



MED Programme

Project acronym: MedStrategy

Project full title: Integrated Strategy for Sustainable Development of Mediterranean Rural Areas

Project no.: 2G-MED09-282

Monitoring and Evaluation Report n.1

C2: Management Component

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Reference period for this report: 01 June 2010 – 30 November 2010

Abstract: This deliverable describes the activities undertaken by the MedStrategy project during the period indicated above. It includes all important aspects of realised activities, comparing what has been realized with what was foreseen by the project working plan. It also collects a synthetic scheme of project results to be achieved and indicators to be matched. The report is edited by the project coordinator with the direct contribution of the entire partnership.



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1. Project information

Name of the project	Integrated Strategy for Sustainable Development of Mediterranean Rural Areas
Acronym	MedStrategy
Internal number of management	2G-MED09-282
Name of the LP organization + country	Intermunicipal Consortium “Tindari-Nebrodi” ITALY
Project starting date	01 June 2010
Project ending date	31 May 2012
Total eligible budget	1,091,055.00 €

2. Reminder of project contents

2.1 Summary of the project’s objectives

MedStrategy project aims at improving and addressing territorial governance of Med rural areas towards sustainability through an innovative integrated planning model (PM) comprising: integrated social, economic, environmental analysis; assessment of institutional framework and review of success governance modes; establishment of communities participation process; definition of 4 strategic pilot plan patterns and drawing up of 4 key interventions in the involved areas; transnational synergies in PMs’ execution.

It experiments an innovative governance process through the setting up of a planning model that encourages the sustainable development of Med rural areas. The process focuses on 3 themes: the integration of economic, social, environmental dimensions of sustainability in planning; the development of integrated & shared strategies and actions through the cooperation of local authorities and the engagement of local communities (key actors, stakeholders) for the innovation of territorial governance; the setting up of common objectives & activities (preservation of cultural and natural heritage, competitiveness of territorial system, social & gender equality, etc) for local and transnational synergies of rural areas.

The main lines of intervention are:

- **Diagnosis of the involved territories:** assessment of the 3 dimensions of sustainability (economic-social-environmental) through appropriate indicators and using GIS applications, for identifying trends and conditions, root causes of problems.
- **Diagnosis of the institutional framework:** audit of local authorities governance systems for identifying weaknesses and strengths of the present institutional system; review of success governance modes and tools.
- **Setting up of local forums** that involve key actors and local stakeholders (citizens, local administrators and decision makers, opinion leaders, business sector operators, tourism providers, professional associations, environmental associations, civil society groups etc.) in

order to elaborate and produce a common vision of future and shared “green economy” strategies.

- **Setting up of planning model and drawing up of the Strategic Plans** of the involved territories: SPs will be scheduled following strategic axes and objectives. For each strategic axis innovative and integrated actions will be pointed out. The technical and administrative tools, the financial sources/tools and the key actors requested for the implementation of each action will be defined as well as actions’ time schedule. For the monitoring and the evaluation of SPs, a model report will be defined. It consists in the performance indicators that should be monitored for verifying the implementation progress and the effectiveness of the used tools.
- **Information and communication activities** will aim to raise awareness on development planning and to encourage local cooperation and transnational networks to promote new governance models for Med area’s development.

2.2 Critical success factors

The project promotes an innovative territory management pattern which will be tested at a local level to which does not correspond a single institutional entity but which presents territorial and identity homogeneity. The model makes reference to a shared and integrated methodology facing problems which can have different solutions in the different territories connected to different needs and peculiarities.

The integrated approach contributes to the valorisation of local identity factors and to the endogenous and balanced development of rural areas, in order to provide new growth opportunities. In each partner country a Local Operative Plan (LOP) is tested. It is neither fixed nor purely descriptive but it is constantly evolving even after the end of the project through a “circular process” of improvement.

Another critical factor of the project is the adoption of a “bottom up” approach, connected to the community active involvement in the planning process. The process encourages the establishment of synergies among the different local Governance levels, in order to warranty a simplification of the procedures to be adopted during the planning development, and to improve the efficiency and management abilities of the different administrative structures. The innovative approach, through the drawing up of an handbook, is a useful reference for other rural territorial contexts that have similar criticalities and potential.

2.3 How the project contributes to the objectives of the MED Programme

Consistently with the Objective 4.1, the project aims to draw up an innovative and shared planning tool (Strategic Plan) for supporting the sustainable development of Mediterranean rural areas. It consists in the construction of a model able to set up innovation procedures and tools, in terms of organization and management, the launching of strategies and objectives through the dialogue between local authorities and actors. The project encourages the cooperation between rural areas, since they face the same problems and they can find common solutions and create synergies at local and European level.

MedStrategy complies with the Priority Axis 4 as it supports the integrated development of Med space and it is clearly oriented towards the following topics:

- Sustainable development - the planning tool (Strategic Plan) is based on the integrated assessment of the three components of sustainability in order to ensure social and economic growth and environmental protection.
- Transnational cooperation - in order to ensure the achievement of common and shared objectives, to reduce marginalisation of rural areas, to strengthen their competitiveness and to support the cohesion of MED space.
- Innovation - in terms of innovative processes and tools for increasing knowledge as well as in terms of innovative modes of governance for strengthening capacity of local authorities.

3. General progress of the operation towards the set objectives

As this represents the 1st monitoring report of the project the overall project's activities coincide with the activities implemented during the reporting period.

The 1st six-months period of the project was characterised by:

- a) the executive planning of the activities to be undertaken during the project,
- b) the resolution of some of the bureaucratic problems concerning the project contractualisation processes,
- c) the realisation of the first transnational meeting of the partners,
- d) the implementation of some of the foreseen activities.

a) Executive planning of the activities was led by Consorzio Tindari Nebrodi during June with the close and constant collaboration of the entire partnership. Working plan included in the application plan was sent and discussed with the partner through emails and phone calls in order to check deadlines and foreseen outputs.

b) A consistent part of the project work was dedicated to its official start-up. The Official Approval Letter of the project was received by the Lead Partner on 7th June 2010 and immediately transmitted to the project partners. Partnership Agreement was already signed but for all the partners it was nevertheless necessary to wait for the subsidy contract to be signed by the Managing Authority. The Subsidy contract was officially signed on 7th of July and then sent, in the following days, by the Lead Partner to the other project's partners.

The light delay in undertaking these bureaucratic procedures caused some practical problems for most of the public bodies participating to MedStrategy project, which are described in details in paragraph 7, which however did not negatively affect the partners' participation to the first transnational meeting.

c) Lead Partner organised and hosted the first transnational meeting of the partners in Patti (Italy). The meeting took place from 4th to 7th July 2010. Main aims of the meeting were to consolidate the relations among all the partners and to define the structure of work in the field to be implemented, the general organisation and to agree on operative details regarding financial aspects. The meeting was also the occasion to discuss with the transnational partnership of the start-up of the project, planning future activities and meetings. The partners discussed the different aspects of each component, with particular attention to management, communication and C3 "Territories and Institutions: diagnosis and ex-ante evaluation". They also discussed about the members to be designated for the Steering Committee and the Expert Board. The Steering Committee was then officially named: it is composed by one representative of each partner and chaired by the Lead Partner. The Steering Committee will be responsible of: reviewing and/or amending the work plan,

costs and time schedules and reports; solving eventual disputes between partners; contractual matters; monitoring and evaluating the project.

d) With regard to the working plan, we hereby underline the completion of Component 0 (preparation of pre-application and application costs) foreseen before the beginning of the project but whose costs are included in this progress report; the execution of Component 1 – Phase 1, with the realisation of a first draft of the Communication Plan which was sent to partners, agreed and then produced in its final version; the planning of Component 1 - Phase 2 (communication campaigns) by each regional leader and realisation of a press conference in Patti connected to the kick-off meeting; the management of Component 2 as foreseen by the working plan; the start-up of Component 3 – Phase 1, i.e. the activities foreseen for the integrated territorial analysis (see paragraph 8 for details); the start-up of Component 3 – Phase 2, i.e. first draft of guidelines for the institutional framework analysis.

4. Brief summary of the undertaken activities

4.1 Description of activities, outputs and results since the project start

Medstrategy started its process to experiment an innovative governance process through the setting up of a model encouraging the sustainable development of Med rural areas. The process will focus on 3 themes:

- the integration of economic, social, environmental dimensions of sustainability in planning;
- the development of strategies and actions through the cooperation of local authorities and local communities for the innovation of territorial governance;
- the setting up of common objectives & activities (preservation of heritage, competitiveness of territorial system, etc) for local and transnational synergies of rural areas.

The first six months of the project were mainly dedicated to the planning of future activities, meeting of the partners, setting up of the main “transversal tools” to manage the project (Communication Plan, etc.) and to agree the guidelines to be followed in each region for the first step of the process, i.e. territorial diagnosis. Guidelines for territorial diagnosis were sent to partners in order to start to collect the data. Also the first draft of the guidelines for the institutional framework analysis were prepared in order to be presented during the second transnational meeting which will be held in Malta in December 2010.

4.2 Description of activities, outputs and results during the reporting period

After the bureaucratic procedures for the start-up of the project, the Medstrategy partners met in Patti (Italy), where the Lead Partner is settled, for their first transnational meeting. Main aims of the meeting were to consolidate the relations among all the partners and to define the structure of work to be implemented, the general organisation and to agree on operative details regarding financial aspects.

Project activities mainly regarded transversal aspects of the project, i.e. management, monitoring and communication. Concerning these aspects the project produced a Communication Plan and planned a monitoring methodology in order to verify the project results in the future.

For the management, there was the final definition of the executive boards of the project, i.e. Steering Committee and Expert Board.

With regard to the “technical part”, it was discussed the best way to undertake the first step of the process which has to lead to the proposal of a new model for the development of the rural regions in the Mediterranean area, i.e. how to realise an integrated territorial analysis. Guidelines for Realising the Integrated Territorial Analysis were sent by the Lead Partner to the partners and agreed in order to collect the first data in the next period. Also the first draft of the guidelines for the institutional framework analysis were prepared in order to be presented during the second transnational meeting which will be held in Malta in December 2010.

4.3 Next steps to be taken

After partners will agree on the Guidelines for the integrated territorial analysis each region will start to gather the data for the local diagnosis through the use of an appropriate set of indicators for identifying trends and conditions.

Meanwhile the partners will discuss how to analyse the local institutional frameworks to understand the governance systems of the Local Authorities, their criticalities and strengths.

Also guidelines for monitoring the project will be submitted to partners during the next transnational meeting in Malta.

5. Involvement of partners in the implementation of the project during the period covered by the report

Partners were actively involved since the very beginning of the project. During the executive planning of the project they were in constant contact with the lead partner in order to jointly examine and analyse the activities to be undertaken.

Except one (P3) which had administrative problems and cannot be present, the entire partnership participated to the kick-off meeting with one or more representatives for the technical part of the project and one in charge of the financial management.

During the first six months of the project they all were active in examining and trying to solve bureaucratic problems especially concerning the administrative steps: i.e. officially acquiring the subsidy contract, opening a budget line for the project's expenses, appointing the First Level Control Auditors.

As concerns the technical part of the project, until now the partnership network worked under the central Role of the Lead Partner (as normally works at the beginning of a project): it coordinated the bureaucratic steps, organized the kick-off meeting, suggested the agenda for the second transnational meeting and gave to the partners the necessary guidelines for the foreseen project activities.

In particular the Lead Partner was in charge of defining the integrated territorial analysis guidelines and coordinate the work to be done for this phase in all the regions.

All partners followed the roles defined in the working plan. Moreover, in direct connection with the local territory, they coordinated the activities and the communication at a local level.

6. Problems encountered and solutions found/proposed

As previously mentioned, main problems arose for administrative official steps to be undertaken. Public Authorities all over the countries have long procedures to open budget lines connected to EU projects and to officially give public offices (for technicians to be involved in the project, first level controllers, etc.).

These administrative problems had consequences on the actual financial reporting as most of the partners were not able to include the expenses occurred in this report. They are however planning to solve the problem soon and include the costs in the next progress report.

In spite of the effort made to start-up the project in due time, organizing the first transnational meeting in July, a light delay can already be noticed due to the above mentioned problems. Concerning project activities the problem mainly affected the financial management (delay in naming First Level Controllers) and the communication component, as the partner in charge of realizing logo and web site, was unable in short time to charge someone to design them.

The solution proposed at the moment is to recover the lost time in the next months.

Possible changes in project calendar will be discussed with the partners within the end of the year.

7. Analysis of the project outcomes for the reporting period

7.1 Working Plan progress

From 01 June 2010 to 30 November 2010

(see following page)

Phase	Description in the original project	Deliverables produced	Activities implemented during reporting period	Evolution in Work programme and expected outputs	Financial reporting
<p>COMPONENT 0 (PREPARATION COSTS ONLY) : Preparation of Pre-Application and Application Forms. Development of the project idea. Communication among partners for ensure that the proposal meets their needs and competences. Consultation with members of JTS and the National Contacts point. Preparation and submission of pre-Application and Application Forms and the annexed documents.</p>					
<p>C0-Ph1</p>	<p>Preparation of Pre-Application Form (PAF) P1, P2, P3, P4 and P5 worked together previously. P1, acting as coordinator, searched for further motivated partners in other Med countries. So partnership was extended and enriched by the participation of partner P6. P1 developed the project idea, prepared and submitted to partners the project proposal. Several communications between partners occurred for ensuring that the proposal meets partners needs and competences. P1 verified the coherence of the proposal with the priority Axis and the specific objective that is related to. P1 communicated frequently with JTS for ensuring that Pre-Application form was filled up correctly. Letter of intents and the Pre-application form were prepared and submitted on time.</p>	<p><u>7 Letter of intents</u> <u>1 Pre-Application Form</u></p>	<p>Activity realised during the period as originally foreseen. No change in dates. Partnership was extended and enriched by the participation of partner P6. P1 developed the project idea, prepared and submitted to partners the project proposal and then submitted it in due time.</p>	<p>No changes in work program neither in expected outputs.</p>	<p>Costs of this component are inferior to the foreseen budget for the administrative problems mentioned in chapter 6.</p>
<p>C0-Ph2</p>	<p>Preparation of Application Form (AF) P1, with the suggestions of the Selection Committee, submitted to Ps a first draft of AF and asked their contribution with particular regard to technical activities and human resources. Strong communication occurred between P1 and Ps for clarifications and advices. Ps worked in a motivated way providing contribution according to timetable fixed by P1. Ps fully agreed with repartition of activities and costs proposed by P1. They signed and sent Partnership Agreement and Commitment Letters to P1. P1 communicated frequently with JTS for ensuring that AF was filled up correctly. AF and annexed documents were fully completed and submitted. During this phase ASAEL was substituted by actual P7, which fully participated in the preparation.</p>	<p><u>1 Partnership Agreement</u> <u>7 Commitment Letters</u> <u>1 Application Form</u></p>	<p>Activity realised during the period as originally foreseen. No change in dates. Lead Partner worked on the first draft of the Application Form with the contribution of all partners. Partners then agreed with repartition of activities and costs proposed by Lead Partner and with project calendar. They signed and sent Partnership Agreement and Commitment Letters to Lead Partner. Application Form and annexed documents were fully completed and submitted. During this phase ASAEL was substituted by actual P7, which fully participated in the preparation.</p>	<p>No changes in work program neither in expected outputs.</p>	<p>Costs of this component are inferior to the foreseen budget for the administrative problems mentioned in chapter 6.</p>
<p>COMMUNICATION COMPONENT (C1) : Design of communication plan. Website. Promotion campaigns towards targeted audience and general public. Conferences, workshops and training.</p>					

Phase	Description in the original project	Deliverables produced	Activities implemented during reporting period	Evolution in Work programme and expected outputs	Financial reporting
Design of Communication Plan that will be clearly address towards the information of potential and final beneficiaries as well as the general public and it will support the capitalization and development of project results. The main communications tools that will be performed are: Website and logo; production of paper popular material (leaflet, brochure & posters); dissemination through medias (local press conferences, interviews & articles); Conferences, workshops and training					
C1-Ph1	<p>Communication Plan (CP) The main aim of this phase is producing an agreed communication strategy that will contribute to inform potential and final beneficiaries as well as the general public and to facilitate local and European partnerships. With the project launch the Communication Plan will be drawn up and approved by the Steering Committee. CP will define the various communication activities, when and where each activity will take place and the target group which each activity is directed to.</p>	<u>1 Communication plan</u>	Communication Plan was drawn up by the Lead Partner and sent to the partners for changes / observations etc. A final version was agreed and is at disposal of the partnership. The Plan is designed to give guidelines to partners about communication activities and can be updated during the realization of the project according to specific activities which will be realized.	No changes in work program neither in expected outputs.	Costs of this component are inferior to the foreseen budget for the administrative problems mentioned in chapter 7. Partners who had these problems will include the expenses in the next progress report.
C1-Ph2	<p>Communication campaign At the beginning of the project, project's logo and website will be performed. Website will contain project's documents and deliverables and links with EU institutions, MED Programme site as well as with sustainable development related sites. Promotion campaigns will be organized in all 4 areas for encouraging community involvement and presentation of results . Project's launch will be by local press conferences. Conferences will be held for announcing other public events of the project. Information on project activities and results will be spread via local press, radios and TV channels. Paper popular material (leaflets, brochures, posters) will be produced and disseminated in order to show clearly the project and its objectives.</p>	<u>1 Press conference</u> <u>1 article on newspaper</u>	A first press conference was organised in Sicily launching the project during the kick-off meeting. One article was published on an Italian newspaper.	Some delay in realising project logo and website due to administrative problems of partner in charge. Both of them will be ready in the next period.	Costs of this component are inferior to the foreseen budget for two reasons: - the component is still in progress and - the costs are inferior to what foreseen for the administrative problems.
C1-Ph3	<p>Conferences & workshops & training All project's deliverables are public documents and will be used for disseminating information on specific project activities and results. Results will be disseminated to appropriate organisations and related material will be prepared for seminars and conferences and distributed to international forums. At the end of the project, a conference will be organized in each country.</p>		This phase and its contents were discussed with partners during the kick-off meeting. Activities to be realized are foreseen in following steps of the project.	Papers will be presented when the first results of the territorial analyses (C3-Ph1) will be ready. Training courses, awareness seminars, observatories of Municipalities are connected	Costs of this component are inferior to the foreseen budget for two reasons: - the component is still in progress and - the costs are inferior to what foreseen for the administrative

Phase	Description in the original project	Deliverables produced	Activities implemented during reporting period	Evolution in Work programme and expected outputs	Financial reporting
	<p>In each area 1 training course, which will become the Standing Observatory of Municipalities, will be organised aiming at providing opportunities for learning and getting qualified experts. It will see the participation of local experts, decision makers and local authorities staff, also external to the project. Courses will focus on sustainable development planning.</p>			<p>to strategic planning processes, and therefore will be realized later on. Conferences have to be organized at the end of the project.</p>	<p>problems.</p>
<p>MANAGEMENT COMPONENT (C2): Administrative, Financial and Technical Management of the project. Monitoring and Evaluation of the project. Establishment of steering committee; setting up and following up of management and coordination system concerning technical, administrative and financial management of the project; setting up of monitoring and evaluation system. P1 is responsible for the overall coordination of the project and the contractual issues and he supervises the MED programme rules. P1 works in strong collaboration with Steering Committee (SC), Experts Board (EB) and the Responsibles of the Phases (RoPs).</p>					
<p>C2-Ph1</p>	<p>Administrative and financial management P1 coordinates administrative, financial and contractual issues and supervises the implementation of Med programme rules. P1 signs the Subsidy Contract and sends the start-up Report. P1 gathers and controls documents provided by PPs and collates the 6-months progress reports and the final report. P1 makes the payment to PPs. P1 mobilises PPs for achieving project outcomes, to timeline and within budget. P1 ensures interaction and exchange of information and knowledge. All PPs use ICT communication tools to exchange information and documents. Project secretariat is responsible for keeping all documents, files and correspondence with partners, JTS and MA. Documents are available in the project's website too.</p>	<p><u>1 Subsidy Contract</u> <u>1 Start-up report</u> <u>1 Progress report</u></p>	<p>Lead Partner signed the Subsidy Contract and sent the start-up Report. It took care, together with the partners, of the necessary administrative and financial steps. It supported and advised partners on the reporting activities and it gathered and controlled documents provided by partners. The first progress report was sent to the Managing Authority on time. LP informed MA about all administrative changes made.</p>	<p>Short delay in signing the Subsidy Contract.</p>	<p>During this reporting period costs of this phase are higher to the foreseen budget because the work time requested for the reporting activities is higher than the foreseen one.</p>
<p>C2-Ph2</p>	<p>Technical coordination P1 is responsible for the overall technical coordination of the project that will be carried out in strong collaboration with Steering Committee (SC), Experts Board (EB) and the Responsibles of the Phases (RoPs). During the kick-off meeting PPs will appoint the members of SC. EB members will be appointed by SC. P1 will produce the overall work plan of the project. In collaboration with EB and RoP, P1 produces the 6-months activity reports. In collaboration with RoPs, EB produces the guides and bibliography for helping PPs in the implementation of</p>	<p><u>1 Overall Work plan</u> <u>1 Progress Report</u> <u>1 Minutes of project 's meeting</u></p>	<p>The overall work plan was prepared by the Lead Partner, examined by the entire partnership and agreed during the kick-off meeting. Partners were required to name the Steering Committee representatives. The Expert Board structure was</p>	<p>No changes in work program neither in expected outputs.</p>	<p>Costs of this phase are inferior to the foreseen budget as this phase is still in progress.</p>

Phase	Description in the original project	Deliverables produced	Activities implemented during reporting period	Evolution in Work programme and expected outputs	Financial reporting
	phases. 5 project meetings (2 Italy, 1 Greece, 1 Spain, 1 Malta) will be held for monitoring and discussing project progress.		also agreed and members named. One transnational meeting (kick-off meeting) was held in Italy for discussing project development.		
C2-Ph3	<p>Monitoring and evaluation</p> <p>Following the establishment of SC the monitoring and evaluation system will be set up. In collaboration with P1, SC will implement the evaluation process that regards the following points:</p> <ul style="list-style-type: none"> - effectiveness and efficiency of the project: technical consistency and coherence of the activities taking place within and between all phases; activities adherence to the project goals, budget and time frame; - quality of management and partnership: efficiency of management system; consistence and quality of partners collaboration; - achievement of project objectives: evaluation of the project on the basis of output and results indicators. 	<u>1 Monitoring and evaluation report</u>	Monitoring and evaluation system has to be planned. The evaluation process will regard the effectiveness and efficiency of the project, the quality of the management and partnership. First monitoring and evaluation report concerning the first six-months period was prepared by P1.	No changes in work program neither in expected outputs.	Costs of this phase are inferior to the foreseen budget as this phase is still in progress.
<p>TERRITORIES AND INSTITUTIONS - DIAGNOSIS AND EX ANTE EVALUATION (C3) : Integrated analysis and evaluation of economic, social and environmental sustainability dimensions and of institutional framework.</p> <p>Diagnosis of environmental, social and economic local systems through the development of appropriate set of indicators and gis applications for identifying trends and conditions. analysis of institutional structures of local authorities for pointing out the interdependences of different institutional levels, the competences of the las and their capacity to support/manage growth and innovation. swot analysis for defining those factors that could encourage or impede the development policies.</p>					
C3-Ph1	<p>Integrated territorial analysis in relation to the 3 sustainability dimensions</p> <p>Following the proposal of the RoP an Audit process will be activated for the definition of the criticalities of the local contexts:</p> <ul style="list-style-type: none"> - data gathering and diagnosis of the involved rural areas through the development of appropriate set of indicators for identifying trends and conditions. - GIS applications will be used and immediately available for the Local Administrations. <p>Framework Document will be an orientation tool and shall:</p> <ul style="list-style-type: none"> -show, synthetically and in an integrated way, the problems of environmental and socioeconomic sustainability of local systems; -show a set of key indicators according to the territorial specificities; -develop the subjects according to regional and global dimensions. - Identity characteristics 		Lead Partner realized a first draft of the "Guidelines for producing the integrated territorial analysis". The document has to be examined by partners. It will allow an exhaustive evaluation of the investigated themes and trends, through the use of selected indicators, of historical series and "benchmarking" at a super-municipal level among the different MED areas involved in the project. Aim of the guidelines is also to propose a precise and detailed structure for the	No changes in work program neither in expected outputs.	Costs of this phase are inferior to the foreseen budget as this phase is still in progress.

Phase	Description in the original project	Deliverables produced	Activities implemented during reporting period	Evolution in Work programme and expected outputs	Financial reporting
			Framework Document and the methodology to be used for its drafting.		
C3-Ph2	<p>Analysis of institutional framework</p> <p>The priority objective will be to analyse the governance systems of the Local Authorities (LA) pointing out the interdependences of different institutional levels and the criticalities (competences, efficacy and efficiency) of the LA and their capacity to support growth and innovation. The results will evaluate the LA ability to develop policies and programs, aimed at the sustainability of the Local Development, that have to be able to increase the territories competitiveness and attractiveness coherently with the EU, national and regional programmes. The results will complete the Framework Document with an analysis of the local governance levels and will be spread in order to increase the citizen's and LA' awareness.</p>		The general lines for developing the activities were agreed during the kick-off meeting. P6 will submit the guidelines to be followed by the partners during the second transnational meeting.	No changes in work program neither in expected outputs.	Costs of this phase are inferior to the foreseen budget as this phase is still in progress.
C3-Ph3	<p>SWOT Analysis</p> <p>The Ps, considering the results of the Framework Document, will develop an auto-evaluation activity of their contexts through a "SWOT" methodology, aimed at singling out the factors encouraging or impeding the implementation of integrated development strategies. This phase, which schedules occasions of comparison about the different institutional assets and specific issues, will allow each local reality to compare the results and the goals achieved in the 4 studied areas. The final report (Diagnostic Report, DR) will compare the territories' quality and the different governance systems. It will be drawn up on the basis of common criteria indicated by the Experts Board. The DR will be the reference document for the participation process.</p>		No activity implemented during the reporting period. The phase will start in April 2011.	Work program and expected outputs are the same foreseen in the application form.	The phase will start in April 2011.
<p>PARTECIPATION COMPONENT: STRATEGIC COMMON VISION (C4) . Community consultation and participation process, review of success cases, common vision.</p> <p>Establishment of community involvement process: Forum divided into Plenums and Thematic Focus Groups. Identification of priority intervention sectors and targets. Selection of the success cases on sustainable local development policies and evaluation of success/failure factors through performance and benchmarking indicators. Trans-national comparison and evaluation of problems and solutions perceived/proposed by the local actors. Construction of a Strategic Common Vision (EASW methodology).</p>					
C4-Ph1	<p>Establishment of community participation process</p> <p>In each local reality a participation process (Forum) will be started, structured according to methodologies indicated by the Experts Board. Forum will be aimed at informing and involving local communities in the project. During the start-up phase, the selection criteria of the</p>		No activity implemented during the reporting period. The phase will start in March 2011.	Work program and expected outputs are the same foreseen in the application form.	The phase will start in March 2011.

Phase	Description in the original project	Deliverables produced	Activities implemented during reporting period	Evolution in Work programme and expected outputs	Financial reporting
	<p>stakeholders, the consultation and participation rules and procedures will be established. The meetings will be divided into Plenums and Thematic Focus Groups and managed according to consolidated facilitation techniques. Stakeholders of other local communities will be invited to participate as observers.</p> <p>The subjects discussed and agreed in the Forums will orient the choices, which will have to be shared by all the territory institutional actors.</p>				
C4-Ph2	<p>Selection and analysis of the Success Cases: evaluation of success/failure elements</p> <p>In this phase, the Forums activities will be addressed towards the analysis of experiences in similar rural contexts in Mediterranean area, which have been able to bring forward integrated and sustainable local development. Success cases will be proposed by EB.</p> <p>The comparison of the paths and results got, will allow to pick out strategies, tools and actions which have determined the success of these experiences.</p> <p>The difficulties faced and the solutions adopted can represent concrete examples to refer to in order to orient the choices of the Forum.</p> <p>The Report of this phase will give the necessary reference values to develop an associated monitoring indicators system of the goals and improvements achieved by local communities.</p>		No activity implemented during the reporting period. The phase will start in March 2011.	Work program and expected outputs are the same foreseen in the application form.	The phase will start in March 2011.
C4-Ph3	<p>Construction of a Transnational Strategic Common Vision (TSCV)</p> <p>The aim of this phase is to create an integrated Common Vision for sustainable development through sharing and increasing awareness in local actors. They will be stimulated in participating to identifying and planning concrete solutions to the existing problems. According to EASW@(European Awareness Scenario Workshop)methodology, Forums based on the deliverables worked out in C3 (Framework Document,Diagnostic Report) will define 2 alternative visions of the future: negative (nothing changes) and positive (things change improving). In each area 1 workshop is scheduled.</p> <p>Following taking into account the“Review of Success Cases”they will suggest ideas and projects which can support the above established common and convergent positive vision.</p>		No activity implemented during the reporting period. The phase will start in June 2011.	Work program and expected outputs are the same foreseen in the application form.	The phase will start in March 2011.

STRATEGIC PLANNING IN MED RURAL AREAS (C5): Definition of the Transnational Local Development Methodology (Transnational Action Plan) and the Local Pilot Operative Plans (pilot projects)

Phase	Description in the original project	Deliverables produced	Activities implemented during reporting period	Evolution in Work programme and expected outputs	Financial reporting
<p>For each rural area involved in the project a Pilot Strategic Plan will be drawn up. This will contain the key actions oriented toward innovation and sustainability of local system, for increasing its competitiveness. Start-up, implementation and monitoring of 1 key action in each rural area involved in the project. Comparative evaluation of the 4 local planning process and definition of Strategic Plan pattern. Production of an operative handbook on Strategic Planning for LAs in MED rural area.</p>					
<p>C5-Ph1</p>	<p>Definition of the Local Pilot Operative Plans (LPOPs) for the integrated development of rural areas Ps, coherently with the common vision identified in the local forums, will test the methodology defined in the previous phase (TLDM), through the drawing of Local Pilot Operative Plans (pilot projects) for the development oriented to sustainability. The LPOPs, structured as a circular process, shall: -specify the key approaches to be adopted to develop an integrated planning -identify challenges and priorities to be enacted, to increase competitiveness and improve the attractiveness potential of local systems -define financial resources needed -single out specific competences -attribute responsibilities for LPOP management and processes carrying out -define Target and Key Interventions -identify monitoring and evaluation indicators</p>		<p>No activity implemented during the reporting period. The phase will start in August 2011.</p>	<p>Work program and expected outputs are the same foreseen in the application form.</p>	<p>The phase will start in August 2011.</p>
<p>C5-Ph2</p>	<p>Definition of the Transnational Local Development Methodology (TLDM) The Experts Board, taking into account the TSCV and through a comparative evaluation of the results included in the LPOPs, will define the framework of the TLDM for the definition of an “Integrated Strategic Plan for the sustainable development in Mediterranean rural areas” The results of this phase will be included in the Guidelines that will be structured as an operative handbook. This will indicate an innovative Transnational Tool to define and manage local development integrated Plans based on sustainability criteria. TLDM will strengthen MED rural areas cohesion and improve local governance through the definition of a suitable territorial asset for development strategies (as foreseen by Green Paper on Territorial Cohesion).</p>		<p>No activity implemented during the reporting period. The phase will start in January 2012.</p>	<p>Work program and expected outputs are the same foreseen in the application form.</p>	<p>The phase will start in January 2012.</p>
<p>C5-Ph3</p>	<p>Identification of Key Interventions (KI) In each territorial context the partners will develop a Key Intervention (KI), singled out by the Experts Board, among the ones considered of priority and common in the 4 LPOPs. KI will: -be intersectorial -aim at the social economic development of the rural areas</p>		<p>No activity implemented during the reporting period. The phase will start in January 2012.</p>	<p>Work program and expected outputs are the same foreseen in the application form.</p>	<p>The phase will start in January 2012.</p>

Phase	Description in the original project	Deliverables produced	Activities implemented during reporting period	Evolution in Work programme and expected outputs	Financial reporting
	<p>-have to be shared and involve different levels of decisional power</p> <p>The KI will be a useful resource for all the partners and will become an example of “good practice” (e.g. Quality Trademark of Tourist Structures, Desk-office for the enterprises, Coordinative Office for territorial planning).</p> <p>Within each KI the partners will define technical solutions, procedure and administrative modalities, human resources and technical competences needed for realizing the intervention.</p>				

7.2 Progress on deliverables achieved

The project produced all the deliverables foreseen in this first six-months period. In particular:

Within PREPARATION COMPONENT (C0): Preparation of Pre-Application and Application Forms.

- 7 Letter of intents
- 1 Pre-Application Form1 Partnership Agreement
- 7 Commitment Letters
- 1 Application Form

Within COMMUNICATION COMPONENT (C1): Design of communication plan. Website. Promotion campaigns towards targeted audience and general public. Conferences, workshops and training.

- 1 Communication plan1 Press conference
- 1 article on newspaper

Within MANAGEMENT COMPONENT (C2): Administrative, Financial and Technical Management of the project. Monitoring and Evaluation of the project.

- 1 Subsidy Contract
- 1 Start-up report
- 1 Progress report
- 1 Overall Work plan
- 1 Progress Report
- 1 Minutes of project 's meeting1 Monitoring and evaluation report

7.3 Progress on program indicators

Indicator		Foreseen	Achieved (cumul)	Unit
Common indicators for all priorities				
Local and regional authorities involved in experimental activities (pilot activities)	Quantitative	25	0	Involved structures
Other public and semi-public bodies involved in experimental activities (pilot activities)	Quantitative	40	0	Involved structures

Indicator		Foreseen	Achieved (cumul)	Unit
Private sector structures and networks involved in experimental activities (pilot activities)	Quantitative	40	0	Involved structures
Third sector organisms involved in experimental activities (pilot activities)	Quantitative	30	0	Involved structures
Number of communication tools developed from the following list: brochures, DVD, Cd Rom, video, guides, etc. (indicate the number)	Quantitative	4	1	Communication tools
European institutions towards which communication tools will be disseminated	Quantitative	4	0	Target structures for communication tool dissemination
State Administrations towards which communication tools will be disseminated	Quantitative	4	0	Target structures for communication tool dissemination
Local and Regional Authorities towards which communication tools will be disseminated	Quantitative	120	4	Target structures for communication tool dissemination
Other public and semi-public bodies towards which communication tools will be disseminated	Quantitative	100	4	Target structures for communication tool dissemination
Private sector towards which communication tools will be disseminated	Quantitative	100	0	Target structures for communication tool dissemination
Specific partners towards which communication tools will be disseminated	Quantitative	4	4	Target structures for communication tool dissemination
Number of websites developed	Quantitative	1	0	Website
Number of data bases developed	Quantitative	1	0	databases
Number of updated on-line data bases which will remain usable even after the closure of the project	Quantitative	1	0	databases
Number of targeted communication actions carried out by the partnership from the following list: events, seminars, conferences, exhibitions, information and awareness raising campaigns, etc	Quantitative	13	1	communication action
European institutions concerned by	Quantitative	2	0	Target structures for

Indicator		Foreseen	Achieved (cumul)	Unit
communication actions				communication actions
State Administration concerned by communication actions	Quantitative	4	0	Target structures for communication actions
Local and Regional Authorities concerned by communication actions	Quantitative	60	4	Target structures for communication actions
Other public and semi-public bodies concerned by communication actions	Quantitative	50	4	Target structures for communication actions
Private sector concerned by communication actions	Quantitative	50	0	Target structures for communication actions
Specific partners concerned by communication actions	Quantitative	2	0	Target structures for communication actions
Specific indicators of the priority				
New networks of cities or local authorities for polycentrism	Quantitative	1	0	Permanent networks established
Common studies aimed at strategies or plans, methodologies or tools at transnational level	Quantitative	4	0	Joint implementation or working plans or strategies
Joint strategies and agreements	Quantitative	4	0	Joint implementation or working plans or strategies
Local authorities involved in transnational activities	Quantitative	20	0	New transnational activities set up by local authorities
Isolated areas authorities involved in transnational activities	Quantitative	18	0	New initiatives or structures for support promoted by local authorities of the isolated areas

8. Financial and economic state-of-the-art

The financial state-of-the-art of the project, after six months, presents some important characteristics.

First of all costs of some phases are inferior to the foreseen budget because some partners were not able to report all expenditures occurred during to the phase due to administrative problems.

Moreover, in few cases, costs of the phase are higher to the foreseen budget because the work time requested for the activities was higher that the foreseen one.

Both the problems can substantially affect the future economic management of the project if the partners will not work to improve the situation.

It was also notices some delay in reporting and certifying expenditures due to difficulties in justifying costs according to Presage requirements (extended disaggregation of costs by phase).

Substantial problems were in fact encountered in reporting activities and in particular in the use of Presage system. Some of the partners were not used to work with this kind of tools and met some difficulties in understanding how to manage the information to be included in the system. These difficulties got worse for the problems encountered in ascribing expenditures to project's components and brought especially the Lead Partner to additionally work in managing the financial part of the project.