it did not take into account that as to pioneer services the real innovations might have been introduced before the last five years.

After a brief confrontation, the judgement has been changed into “medium”. In this case too the reliability rate had been classified as “low”, considering one single answer available.

- The service for the disabled “Productive Activities Laboratory”, whose level of “Proximity and accessibility” had been classified as “high”, as it is a free service and there are no people on the waiting list. As a matter of fact, the service is not easily accessible because, due to the kind of activities performed, compels to discriminate on the abilities. The productive activity that takes place is consequently rather complex, and it suits only the disabled with some kind of autonomy. The evaluation of this macro-indicator has therefore been changed into “medium” accessibility.

In this case the availability rate of the evaluation had been considered “medium”;

- The Sports Centre, which had obtained a “high” evaluation in terms of “Proximity/Accessibility”. This evaluation was based on the existence of different rates for some categories of users and the wide opening time. By this doing, the fact that the centre can only be found in Chiavenna, and, consequently, cannot be reached by all the residents has been neglected. For this reason the evaluation has been changed into “medium”.

In this case, the reliability rate in the evaluation had been considered “medium”.

In the following table the changed or confirmed evaluations for each services system are shown, considering what the Focus Group has changed. The reliability rates have not been put in the table, as it is agreed that the meeting of the local actors has given all the evaluation a good reliability level.

The changed evaluation are in italic

Evaluation table of the post Focus Group services

	<i>Territoriality</i>	<i>Integration/ Interaction</i>	<i>Efficiency/ Costs</i>	<i>Proximity/ Accessibility</i>	<i>Continuity in time</i>	<i>Innovation</i>
<i>Infrastructural services system</i>						
Railways	LOW	<i>LOW</i>	MEDIUM	MEDIUM	HIGH	Not available
Public transports	HIGH	MEDIUM	MEDIUM	MEDIUM	HIGH	MEDIUM
Wireless	HIGH	HIGH	MEDIUM	MEDIUM	MEDIUM	HIGH
GPS	MEDIUM	MEDIUM	HIGH	MEDIUM	MEDIUM	HIGH
<i>Socio-medical and welfare services system</i>						
Hospital	MEDIUM	HIGH	MEDIUM	MEDIUM	HIGH	Not available

Alpine aid	HIGH	HIGH	MEDIUM	HIGH	HIGH	HIGH
Telephone helpline	MEDIUM	MEDIUM	HIGH	HIGH	HIGH	LOW
Autonomy education service	HIGH	MEDIUM	MEDIUM	MEDIUM	HIGH	MEDIUM
Productive activities laboratory	HIGH	MEDIUM	LOW	HIGH	LOW	MEDIUM
Creche	HIGH	LOW	HIGH	MEDIUM	HIGH	HIGH
<i>Cultural and entertainment services system</i>						
Library system	HIGH	HIGH	HIGH	HIGH	HIGH	MEDIUM
Tourist association	HIGH	HIGH	HIGH	MEDIUM	HIGH	HIGH
Sports centre	HIGH	MEDIUM	HIGH	MEDIUM	HIGH	HIGH

At this point, taking into account all the observations made so far, an evaluation frame can be made that enables to build the tables of final synthesis which show, in line with the aim of the study, the three service systems investigated and the judgements expressed for the six micro-indicators found. Let's try to summarize the last paragraphs and draw the final conclusions.

The territory level confrontation that has been called "trans", as anticipated, can be done only by aggregating the evaluations in the three service systems. First of all, because in the different countries different services might exist and, second, because the services chosen by the partners to be deeply analyzed are necessarily different.

The table below shows the evaluation deriving if the score of 1 were given to each line for the evaluation "low", 3 for the evaluation "medium" and 5 for the evaluation "high". These scores, then, have to be summed in relation to each system and divided by the number of services analyzed in each system, and thus getting a "medium" that, if compared to the evaluation scale, can lead to a "high, medium, low" judgement for each of the six macro-indicators found in the three services systems.

Evaluation table of the three systems through the average of the scores of the single services.

	<i>Territoriality</i>	<i>Integration/ Interaction</i>	<i>Efficiency/ Costs</i>	<i>Proximity/ Accessibility</i>	<i>Continuity in time</i>	<i>Innovation</i>
<i>Infrastructural services system</i>	MEDIUM	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH
<i>Socio-medical and welfare services system</i>	HIGH	MEDIUM	MEDIUM	MEDIUM	HIGH	MEDIUM
<i>Cultural and entertainment services system</i>	HIGH	HIGH	HIGH	MEDIUM	HIGH	HIGH

If we thought like this the evaluation of the services belonging to the different systems would only be based one more time on the services analyzed through the interview, and modified according to the results of the Focus Group.

The evaluation has to be integrated with the information concerning the “intra” and “inter” levels, and with the ones concerning the censed services, but not included in the analysis.

If this further level of analysis is added, five important variations are obtained.

- The “Territoriality” and the infrastructure systems from “medium” becomes “low” because among the other services censed very few are managed at a local level. The state road, the fixed line telephony, the broad band and the GSM covering, infact, depends on national systems or managers.
- The macro-indicator “Efficiency/costs” of the infrastructure systems from “medium” becomes “low” because of considerations connected to efficiency, more than to costs, that, being for most cases lonked to national rates, do not show major differences. The quality of the service is thought to be lacking by the population above all as to the transport infrastructures and the inefficiency concerning the mobile and the fixed telephone lines.
- As to the infrastructure services system the rate becomes “low” also for the macro-indicators “Proximity and accessibility” regarding the fact that a lot of transport and telecommunications services are not to be found in the whole territory (taxi, broad band, GSM covering).
- The macro-indicators “Innovation” is high as to the infrastructural services, because half of the services analyzed through the indicators are innovative services (wireless, GPS) but, if the whole group is analyzed, a “medium” rate is more suitable.
- The macro-indicator “Continuity in time” of the socio-cultural and entertainment systems from “high” becomes “medium” because a lot of these systems have a seasonal opening linked to the tourist influx (museums, ski chairs, the tourist association in Madesimo, etc...)

The table below shows what the result is if these new changes are made (the evaluations that have changed are written in *italics*)

	<i>Territoriality</i>	<i>Integration/ Interaction</i>	<i>Efficiency/ Costs</i>	<i>Proximity/ Accessibility</i>	<i>Continuity in time</i>	<i>Innovation</i>
<i>Infrastructural services system</i>	LOW	MEDIUM	LOW	LOW	HIGH	MEDIUM
<i>Socio-medical and welfare services system</i>	HIGH	MEDIUM	MEDIUM	MEDIUM	HIGH	MEDIUM
<i>Cultural and entertainment services system</i>	HIGH	HIGH	HIGH	MEDIUM	MEDIUM	HIGH

These are the final results of the research.

It is to e noted that the evaluations here listed are not, and do not want to be, generically referred to the whole service or to its quality as a whole (efficiency, effectiveness, user's satisfaction,...) but they are referred to the dimensions of the evaluation of the service expressed by 6 macro-indicators which have been shared by the work group of the Euromountains.net.

In order to offer further clarification of the reasons that have led to the final judgements and to the contents of these judgements (what they refer to and how they evaluate it) a table is added, where the reasons of each judgement are briefly expressed.

Final table containing brief reasons on the motivation

Macro-indicators	Evaluation	Motivation
Infrastructure services system		
Territoriality	LOW	Most infrastructure services, especially those linked to the ICT do not have local management and responsibility levels. Moreover, no particular attention to the context adaptation is paid.
Integration/interaction	MEDIUM	The integration is medium because the infrastructure services often belong to a wider territory network, but the interaction with the other services is often lacking.
Efficiency/costs	LOW	The rate given is mostly due to the level of efficiency and to the consequent level of satisfaction felt by the population, which seems to be rather low, especially in relation to public transports and telephone lines.
Proximity/accessibility	LOW	Accessibility is low especially in relation to the connection and fast internet services and to the GSM covering, which is rather lacking. Moreover, some boroughs are not reached by transport services.
Continuity in time	HIGH	The service offered in the field of infrastructure is rather stable in time.
Innovation	LOW	The innovation has been defined as medium, because, apart from some high technology specific projects, no particular modernizing projects have been reported.
Socio-medical and welfare services system		
Territoriality	HIGH	The services of this system almost always involve the totality of the boroughs and, in the socio-welfare field
Integration/interaction	MEDIM	The interaction with other services is quite high, whereas, especially in the socio-welfare field, the belonging to wider territory systems is less widespread.
Efficiency/costs	MEDIM	The medium rate derives from a high variability among the different services related to this macro-indicator.
Proximity/accessibility	MEDIM	The accessibility is good because most services is free and the opening hours are wide, but the proximity in some cases is not high, because the service can be only found in Chiavenna.
Continuity in time	HIGH	The service concerns the socio-medical and welfare field and is as a whole quite stable in time, notwithstanding some experimental services.
Innovation	MEDIM	The Valchiavenna Mountain Community has experimented several innovations, especially in the socio-welfare field, but some of them, because of the quickness in adopting them, date back to more than five years ago. The medium rate is probably due to the pioneer role of the Mountain Community.

Cultural and entertainment services system		
Territoriality	HIGH	The participation of the local subject is really high, also as far as volunteering associations are concerned.
Integration/interaction	HIGH	Almost all the socio-cultural and entertainment services belong to a system, at least to an overmunicipal one. They are often linked to other services, which also belong to the socio-welfare system
Efficiency/costs	HIGH	The services in this field, apart from being lacking because of their structure, are generally organized in an efficient way. In some cases, as the library system and the sports centre, they do not only supply the Mountain community, but they also attract the residents in the areas nearby.
Proximity/accessibility	MEDIM	The accessibility is good, but the proximity in some cases (sports centre, cinema) is not high because the service is only in Chiavenna. As to the entertainment services, there are a lot of them also in Madesimo.
Continuity in time	MEDIM	Some of the services of this system are linked to tourism and are therefore seasonal or they change their opening hours throughout the year.
Innovation	HIGH	Within this system attention is paid to innovation, especially to the use of computer technologies (library, archive, websites of the association for tourism). What's more, the Sports Centre has recently started management and structural innovations.

5.5 Short conclusive reflections

To conclude, it can be said that the Valchiavenna Mountain Community, as to the services systems that have been analyzed, seems to be a bit lacking from the infrastructure point of view: this is underlined also by a general dissatisfaction with the inhabitants, especially regarding the railway services and the broad band connection.

As to the second system examined, a distinction should be made between two sub-groups: the medical services, the hospital in particular, suffer from the typical problems of the mountain public health services and of the small hospitals in general. As to the socio-welfare field, instead, the Valchiavenna Mountain Community has proved to be attentive and in the forefront. The associated services management has been a reality since 1976 and several services have been revised and modernized.

The third system, in the end, has seen Valchiavenna active and innovative. In some cases (library, sports centre) it also attracts the inhabitants of the bordering territories. Like Val Bregaglia (CH), lower Valtellina and upper Lario.

If a distinction is made between the entertainment and the cultural offer, the absence of a theatre and of a concert hall and the presence of one cinema are apparent. Entertainment events, however, are not absent, thanks to the presence of tourists in Valchiavenna, especially in Madesimo, Campodolcino and Chiavenna. On the other hand, the link between tourism and entertainment gives some of these activities a seasonal character. In the end, in the services supply the leading role of Chiavenna has to be underlined, being Chiavenna often the only seat of a service, and risking damaging the accessibility of the service offered.

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