

 <b>Medstrategy</b>	<b>MED Programme</b> <b>MedStrategy Project- Integrated Strategy for Sustainable Development of Mediterranean Rural Areas</b> Project reference no.: 2G-MED09-282
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## **C4 – PARTICIPATION COMPONENT: Strategic Common Vision**

Phase 1- Establishment of community participation process  
 Phase 3- Construction of a Transnational Strategic Common Vision (TSCV)

**“Re-introduction of ranching activities in villages of Teruel where the activity has been important in the past but has highly decreased or even disappeared”**

*Fundación para el Desarrollo Social- Sta. Cruz nº 7, Zaragoza (SP)*

**Final report on the results of the participation process (english)**



**Diputación de Teruel**



**October 2012**



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## **Introduction**

The aim of the “MedStrategy” project is to improve and address the local policies in Mediterranean rural areas towards new models of governance. These models will ensure local communities involvement (citizens, administrators, decision makers, opinion leaders, entrepreneurs, tourist operator, technicians, associations, civil society, etc.) to develop programs and operative plans according to an innovative shared vision of local development. The participation process, started up in each partner country, involved local communities in the identification of objectives, strategies and target interventions of the Local Pilot Operative Plan centered on a specific issue oriented to the social-economic development.

The organization of the participation process followed the instructions included in the “Guidelines for the organization of the participation process” realized by ANCI Sicily (PP2) responsible for the C4 Phase 1 “Establishment of community participation process” and the instructions included in the “EASW Guidance” realized by Archanon-Asterousion Municipality (PP3) in collaboration with PP2 ANCI Sicily responsible for the C4- Phase 3 “Construction of a Transnational Strategic Common Vision (TSCV)”.

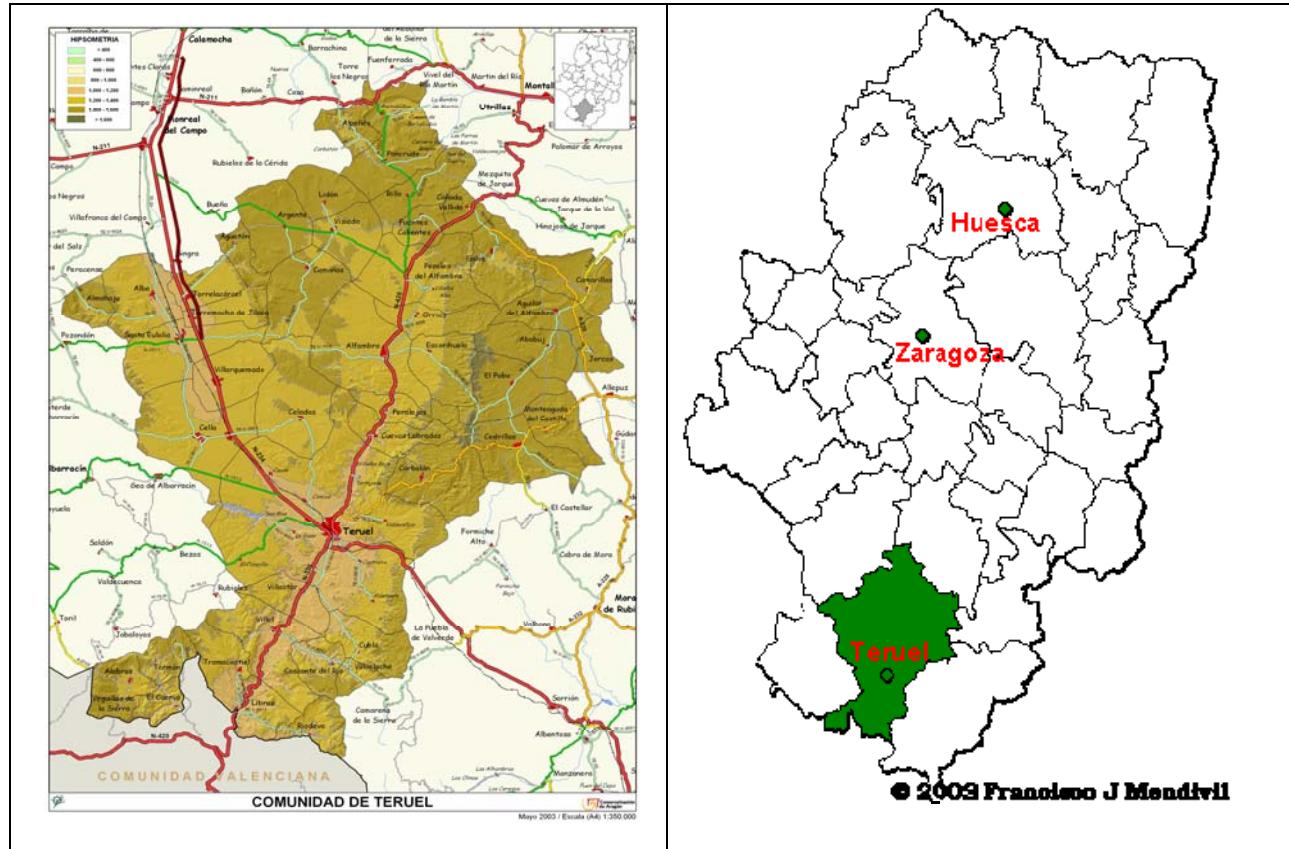
The meetings were managed according to consolidated facilitation techniques (EASW methodology) and divided into “Plenary sessions” and “Group sessions” (“Role Group” and “Thematic Group”).

## **The participation process in Comarca Comunidad de Teruel (Spain)**

Provincial Government of Teruel - Medstrategy partner- signed a collaborative agreement with Comarca Comunidad de Teruel (one of the counties within the territory of the province) in order to carry out the participation process there. The reason was that some very specific positive facts were taking place in this territory what made us think the participation process could be highly fruitful there in terms of results (as has been indeed).

Several municipalities of Comarca Comunidad de Teruel had recently clearly shown their interest in the re-introduction of ranching activities in the territory as a way of:

- Creating economic activity and fostering sustainable development of the territory making use of an endogenous resource and
- Ensuring survival of severely depopulated villages at risk of disappearance.



In this territory, the Forum meetings, managed according to the EASW methodology, were organized by external experts and facilitators commissioned by Foundation for the Social Development (PP7) and Province of Teruel (PP5) with the close support of staff of the Comarca Comunidad de Teruel (“county-type” political territorial structure).

Before the start up of the participation process, **2 preliminary meeting were organized with local representatives of the territory and 1 meeting with local stakeholders for preliminary preparation** of the formal participation process:

- **2 meetings of the technical team in charge of participation process:** PP7 Foundation for the Social Development, plus PP5 Provincial Government of Teruel, plus external assistance supporting these partners in the participation process and local representatives of Comarca Comunidad de Teruel.
  - ✓ **14<sup>th</sup> September 2011-** Meeting held in Head Office of Provincial Government of Teruel (SP)
  - ✓ **27<sup>th</sup> September 2011-** Meeting held in Head Office of IFPE San Blas (Specialised Training Centre for Agricultural and Ranching activities), San Blas, Teruel (SP).

It was considered that San Blas training centre, specialized in agricultural training, was the most suitable space to hold the forum meetings, both for the availability of suitable spaces to hold simultaneous meetings as well as plenary sessions, the importance of the involvement of this training centre because of its potential future implications in real initiatives in the field and also because of the symbolism of carrying out the process in a place so close to the agricultural and ranching activities.

- **1 meeting with a sample of local stakeholders** previous to formal beginning of Forum meetings:

- ✓ **21<sup>st</sup> October 2011-** Head Office of IFPE San Blas, Teruel (SP).

The preliminary meeting of the Medstrategy team and the local representatives of the Comarca Comunidad de Teruel was aimed at deciding the intervention area of the project. Due to the fact that this sub-territory in the province had already shown to Provincial Government their interest and positive attitudes on the part of different municipalities to implement any pilot experience aiming at consolidating population in the territory and creating economic activity, it was decided the signing of an agreement for this purpose, making use of the participation process for it. It was the local representatives of the territory that suggested the possibility of focusing the participation process on a wide scope of possible local development initiatives but with special attention devoted to recovery of ranching activities; the reason is the existing resources – not used now- many municipalities could offer in this field: pastures, vessels for livestock, inhabited houses in many villages, positive

attitude of concrete municipalities to receive new ranchers; it was jointly considered by the Medstrategy team and the local representative that this could be an important field to explore. Once decided the overall thematic approach (ranching) the meeting was also used to jointly work on the listing of stakeholders to be invited to the Forum, for the invention of a powerful logo for the process (“a flock of opportunities”), definition of materials to be used, technical means required and many other detailed logistics for the process.

It was decided to invite a small group of stakeholders for a preliminary meeting to detect obstacles and incidences not foreseen; this preliminary meeting with local stakeholders took place the 21<sup>st</sup> October in San Blas training centre: the approach the Medstrategy team had designed for the participation process was enriched through contributions of this small group closely linked to rural development in the province.

Formal contacts for invitation of stakeholders to the process as well as media contacts were initiated immediately after these preliminary meetings, once the overall thematic approach and the list of stakeholders to be invited was decided, as well as the dates and places of meetings.

One more preliminary meeting – the 3<sup>rd</sup> one- took place on the part of the organizational team – Medstrategy team- the 27<sup>th</sup> September 2011 in San Blas training centre, to revise all organizational matters concerning the immediate beginning of the process: list of stakeholders confirmed, methodology to be used in each session, technical means to be used and many other minor details of high importance for the appropriate development of the sessions.

In the following page it can be seen the poster created to be used during meetings and press conferences containing the slogan invented for the occasion:



Project

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## **“Un rebaño de oportunidades”**

Proceso participativo  
Aragón (España)

Proyecto MedStrategy 2G-MED09-282:  
Estrategia integrada para el Desarrollo Sostenible de las  
zonas rurales del Mediterráneo



As long as an important resource to be explored for sustainable rural development in the territory was ranching activities the slogan created was, in English, “A flock of opportunities”, using a wordplay that seemed powerful to our team and that worked very well for mass media.

The agenda for the Forum meetings held during October and November 2011 was the following:

- I Forum. Perales de Alfambra, 6<sup>th</sup> October 2011
- II Forum. San Blas, 18<sup>th</sup> October 2011
- III Forum. San Blas, 25<sup>th</sup> October 2011
- IV Forum. San Blas, 2<sup>nd</sup> November 2011
- V Forum. San Blas, 15<sup>th</sup> November 2011
- VI Forum. San Blas, 15th November 2011

Since November 2011, when scheduled forums ended, many steps have been given in the province concerning results of the participation process itself. Once the pillars of the Local Pilot Operative Plan (LPOP) and the Key Interventions were jointly agreed several complementary measures have been developed on the part of the local government to foster the results of the process to become truly real in the province; an employment workshop in the topic has been planned and is about to begin (the 8<sup>th</sup> of November 2012); in situ tutorials *a la carte* have been carried out on the part of the local government of Teruel and the government of the comarca with potential entrepreneurs (3 ranching initiatives already started), etc.; LPOP has been developed in detail- with objectives and actions determined for the short, medium and also long term- and several key interventions explored: one within Medstrategy scope and others promoted by the local government as consequence of the participation process.

Consequently by the end of November 2012 complete closed LPOP and Key Intervention selected as priority within the scope of Medstrategy will be formally presented to participants of the Forum through an additional meeting scheduled. The aim is formal sharing of results with them all.

Invitation letters were sent to 77 public and private institutions and actors operating in the province of Teruel but also in the whole Region of Aragón. Individual telephone calls after the foreseen date of receiving of the letters were also carried out. Out of the 77, 68 people – public and private stakeholders- attended the meetings.

## **Organizers and participants**

### **Organizers**

The institutions involved in the organization and management of the forums were:

- Foundation for the Social Development (FDS), Aragón, España  
Pilar Tornos (Executive director)  
Sara Fernández (Responsible of EU projects)
- Provincial Government of Teruel, Aragón, España  
Luis Muñoz (Head of the EU Programmes Office)  
Esther Garcia (Staff responsible for Medstrategy project)
- Comarca Comunidad de Teruel, Aragón, España  
Carmen Alonso (Responsible for Local Development in the territory of the Comarca)

Technical and Organisation Support:

- External experts supporting partners in the process:  
Juan Manuel Ferrández (MS&F Associates)  
Marisa Sebastián (MS&F Associates)  
Gema Quilez (MS&F Associates)

*Facilitators:*

Luis Muñoz  
Sara Fernández  
Pilar Tornos  
Juan Manuel Ferrández  
Marisa Sebastián  
Gema Quilez

## Participants

Profiles: Political representatives of Rural Development, Agricultural and Ranching activities of Regional Government of Aragón and Provincial Government of Teruel; political representatives of Comarca Comunidad de Teruel; majors of municipalities in Comarca Comunidad de Teruel; agents for the Local Development of rural areas operating in the Comarca; representatives of Chamber of Commerce; representatives of main training centres related to the topic in the province; representatives of main financial entities in the territory (banks and public financing entities operating in the territory); entrepreneurs in businesses related to meat, cheese and other products derived from farming; main cooperative groups in the field or fields related; consultants on agro-food and quality of rural products; ranchers; farmers unions; agricultural unions; representatives of civil society groups working for the attraction of new population to the territory of the province, etc.

1. Álvaro Casas	24. Francisco Abril	47. Mº Dolores Vaquer
2. Ana Romero	25. Francisco Guillén	48. Mª Jesús Pérez
3. Andrés García	26. Francisco Sánchez	49. Mª Jesús Valero
4. Angel Pomar	27. Herminio Sancho	50. Mª Pilar Gargallo
5. Antonio Gimeno	28. Isabel Esteban	51. Macario Quilez
6. Ascensión Villarroya	29. Isabel Licer	52. Manuel Arnau
7. Aurelie Gómez	30. Javier Simón	53. Manuel Tolosa
8. Begoña Polo	31. Jesús Herraiz	54. Miguel Ángel Sánchez
9. Carlos Sánchez	32. Jesús Jaime Polo	55. Pedro Jose Escusa
10. Clemente Garcés	33. Jesús Valero	56. Pedro Simón
11. Concha Hernández	34. Joaquín Dobón	57. Rafael Muñoz
12. Cristina Arguilé	35. Joaquín Juste	58. Ricardo Sevilla
13. Cristina Yusta	36. Jose Antonio Pérez	59. Roberto Sanz
14. Demetrio Mateo	37. José Guillén	60. Ruben Lapuente
15. Eladio Campos	38. Jose Luis Cano	61. Salvador Campos
16. Eloy Mayo	39. Jose Manuel Cebollada	62. Salvador Congost
17. Enrique Fantova	40. Jose Tomás	63. Santiago Ligros
18. Faustino Archilaga	41. Juan Manuel Berges	64. Sergio Calvo
19. Faustino Cirugeda	42. Julio Esteban	65. Tomás Simón
20. Federico Serrano	43. Karine Gómez	66. Vanesa Polo
21. Fernando Lapesa	44. Laura Heras	67. Vicente Gonzalvo
22. Fernando Martínez	45. Leoncio Benedicto	68. Vicente San Francisco
23. Fina Garay	46. Lionell Martorell	

NOMBRE	ENTIDAD
José Antonio GOMEZ	Director Provincial de Medio Ambiente D.G.A.
Julio ESTEBAN	Diputado Delegado Área Desarrollo Territorial DPT
Carlos SANCHEZ	Area Desarrollo Territorial DPT
Álvaro CASAS	Diputado Delegado Serv. Agricultura y Ganadería DPT
Joaquín JUSTE SANZ	Presidente de la Comarca Comunidad de Teruel
Antonio GIMENO	Consejero Delegado Area de Desarrollo Local de la Comarca Comunidad Teruel
Jesús Jaime POLO	Alcalde Ayto. Perales de Alfambra
Faustino ARCHILAGA	Alcalde Ayto. de Tormón
Mª Jesús PEREZ	Alcaldesa Ayto. de Cella
Manuel TOLOSA	Alcalde Ayto. Pancrudo
Javier SIMON	Gobierno de Aragón
Luis MUÑOZ	Director Oficina de Programas Europeos DPT
Esther GARCIA	Técnico Oficina de Programas Europeos DPT
Pedro SIMON	CEPAIM. Acción integral con inmigrantes.
Mª José VILLALBA	HABITATE, por la población de Teruel
Carmen ALONSO	AEDL Comarca Comunidad de Teruel
Mª Dolores VAQUER	AEDL Perales de Alfambra
Laura HERAS	AEDL Cedrillas
Andrés GARCIA	AEDL Villarquemado
Federico SERRANO	ADRI Teruel
Mª Jesús VALERO	AEDL Turia
Santiago LIGROS	Cámara de Comercio de Teruel
Rubén LAPUENTE	Cámara de Comercio de Teruel
Demetria MATEO	INAEM
Eloy MAYO	Inst. Formac. Profesio. Específica San Blas
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José Luis Cano	INNOVATER
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Montse BENEDICTO	SODEMASA
Pilar TORNOS	Fundación para el Desarrollo Social, FDS
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Cristina ARGUILE	Coop. Cereales Teruel
Salvador CAMPOS	Coop. Cereales Teruel
Leoncio BENEDICTO	Presidente Caja Rural
Joaquín DOBÓN	Caja Rural de Teruel
Fernando MARTINEZ	Caja de ahorros
Juan Manuel BERGES	Ibercaja Teruel
Vicente SAN FRANCISCO	Soc. Coop. Aguilar del Alfambra
Miguel Angel SANCHEZ & Fco SANCHEZ	Hnos. Sanchez Andrés. Elaborados Las Torres
Isabel ESTEBAN	Conf. Empresarial Turolense
Javier MARTINEZ	Director Museo Trashumancia
Eladio CAMPOS	Tierra y Jamón
Karine GOMEZ	BIODANA
Aurélie GOMEZ	BIODANA
Isabel LICER	BIODANA
Ana ROMERO	BIODANA
José TOMÁS	Sindicato UAGA-COAG
Roberto SANZ	Sindicato UAGA-COAG
Pilar LANZUELA	Sindicato ASAJA
Vanesa POLO	Sindicato UPA / FADEMUR
Macario QUILEZ	Presidente Cámara Agraria y Oviaragón
Vicente GONZALVO	Presidente de CEPAIM
Faustino CIRUGEDA	Garte Ganaderia S.L. Agricultura Ecológica
Herminio SANCHO	Pastor. Mezquita de Jarque
Lionel MARTORELL	Escuela de Pastores de Fortanete
Mª Pilar GARGALLO	Ganadera
Mª Pilar MARTORELL	Ganadera
Jesús VALERO VIVANCO	Ganadero



## I Forum meeting

<b>Date</b>	<b>6<sup>th</sup> October 2011</b>
<b>Meeting place</b>	<b>Town Hall of Perales de Alfambra (Teruel)</b>
<b>Aim</b>	<b>Start up of participation process</b>
<b>Work mode</b>	<b>Plenary session</b>
<b>Results</b>	<b>Establishment of Forum and approval of participation process rules</b>

The first forum, carried out in plenary session and held in the Town Hall in the municipality of Perales de Alfambra (Comarca Comunidad de Teruel) was attended by the Vicepresident of the Provincial Government of Teruel -Francisco Abril - and by the deputies responsible for Agriculture and Ranching- Álvaro Casas- and Territorial Development – Julio Esteban; also attended the President of the Comarca Comunidad de Teruel – Joaquín Juste; and the major of the municipality where this first meeting has been organised- Jesus Jaime Polo.

They all participated in the “opening” of the session and remarked the opportunities derived from the adhesion of Provincial Government of Teruel to Medstrategy project, inviting participants to actively take part in the forum meetings and welcoming them to the participation process. It was highlighted the high participation in terms of number, the effort done on the part of members of the Forum for travelling to Perales to the first meeting and the compromise made of assistance to the six meetings foreseen, what implies a high level of involvement for some period of time.

Julio Esteban- deputy responsible for the EU programmes Office in the province- described formally the Medstrategy project and the expectations on the participation process about to begin which was going to be held simultaneously in the other partner regions from Sicily, Crete and Malta.

Pilar Tornos, as representative of FDS, partner responsible for this action, presented works carried out within the Medstrategy project until the moment, mainly those corresponding to C3 “Territories and institutions: diagnosis and evaluation” including “Territorial Analysis (C3 Ph1)”, “Institutional Analysis (C3 Ph2)”, and “SWOT Analysis (C3 Ph3).

Gema Quilez, as member of the “Experts Board” of the project, appointed by FDS (PP7) and DPT (PP5), presented some case studies selected in collaboration with the other experts appointed by the other partners. These cases regarded the experimentation of new ways of governance aimed to ensure shared and more efficient management of municipal services; the aim of transferring these case studies to the audience is they to get to know success bases for any development initiative to be run: the purpose is initiatives emerging from the participation process to be dealt with under the approach of governance these case studies show.

Luis Muñoz- as representative of the EU Programmes Office- and Carmen Alonso - as responsible for Local Development in Comarca Comunidad de Teruel- introduced the topic selected for the forum to the participants, however they already had been informed on it and they were all concerned with this topic from different points of view. Making use of the plenary session the topic of reintroduction of ranching activities in the territory was launched to the audience to see the first reaction on their part, as key stakeholders in this field. However several formal working sessions were to be celebrated next scheduled days, the aim was using a short time of this first plenary session for testing their reactions and have some first impressions on their part.

Both Luis Muñoz and Carmen Alonso communicated some key ideas to the audience in order to test reactions on their part; main ideas exposed by them were the following:

- ✓ Spanish Medstrategy partners have chosen as topic for the participation process the “re-introduction of ranching activities of ovine/goats in villages of Teruel where the activity has been important in the past but has now decreased or disappeared”.
- ✓ In Teruel we urgently need to maintain population in the territory and foster environmental, social and economic sustainability. This initiative would make possible to observe the three aspects. In addition this development line is based on endogenous resources and expertise.
- ✓ In the participation process it is intended to explore jointly with you all if, jointing some elements together, it would be possible to reintroduce the ranching activity in different villages of Teruel.
- ✓ Why Teruel cannot be competitive in recovering an activity we traditionally have been experts in as ranching is?
- ✓ Why not making use of resources available in territory? Available houses in villages, pastures, education is guaranteed, health assistance as well. There is no a professional intensive exploitation of endogenous resources we know very well indeed: sheep, goats, saffron and others as well. As long as this professional intensive exploitation does not exist today we think there is room for exploitation.

- ✓ Last year Teruel institutions working on depopulation issues received demands on the part of 300 families interested in coming to live in Teruel. None of them were encouraged to come however, because there was no job at all found. This clearly means that, in the difficult economic situation we are in- there is no paid employment in the province of Teruel- only chance is self-employment. In this context we consider self-employment in ranching activities is possible. We want your involvement to explore this line under a governance approach.
- ✓ You are stakeholders in the ranching sector from very different angles. Do you consider we can promote sheep as “product” for self-employment in our territory? Or should we identify other development line? What seems clear is we need to find a production line: it is you, as representatives of the sector (with different profiles), that must judge if this can work.
- ✓ Is it worth while focusing the participation process on this development line?

Some debate took part after the launching of these questions. Main ideas conveyed through interventions were the following:

- ✓ In fact it is (on the opinion of the bigger group) worthwhile exploring this development line, as long as the expertise of thousands of years of ranching in the area is still present in the territory however the activity has decreased drastically during last decades.
- ✓ Innovation applied to this traditional activity could make the activity profitable; adjustments are required; the profitability of the activity today is very low without public grants. But some formulas to make of it a feasible economic activity in total Teruel is possible.
- ✓ It is however a difficult job in a harsh territory.
- ✓ It is worth while making an effort and identifying – all together- a feasible model for this initiative: it is urgent finding solutions to maintain population in our territory and employment is one of the basic elements. Making use of endogenous resources is an advantage. Ranching in Teruel is not an easy sector and its feasibility is difficult to achieve but there might be possibilities in this field.

Once it is jointly agreed that it is worth while carrying out a participation process on development possibilities in the territory putting emphasis on ranching activities, a key part of the session took place:

Sara Fernandez from FDS (PP7) exposed the methodology to be used in the meetings , the rules and the working modalities of the participation process in relation to the instructions included in “Guidelines for the organization of the participation process” realized by ANCI Sicilia (PP2) responsible for C4 Phase 1 “Establishment of community participation process” and in the “EASW Guidance” realized by Archanon-Asterousion Municipality (PP3).

All participants made their adhesion as members of the Forum and consequently accepted the methodology and the rules exposed. They all signed their conformity



Photographs taken during I Forum meeting of the participation process. Thursday, 6th October 2011

## **II Forum meeting- I EASW meeting**

<b>Date</b>	<b>18<sup>th</sup> October 2011</b>
<b>Meeting place</b>	<b>IFPE Training Centre “San Blas”, San Blas(Teruel)</b>
<b>Aim</b>	<b>Each role group defines its own negative and positive vision in relation to each specific thematic area</b>
<b>Work mode</b>	<b>“Plenary session” and “Group sessions” (“Role Group”)</b>
<b>Results</b>	<b>To build a shared “Common Vision” (general objectives)</b>

The second Forum, held in the Training Centre on Agricultural and Ranching activities IFPE “San Blas”, in the municipality of San Blas (near Teruel) was carried out with two different working methods, following instructions provided in Common Methodology for the Participation Process: a first phase is carried out in “plenary session” and a second phase in “group sessions”.

During the plenary session, facilitators presented the activities to be carried out within each working group and the participants were divided into 4 Role Groups:

- 1. Politicians and management staff from governmental institutions:** representatives of the following areas: rural development, agriculture and ranching.
- 2. Experts and technicians:** veterinaries, representatives of research centres on agricultural and ranching issues, experts on rural development, teachers of the IFPE San Blas training centre.
- 3. Private sector/entrepreneurs:** farmers, ranchers, owners of cheese businesses, quality agrofood businesses, chiefs of the different banks in the province, financing entities operating in the province.
- 4. Civil society:** representatives of farmers unions and ranchers unions, representative of association working on the attraction of population to the province, responsible for cultural associations related to rural values.

During the plenary session, a working paper named “Scenario Zero” was distributed: it contained a summary of the current status regarding the ranching sector in the territory of Teruel and the absolute necessity of urgent solutions to stop depopulation and destracturing of the territory. This “Scenario Zero” document contained exactly the ideas exchanged in first session in Perales which have been previously introduced in this report.

After the plenary session, participants were divided into 4 role groups and were invited to work in 4 parallel sessions, supported by 4 facilitators. Each role group, supported by the facilitators, defined its own “negative” and “positive” vision in order to identify the main problems and objectives to be pursued in relation to the 4 thematic areas proposed in the “Guidelines for the organisation of the participation process” (Role Group sessions):

- **Thematic area A:** Innovation processes for local development
- **Thematic area B:** Territorial cooperation and cohesion
- **Thematic area C:** Integration and economic sectors
- **Thematic area D:** Competitiveness and territorial marketing

### **Thematic area A: Innovation processes for local development**

Innovation in the economic development of a territory has been for a long time object of empirical and theoretical analysis which recognized its central role in detecting policies and actions. In this context the discussion should be focused on the interaction between research and local productive systems, on the ability of the small and medium-sized enterprises to introduce innovation in their production, on the need to innovate services in the tertiary sector, on the transfer of knowledge for human capital, etc.

The theme looks therefore to innovation in its general meaning - therefore technological, economic, organizational, market innovation - as well as to the ability of the public system to innovate its own organizational structure for improving local development.

The objective of the group work will be to outline scenarios and to determine actions "using" innovation, introducing innovative approaches or determining new management models for the existing tools with the purpose to assure a new territorial governance through innovative processes.

### **Thematic area B: Territorial cooperation and cohesion**

Territorial cooperation is the search and promotion of joined solutions to common problems among public administrations, among private organisations, among public and private sectors, in the fields of urban development, rural development, creation of economic relationships and networks of SMEs, etc. Cooperation is moreover addressed toward research and technological development, the information society, the environment, the prevention of risks, the integrated management of resources.

The theme is besides connected to ‘cohesion’, as defined by the European Union, as promotion of a balanced, harmonious and sustainable development of the local community, with the purpose to reduce its disparities.

This theme will stimulate therefore in the group reflections and proposals on the possibilities to activate collaborations, partnership, projects that jointly involve the public sector, the private sector or both, so that to promote together its development.

### **Thematic area C: Integration of economic sectors**

This theme concerns actions for a greater and more careful involvement of enterprises / bodies / organizations belonging to different sectors from that of reference. Within the working group, deepening the existing interconnections with sectors "connected" to that of reference (i.e. involved in direct or indirect way by the action that you want to undertake in the chosen sector) can be useful above all with the purpose to promote, to structure and to propose, inter-sectorial collaborations, integrated development models and effective actions taking into consideration the existing interconnections among the different economic sectors of the territory.

## **Thematic area D: Competitiveness and territorial marketing**

Competitiveness, within the objectives of macroeconomic development, is generally defined as the ability to improve the productivity of a territory, the ability to produce goods and services which meet the international market demand, guaranteeing better life conditions, higher employment rates and increased wealth. The Reports on economic and social cohesion of the European Committee (from 2004 to 2010) define territorial competitiveness as "the ability to anticipate and to promote changes". It is therefore interpreted as the level of territorial dynamism and its ability to react at the right moment to the new global challenges (in international contexts that always ask for new abilities and strategies of growth). Territories have therefore asked to strengthen their competitiveness and 'appeal', taking however into consideration the existing economic, social and territorial disparities.

This theme, even if already discussed in participated planning or in promotional plans of many territories in the past, has always new food for thought both with reference to strategies for territorial competitiveness and with reference to the correct analysis of the territorial needs, the study of the strength / weakness points of the local systems, the ability to correctly organize the "production factors", the perception that non-residents have of a territory, the need to create a unique image, etc.

The thematic group will work on the close examination of these themes and on the elaboration of actions that mostly makes territory competitive in the selected sector.

<b>Politicians and management staff from administration</b> 	<b>Experts and technicians</b> 
<b>Private sector/entrepreneurs</b> 	<b>Civil society</b> 



## Results for “Role Group”

*Slogan: A flock of opportunities*

*Vision of the Role group: Politicians and Administrators*

### Negative Vision of the Group *Politicians and Administrators*

#### Thematic Area A

Innovation processes for local development

- However in the province of Teruel we have a high quality product with much room for ulterior development –“ternasco” (small young type of lamb) it is difficult to face the competence of worse but cheaper products: innovative approaches necessary in the field.
- It is absolutely impossible to start a ranching activity without previous facilities/installations/resources- technical or/and economic.
- The ranching sector in the province of Teruel has going on decreasing (except for excellent concrete initiatives such as OVIARAGON). There is a necessity of innovation for the traditional model of small exploitations dispersed throughout the territory to be maintained throughout the territory but incorporating more industrialised and entrepreneurial processes.
- The concept of business management in exploitations needs to be fully incorporated to this traditional (but still with potential) sector.

#### Thematic Area B

Territorial cooperation & cohesion

- The rancher needs to know perfectly the profession; it is not easy to learn everything needed in a short period of time but rather difficult.

#### Thematic Area C

Integration and economic sectors

- Current Common Agricultural settles today important obstacles for ranching initiatives to be developed; the reason is the existence of a close linkage between the property of the sheep and the property of land attached for participation into this Agricultural Policy at a high extent. This means serious obstacles for potential new ranchers not owning land.

#### Thematic Area D

Competitiveness and territorial marketing

- However there are clues that make us think that, under certain specific conditions, the ranching activities at small -medium scale in Teruel could be a feasible source of employment today, there are still (maybe changing but still existing) negative connotations of what being a shepherd or a rancher means; indeed many young people who could have continued with the activity already left for other jobs. Social marketing is still necessary to change negative perceptions towards this activity.

### Positive Vision of the Group *Politicians and Administrators*

#### Thematic Area A

Innovation processes for local development

- New formulas for entrepreneurial ranching are arising in the territory: there a good number of scarcely populated villages under a high risk of depopulation that are willing to rent and even explore new formulas for granting pastures, sheds and related installations and equipments to entrepreneurs in the field willing to settle themselves in these villages.

#### Thematic Area B

Territorial cooperation & cohesion

- There are in the province of Teruel pedagogic resources enough as to make possible an excellent training of new ranchers...if coordination is applied: IFPE San Blas training centre, El Chantre public farming and ranching exploitation owned by DPT, Research Centres on the topic owned by government; in the private sphere we count with the excellent experience of OVIARAGON cooperative. All these resources together make an excellent basis for optimum training of entrepreneurs.
- Tutoring to entrepreneurs on the part of already established ranchers could be fostered through specific formulas.

#### Thematic Area C

Integration and economic sectors

- Present consultation stage for revision and approval of the new Common Agricultural Policy; in such a scenario the participation process is a good forum for politicians but also business people in the field, unions and civil society to defend realistic good conditions for the new Common Agricultural Policy, in order to ensure economic and social feasibility of the activity.
- Lobby and pressures from relevant groups are necessary conditions to make the activity feasible at EU level but also at regional and local environments.

#### Thematic Area D

Competitiveness and territorial marketing

- The province of Teruel is associated in the collective unconscious with ideas closely related to “nature”, “quality agro-food products”, ecological methods and a wide number of terms related to “green” behaviours. This territorial marketing has to be deeply explored for a suitable exploitation of the latent ranching opportunities.

## **Vision of the Role group: Experts and Technicians**

### **Negative Vision of the Group *Experts and Technicians***

<b>Thematic Area A</b> Innovation processes for local development	<ul style="list-style-type: none"><li>• Cattle need being taken to pastures every day- 365 days/year; the level of self-compromise with work has to be really high. Innovative models and formulas in this area are fully welcomed (collaborative schemes, etc.).</li><li>• If, through innovative formulas, the rancher's quality of life is improved, this will help to ensure generational takeover and continuity of the activity.</li></ul>
<b>Thematic Area B</b> Territorial cooperation & cohesion	<ul style="list-style-type: none"><li>• It is well known the crucial labour of cleanliness of forests the sheep and goats carry out; why institutions – instead of promoting private interventions for this cleaning- don't foster the cattle to do this? It is a natural activity almost spontaneous and it would make possible ranchers to have an additional income making profitability possible.</li></ul>
<b>Thematic Area C</b> Integration and economic sectors	<ul style="list-style-type: none"><li>• Necessity of integration of the ranching activity with other related activities to ensure profitability.</li><li>• Excessive dependence of the grants for survival/profitability of the activity. Opinion expressed by quite a good number of participants; however there is also an important number who ensure that profitability is possible without that huge dependence on grants.</li></ul>
<b>Thematic Area D</b> Competitiveness and territorial marketing	<ul style="list-style-type: none"><li>• There are some "basic"/"average" conditions necessary for profitability of ranching exploitations in the province of Teruel, according to experts; some of them are: a mixture of agricultural and ranching activities, an average number of 480 animals/worker in the case of sheep; and the joint sharing of the exploitation by 2 workers, counting with pastures.</li></ul>

### **Positive Vision of the Group *Experts and Technicians***

<b>Thematic Area A</b> Innovation processes for local development	<ul style="list-style-type: none"><li>• Importance of introducing innovation within sectors we know from ancient times, making the best out of it. In this province we perfectly know about ranching, about excellent meat and derived products. Let's apply innovation to this!</li><li>• Innovation has also to be applied to technification oriented to improve the quality of life of the rancher.</li></ul>
<b>Thematic Area B</b> Territorial cooperation & cohesion	<ul style="list-style-type: none"><li>• Different provincial structures with expertise on the topic have to be closely involved in the training of the new ranchers: training has to be "in situ" and closely tutorised.</li><li>• Experts attending the participation process express their interest in participating of this process of re-introduction of the activity in the province.</li></ul>
<b>Thematic Area C</b> Integration and economic sectors	<ul style="list-style-type: none"><li>• Experts in the field of sheeping and derived alimentary products say that there is still uncovered demand as to promote the production of meat as business in the province.</li></ul>
<b>Thematic Area D</b> Competitiveness and territorial marketing	<ul style="list-style-type: none"><li>• In order to foster competitiveness in the re-introduction of the activity, experts propose to analyse the possibilities of taking ranching exploitations already existing as point of departure and, if pastures available for one more worker existing, then to add a new user – formulas to be explored- to the exploitation: synergies concerning equipments, installations and economies of scale.</li><li>• Concept of "expansion" of already existing exploitations.</li><li>• Concept of initial expansion and potential later independence and self-employment.</li></ul>

## *Vision of the Role group: Private sector/ Entrepreneurs*

### **Negative Vision of the Group *Private sector / Entrepreneurs***

#### **Thematic Area A**

Innovation processes for local development

- Innovation in the way the duties for the development of the activity are granted as well as criteria for the granting are absolutely necessary; new norms on the part of public institutions are necessary to promote feasibility conditions for the activity.

#### **Thematic Area B**

Territorial cooperation & cohesion

- Insufficient activity of public administration in the provision of support to the ranching and agricultural activity in the province.

#### **Thematic Area C**

Integration and economic sectors

- In order to start the economic activity in the field, an investment of around 120.000 € is necessary, unless some elements are already provided: the cattle, vessels for livestock, pastures, equipment, housing. It is not easy to run the activity without previous existing elements.

#### **Thematic Area D**

Competitiveness and territorial marketing

- Being rancher is a highly specialised job; a new comer could not do this job appropriately without previous knowledge or experience. Even when the generational takeover takes place in the province usually there is no more professionalization than the knowledge given from one generation to the following; business and I+D+I knowledge must be promoted as necessary complement.

### **Positive Vision of the Group *Private sector/ Entrepreneurs***

#### **Thematic Area A**

Innovation processes for local development



#### **Thematic Area B**

Territorial cooperation & cohesion

- Financing entities operating in the province and present in the participation process- mainly banks but also other financial structures- express openly in the forum their intention of supporting ranching activities emerging in the province; they insist however that there have not been recent demands at all in this field.

#### **Thematic Area C**

Integration and economic sectors

- Private sector representatives agree that there is demand to absorb a higher production of meat in the province.
- However they recommend to focus on quality products rather than on most common undifferentiated varieties.

#### **Thematic Area D**

*Competitiveness and territorial marketing*

- There exists the experience of other countries such as France where through different programmes, quite a good number of young people have entered this field of economic activity.

## **Vision of the Role group: Civil Society**

### **Negative Vision of the Group *Civil Society***

<b>Thematic Area A</b> <b>Innovation processes for local development</b>	<ul style="list-style-type: none"> <li>• Innovation is highly necessary to solve the following problem: ovine cattle need permanent attention and cares; other animals such as cows require a different degree of attention. But ovine implies a high permanent involvement.</li> <li>• Bureaucratic innovation: absolutely difficult situation; difficulty of obtaining “permissions” to develop the activity under certain conditions.</li> </ul>
<b>Thematic Area B</b> <b>Territorial cooperation and cohesion</b>	<ul style="list-style-type: none"> <li>• Even though if some municipalities have expressed their intention of providing good conditions to foster new ranching activities in their villages, it is considered crucial the building of a protocol for “liabilities and rights” to be observed both on the part of municipalities (and their neighbours) and potential new neighbours settling down.</li> <li>• The activity of re-introduction of ranching activities has to be promoted only in those villages where there is an open disposition on the part of the village, taking care of negative effects or incompatibilities because of the existence of other cattle and ranchers.</li> </ul>
<b>Thematic Area C</b> <b>Integration and economic sectors</b>	<ul style="list-style-type: none"> <li>• There is a high necessity of complementing the ranching activity with other activities such as the production of cheese and derived products; but due to administrative and phytosanitary requirements it is not possible.</li> <li>• However EU norms are equal for all countries within EU, in our territory measures are being implemented in a more drastic way than in others concerning flexibility to carry out economic activities complementing the main central activity of ranching.</li> <li>• Weak intersectorial collaboration up to this moment in the territory.</li> </ul>
<b>Thematic Area D</b> <b>Competitiveness and territorial marketing</b>	<ul style="list-style-type: none"> <li>• Difficulty for financing the activity. Due to the economic and territorial importance of this potential network of ranching exploitations the local government should foster formulas for supporting these activities.</li> </ul>

### **Positive Vision of the Group *Civil Society***

<b>Thematic Area A</b> <b>Innovation processes for local development</b>	<ul style="list-style-type: none"> <li>• Innovative formulas investigated: electric shepherds or rotation formulas by creating a pull of shepherds for different shifts.</li> </ul>
<b>Thematic Area B</b> <b>Territorial cooperation and cohesion</b>	<ul style="list-style-type: none"> <li>• Municipalities in the Comarca Comunidad de Teruel have a key role in order to provide potential ranchers with better conditions for housing, ranching installations and pastures; these municipalities have declared their interest in receiving new ranchers and have expressed their intention of fostering collaborative formulas to make use of existing infra-used installations and resources.</li> </ul>
<b>Thematic Area C</b> <b>Integration and economic sectors</b>	<ul style="list-style-type: none"> <li>• Promotion of actions for the integration and the exchange of information between the different sectors.</li> </ul>
<b>Thematic Area D</b> <b>Competitiveness and territorial marketing</b>	<ul style="list-style-type: none"> <li>• Importance of facing the re-valorisation of territories through the enhancement of products representing the territory itself.</li> <li>• In order to ensure this, it is crucial to build a manual containing key recommendations to ensure an adequate communication of the products in order to preserve the “brand” and the associated values of the products.</li> </ul>

At the end of the group sessions a representative from each group presented problems (negative vision) and goals (positive vision) identified by its role group in a plenary session, in order to identify common issues and goals.

For next meeting participants were to be distributed into 4 different groups with mixed profiles, each

group counting with the presence of politicians and staff of administration + experts and technicians + private sector representatives + civil society representatives.

The working group responsible for the management of the Forums gathered the positive visions defined by each “role group” during the 2<sup>nd</sup> Forum meeting and summarized these visions in a single “Common Vision”, as follows:

## “Common Vision”

Common Vision	
<b>Thematic Area A</b> Innovation processes for local development	<b>A1.</b> Exploiting - under an entrepreneurial approach - the production of “ternasco” (meat) and derived products in the territory of Teruel. <b>A2.</b> Incorporation of new formulas- technification and organizational- for improving the rancher quality of life. <b>A3.</b> Improving- through lobbying- the mechanisms and norms for grants and rights in the sector at EU, national, regional and local levels. <b>A4.</b> Overcoming the lack of relationship between research and production activities.
<b>Thematic Area B</b> Territorial cooperation and cohesion	<b>B1.</b> Increasing from now onwards the opportunities for confrontation (e.g. participation processes as the present one) between the different public and private local actors in order to generate synergy and shared actions. <b>B2.</b> Enhancing permanent forms of collaboration between the different public and private entities involved in the potential success of re-introduction of ranching activities in the province: main cooperative and private company selling the meat and derived products; governments; training centres related to the topic; unions; entrepreneurs. <b>B3.</b> Organising all pedagogic resources existing but disperse in the province to ensure a suitable training of entrepreneurs. <b>B4.</b> Improving the flexibility of measures in force acting as an obstacle for simultaneous developing of ranching and environmental actions of cleanliness of forests as well as other productive related activities. <b>B5.</b> Fostering of financial support to entrepreneurs in the field – new or already existing ones aiming at expansion of existing exploitations. <b>B6.</b> Promoting formal writing down of protocol of coexistence between newcomers and inhabitants for those municipalities offering their cooperation for ranching entrepreneurs to start an activity making use of some existing resources.
<b>Thematic Area C</b> Integration of economic sectors	<b>C1.</b> Fostering, through channels available for it, relevant changes in the current Common EU Agricultural Policy in order to promote real possibilities for ranching activities today, eliminating strict severe conditions concerning land ownership and other controversial issues. <b>C2.</b> Flexibilization of measures at national and regional stages in order to make possible the simultaneous integration of ranching activities with other related activities such as cleaning mountains and forests (controversial mixture today). <b>C3.</b> In-depth promotion of meat as a quality product from Teruel with associated green values as well as promotion of derived sub products out of cattle, such as cheeses. <b>C4.</b> Promotion of techniques for agriculture and ranching with potential to become touristic attractions linked to territory (see traditional “transhumance” or other territorial natural activities).
<b>Thematic Area D</b> Competitiveness and territorial marketing	<b>D1.</b> Enhancing local excellences in order to increase the attractiveness of the territory and their related alimentary products. <b>D2.</b> Promoting the whole territory as a “single product” activating a common strategy of territorial marketing. <b>D3.</b> Improving the ability of intercepting new market segments for products and sub products derived out of sheep. <b>D4.</b> Formal promotion of training of human resources to develop the ranching activities throughout the territory, making the best out of all the existing training resources (formal and in formal) in the territory. <b>D5.</b> In situ personal assistance given to potential ranching entrepreneurs on the part of DPT and Comarca Comunidad de Teruel. <b>D6.</b> Promoting the celebration of an employment workshop specialized on the ranching topic. <b>D7.</b> Formal elaboration of a feasibility plan for the running of an average farm in the province of Teruel in the terms explored in the participation process, containing all main resources for the activity existing in the province as well as steps to be given for the running and development of the activity under feasibility conditions.

### **III Forum meeting- II EASW meeting**

<b>Date</b>	<b>25<sup>th</sup> October 2011</b>
<b>Meeting place</b>	<b>IFPE Training Centre “San Blas”, San Blas(Teruel)</b>
<b>Aim</b>	<b>Identification of the actions to be undertaken and of the actors that will be involved to reach the “common positive vision”</b>
<b>Work mode</b>	<b>“Plenary session” - “Group sessions” (“Thematic Groups”)</b>
<b>Results</b>	<b>Definition of which “Actions” could be undertaken to reach the “common positive vision” and which “Stakeholders” will be involved in the implementation of these Actions, by each thematic group.</b>

The Third Forum, held in IFPE “San Blas”, was carried out in two different working modes: a first phase in plenary sessions and a second phase in group sessions.

During the plenary session the facilitators presented the Common Vision obtained by each role group during the II Forum. At the end of the plenary session the participants were invited to work in thematic groups in 4 parallel sessions managed by four facilitators.

The participants were divided for the work to be accomplished during this third meeting into 4 thematic groups:

- 1. Group A: Innovation processes for local development**
- 2. Group B: Territorial cooperation and cohesion**
- 3. Group C: Integration of economic sectors**
- 4. Group D: Competitiveness and territorial marketing**

Within each thematic group the facilitators asked to the participants to indicate, in relation to the objectives identified in the II Forum and in relation to each of 4 thematic areas:

- **Which “Actions”** could be undertaken to reach the “Common Positive Vision” and therefore to pursue the main objectives identified in relation to the 4 thematic areas proposed in the “Guidelines for the organisation of the participation process”.
- **Which “Stakeholders”** will be involved in the implementation of these actions.



## Ideas generation - Thematic group A “Innovation processes for local development”

Objectives	Actions (What?)	Actors (Who?)
A1 Applying innovation to the production of “ternasco” and derived products: entrepreneurial approach	Incentivizing the development of economic activity in Teruel through agricultural and ranching activities. Analysis of the potential of differentiation in two different directions: quality/ price (2 different but both possible alternatives)	Politicians of Regional Government of Aragón (Departments of Agriculture, Ranching, Alimentary Products, Environment, Employment and Education involved) Technicians of the different Departments
A2 Applying of new formulas concerning technification and organization oriented to the improvement of the rancher's quality of life	Ternasco de Aragón represents some specific races; but outside this “quality group” there are other high quality races. Analysis of the possibility of creating a “brand” such as “lamb of Teruel”  Promoting the use of technological devices such as the electric shepherd	Provincial Government of Teruel; politicians + technicians  “Comarcal” governments; politicians + technicians  Municipalities; politicians + technicians
A3 Overcoming of the lack of relationship between research and production activities	Analysis of the feasibility for the stabling of sheep in Teruel  Analysis of the possibilities of flexibility concerning production, independently of seasons.	Training centres on ranching and agricultural activities  Universities and Research Centres  Cooperatives operating in the field  Private companies operating in the field
A4 Improvement of the mechanisms and norms for grants and rights in the sector at EU, national, regional and local levels	Incentivation of innovation in regulations in force through clear and concrete demands addressed to political representatives and key stakeholders' groups	Farmers, shepherds  Business & Quality Consultancy experts  Agricultural Unions  Civil society organisations  Banks  Mass media in the territory: TV, press, radio

Much more ideas were generated in sessions: these are a summary of the most relevant ones.

## Ideas generation - Thematic group B “Territorial cooperation and cohesion”

Objectives	Actions (What?)	Actors (Who?)
<p><b>B1 &amp; B2</b> Increasing of the chances for confrontation (eg. participation processes) at local level from now onwards; public-private cooperation</p>	<p>Starting up of participation processes (forums, meetings, etc...) addressed to public and private actors (technicians, entrepreneurs, politicians, etc.) in order to generate the implementation of synergic and shared actions aimed at a sustainable development.</p>	<p>Politicians of Regional Government of Aragón (Departments of Agriculture, Ranching, Alimentary Products, Environment, Employment and Education involved) Technicians of the different Departments</p>
<p><b>B3</b> Coordination of pedagogic resources (formal and informal) existing in the province to ensure an appropriate training of ranchers making use of existing sources</p>	<p>Elaboration of a thorough map of technical resources for ranching activities existing in the territory today: municipalities expressing their collaboration + pastures available + empty houses for entrepreneurs + vessels for livestock + lambing spaces, etc.</p> <p>Elaboration of a map of economic and financial resources for ranching activities in the territory</p>	<p>Provincial Government of Teruel; politicians + technicians “Comarcal” governments; politicians + technicians Municipalities; politicians + technicians</p>
<p><b>B4</b> Improvement and flexibility of measures in force being an obstacle for compatibility of pure ranching and complementary environmental activities</p>	<p>Elaboration of a map of pedagogic resources – formal and informal- existing in the province for training in ranching activities</p> <p>Elaboration of a wide analyses comprising all different activities and sub activities (products and sub products) of both conventional and innovative nature that could be mixed in an exploitation for aiming at feasibility through mixed uses.</p>	<p>Universities and Research Centres Cooperatives operating in the field Private companies operating in the field</p>
<p><b>B5</b> Promotion of financial support to entrepreneurs in the field of ranching – new ones or existing ones aiming at extension of exploitations</p>	<p>Legal analysis of the compatibility of uses determined</p>	<p>Farmers, shepherds, Business &amp; Quality Consultancy experts Agricultural Unions</p>
<p><b>B6</b> Promotion of formal protocol considering basic agreements for coexistence of newcomers and previous inhabitants, the municipalities operating as mediators</p>	<p>Creation of a protocol- with permanent part and variable one- to be used between municipality receiving a new rancher in the village and the rancher him/herself in order to make clear and solve from the very beginning coexistence problems produced in the past that made some experiences to fail.</p>	<p>Civil society organisations Banks Mass media in the territory: TV, press, radio</p>

Much more ideas were generated in sessions: these are a summary of the most relevant ones.

## Ideas generation - Thematic group C “Integration of economic sectors”

Objectives	Actions (What?)	Actors (Who?)
<p><b>C1</b> Fostering, through political channels and lobby proceedings, relevant changes in the current Common EU Agricultural Policy</p>	<p>Incentivation of lobbies to promote the mixture of agricultural, ranching and environmental activities, making possible in such a way the profitability of the activity. Active debates and recommendation papers addressed to key stakeholders.</p> <p>Out of sheep, apart from mutton it is also obtained milk: small exploitations could develop the activity line of elaboration of cheese, kefir, and curd. Analysis of different mixes of activity.</p>	<p>Politicians of Regional Government of Aragón (Departments of Agriculture, Ranching, Alimentary Products, Environment, Employment and Education involved) Technicians of the different Departments</p>
<p><b>C2</b> Flexibilization of measures at national, regional and local levels to make possible the simultaneous development of a mix of ranching activities and environmental cleaning tasks.</p>	<p>Sensibilization campaign oriented to the overall public distinguishing quality products from more current ones.</p> <p>Incentivation of cooperative models for the chance to make the best out of scale economies.</p>	<p>Provincial Government of Teruel; politicians + technicians “Comarcal” governments; politicians + technicians Municipalities; politicians + technicians</p>
<p><b>C3</b> Promotion of alimentary products out of cattle from Teruel as high quality special products conferring green values associated to the territory</p>	<p>Analysis of the Muslim demand, inside and outside Spain, as a potential market for trading of lambs from Teruel. Now there is no surplus in Teruel as to face this market; but the possibility- in case of surplus of production- might exist.</p> <p>Elaboration of a wide analysis comprising all different activities and sub activities (products and sub products) of both conventional and innovative nature that could be mixed in an exploitation for aiming at feasibility through mixed uses.</p>	<p>Training centres on ranching and agricultural activities Universities and Research Centres Cooperatives operating in the field Private companies operating in the field Farmers, shepherds,</p>
<p><b>C4</b> Promotion of the touristic potential attached to special activities/ techniques for agriculture and ranching in the province</p>	<p>Analysis of latent touristic potential of agricultural and ranching activities in the province: ex.interest of foreign tourists in doing the transhumance as leisure activity, or collecting saffron, or being “farmer” for one day and other possibilities to explore as complementary economic activity.</p>	<p>Business &amp; Quality Consultancy experts Agricultural Unions Civil society organisations Banks Mass media in the territory: TV, press, radio</p>

Much more ideas were generated in sessions: these are a summary of the most relevant ones.

## Ideas generation - Thematic group D “Competitiveness and territorial marketing”

Objectives	Actions (What?)	Actors (Who?)
D1 Enhancing local excellences in order to increase the attractiveness of the territory through the attractiveness of its products	Starting up of information and awareness initiatives aimed at spreading the idea that ranching activities can be a feasible activity in the territory of Teruel today.  Promotion, publication and dissemination of divulgative tools (small books containing the “participation process” conclusions and results in a very attractive way, leaflets, etc.).	Politicians of Regional Government of Aragón (Departments of Agriculture, Ranching, Alimentary Products, Environment, Employment and Education involved) Technicians of the different Departments
D2 Promoting the whole territory as a “single product” activating a common strategy of territorial marketing	Organization of events oriented to support this development line for the territory of Teruel as well as participation in external events organised by other initiatives to communicate this “agricultural and ranching line” agreed for the territory.	Provincial Government of Teruel; politicians + technicians
D3 Improving the ability of intercepting new market segments for products and sub products out of cattle	Promotion of this line of activity- ranching- to be incorporated and revised when carrying out any development plan for the different territories of the province, considering it a key topic for joint development.  Fostering of local alimentary products derived from cattle in the events celebrated in the territory as a way of dissemination.	“Comarcal” governments; politicians + technicians
D4 Promotion of coordinated formal training of ranchers in the province, making the best out of all the existing training resources in the territory	Promotion of allusions to Teruel potential in the ranching sector and the excellence of its products in public as well as private interventions on the territory carried out.  Effort both from the public and private sides for identifying continuously new market segments for Teruel products out of ranching and agriculture, understood as key sectors for the territory.	Municipalities; politicians + technicians
D5 Personal assistance to potential ranchers in the province through individual interviews held on the part of DPT and Comarca Comunidad de Teruel	Carrying out of individual tutorials with potential entrepreneurs on the part of the territorial entities promoters of this participation process, that is, Provincial Government of Teruel and Government of the Comarca Comunidad de Teruel.	Training centres on ranching and agricultural activities
D6 Promotion of an official employment workshop on ranching in the province	Demand to official department in Regional Government of a formal employment workshop for the immediate training of entrepreneurs interested on the ranching activities in the province.  Celebration of the employment workshop in the territory.	Universities and Research Centres  Cooperatives operating in the field
D7 Promotion of a formal feasibility plan for the running of an average ranching activity specifically in Teruel in the terms explored during the participation process	Elaboration of a web gathering all relevant information on the ranching topic in the province.  Feasibility analysis for the establishment of an average ranching exploitation in Teruel today, making use of all relevant information and collaborations produced during pp.	Private companies operating in the field  Farmers, shepherds,  Business & Quality Consultancy experts  Agricultural Unions  Civil society organisations  Banks  Mass media in the territory: TV, press, radio

Much more ideas were generated in sessions: these are a summary of the most relevant ones.

## **IV Forum meeting**

<b>Date</b>	<b>2<sup>nd</sup> November 2011</b>
<b>Meeting place</b>	<b>IFPE Training Centre “San Blas”, San Blas(Teruel)</b>
<b>Aim</b>	<b>Identification of the key interventions of the Local Pilot Operative Plan</b>
<b>Work mode</b>	<b>Plenary Session</b>
<b>Results</b>	<b>Definition of objectives, strategies and key interventions of the Local Pilot Operative Plan</b>

During the IV Forum, held once more in IFPE San Blas Training Centre and carried out in plenary session, the facilitators delivered to the participants a list of key target interventions determined. The facilitators asked each participant to select prior interventions by indicating the order of priority.

### **Target interventions**

#### **Target interventions – Thematic Area A**

1. Analysis of the different business possibilities depending on quality specialization/ price specialization of lamb grown in Teruel through ranching activities.
2. Analysis of the feasibility of creating a new brand embracing quality lambs produced outside the already existing brand of “ternasco de Aragón”: potential secondary brand such as “ lamb of Teruel”
3. Promotion of technological developments I+D+I in the field of farming/ranching
  - 3.1. Electronic shepherd devices
  - 3.2. Research applied to flexibility concerning production, independently of seasons
4. Promotion of innovative organizational models aiming at increasing leisure time for ranchers and increasing their quality of life.
5. Feasibility study on the potential of stabling sheep in Teruel
6. Fostering in- depth innovation in regulations in force affecting ranching activities through clear and concrete demands addressed to political representatives and key stakeholders and the appropriate regional, national and EU forums.

#### **Target interventions – Thematic Area B**

7. Promotion in the public and private network operating in the territory of the model consisting on starting up participation processes for local development initiatives.
8. Elaboration of a map of existing technical resources for ranching activities spread throughout the territory aiming at promoting the activity.
9. Elaboration of a map of existing economic and financial sources in the territory for the support of ranching activities.
10. Elaboration of a map of pedagogic/training resources- both formal and informal- in the territory for the promotion of ranching activities and qualification of entrepreneurs.
11. Analysis of different mixes of activities complementary to ranching with potential to be developed in the territory of Teruel taking ranching as central activity (legal analysis of compatibility included)
12. Elaboration of a protocol to be used between municipality receiving new inhabitants and the new inhabitants themselves, to avoid problems that have occurred in the past.

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### **Target interventions – Thematic Area C**

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13. Promotion of lobbies to make possible the mixture of agricultural, ranching and environmental activities aiming at the profitability of the activity.
  14. Awareness raising campaigns oriented to the overall public distinguishing the quality of certain local/regional products.
  15. Incentivation of cooperative formulas to make the best out of scale economies for ranching activities and activities related to them.
  16. Formal analysis of the Muslim demand inside and outside Spain as a potential market for trading of lambs from Teruel in case the production would be increased through new ranching activities.
  17. Exhaustive analysis embracing all different activities and sub activities- product and sub products- of both conventional and innovative nature that could be produced taking ranching activities as point of departure.
  18. Analysis of latent touristic potential of agricultural and ranching activities in the territory of Teruel.
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### **Target interventions – Thematic Area D**

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19. Awareness raising initiatives aimed at conveying the message that ranching activities can be a feasible activity in the territory of Teruel today.
  20. Publication and dissemination of informative tools conveying the messages emerged out of the participation process.
  21. Organization of events oriented to support the ranching line of development for the territory of Teruel, both organisation of events as well as participation in external events for dissemination.
  22. Promotion of this line of local development- ranching- being incorporated when revising local strategic territorial/sectorial plans in the territory of Teruel.
  23. Fostering of local products derived from cattle activities in most of events celebrated in the territory.
  24. Identification of new market segments for Teruel products out of ranching and agriculture.
  25. Carrying out of individual face to face tutorials with potential entrepreneurs interested on new ranching activities on the part of territorial entities promoters of this participation process (this is Provincial Government of Teruel and Comarca Comunidad de Teruel).
  26. Application to the Regional Government for a formal employment workshop for the training of entrepreneurs in the ranching field emerging as a result of the participation process.
  27. Celebration of the employment workshop in the territory.
  28. Elaboration of a web where to gather all relevant information on the ranching topic in the province of Teruel.
  29. Feasibility analysis for the setting up of an average ranching exploitation in Teruel today making use of all the useful information produced during the participation process.
- 

The prior interventions were grouped, summarized and sorted according to the objectives and strategies identified in the previous forums. The results representing total scores derived from the votes of the participants, are shown according to the following structure.

The technical team responsible of the Forums, taking working charts and scorings as raw material, drew up a first draft of the Local Operative Plan that was used as a working document during the V Forum.

## First draft of the Local Pilot Operative Plan

Objectives (Vision)	Actions/ Target interventions	Actors (Who)
Applying innovation to the traditional field of ranching and production of meat and derived products in Teruel	<p>Analysis of the different business possibilities depending on specialisation on quality/price for the lamb from Teruel</p> <p>Analysis of the feasibility of creation of new brand/s embracing quality lambs produced in teruel outside "Ternasco de Aragón" brand,</p> <p>Analysis of the Muslim market- from inside&amp; outside Spain-for Teruel lambs</p> <p>Analysis of new cooperative formulas/models offering the chance of scale economies</p> <p>Promotion of technological development I+D+I in the field of ranching (electronic shepherd devices, production independently of seasons...)</p> <p>Promotion of innovative organizational models aiming at increasing leisure time for ranchers and increase their quality of life.</p> <p>Feasibility study on the potential of stabling sheep in Teruel</p> <p>Fostering in-depth innovation in regulations in force affecting ranching activities through specific concrete demands addressed to political representatives and key stakeholders in appropriate regional, national and EU forums.</p> <p>Promotion of debate's conclusions being transferred to lobbies to foster relevant changes in the EU Agricultural Policy</p>	<p>Politicians of Regional Government of Aragón (Departments of Agriculture, Ranching, Alimentary Products, Environment, Employment and Education involved)</p> <p>Technicians of the different Departments</p> <p>Provincial Government of Teruel; politicians + technicians</p> <p>"Comarcal" governments; politicians + technicians</p> <p>Municipalities; politicians + technicians</p> <p>Training centres on ranching and agricultural activities</p> <p>Universities and Research Centres</p>
Coordination of pedagogic resources – formal and informal-existing in the province to ensure appropriate training of ranchers using existing resources	<p>Elaboration of a map of pedagogic resources spread throughout the province for potential effective training in ranching activities</p> <p>Demand to Department of Employment in Regional Government of a formal employment workshop for the immediate training of entrepreneurs interested on the ranching activities in the province (<i>already granted at the time of writing this report</i>)</p> <p>Selection of beneficiaries for the employment workshop and celebration of it</p>	<p>Cooperatives operating in the field</p> <p>Private companies operating in the field</p> <p>Farmers, shepherds,</p> <p>Business &amp; Quality Consultancy experts</p>
Promotion of financial support to entrepreneurs in the field of ranching in Teruel	Elaboration of a map of economic and financial resources for ranching activities in the territory	<p>Agricultural Unions</p> <p>Civil society organisations</p>
Promotion of a positive coexistence of newcomers and previous inhabitants in the territory	<p>Elaboration of a thorough map of available resources in the territory suitable for ranching uses (municipalities expressing their cooperation + pastures available + empty houses+ vessels for livestock, etc. )</p> <p>Creation of a protocol to be used between municipality receiving a new rancher</p>	<p>Banks</p> <p>Mass media in the territory: TV, press, radio</p>

<b>Objectives (Vision)</b>	<b>Actions/ Target interventions</b>	<b>Actors (Who)</b>
	in the village and the entrepreneur him/herself in order to get ahead of any obstacles for peaceful coexistence.	Politicians of Regional Government of Aragón (Departments of Agriculture, Ranching, Alimentary Products, Environment, Employment and Education involved)
Improvement of the flexibility of norms and measures in force acting as an obstacle for compatibility of ranching and complementary activities	Elaboration of an analysis comprising and revising all different activities and sub activities- products and sub products- of both traditional and/or innovative nature that could be mixed in an exploitation for aiming at profitability through mixed uses.  Legal analysis of the compatibility of different uses.	Technicians of the different Departments  Provincial Government of Teruel; politicians + technicians
Promotion of the touristic potential attached to ranching/farming activities in the province	Thorough analysis of innovative latent touristic potential of agricultural and ranching activities in the province: complementary economic activity to the pure ranching activity.	“Comarcal” governments; politicians + technicians
Promotion of the ranching activity as key element of the territorial marketing for Teruel	Awareness raising initiatives aimed at conveying the message that ranching activities can be a feasible activity in the territory of Teruel today.  Publication and dissemination of informative tools conveying the messages emerged out of the participation process  Promotion of ranching- as an agreed line of local development- being incorporated when revising territorial/sectorial strategic plans in Teruel  Awareness raising campaigns oriented to the overall public emphasizing the quality of certain local/regional products.  Fostering of local products in evenyts celebrated in the territory of Teruel	Municipalities; politicians + technicians  Training centres on ranching and agricultural activities  Universities and Research Centres  Cooperatives operating in the field  Private companies operating in the field
Normalisation of procedures to be followed by an entrepreneur aiming at becoming a rancher in Teruel today	Individual face to face tutorials with entrepreneurs interested on ranching activities in the territory today: held by Provincial Government of Teruel (on-going at the moment of writing this report)  Formal feasibility analysis for the setting up of an average ranching exploitation in Teruel today, synthesizing all information and agreements produced during the participation process.	Farmers, shepherds, Business & Quality Consultancy experts  Agricultural Unions  Civil society organisations
Normalisation in the territory of the use of confrontation processes as the one carried out through Medstrategy	Promotion of the normalised use in the territory on the part of both public and private stakeholders of the model tested through this project (successfully) consisting on starting up participation processes for local development initiatives.	Banks  Mass media in the territory: TV, press, radio

At this point it is important to highlight that, during detailed development of Local Pilot Operative Plan (LPOP), it is expected that the strategy of promoting ranching activities within the territory of Comarca Comunidad de Teruel and other rural territories in the province to be complemented strategical proposals in other key sectors of the territory, focusing on the farming and ranching activities but also on an indepth analysis of other territorial strengtheness and weaknesses.

Previous one is consequently only the draft version – point of departure and raw material- of the exhaustive LPOP to be drafted within C5 stage of Medstrategy project.

## V Forum meeting

Date	<b>15<sup>th</sup> November 2011</b>
Meeting place	<b>IFPE Training Centre “San Blas”, San Blas(Teruel)</b>
Aim	<b>Identification of the key interventions of the Local Pilot Operative Plan</b>
Work mode	<b>Plenary Session</b>
Results	<b>Definition of the interventions rated as “prior” in the Local Pilot Operative Plan</b>

During the V Forum, the results of the evaluations made by participants were synthesized, identifying among the target interventions, those rated as “prior” (key actions).



The considerations derived from the discussion among the participants at the Forum, highlighted the need to consider the 4 following ones as **key interventions having the highest priority over the other interventions**, as suitable for achieving all the other actions identified as priorities:

- ✓ Individual face to face tutorials with entrepreneurs interested on ranching activities in the territory today: held by Provincial Government of Teruel (on-going at the moment of writing this report)
- ✓ Demand to Department of Employment in Regional Government of a formal employment workshop for the immediate training of entrepreneurs interested on the ranching activities in the province (*already granted at the time of writing this report*)
- ✓ Elaboration of a thorough map of available resources in the territory suitable for ranching uses (municipalities expressing their cooperation + pastures available + empty houses+ vessels for livestock, etc. )
- ✓ Formal feasibility analysis for the setting up of an average ranching exploitation in Teruel today, synthesizing all information and agreements produced during the participation process.

It was jointly decided by the work team partner of Medstrategy on the part of Teruel – DPT (PP5) and FDS (PP/) and by the collaborative local government of Comarca Comunidad de Teruel that the three first actions would be directly mainstreamed to DPT and Comarca Comunidad de Teruel for their immediate development as part of the territory strategy. Consequently:

- ✓ Individual face to face tutorials with entrepreneurs interested on ranching activities in the territory today: held by Provincial Government of Teruel (on-going at the moment of writing this report). This intervention has been carried out and is expected to be permanently developed from now onwards on the part of Provincial Government and the Comarcal government technicians. This operation began immediately after the first entrepreneurs began to contact as consequence of participation process repercussion in media. A good number of personal interviews have been held until now by representatives of the local development office of DPT and technicians of the Comarca Comunidad de Teruel. 3 ranching activities have already been run thanks to the participation process results.
- ✓ Demand to Department of Employment in Regional Government of a formal employment workshop for the immediate training of entrepreneurs interested on the ranching activities in the province (*already granted at the time of writing this report*): application was submitted in April 2012 (immediately after participation process revealed the potential of the topic) and positive resolution was received in September 2012. The selection of beneficiaries for the employment workshop was carried out during October 2012 and the workshop starts the 8<sup>th</sup> November 2012: 13 beneficiaries selected.
- ✓ Elaboration of a thorough map of available resources in the territory suitable for ranching uses (municipalities expressing their cooperation + pastures available + empty houses+ vessels for livestock, etc.): technicians from Comarca Comunidad de Teruel carried out this work in order to have this basic information ready for the interviews with potential entrepreneurs and for exchanges with department of employment when demandinf the employment workshop on ranching.

- ✓ **Formal feasibility analysis for the setting up of an average ranching exploitation in Teruel today, synthesizing all information and agreements produced during the participation process.** This is the key intervention being developed within the frame of Medstrategy properly (however all previous ones have merged out of the participation process as well, but due to the urgency of their development were immediately transferred to daily work of local governments in the territory, what we consider an absolute success in terms of capitalisation). Due to the consensus achieved regarding the fact that ranching activities can be a line of development for rural Teruel it has been considered **crucial to provide an average updated feasibility analysis containing in a didactic easy way all the information a potential new ranching entrepreneur would need to know to become a rancher in Teruel today under feasibility conditions**. Obviously this will be a central document to be used from now onwards by stakeholders in the sector...so that the aim is creating a step by step guide to become a rancher in Teruel today under average feasibility conditions.

#### **Data sheet of the key intervention**

Action	<b>Formal feasibility analysis for the setting up of an average ranching exploitation in Teruel today, synthesizing all information and agreements produced during the participation process.</b>
Main objective	Provide an average updated feasibility analysis containing in a didactic easy way all the information a potential new ranching entrepreneur would need to know to become a rancher in Teruel today under feasibility conditions. This will be a central document to be used from now onwards by stakeholders in the sector...so that the aim is creating a step by step guide to become a rancher in Teruel today under average feasibility conditions.

## **VI Forum meeting**

<b>Date</b>	<b>15<sup>th</sup> November 2012</b>
<b>Place</b>	<b>IFPE Training Centre “San Blas”, San Blas (Teruel)</b>
<b>Work mode</b>	<b>Plenary Session</b>
<b>Results</b>	<b>Approval of the Local Pilot Operative Plan and of the key intervention</b>

During the VI Forum, celebrated immediately after the 5<sup>th</sup> one in the same day, the first draft of the Local Pilot Operative Plan and the technical description of the key intervention were submitted to the Forum and approved.

Works for the in-depth development of these 2 products continue nowadays and an extra meeting of the forum participants is foreseen in the following weeks to share with them all the finalised products: fully developed LPOP and KEY INTERVENTION.

## Annex 1: Evaluation of the participation process.

At the end of the participation process a questionnaire was distributed to the participants aimed at evaluating the opinion of each participant on the participation process, on its work modes, on the objectives and on the results achieved.

The first part of the questionnaire was mainly addressed to collect a general opinion of the participants about the effectiveness/efficiency of the participation process, its contents and the details of the applied methodology. The participants could express their opinions on a 1-6 scale. The questionnaire was commonly used in the different partner regions 'participation processes.

 <p>CUESTIONARIO PARA RELLENAR POR LOS PARTICIPANTES EN EL PROCESO PARTICIPATIVO</p> <p>Estimado participante,</p> <p>En este cuestionario se le pregunta su opinión sobre varios aspectos del proceso participativo del que ha formado parte.</p> <p>Las cuestiones están divididas en tres categorías, concernientes a cuestiones sobre: A. el proceso participativo en general B. los foros C. los objetivos y resultados.</p> <p>Por favor marque la respuesta más acorde con su opinión. Tras rellenarlo (tardará unos 10 minutos), por favor devuelva el cuestionario al equipo organizador de la reunión.</p> <p>Gracias por su cooperación!</p> <p><b>INTRODUCCIÓN</b></p> <p>(1). ¿En qué grupo temático ha participado?</p> <p><input type="radio"/> Grupo 1: Políticos y Administración <input type="radio"/> Grupo 2: Expertos y Técnicos <input type="radio"/> Grupo 3: Sector Privado <input type="radio"/> Grupo 4: Sociedad Civil</p> <p>(2). Durante el 3er foro, participé en el grupo temático de:</p> <p><input type="radio"/> Tema A: Procesos de innovación para el desarrollo local <input type="radio"/> Tema B: Cooperación y cohesión territorial <input type="radio"/> Tema C: Integración de sectores económicos <input type="radio"/> Tema D: Competitividad y marketing territorial</p>	<p>Por favor indique su opinión sobre las siguientes cuestiones marcando uno de los círculos de la escala.</p> <p>Por ejemplo: Si según su opinión las presentaciones durante la primera reunión fueron muy claras tendría que marcar la respuesta como a continuación:</p> <p>Las presentaciones durante la primera reunión fueron... <input type="radio"/> nada claras <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> X muy claras</p> <p>Si opina que no fueron ni muy claras ni nada claras tendría que marcar la respuesta como a continuación:</p> <p>Las presentaciones durante la primera reunión fueron... <input type="radio"/> nada claras <input type="radio"/> <input type="radio"/> X <input type="radio"/> O muy claras</p> <p>Si opina que no fueron nada claras tendría que marcar la respuesta como a continuación:</p> <p>Las presentaciones durante la primera reunión fueron... <input checked="" type="radio"/> X <input type="radio"/> O <input type="radio"/> O muy claras</p>
Page 1 of questionnaire (Spanish)	Page 2 of questionnaire (Spanish)

<p><b>A. OPINIÓN GENERAL SOBRE EL PROCESO DE PARTICIPACIÓN</b></p> <p>(3). <i>¿Qué opina sobre la posibilidad que usted tuvo en el proceso participativo de expresar sus opiniones e ideas?</i> La posibilidad de expresar mis opiniones e ideas durante el proceso participativo fue...</p> <p>insuficiente <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> suficiente</p> <p>(4). <i>¿Qué opina sobre el ritmo del proceso participativo?</i> El ritmo del proceso participativo fue...</p> <p>demasiado lento <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> demasiado rápido</p> <p>(5). <i>¿Qué opina sobre el número de participantes en el proceso participativo?</i></p> <p>El proceso tuvo... <input type="radio"/> demasiado pocos participantes <input type="radio"/> el número adecuado de participantes <input type="radio"/> demasiados participantes</p> <p>(6). <i>¿Qué opina sobre el tipo de participantes en general (ciudadanos, políticos, expertos, sector privado) que fueron invitados a los foros?</i> Los participantes de los foros fueron ...</p> <p>no representativos <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> representativos no expertos <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> expertos no creativos <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> creativos parciales <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> imparciales</p> <p>(7). <i>¿Qué opina sobre el proceso participativo en general?</i> Encuentro el proceso participativo...</p> <p>nada interesante <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy interesante nada educativo <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy educativo mal organizado <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> bien organizado nada motivante <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy motivante nada importante <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy importante</p>	<p>nada útil <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy útil</p> <p>(8). <i>¿Qué opina sobre el grado de profundidad de discusión de los temas?</i> superficial <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> profundo</p> <p>(9). <i>¿Qué opina sobre las contribuciones de los diferentes grupos temáticos del proceso participativo?</i> Opino que las contribuciones de los grupos temáticos fueron...</p> <p>Políticos y Administradores: inútiles <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy útiles Expertos y Técnicos: inútiles <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy útiles Sector privado: inútiles <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy útiles Sociedad civil: inútiles <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy útiles</p> <p><b>B. LOS FOROS</b></p> <p>(10). <i>¿Qué opina sobre la forma en que se gestionaron y animaron los foros por parte de los moderadores?</i> La forma en que los moderadores gestionaron y animaron los foros fue...</p> <p>nada buena <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy buena</p> <p>(11). <i>¿Qué opina sobre la estructura del programa de los foros?</i> La estructura del programa de los foros fue...</p> <p>nada buena <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy buena</p> <p>(12). <i>¿Qué opina sobre el trabajo realizado en los grupos temáticos?</i> El trabajo realizado en los grupos temáticos fue...</p> <p>inútil <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy útil</p> <p>(13). <i>¿Qué opina sobre las presentaciones de los resultados de los grupos temáticos?</i> Las presentaciones de los grupos fueron...</p> <p>nada claras <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy claras nada interesantes <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy interesantes</p>
Page 3 of questionnaire (Spanish)	Page 4 of questionnaire (Spanish)

<p>irrelevantes para <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy relevantes para nuestro territorio <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>(14). <i>¿Qué opina sobre las discusiones durante las sesiones plenarias?</i> Las discusiones durante las sesiones plenarias fueron...</p> <p>nada claras <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy claras nada interesantes <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy interesantes inútiles <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy útiles</p> <p><b>C. OBJETIVOS Y RESULTADOS</b></p> <p>(15). <i>Los objetivos del proceso participativo fueron...</i></p> <p>nada claros <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy claros nada interesantes <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy interesantes irrelevantes para <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy relevantes para nuestro territorio <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>(16). <i>En mi opinión, los resultados (ideas, acciones, prioridades) del proceso participativo fueron...</i></p> <p>nada claros <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy claros nada interesantes <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy interesantes nada nuevo <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> nuevos nada importantes <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy importantes inútiles para <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> muy útiles para nuestro territorio <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> inviables <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> factibles</p> <p>(17). <i>Durante los foros escuché ideas y opiniones que no conocía.</i></p> <p>totalmente en desacuerdo <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> totalmente de acuerdo</p>	<p>(18). <i>Esperaba que por lo menos ciertas ideas y de los foros se tradujeran en acciones e iniciativas concretas en mi territorio.</i></p> <p>totalmente en desacuerdo <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> totalmente de acuerdo</p> <p>(19). <i>Indique por favor, en una frase breve, cual es/son en su opinión el /los resultado/s más importante/s del proceso participativo</i></p> <p>1. 2. 3.</p> <p>(20). <i>Indique por favor, en una frase breve, cual fue/fueron en su opinión el /los puntos críticos para la construcción de una visión común a partir del proceso participativo?</i></p> <p>1. 2. 3.</p> <p><i>/Gracias por su cooperación! Por favor, devuelva el cuestionario completado al equipo organizador.</i></p>
Page 5 of questionnaire (Spanish)	Page 6 of questionnaire (Spanish)

However all participants received the questionnaire it is only 50 questionnaires that, after examination, have been considered valid for exploitation.

The first part of the questionnaire was mainly addressed to collect a general opinion of the participants about the effectiveness/efficiency of the participation process, its contents and the details of the applied methodology. The participants could express their opinion on a 1-6 scale.

The average degrees for the different aspects are summarized in the following table:

Question	Scale 1-6		Average Degree
	Lowest degree (1)	Highest degree (6)	
The opportunity during the participation process to put forward my opinions and ideas was...	insufficient	sufficient	4,94
The pace of the participation process was...	too slow	too fast	3,58
What is your opinion about the number of participants in the participation process?	too few	too many	3,18
What is your opinion about the participants in general (citizens, policy makers, experts, private sector) that were invited for the forums? The participants of the forums were....	not representative	representative	4,4
	not experts	experts	4,36
	not creative	creative	3,78
	biased	open minded	3,76
What is your opinion about the participation process in general? I found the participation process...	uninteresting	very interesting	4,74
	not educating	very educating	4,18
	badly organized	well organized	5,02
	not motivating	very motivating	4,24
	unimportant	very important	4,52
	not useful	very useful	4,40
What is your opinion about the degree to which the main subjects were discussed?	superficially	deeply	3,66
What is your opinion about the contributions of the different role groups to the participation process? I found the contributions of the role group of...	not useful	very useful	3,76
	not useful	very useful	4,56
	not useful	very useful	4,34
	not useful	very useful	4,64

The second section of the questionnaire was mainly addressed to have a more specific opinion on the forums. The collected results are described in the following table:

Question	Scale 1-6		Average degree
	Lowest degree (1)	Highest degree (6)	
What is your opinion about the way the forums process was managed and supported by the facilitator and chair-people?	not good	very good	4,78
What is your opinion about the structure of the forums programme?	not good	very good	4,56
What is your opinion about the work in the role and theme group sessions? The work that was done in the role and theme group sessions was...	not useful	very useful	4,48
What is your opinion about the presentations of the outcomes of the role and theme groups sessions? The group presentations were...	unclear	very clear	4,76
	uninteresting	very interesting	4,53
	not relevant for our territory	very relevant for our territory	4,42
What is your opinion about the discussions during the plenary sessions? The discussions during the plenary sessions were...	unclear	very clear	4,18
	uninteresting	very interesting	4,75
	unuseful	very useful	4,26

Finally, in the Section C of the questionnaire, the attention was on the objectives and outcomes of the participation process. The judgements of the participants are expressed in table below:

Question	Scale 1-6		Average degree
	Lowest degree (1)	Highest degree (6)	
The objectives of the participation process were...	unclear	very clear	4,72
	uninteresting	very interesting	4,62
	not relevant for our territory	very relevant for our territory	4,72
In my opinion, the outcomes (ideas, actions, priorities) of the participation process were...	unclear	very clear	4,52
	uninteresting	very interesting	4,64
	not new	new	3,72
	unimportant	very important	4,58
	not useful for our territory	very useful for our territory	4,54
	unfeasible	feasible	4,06
During the forums I have heard ideas and opinions of which I had not been aware before.	totally disagree	completely agree	3,98
I expect that at least some of the ideas, results and outcomes of the forums will lead to concrete actions or initiatives in my territory.	totally disagree	completely agree	4,14

**Overall satisfaction towards different aspects of the participation process is shown in previous results**