

## WP8, Delta 2000 case study

### *The use of the LEADER approach in designing and implementing biodiversity and water resources management (cluster 6)*

*Bolli Martina, Mantino Francesco and Zanetti Barbara (INEA)*

#### 1. Introduction

The case study will illustrate the following issues:

- **Why:** to understand if/how place-based approaches (as Leader) are able to respond to sustainability issues and if they might be used as an appropriate delivery method to provide public goods.
- **How:** by analysing the overall territorial strategy, that moved beyond the implementation of the local development plan (LDP) in order to create a specific local market for eco-tourism by combining other policy instruments.
- **What:** Main unit of analysis is the territory of the Delta 2000 LAG<sup>1</sup> situated within the Po Delta Park area, one of the most important wetland areas in Europe.

The LAG Delta 2000 represents a successful experience of Leader approach because it succeeded in stimulating processes of cooperative self-governance by actively involving the territorial population, including the private economic operators, local bodies along with higher regional institutional levels such as the provinces, and municipalities.

The LAG territory is located in a wetland area characterised by marginal conditions very representative of relations between bio-diversity, climate change and water resources management. Due to these conditions, this case study offered the opportunity to explore the capacity of the Leader approach of stimulating changes –in governance, participation, capacity-building, economic structure, etc. – aimed in particular at better achieving results in the environmental field. Environmental issues currently represent the main challenges which Member States are required to deal with by the Health Check<sup>2</sup> process of CAP reform.

In this scenario, EU rural policy and, in particular, the Leader approach play a fundamental role in stimulating sustainable territorial development processes, representing the ideal tool in order to identify new forms of organization among actors and policies and to analyse the links between new local governance approaches and sustainable development.

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<sup>1</sup> A Local Action Group is a territorial organization composed of public and private local actors that operates for rural area development. It was introduced thanks to the Leader European Union initiative at the beginning of the 1990s.

<sup>2</sup> The Health Check of the CAP is the process of agricultural policy reform and the review of the European Budget, and was implemented from 2008, and completed in 2009.

The case study is mainly focused on “policy design”, “policy delivery” and “Leader approach”, because it allows to considers the following aspects determining a Rural Development Programme (RDP) effectiveness:

- how policy objectives are identified and the strategy is built;
- how emerging local needs and challenges are incorporated into the strategy;
- how a place-based approach works and is effective in the design and implementation of local development strategies.

## 2. Methodological approach

The case study is interesting for both the content of LAG local development strategy and for the process, because the LAG operates in a wetland area characterised by marginality conditions. The LAG started to implement this strategy during the Leader II period (1994-99), and strengthened it during Leader+, making this case interesting for the learning effects at the LAG level and the territory level.

Delta 2000 did not usually carry out self-evaluation activities, but only on-going monitoring activities linked to the projects.

The following figure illustrates the main components characterising the strategy of local development implemented by LAG in the period 2000-2006 (**Figure 1**).



**Structuring components in selection of assessment methods (Source: Boonstra et al, 2009 )**

The analysis has been carried out according to a qualitative approach by using, in particular, the following two research phases:

1. Desk studies to check and collect information upon the different programmes used by the LAG, for both the 2000-2006 and the 2007-2013 period: the activities realized, and the monitoring and evaluation final reports relative to some of the most important projects.
2. Interviews with the LAG’s director in order to:
  - Understand the LAG’s identity, structure and composition

- Understand the design and delivery process: territory's characteristics, interests, demands/claims, the objectives definition, the strategy set up and mechanism of implementation and also the changes needed in this respect.
- Construct a network map<sup>3</sup> concerning the design and implementation of the Local Development Plan (LDP) by the LAG (actors involved, relations, roles, functions, conflicts, resistances and ways of involving stakeholders, approaches to the targeting of RDP instruments, human resources, relations between relevant policy instruments used by LAG in the implementation of its environmental strategy).
- Analyze the achieved results, in terms of effects concerning the different territorial assets (economic activities, population, environment) and impacts in terms of governance (capacity and effectiveness of the coordination of different actors and policies).

### **3. Case-study findings**

#### ***3.1 Territory and analysis of context***

The LAG operates within the Po Delta Regional Park area that was set up in 1988 by a special regional law. The LAG encompasses two Provinces (Ferrara and Ravenna) and the nine Municipalities which are partly or entirely situated within the Park territory (Comacchio, Argenta, Ostellato, Goro, Mesola, Codigoro, Ravenna, Alfonsine, Cervia), and it has a specific statute regulating its institutional activities. In the Leader+ ten new municipalities asked to participate to the LAG.

The interprovincial character of the LAG represented a political choice aimed at implementing development policies on territories characterised by common resources in terms of environmental assets and local production.

Since the creation of the Park, a policy of environmental conservation of its area has been pursued. This natural/wildlife area is one of the most attractive and richest in the national territory and is characterised by an extraordinary natural ecosystem.

By integrating the Park objectives and policies, the LAG has been so far carrying out, along with the interventions for the environmental conservation, new ones, aimed at economic valorisation and promotion of the natural area involved. The LAG aimed at implementing a strategy of sustainable and responsible development, by increasing the value of environmental assets and of local specificities.

Since 2000 the Delta Po area was marginal (productive structure, services...), but characterised by the presence of one of the most important wetland areas in Italy, rich in nature and biodiversity heritage and with numerous potentials (valuable agriculture production, local products, rural tourism, waterways canals, rivers, navigable lagoons, historical and architectural heritage, etc.).

These territorial assets were not adequately valorised. The main reason lay in the diffused perception by residents of living in a marginal and disadvantaged area, the limited consciousness of the value and relevance connected to the wetland and Park areas, the loss of traditional know-how related to some local products, the good

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<sup>3</sup> The "network map" makes possible to graphically represent the actors involved in the design and implementation of the LDP, their roles and relations.

awareness of the value of only some cultural and environmental assets but, in the same time, the scarce consciousness of other potentials, including the Park itself.

The Delta Po area has been characterised by a higher decline of population than the rest of the region and a progressively ageing population.

The area had a low level of income in comparison with the regional average, was more oriented to agriculture, agro-food industry and tourism offering occasional jobs characterised by a low professional level, and showed higher rates of unemployment, above all for young people and women. The entrepreneurial system was characterised by a low density of small and scarcely organised farms.

Under these conditions, the propensity to innovation got progressively worse.

In consideration of the limited level of exploitation of and accessibility to the area assets, in defining the LDP the LAG addressed particular attention to the construction of an integrated programme of interventions, aimed at the valorisation and promotion of the territory.

### ***3.2 Design and implementation of the strategy***

LAG developed a participative process to define the territorial strategy, and played an important role in mediating among the social and economic stakeholders and institutional and private associative bodies.

For the definition of the strategy leading to the LDP document, the LAG mainly involved the following, in addition to the quota holders<sup>4</sup> of the LAG: the Po Delta Regional Park, Ferrara and Ravenna Provinces and Chambers of Commerce representing the professional organisations/farmers representatives.

Municipalities referring to the LAG territory, in particular those more relevant in terms of territorial extent and inhabitants (such as Comacchio and Ostellato), were also involved within the consultation process.

The participatory process was able to implement an integrated method of policy design by giving particular attention to territorial aspects, sectors and financing chances (complementarity and integration of programmes and schemes of interventions).

Both public and private actors were involved within the planning and implementation of local actions. In order to facilitate this process, the LAG carried out a considerable activity of animation, aimed at making the territory aware of the importance of sustainable development.

At institutional level, the LAG aimed at developing and strengthening network relationships and the quality of cooperation among local actors, and at promoting strategies of sustainable development. With regard to the economic operators, the LAG aimed at stimulating them in order to cooperate and take part to the initiatives.

Participatory methodology was realized through the creation of specific governance structures supporting the design and implementation of LAG interventions.

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<sup>4</sup> In LEADER II the quota holders of Delta 2000 LAG were 7 Municipalities belonging to Ferrara Province.

The main structure is an inter-provincial committee, called “ICC” (Inter-provincial Coordination Committee) and including the Po Delta Regional Park, Ferrara and Ravenna Provinces, Chambers of Commerce. This body, in which LAG representatives are also involved, is in charge of programming and implementing LDP activities, being characterised by a strategic role.

A second structure is the Steering Committee (SC). Institutional representatives and provincial officials operating in Ferrara and Ravenna Provinces, Park representatives, Ferrara and Ravenna’s Chambers of Commerce, representatives of municipalities, are involved in this body. They are in charge of a more operative role functional to the coordination and integration among actors at inter-provincial level; it also has a consultative role related to the definition of the tenders, guidelines for the applicants and promotional material.

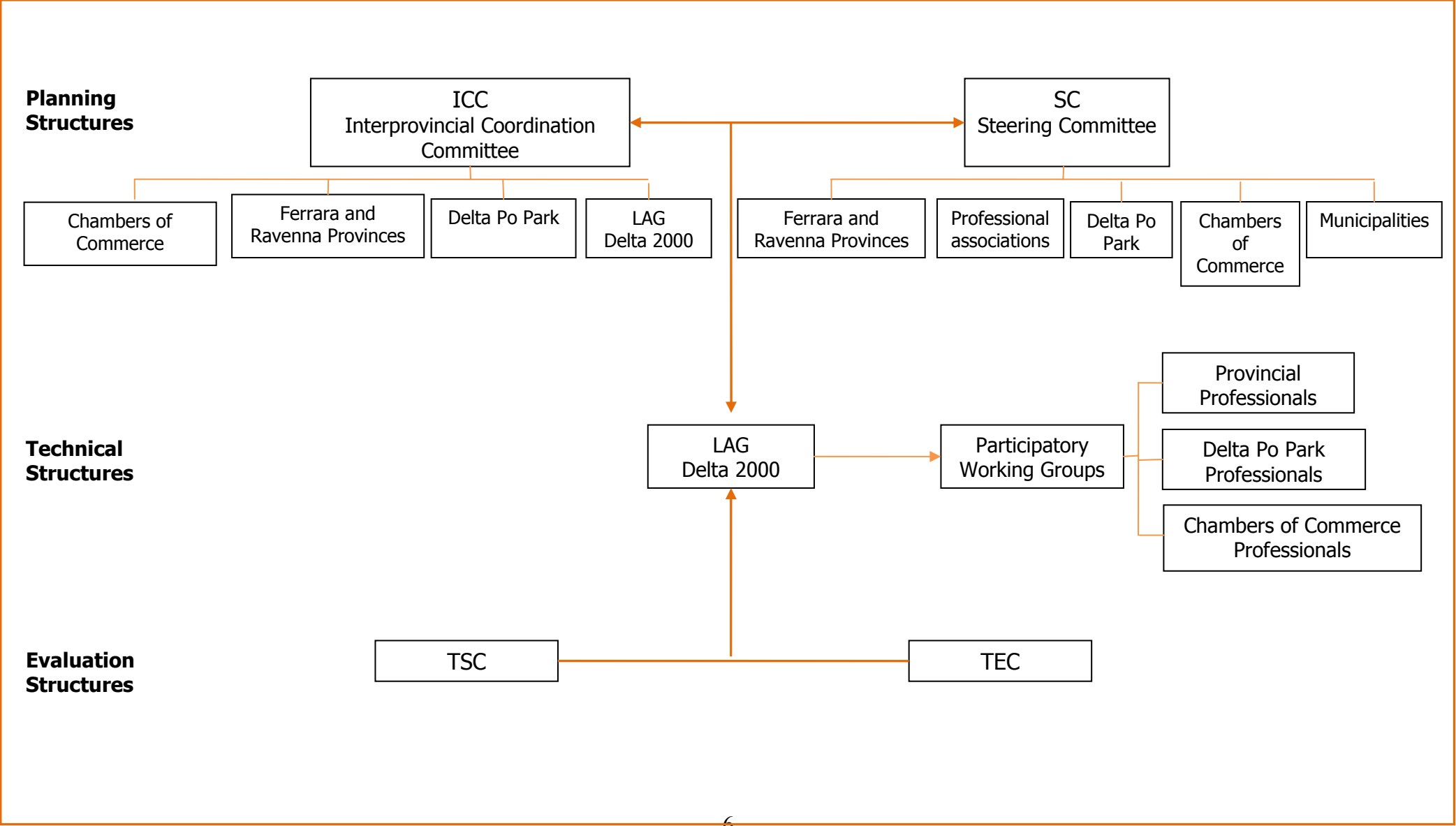
For the implementation of the LDP and only for the interventions directly carried out and managed by the LAG itself, the SC coordinates the so-called Participatory Working Groups (PWGs), consisting of local professionals with different skills identified by ICC representatives according to the specific issues.

Applications eligibility and assessment is carried out by two committees. The first is the Technical and Scientific Committee (TSC) which consists of professionals in different fields (tourism, environment, etc.) and carries out the technical and qualitative assessment of single actions of the project directly implemented by LAG. The second is the Technical Evaluation Committee (TEC), composed by external experts, that gives support to the definition of the calls and is in charge of the applications’ assessment submitted by beneficiaries.

All the structures described above allow local experts and institutions to participate in the implementation phase. The organizational process implies high costs and consumes considerable time but it contributed to successful results in terms of consensus within the territory. For this reason, the same governance system was maintained for the programming period 2007-13, though slightly different from that adopted during the Leader+ period, in that the Technical and Scientific Committee (TSC) has been merged with the Participatory Working Groups.

The following figure illustrates all involved planning and implementing structures and roles. **(Figure 2)**

Figure 2



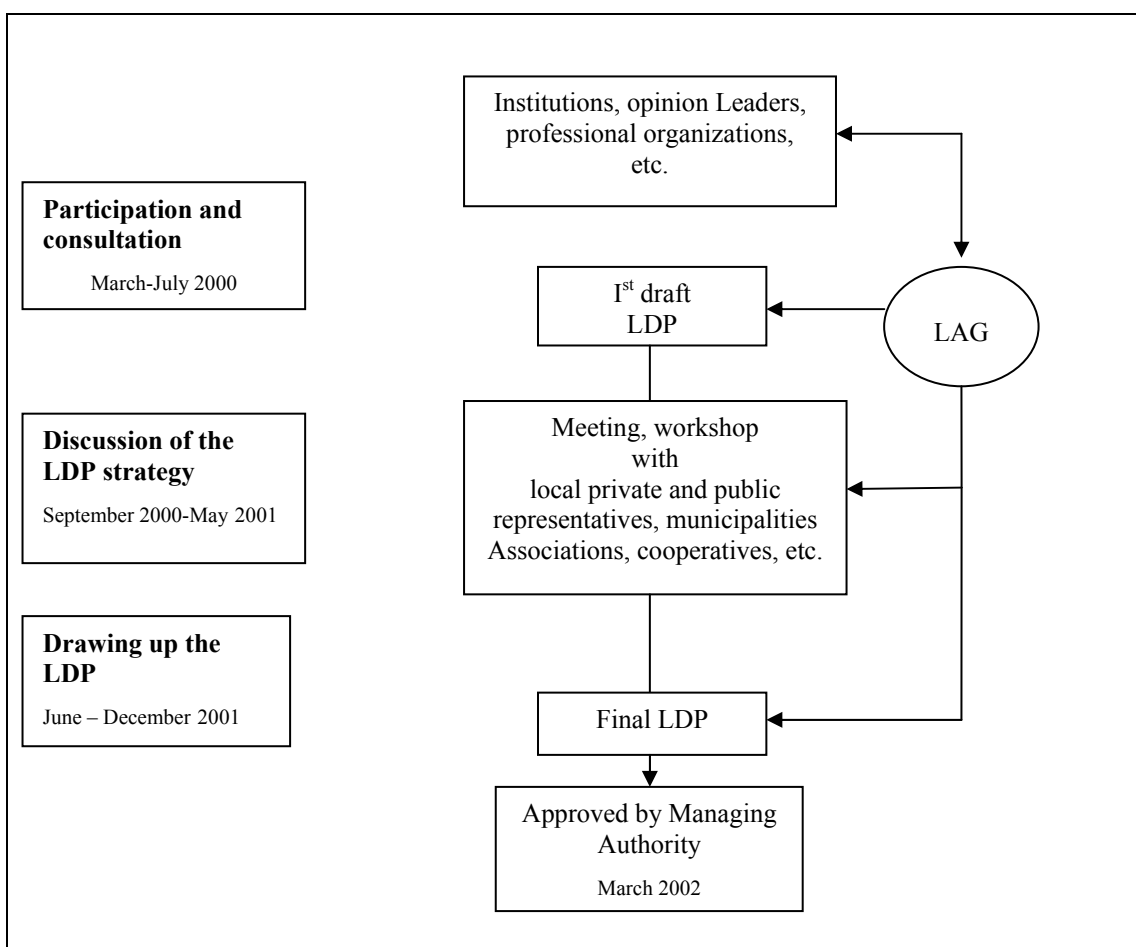
The process of definition of the LDP strategy in the 2000-2006 period was articulated over three phases (**Figure 3**):

**I PHASE:** Broadening the partnership – participation and consultation  
 DELTA 2000, within ICC, has defined its strategy and identified common objectives. Later on, the LAG made a first LDP draft proposal.

**II PHASE:** Discussion of the LDP strategy  
 At the same time, LAG collected the different concerns, ideas and proposals reflecting the needs of the territory, by carrying out animation and consultation activities (meetings with local private and public representatives, workshops to monitor local projects proposed, public meetings, targeted meetings and information activities for the presentation of EU initiative LEADER+).

This phase saw the direct involvement of local actors participating in 60 meetings with public and private representatives of the LEADER+ area of the two Provinces. The meetings were attended by a total number of 600 participants and more than 150 project sheets were analysed.

**III PHASE:** Observations/comments in drawing up the LDP  
 On the basis of the consultation process, LAG revised and drafted the definitive LDP document, sharing it with the CCI representatives.



The LAG defined a development strategy based on the sustainable exploitation of the environment and natural heritage.

The main strategic LDP views aimed at:

- Strengthening and integrating the environmental assets of the Delta in a eco-systemic - territorial model of exploitation (restore of biotypes at risk of damage and loss of floristic biodiversity, improvement of water quality in order to sustain the fish fauna, increase the naturalistic area extension and safeguard of fauna biodiversity, etc.).
- Stimulating the diversification and qualification of territorial, tourist, quality products supply based on a prospective of local development integrated and eco – compatible (development and strengthening of rural receptivity –B&B, “diffused hotels”, etc.- by re-qualifying of rural structures, studies and researches about local and market oriented products aiming at PDO/PGI/TSG certification, etc.);
- Qualifying, organizing and integrating the environmental, historical-cultural and landscape resources through actions aiming at improving the area’s image and the use of Delta Po Park (thematic paths for valorising the local agro-food products, naturalistic paths along waterways, etc.);
- Improving the integration and positioning of the Po Delta local “productive” system on national and international markets through a promotion and marketing policy based on the specificities of the area and on an integrated supply (environment, history, culture, gastronomy);
- Strengthening the relationships and co-operational networking, in order to share and exchange knowledge and experiences among territories characterised by wetlands.

### **3.3. Some changes in the local economy and territorial assets: reflections about the impact of policies.**

The LAG strategy implemented during the programming period 2000-2006 made possible valorising and “transforming” the natural resources of territory in resources able to contribute to the economic growth of the area (employment, tourism and services supply...) and to the improvement the quality of the naturalistic, historical and cultural supply.

Delta 2000 contributed to make Delta Po Park an eco-tourist destination, by creating a specific local market for eco-tourism focused in particular on bird watching. The main interventions realised have:

- stimulated the exploitation of Park and the natural areas, by strengthening and improving its accessibility;
- created an integrated tourist system of services (overnight stays, food, infrastructures, local products, etc.);
- structured “tourist products” focused on the environmental resources.

In the examined period, LAG Delta 2000 integrated these, implemented within the LEADER+ initiative, with other interventions funded with other funds and policy instruments, in order to set up an integrated and high quality system of resources and productions on a territory characterized by high naturalistic value.



The following table shows some examples of actions carried out by LAG Delta 2000 in 2000-2006 in partnership or under assignment with different actors and by integrating funds and programmes, useful to better understand how the strategy of development was set up.

<b>Partners/customers</b>	<b>Intervention field</b>	<b>Fund/Programme</b>
Province Ferrara and Ravenna, Municipalities, Po Delta Park, Chambers of Commerce, Municipalities private actors, other Italian LAGs and not	Delta Po Natural heritage conservation	EAGGF (Leader+), Regional funds <i>(cooperation)</i>
	Positioning of the Po Delta local “productive” system on international markets	
	Accessibility and use improvement of natural historical landscape and cultural resources	
	Diversification and qualification of territorial tourist, agro food and typical/quality products supply	
Ferrara Province Ravenna Province	Territorial marketing	EFRD (Ob 2 )
	Wetland areas and cities of art in Delta Po Park	
	Economic animation	
Ferrara Province, Ferrara ARPA (environmental authority), Delta de L’Ebre Natural Park, Centro de Desarrollo Comarcal de Tentudia, ERM (London)	Eco-compatible systems of water management and sustainable techniques for agricultural production	European communitarian programme of policy and actions for the environment and sustainable development
Ferrara Province Consorzio Ferrara Innovazione	Touristic receptivity/entrepreneurship	EFRD (Ob 3 )
Ferrara Province Ravenna Province	Feasibility studies concerning cycle-tourist paths connecting the natural sites	Provincial funds
Emilia Romagna Region	Bird watching and ornithological tourism	Regional Law 7/98
Ferrara Province	Biodiversity conservation	V Framework Programme (FRAP) <i>(cooperation)</i>
LAG Polesine, PO Delta Park, Ravenna province, Italian-Bosnian Chamber of Commerce, Abruzzi National Park, Veneto Regional Park, Lazio and Molise, Bosnian and Serb municipalities and Parks	Valorisation, promotion and conservation of Park areas	Interreg IIIA <i>cooperation</i>
Ferrara Province, Ravenna province Municipalities, Po Delta Park	Eno-gastronomic routes	EAGGF - Rural Development regional Plan
Po Delta Park and Ravenna	Initiatives to promote the relationships among SMEs	Leader EAGGF , Regional Law n. 84/91

Some examples are the infrastructural interventions implemented by the Provinces (village and buildings renewal, small scale infrastructures, bicycle paths, nature trails, etc.) and the complementary action made by LAG in organizing animation, territorial marketing and professional training in the field of eco-tourism. These were funded by EAGGF, EFRD or provincial funds. Provinces were and currently represent privileged partners, however very good relationship were developed with the Park and several projects have involved other LAGs, regional, national or foreign. Different private

actors operating in the field of eco- tourism were involved in many projects carried out by LAG, encouraging the integration among sectors and the cooperation between public and private sector, with a consequent more relevant impact on the valorisation of territory.

The capacity of the LAG in combining Leader interventions with others funded by different programmes and/or different institutional subjects, brought the LAG to progressively become a funds attractor in favour of the territory. As a consequence, the LAG became an important structure for planning and implementation of policies. Since Leader II, relationships with the Region, Provinces and the natural Park became even stronger, leading to a role for Delta 2000 related to territory, which goes beyond the Leader programme.

Some cooperation interventions obtained important results:

- At inter-territorial level, relationships were strengthened in order to share the experiences related to the valorization of the resources and the economic activities existing on territories. In particular, the cooperation with neighboring territories and other LAGs allowed improving and exploiting the geographical and cultural common elements, regardless of administrative borders. This kind of cooperation was focused above all on projects related to the “water” theme: delta, sea and rivers.
- At transnational level, the cooperation was focused on creating a network among European wetland areas, pursuing the objective of valorizing the environmental, cultural and economic aspects related to them and of developing eco-tourist activities.

One of the most innovative products created and launched within Leader+ programming period is represented by bird-watching practice, that allowed, thanks to the one of the most concentrated presence of rare species of birds in Europe, the creation of a local specific market for eco-tourism, with relevance at international level.

#### Box- Bird-watching product

The LAG contributed to discover an important resource, the avifauna, that could be exploited as a catalyst for a number of activities connected to it.

The LAG carried out some relevant interventions aiming at strengthening the bird watching product, in terms of the setting-up, promotion and creation of operator networks. In particular, it planned and realized the “International Po Delta Bird-watching and Nature Tourism Fair” with important national and international environmental associations as sponsors (WWF, Legambiente, Lipu, etc.). These projects contributed to create a bird-watching market at national level attracting international experts and operators and also created an opportunity to promote the Delta Po Park’s area as a destination for naturalistic activities. The project was articulated in this “core” event and in other integrated activities and initiatives aimed at valorising the chances of accessibility and fruition for the nature-oriented tourist, such as guided tours around naturalistic oases, bird-watching courses, thematic conferences and workshops, photographic competitions and didactic activities addressing schools and children.

Over time, the increase of visitors’ presence in autumn and spring time for bird-watching represents the success of the idea and gives the opportunity to promote

other new kinds of eco-compatible tourism (fishing tourism, bicycle tourism, river tourism, etc.). Currently, the Fair represents the most important event linked to bird-watching in Italy, having a strong media coverage in Italy and abroad.

This case study is informative as it serves to illustrate some of the key success factors which are as follows:

- 1) cooperation between the main stakeholders (the LAG, the two Provinces and the Regional Park were the most important) and the capacity to obtain a political consensus on the aims of the eco-tourism project;
- 2) A holistic vision of the resources of the area and the will to innovate with respect to their sustainable exploitation;
- 3) The capacity to secure financial resources and combine policies, of which Leader, during the period 2000-2006, and RDP were the most remarkable, to support the different needs at the local level (including regional incentives, EQUAL, cooperation programmes, the EU youth programme and Cultura 2000, etc.). The most valuable potential of the territorial approach is in the generation of a combination of environmental, economic and social effects, which would not be possible or easy to reach through a more traditional policy approach.

Interventions promoted in the Po Delta area can be helpful in discussing the concept of economic impact. In this case study, the combination of interventions and an integrated strategy in the area allowed the supply of different outputs in the field of:

- Naturalistic holidays;
- Bird watching;
- Environmental culture and education;
- River-based leisure activities (including fishery, canoeing, boating, etc.);
- Hiking and other sports in a natural context;
- Local food and wine production and consumption;
- Access to artistic and cultural heritage.

The promotion and diversification of the supply of these different assets was the strategy co-ordinated by the LAG, the two Provinces of Ferrara and Ravenna and the regional Park of Delta. Positive economic effects were obtained through the increasing demand of eco-tourism in the area. On the basis of the LAG monitoring reports, an estimate can be provided of about 50.000 new people visiting the area each year, since the integrated project was implemented. This increasing demand brought about new incomes to local activities. The economic impact can depend on the capacity of local operators to provide a differentiated output and to raise the duration of tourists' presence in the area. The economic impact would also depend on the effects generated by the wide economic and social crisis on the consumption levels and patterns: according to national studies on the touristic demand in protected areas and natural parks (ECOTUR, 2009) only 17% of these areas have shown in the period considered (2008-2009) a demand downturn, which means a substantial stability of ecotourism in the economic crisis context. The area of Delta Po confirms this trend over the recent years.

Economic impact is not only limited to the direct effects on the local economy, but must also encompass multiplier effects on the regional economy generated by tourism

expenditures. According to an evaluation of the linkages between tourism and regional economies in Italy (IRPET, 2009), based on input-output multi-regional models, there is an increase of 78,03 € in regional GDP for each 100 € of tourism expenditure in Emilia-Romagna.

The potential of the territorial approach in the generation of a combination of environmental, economic and social effects is underlined in other contributions, as in analysis of the application of the Leader+ in UK (IEEP-CCRUC, 2006): of the 14 projects examined in England, 10 projects have had some success in delivering integrated objectives. A number of farm-based projects have sought to develop the links between sustainable land management and the production of quality local products. Such products can command a premium and therefore benefit farm incomes.

### **3.4. Some implications of the Delta 2000 case study**

#### **Institutional learning issues.**

The local development strategy was built over time not only by the LAG, but especially by a partnership of local actors, where the LAG is one important component.

Since Leader II a process of coordination was experimented linking some local entities, Province, Park, LAG and some municipalities. This encouraged and contributed to build a network among institutions and an integration of instruments and available funds.

The results achieved within Leader II, thanks to the 108 projects funded in the different fields and economic sectors relevant for the local economy, contributed to strengthen the development strategy with a consequent and significant positive impacts on territorial assets and the overall economy of the areas involved. Also, on the base of the successful results, the LAG structure itself was empowered (the number of partners increasing from 9 to 90 in the 2000-2006 programming period) and it acquired an inter – provincial character.

With Leader+, there was a shift toward a more systematic approach of policy-making orientated to valorising a marginal wetland area and its multiple components (environment, biodiversity, culture, history, traditions, economic activities, etc.) along with the aim of supporting the links between the population and economic operators.

In pursuing this objective, the LAG carried out a relevant activity in catalysing the action of local actors toward the Delta “resource pool” and in implementing a governance system articulated on the following levels:

- at local level, it created networks of local institutional actors and not;
- at regional level, it put them in relationship with the Regional Government;
- at European level, through cooperation, it established relationships between the territory in which it works and those characterised by similar wetland conditions, where other LAGs and operators work.

The inter-provincial character of the Delta 2000 LAG also contributed to the success of the strategy. This choice of governance has promoted territorial integration by valorising environmental attitudes and the local resources of both provinces. In the two Provinces’ areas, the management of the interventions by the LAG was therefore

able to strengthen the cooperation among institutions and economic operators, being also able to raise the awareness of territorial potentials. Moreover, the inter-provincial character has also fostered the competitiveness between the farms, in particular with regard to the farms on Ferrara's territory, which were less competitive and dynamic in comparison to Ravenna's ones.

The organization of the group based on an open and wide partnership allowed the spreading of new models of organization and good operative practices through the exchange of information and skills. This had a strong cultural impact, both on the methodology of implementation of these kinds of projects and on human capital, and determined a relevant growth of participants.

**Policy recommendations.** Three main policy recommendations emerge from the previous analysis. The first deals with the co-ordination issue and the possible ways to foster a combined use of policies and funds. This approach can work more effectively when promoted at the local level. These levels of co-ordination seem to be much more important than the EU or the national levels and seem to work even in presence of strong difficulties at EU or national level. So, for the future, an important issue for reflection should be how to ensure co-ordination at the appropriate levels. This also suggests that there is a strong need of co-ordinating funds at local level in order to meet the major policy challenges.

The second policy implication deals with the capacity of a local integrated approach to pursue these major environmental challenges. Health Check challenges could also be taken on board by the Leader approach, although this choice has been not greatly considered in the recent revision of regional RDPs.

The third policy recommendation deals with the role of specific policy interventions to foster learning processes at local/meso-level. The capability of designing and co-ordinating integrated development strategies needs specific and high-level expertise and the creation of networks. All these ingredients can be adequately promoted by public policies through training, technical assistance and constant support provided by highly specialised national networks. This kind of interventions goes beyond the traditional menu of EU measures.

**Implications for evaluation.** Impacts should be evaluated according to a new point of view, that considers those impacts arising from new forms of *relationships* among institutional-socio-economic actors and *combinations* of policy instruments or packages of instruments, by adopting a place-based and integrated (axis, measures and policies) approach. It is evident that evaluating usual aspects of Leader interventions (time spent to implement the different phases of policy, capacity of spending-rate of absorption, number of projects, jobs initiatives supported, etc.) cannot be sufficient. In this case, the Common Monitoring and Evaluation Framework (CMEF) indicators (inputs, outputs, results and impacts indicators) can respond and support the evaluation of Leader, provided that the evaluation activities are actually conducted by administrations and evaluators according to rigorous and creative methods which focus much more on processes (design, delivery, actors and roles and relations between them, integration of funds, governance capability, etc.) and economic and institutional transformations, rather than only on quantitative results. Several opportunities of deepen the evaluation analysis emerge, relative to the need of capturing in the best way the Leader approach specificities, of describing comprehensively the results and the impacts deriving from the interventions

implemented and also of going beyond the common evaluation questionnaire provided for by the CMEF.

The evaluation of processes - improvements of institutions, network, participation, empowerment, in other words the structural changes and the maintenance of socio economic improvements far beyond the programming time period within the societal and institutional system - can be carried out by using complementary methods of evaluation of qualitative and participatory nature. In combination with the more traditional ones, different tools of evaluation can be chosen: models for mapping and measuring the relationships and flow between different actors and organizations (network analysis), face-to face interviews with LAG managers and other actors involved in the networks and policy design and delivery, focus groups and other participatory evaluation tools, case studies, etc., that allow to contextualize the implementation of development strategy.

## 4. Annexes

### List of interviewees

Name	Affiliation	Role
Angela Nazzaruolo	LAG Delta 2000	General Manager

### References

Author	Title	Year
European Commission	LEADER teaching guide	1997
ECOTUR	6° Rapporto sul Turismo Natura, Edagricole Il sole 24 ore, Bologna.	2009
IIEP- CCRU	The Environmental Contribution of Leader+ in the UK, Final Report, April, Land Use Policy Group, UK.	2008
IRPET	Incidenza del turismo sull'economia regionale: stima del contributo effettivo ed esercizio di valutazione del potenziale, a cura di Stefano Rosignoli, Firenze	2009
LAG Delta 2000	Piano di Azione Locale 2000-2006	2002
LAG Delta 2000	L'attuazione del Piano di azione Locale Leader+. I risultati ed i progetti finanziati nel Delta Emiliano Romagnolo	2008
LAG Delta 2000	Piano di Azione Locale 2007-2013	2009
Mantino F.	"Local market and place based approach" – presentation in International seminar "Rural Development Policies and Processes in Brazil, China and the European Union: sharing experiences and good practices"; Rome 2-4 <sup>th</sup> of February 2010	2010
Mantino F.	"Typologies of Governance Models", Deliverable 3.2 RuDI Project	2009
Mantino F., Bolli M., Patrizia F., Tarangioli S.	"Report on Policy Delivery Systems and their relations with types of governance models", Deliverable D3.3 RuDI Project	2009
OCSE	"The new rural paradigm. Policies and governance"	2006
LAG Delta 2000	<a href="http://www.deltaduemila.net">www.deltaduemila.net</a>	