

Euromountains.net Project – theme 2 *INTERREG III C*

The Role of Territorial authorities in Developing and Promoting Mountain Resources and Quality Products

Methodological Guide for Data Collection

Document achieved with the participation of SUACI Alpes du Nord
And the collaboration of all the partners

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FOREWORD: Vagueness occurred at the very beginning of the work on theme 2 and this came out after the first meeting (12 April). Indeed, the expression in the title of theme 2 in French: “Collectivité territoriale” has been translated into English by “Territorial bodies”. To be totally in respect with the French version, it should in fact have been expressed by “Territorial authorities and councils”.

For the success of the development of this theme, we must right now clarify this point, in order to ensure that all the partners are working on right and common bases. To clarify that out, we will come back to the objectives as described in the initial document of the project (contract validated by the Interreg secretariat).

I – Study framework and identification of the key questions/ terms

Object of the Interreg project: **politics** (in a broad meaning) developed by the territorial authorities and councils, as expressed in the terms of identification of the project:

Brief summary of the process: “Based on the experiences of the partners, the project aims to identify **models of compensation of the economic and territorial management handicaps of the mountain areas, as well as the transferable success factors linked to the cooperation between the different sectors (public and private)**”

Or also:

Relation with a specific theme for cooperation: “The fundamental objective of the project is to better overcome the condition of natural handicap of the mountain areas thanks to the **identification of adapted policies and tools** particularly giving a boost to the local dynamics (particularly collaboration between public and private sectors)”

The theme 2 concerns:

“The role of territorial authorities and councils to develop natural and cultural heritage and the agro alimentary and craft products in mountain areas, in integrating the data on the general climate for public/private cooperation.”

➤ This role concerns therefore:

- support,
- compensation,
- attendant,
- encouraging, etc.

policies and measures implemented by the territorial authorities and councils.

➤ These policies or measures can **concern several key factors** and the analysis will have to concentrate on some of them (see list in STEP 5).

➤ The results addressed to territorial authorities and councils will take the shape of **identification and recommendations of policies and tools** that will inter alias enable to boost the local dynamics. The level of territorial authorities focussed by the recommendations has to be identified:

- regional level
- council level, etc.

Depending of the level chosen, the policies studied will be different.

It is also possible that the beneficiary of the study did not mention any specific requirement.

II –Proposal steps to implement the data collection

STEP 1/ Clarification of the organisation of authorities and councils in each partner region

In order to exchange and compare information, partners must have some references as regards the organisation, the power of decision, the means, etc. for each level of territorial authorities.

In the EU, a unity (the NUTS) has been implemented so as to facilitate the comparisons. 3 levels are identified by the EU, but each member state is free to decline infra-levels. Each NUTS level does not always exist. Information necessary for theme 2 are mentioned in the table below.

NUTS1	NUTS2	Nb	NUTS3	Nb	NUTS4	Nb	NUTS5	Nb
France								
Italy								
Spain								
Norway								

For a better understanding of who is doing what at the various administrative levels, the table of the following page will be filled-in for each country involved in theme 2.

Country :

Local authority or council (number)	NUTS	Historic	Election way	Competencies	Role/ responsibility in policy implementations	Competencies and means for intervention for promotion/ valorisation of products	Type of financial resources and/ or Founds managed (shall we quantify the founds?)
	1						
	2						
	3						
	4						
	5						

STEP 2/ Identification of the administrative territories of the public bodies and authorities within each region involved

This question is indeed central for the study, given that each administrative level has a specific role to play, the studied policies will then depend of the level addressed.

It can also be chosen to study on a product all the policy developed and to express different recommendations according to the responsibility at each level.

Remark: Partners of the project will probably be able to compare measures developed and implemented at similar levels (regions...) but it seems more difficult to make this comparison for measures implemented at 2 very different levels (communities and regions for instance). For the comparability of the case studies, the analysis of all the levels or even one level common to all the partners should be preferred.

Partners	Number and dimension of the study area (NUTS)	Analysis of the measures implemented are addressing the following levels:

STEP 3/ Identify one or several study areas

Each study area chosen will have to be described according to common and comparable criteria. Each partner is free to choose one or several study areas depending of the information he is searching at local level.

This leads to the first form:

1- Area description form

Location map

(map)

1/ Geographical environment

- Mountainous massif
- max/min altitude
- surface of the area
- Is all your territory located in mountains areas?
- climate

2/ Socio-economics dynamisms

- population
- density (inhab. / km²)
- demographical changes (general trends): 2 lines of comments (if possible: figures)
- share of the active population per sector of activity :
- Description of the socio-economic dynamics of the territory (agriculture of the area, tourist activities, urban poles, etc...) (5-10 lines)

Description of policy organisation and zoning

Territorial organisation of the area :

- NUTS 2 / NUTS3 / NUTS 4 ...
- European zoning: objective 2, objective 1...
- Other zoning : In addition to local authorities and European zoning ; are there any other zoning that define a specific action area?.

3 - Project description form

Context (in brief): organisation of the holders and the environment of the project

- ✘ **Initiative** / the factor at the origin of the project:
- ✘ Description of the **organisation** that carries out the project:
 - Name of the organisation
 - Who are the holders (farmers, processors, other...)
 - Constitution of the organisation (association, company...). Is it a commercial or a non-commercial organisation ?
 - Date of creation
 - Purpose (mission, objectives of the organisation itself)
 - general budget of the association
- ✘ **Which difficulties, linked to the context, are met by the holders?**
 - On-costs
 - Small scale commodity chains
 - Little business culture
 - Restrictive rules
 - Lost of a know-how
 - Physical distance from the market, from the processing plants
 - Other...

Are some of these difficulties linked to the location within mountain areas?

- ✘ **Assets met linked to the context**
 - Natural and cultural heritage
 - Quality / specificity / originality of the product
 - Specificity of production and processing methods
 - Fame / image of the product
 - Presence of a local market linked to tourist activity or urbanization
 - Other

Are some of these assets linked to the location within mountain area ?

Content of the project :

- ✘ **General objectives :**
Example of answer : For instance, the purpose of the « Fin Gras du Mezenc » beef breeders association is to maintain breeding activity in their area ; they have made the choice of producing meat in a traditional way”.

Are the objectives of the project clearly defined by the holders ?

- ✘ **Operational objectives :** means implemented concerning:
 - Structuring and mobilisation of actors
 - Quality management or quality improvement
 - Means implemented for know-how support
 - Legal protection
 - Marketing (commercialisation) improvement
 - Communication improvement

- ✱ As regards **tourism products**, means implemented concerning :
 - Mobilisation of actors from the territory
 - Implementation of tools for protection/restoration of the heritage and awareness raising (means for preserving the quality of the heritage)
 - Knowledge and specification of the heritage in order to protect it and promote it
 - Communicate and promote
 - Adaptation to the market (propose various tourism products...)

STEP 5/ Identification of key factors to be studied and description within the framework of the intervention of the local authorities

Each selected products will have to be studied in depth on some aspects identified by the group of partners.

Remark : the know-how has been integrated within each key factor (excepted the really first one)

1. The mobilization of the « project holders » with their partners (<i>correspond to the previous section “producers organisation”</i>).
<ul style="list-style-type: none"> • organisation of the stakeholders from the supply-chain / regrouping of stakeholders • definition of the common project • stakeholder commitments • collaboration climate: quality of public/private relations, subventions
2. Quality control / innovation (<i>include inter alias what was in « quality management /control</i>)
<ul style="list-style-type: none"> • Knowledge specific to mountain products • Research and development • Knowledge on the product: characterisation task: quality of the final product and making processes: know-how/ techniques <ul style="list-style-type: none"> • Capacities of investment • Dissemination of recommendations to producers for a stable quality • Access to knowledge : technologic and legal keeping-up ... • Quality control
3. Legal protection
<ul style="list-style-type: none"> • Collective, individual brands • SIQO (Official quality marks) • Legal organisation of the stakeholders • Access to information, expert contributions, make available specific competencies
4. Market
<ul style="list-style-type: none"> • Knowledge of the market: consumers expectations, relevant data on offer, commercial keeping-up • Physical access to the market • Commercialisation and organisation of the marketing (collective, individual) • Investment capacities • Promotion and communication • Legal protection: brand, SIQO
5. Financing capacities
<ul style="list-style-type: none"> • Of collective actions of the supply chain • Of enterprises (modernisation, investment) • Availability of information on measures, programmes of financing

This leads to a form (n°4):

4 – Description of the action / intervention of the territorial authorities

4.1 – Which territorial authorities supported the project ?

Name of territorial authority	NUTS level
<i>Example ...</i>	
<i>Municipality of ...</i>	<i>NUTS 4</i>
<i>Department of ...</i>	<i>NUTS 3</i>

4.2 - Description of the intervention of each territorial authority

→ **Description tables of territorial authorities' intervention** (one table for each intervention, in case of intervention of several territorial authorities)

The table is organised in 4 general questions (Who? For what purpose? How? How many ?) and 8 sub-questions.

4 questions	8 sub-questions	Answer
WHO ?	Name of the territorial authority	County of ... (NUTS 1, 2, 3, 4 ...)
FOR WHICH PURPOSE ?	What are the concrete actions supported?	To be translated ideally into the 5 key factors (if not, precise it) : <ul style="list-style-type: none"> - Mobilisation of the chain actors - Quality management - Legal protection - Marketing (commercialisation) - Financing capacities : - Other (training, research, strategic advise...)
HOW ?	Type of the intervention	<ul style="list-style-type: none"> - support for investment - support for coordination (management) of the project - support for running costs - providing qualified workforce - ...
	Direct beneficiaries of the intervention / measure	<ul style="list-style-type: none"> - holders association / organisation - farmers or other holders directly - others : who?
	Conditions to be fulfilled by the beneficiaries	commitments of the beneficiaries
	Modalities and duration of the intervention	<ul style="list-style-type: none"> - Annual grants; multiannual grants ; long term grants... - planning of the expenditures or not - contract with beneficiaries - Are the grants declining from year to year ?
HOW MANY ?		<ul style="list-style-type: none"> - Amounts granted (€) - financing rates (%) : - financial ceiling

2. Complementary questions [one answer by intervention of territorial authority]

A) Level of accuracy in the definition of the intervention

Is the grant of the territorial authority dedicated to specific actions, or to the project in its whole (i.e. a global grant versus several grants dedicated to several actions)?

B) Context of the intervention

- Does the intervention correspond to an existing frame or is it a “specific” grant (dedicated to this project only)?

- If it corresponds to an existing frame, what is this frame : local policy, national policy, European policy (rural development program - EAGG, Leader+, objective2...) ?

- If it corresponds to an existing frame, is it adapted (and to what extent) to the project studied?

C) Partnership between territorial authorities and holders.

How is defined the intervention of the territorial authorities : by territorial authorities solely or in partnership with holders (top-down or bottom-up approach).

D) Non financial intervention

Providing information, providing advise, mental support

4.3 – General questions (in case of several territorial authorities’ interventions)

When several territorial authorities intervene, how do they articulate their interventions with each other ? Do they support the same objects or different parts of the project?

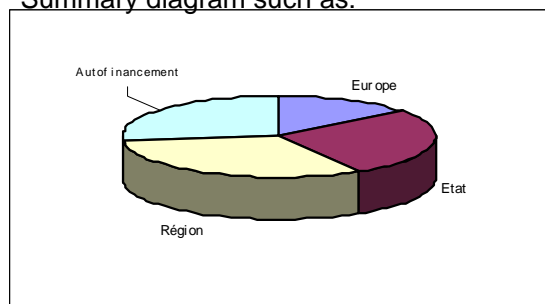
Is there any “lead” territorial authority (which decides first to support the project, and that other territorial authorities follow)?

4.4 – Financial information

Share of grants and self-financing (figures concerning several years as far as possible).

	Territorial authorities						Self-financing
	Europe	Nuts 1 (State)	Nuts 2	Nuts 3...	Nuts 4	Nuts 5	
Amount (€)	€	€	€	€	€	€	€
Share (%)	%	%	%	%	%	%	%

Summary diagram such as:



→ Share of public grants in the project: x%

STEP 6/ Assessment of the intervention of the territorial authorities

This leads to the last form:

5 – Analysis of the intervention of the territorial authorities in the project

5.1 – Effectiveness of the intervention of the territorial authorities

✘ Have the forecasted objectives of the project been achieved ?

Objectives	Answer
Objective 1	1. fully/ partially/ not at all achieved 2. Details (material realisations...):
Objective 2	
...	

Examples of objectives to be achieved:

- Changes in the supply-chain : volume of production, turnover, added value per produced unit
- Number of jobs, new infrastructure...
- Setting-up of inter-business networks
- Structuring and mobilization of actors
- Quality management/ improvement
- Stimulating infrastructure for know-how support
- Legal protection
- Marketing (improvement...)
- Development, reclaim and/or preservation of a particular farming
- Protect animal and vegetable species
- Improvement of quality of life, preservation of a know-how....
- Other objective forecasted ...

Examples of objectives to be achieved for tourist projects :

- Changes in activity : number of visitors, turnover, number of products offered, changes in holders / actors associated ...
- Economical development of the territory: number of jobs, general effects in terms of tourism...(and changes of data in time, not only identified at an given 't' time)
- Improvement of quality of life, strengthening of identity, preservation of know-how, cultural moderation of a territory

✘ Are there any non forecasted objectives that have been achieved ?

✘ Environment of the project :

- Are there any environment factors that prevented the realization of the objectives?
- Are there any other policies or regulations (national policies...) that counteract with the development of the project?

Effectiveness : Good/Average/Insufficient


5.2 Relevance of the terms of intervention of the territorial authorities


- Were the type of intervention (investment grant...) adapted ?

- Were the modalities chosen adapted ? (annual, long-term grants...)
- Were the financial means developed (financing rate) sufficient and relevant ? Were they too high?
- Was the coordination between the different territorial authorities good and sufficient, were they consistent with each other ?

- Did the territorial authorities contribution meet the needs of the holders ? Did it correspond to the life-span of the project (starting period...)?
- What would have happened without the intervention of the territorial authorities ? : no project at all / the project would have been different (how) ...
- Was the intervention of the territorial authorities too constraining for holders or did it let too much "room for manoeuvre" to them ?
- Is the intervention of the territorial authorities considered as simple or too complicated?
- Which means are implemented by territorial authorities to assess the relevance of their interventions afterward (studies, diagnosis...)?

From information above, positive and negative aspects of the terms of intervention of territorial authorities in this project can be identified:

 **Positive points** : not restricted to a list ⇔ explanation should be provided

 **Negative points** : not restricted to a list ⇔ explanation should be provided + proposals for improvement

Relevancy of interventions: Good/Average/Insufficient

5.3 –Monitoring

- ✘ **type of monitoring**: administrative and countable / on the project in depth
- ✘ **frequency of the meetings** with the project carriers, travels in the field...

Does the type of monitoring benefit the project ? Has the intervention of the territorial authorities been adapted to the evolution of the project? Does it allow to provide advise to holders...?

- ✘ **Quality of the relations and collaboration between the territorial authorities and the holders**

From the territorial authorities point of view, is there a good climate of collaboration with the holders (elaboration of the project in common, good relations...)

From the holders point of view : are they satisfied with their relations with each of the territorial authorities they have been working with (from the local level to national level or even European when appropriate)?

The monitoring is: Good/Average/Insufficient

5.4 – Efficiency of the territorial authorities interventions

Examples of indicators to be used to assess efficiency of public interventions :

- Grants/ created employments
- Grants/ units of production (**Example:** "Fin gras du Mézenc" = 225 € of public grants per animal sold into the supply chain).
- Grants / producer involved in the project
- Grants/ added value per produced unit
- ...