



FB 9 - Regione Puglia

Act 3.2 - Questionnaire

SQ1: how to face the vertical and horizontal administrative fragmentation of the Fortresses;

Fortresses vertical administrative arrangement:

All the stakeholders of the vertical and horizontal chain should be involved to define a strategy that makes use of the various resources, for which each of them is responsible, and to implement that strategy.

- subjects and functioning

The stakeholders of the **vertical** chain that play an administrative role for the castle of Gallipoli are the following:

Ministry of Heritage Cultural Activities and Tourism: acts through its peripheral body, the Department of Architectural and Landscape Heritage of the provinces of Brindisi, Lecce and Taranto. It may grant sponsorships for events and initiatives having a national or international relevance, high cultural, scientific, artistic or historical importance, also with tourism promotion purposes, but without lucrative nature. Possible source of funding.

Department of Architectural and Landscape Heritage of the Provinces of Brindisi, Lecce and Taranto: it is the peripheral organ of the Ministry of Cultural Heritage and Tourism, it carries out protection, preservation, conservation and valorization initiatives related to the architectural, artistic and landscape heritage. It performs the restoration and documentation of architectural heritage, disseminates information through cultural initiatives, often in partnership with public bodies, universities and the private sector. It carries out activities aimed at the use and valorization of state owned assets for which it's responsible. It's concerned with the licensing procedures of projects involving architectural and landscape assets.

In particular **the office in Lecce**, deals with the preservation and valorization of the architectural heritage carrying out directly the restoration by using funding from the Ministry, or by supervising restoration activities carried out and financed by other public and / or private bodies. It deals with the protection of buildings of special historical, artistic and architectural importance by taking part to the examination and investigation phase in the procedure to include them in the list of buildings subject to restrictions. Examines projects relating to properties under protection/restrictions

presented by public and / or private bodies. Investigates requests for funding and tax benefits for the restoration and preservation of properties under restrictions. Examines projects relating to interventions in areas subject to landscape conservation ties.

State Property Department:

The Castle is a State Property, granted to the municipality of Gallipoli every year. The State Property Department manages the **state properties** pursuing public interest objectives, by creating economic and social value. Originates from the division and transfer of the functions of the Ministry of Finance to the four Fiscal Agencies (Revenue, Land, Customs and State Property) established under the Legislative Decree N. 300/1999 which reorganized the Ministry of Economy and Finance. With the Legislative Decree N. 173/03, the Agency has developed into an Economic Public Body (EPE), ie an independent legal entity, still remaining a Public Administration, which in order to achieve its goals, makes use of organizational methods typical of the private sector. It is divided into a General Management (based in Rome), 16 regional departments (including the Regional department of Puglia and Basilicata), and other offices depending on the regional departments. The Agency's activities are supervised by the Ministry of Economy and Finance.

The Regional Department of Puglia and Basilicata has a regional headquarter in Bari and other locations in **Lecce** and **Matera**.

The municipality of Gallipoli:

The Castle, as State Property, was used as location of financial offices and as Finance Police Headquarters, which caused the alteration of some rooms of the castle to create offices and housing. After years of neglect, the Mayor of the Municipality of Gallipoli, Mr. Francesco Errico, wanted the restoration and reopening of the castle, for it to become again the symbol of the city, and to have a positive feedback in terms of image and economic development of the city of Gallipoli and its territory. Indeed, the presence of a renovated and vital castle due to the initiatives, events, and its social role, can attract a target of tourists who look not only for beautiful beaches and the sea, but also to discover the history of a land and to be involved in international events.

Given the constraints set by the stability pact, and the need for unavailable large sums of money to carry out restoration and maintenance interventions, the municipality has decided to entrust the castle to a Temporary Association of Enterprises (ATI) responsible for its partial restructuring in order to make it accessible, and its temporary management (for 5 years).

Although the castle is a State property, the Municipality has the rights to make a public notice and grant the castle to a private entity for restructuring and management, as the concession from the State Property Department to the City of Gallipoli is renewed annually.

The works carried out to date are not a complete restoration of the monument which would require a large amount of money, but are a first step in that direction. The restoration has been made in 2014: just six months after the concession (from January to June 2014), the ATI completed an impressive job by cleaning and securing the site and setting up a guided tour that aims to reconstruct the history of the city and of the ancient manor. All the works were made under the guidance of the architect Raffaella Zizzari.

The winner of the public tender is an "ATI" (Temporary Association of Enterprises) made up by Communication Agency "Orione" from Maglie, Museum System Cooperative from Perugia, Kalecò Cooperative, holding a smaller part of share capital and responsible for the tour guides.

The castle was opened to the public for the first time on **July 5, 2014**.

The current managers of the Castle of Gallipoli:

1) Today the Castle of Gallipoli is managed by the Communication Agency "Orion" from Maglie and the Kalecò Cooperative, with the overall coordination of Luigi Orione Amato, while "Museum System" Cooperative of Perugia has left the ATI. Today the castle offers a historical journey dedicated to the city, a visit of the interiors, with wide and beautiful glimpses of the bays. It's possible to admire the different architectural details such as the Ennagonale Hall, the Circular Halls with their echo effect, the women's gallery and the Arc of Tudor part of the previous entrance to the fortress.

Along with guided tours in the castle, the management intends to use it as a modern cultural venue making events and exhibitions at national and international level. During its first year (2014) a number of exhibitions and conferences have been carried out, guide books have been produced, and the opportunity to organize weddings has also been offered.

The logo of the Castle is very significant: "The Castle of Gallipoli - where cultures meet." The card "Friends of the Castle" has also been produced to promote an integrated approach to the use of the castle along with the wide cultural offer of the city of Gallipoli. The card is on sale at the ticket office of the Castle. The "Friends of the Castle" know in advance all the cultural initiatives to be performed in Gallipoli, they will have free entrance to the Castle and priority to rent the rooms of the castle, or to book guided tours, which can be customized on request.

Following a first meeting organized as part of the programme of the Adrifort project, the representative of the Orion Agency, Mr. Luigi Orione, has expressed its willingness to collaborate with the stakeholders of the SAC (Cultural and Environmental System) in an integrated logic, for the achievement of the Adrifort's objectives.

2) There is a part of the castle, called "Rivellino", an outpost of the defensive structure, which has been granted, under a State concession dating back to 1957 (which will end in 2015), to a private company called «Cinema teatri riuniti» ("United cinema and theaters ") which operates the other theatres of Gallipoli. Already used as arena for film projections, is now disused, and it's under a litigation procedure due to a project aiming at transforming it into a multifunctional hall equipped with a removable cover made by glass and wood. It is currently in a situation of neglect and decay, and requires restructuring.

- critical issues

Strengths:

The municipality of Gallipoli plays a dual role: it's part of the territory of the SAC "**Salento di Mare e di Pietre**", and it is the institution responsible for the castle. This condition is very important to pursue the goal of integrating the castle in the SAC project, **thus solving a major problem of horizontal fragmentation: the non inclusion of the castle in the SAC project.**

There is a turnaround from the neglect of the past: the castle has been abandoned until

recently (end of 2013). Lately the Municipality of Gallipoli has decided to restore part of the building, to contract it out to a private enterprise, expert on this matter, and open it to the public starting from the 5th of July 2014.

The present management body has already showed an approach that aims at integrating the castle with other cultural events which take place in the town of Gallipoli, by introducing the "Friends of the Castle **Card**". This card (individual and not transferable) can be purchased at the ticket office of the castle. The holders know in advance the cultural initiatives that take place in Gallipoli, have free entrance to the castle, have priority to hire the halls of the castle or to book guided tours (that can also be customized). This process of integration of the castle with the cultural heritage and events of the city of Gallipoli should be strengthened and expanded on a larger scale, involving the whole territory of the SAC.

Weaknesses:

1. Today there is a **lack in the process of integration of the Castle with the other assets of the SAC** (Environmental and Cultural Systems) "Salento Sea and Stones". Actually, the Castel is not included among the 23 assets representing nodes through which various activities of the SAC can be performed, and **the Castle is not enrolled - by the actors of the SAC - in playing an important role in the development process** both of the city of Gallipoli and of the entire territory of the SAC, with which it should be interconnected. A fact is that the castle has not been used (apart from the Rivellino) until recently, and that it was in a deep state of decay; in recent times we are implementing the first steps to obtain a trend inversion, through the renovation of a part of the castle, through the opening to the public and its granting to a private subject experienced in museum management. Those are important issues to be welcomed, but we need a further push to assign the Castle an important role in the territory development. **Through the Adrifort project, we attempt to take further actions meant to promote meetings between the SAC and the Castle stakeholders, that can solve these problems.**

2. From the above point 1 follows that today we haven't yet thought about assigning the castle of a hub role, which could provide suitable information about the possibilities of enjoyment related both to Gallipoli and to the whole territory of the SAC, such as environmental and cultural services, events, excursions. The added value of the Adrifort project is precisely that of fostering greater integration of the management of the castle with the rest of the territory, until it becomes a hub of all the information about events and news which require a strong echo to obtain an effective dissemination and promotion.

3. The lack of resources of the Public Administration.

4. The Castle needs further renovation interventions, for which we must raise funds. Public - Private Partnership could also be used, but it is definitely necessary to activate a virtuous circle of cooperation in the field of "vertical administrative organization", involving those who play an administrative role in the actions and decisions regarding the castle, which could increase the ability to raise the necessary funds to complete the restructuring and ensure that administrative processes to obtain authorizations do not suffer of critical slowdowns.

5. An agreement between the current manager of the castle and the stakeholders of the SAC about the functions that the castle could host has not yet been established.
1. At the moment, tenders for the identification of operators managing the cultural and environmental assets of the SAC have not yet been completed, this means that, based on the time required to complete the public procedures, these will be appointed no earlier than 60 days from the public announcements. Pending, many assets are managed by municipalities or by volunteers, who will be replaced by those operators identified through the abovementioned public procedures. Currently, our interlocutors are the mayors and officials designated for the implementation of initiatives related to the SAC. To date, the absence of private operators who will materially manage the assets of the SAC is to be considered a critical issue. At this stage, it is important to pursue a common view on the fundamental objectives related to the role of the Castle and to its integration in the SAC, which will then be better declined by the operators, once identified.

Opportunities:

1. The present project "Adrifort" is an opportunity, it focuses on the management of the castle and its integration with the SAC territory. Through this project it should be possible to integrate the functions of the castle with those of the SAC, and connect the various SAC's actors both horizontally and vertically.
2. As for the steps taken so far, the SAC "Salento Sea and Stones" is showing a real participatory approach (public and private actors took part in the workshops, thus implementing an integration both vertical and horizontal) and the strong intention to carry out a policy of integration of cultural and environmental resources, landscape, history, food culture of the territory. This participatory approach will also be extended to the castle through its integration in the SAC.
3. The opportunity to involve the private sector through a partnership with the public sector (PPP).

Threats:

1. Eventual failure of:
 - a. the process meant to assign to the Castle a hub role for the entire territory of the SAC, and to create a place of strategic importance for the sustainable development of the territory of the SAC;
 - b. the integration between the current private operator managing the Castle and the stakeholders of the SAC, specifically referring to the integration of roles and functions, in a logic of integrated environmental and cultural heritage management;
 - c. coordination between institutions and between institutions and individuals, with respect to the need of raising funds and proceed with the recovery and restoration, and of ensuring that administrative procedures do not suffer of critical slowdowns.

- Possible solutions

A) To overcome vertical and horizontal fragmentation, all the stakeholders will be involved in the decision-making process, with the goal of implementing a multi-level governance. To this end, we will proceed as outlined below. The meetings to be carried out with Agrifort project are intended to provide a substantial contribution to the vertical and horizontal integration, through the involvement and the interaction of the various listed stakeholders, so that they can operate in a synergic way. In this process it is important to identify a "facilitator" who plays a connection role among all the actors, supervises the organization of the meetings, speeds up the decision making process, fosters the arrangements among actors.

The coordination of the actions carried out by the various institutions and social components will be of critical importance, according to the subsidiarity principle. Therefore in the decision-making process the "public" (meaning citizens, associations, etc.) will be involved, to play an active role in the planning process with the mentioned stakeholders, through a full participatory approach.

It will be critical to favor, with the help of a facilitator, a spirit of full cooperation and trust between the various participants, who will have to work together for the common good.

Everyone will be asked to identify and share the strengths and weaknesses of the system, to express ideas, priorities, organizational proposals and recommendations, which will be transformed into an action plan.

The result will be a greater awareness of all actors at different levels, share a common vision, give a broader support both to the governance model that will be agreed upon at the end of the participatory process and to those responsible to implement it.

This sharing process is very important, considering that one of the objectives of Agrifort is to ensure that the governance favours a process of socio-economic development, in a perspective of sustainability and subsidiarity, where the castle plays an important role.

This participatory approach will also make it easier to activate self-sufficiency processes, which should allow the autonomy and independence of the castle -while carrying out its functions - from municipal/public funds,.

B) Involve the same stakeholders of the SAC in the decision making process regarding the role that the castle could play for the benefit of the whole territory of the SAC, in order to integrate the castle's functions with those of the other 23 SAC's assets, reconciling each **role** and **addressing another issue related to the horizontal fragmentation**.

The castle has various and countless potentials, it is a focal point of attraction, located in a place visited by a large number of tourists, where a wealth of information can be conveyed covering the entire territory: the SAC with its features and its events; the park and its events; the city of Gallipoli and its neighbourhoods and their events; point out where to find typical products and handicrafts and how to reach them (in order to enhance their market opportunities); where are unknown and full of charm remote areas and which services are available to reach them; the cultural, environmental, tourism services available; entertaining services for the elderly, disabled, children provided in the whole SAC's territory, and so on.

The interaction between those who will handle this information in the castle and those who will provide these services, using the castle for their promotion to a wide audience, will be very important.

But the castle can also be a vehicle of information and cultural values, for example of the concept of sustainable tourism; some parts of the castle could be used for social goals or as an entertainment

place for the elderly and the children. All this must be decided through a process of **co-planning**, as better described below.

Fortresses horizontal administrative fragmentation:

- subjects and functioning

Usually the cultural assets of a territory belong to different entities, they could be valorised through an integrated management approach. In this specific case the castle of Gallipoli should be part of a system of cultural venues along with the other 23 of the SAC. All the stakeholders involved in the management of the SAC should interact to make decisions that concern the castle of Gallipoli.

The stakeholders of the **horizontal chain** who for various reasons play or may play a role in the decision making process regarding both the castle of Gallipoli and the SAC, are described below. It might surprise that the Region, the Province, the GAL, the stakeholders of the SAC have been represented as part of the horizontal rather than the vertical chain.

The explanation of this is that they, especially the first two institutions, are considered here part of the horizontal chain as partners in a project aiming at the development of the territory (therefore here we are not referring to their role in the authorization or administrative processes) to which they may contribute using different tools or resources, for instance the Region can provide funding for the implementation of various interventions which, like mosaic tiles, one after the other can contribute to the implementation of the development strategy; or they may be "facilitators" in an ongoing process, as is the case for the Adrifort project.

In particular the stakeholders of the **horizontal** chain that play an administrative role for the castle of Gallipoli are the following:

Puglia Region. Partners of the project "Adrifort". Technical direction and financier of the SAC. Possibility of further funding. Possibility of activating synergies with the Regional Tourism and Territory Departments. Possible partners: the councillor Angela Barbanente: Vice President, delegated to the Territory Quality - Spatial Planning, Cultural Heritage, Urban Planning, Housing Policy; the councillor Professor Silvia Godelli: responsible for the Tourism regional Department; the Director of the "Policies for the Promotion of the Territory, Knowledge and Talents", Dr. Francesco Palumbo, and his staff, which head the Adrifort project and the Apulian SAC.

The regional Agency Pugliapromozione: it's the operating arm of the Tourism regional Department. It's responsible for implementing the policies of the region in the field of tourism promotion on national and international markets. It contributes to the implementation of the regional programs and decisions regarding sustainable and integrated development policies, pivoting on the values of hospitality and quality, and operates in conjunction with the system of the **provinces** and **municipalities**. It coordinates the activities of the IAT network (IAT ie the offices of Information and Tourist Assistance) and of the ProLoco system.

Province of Lecce: the Province has an institutional role on the issues of tourism, environment, landscape, according to the recent innovations (the Provincial Council was elected on October 12th, 2014, according to the indications of the law n. 56 of April 7th, 2014; The Provincial Assembly is made up of 97 mayors of the municipalities of the province). It is one of the partners of the SAC (Environmental and Cultural Systems). It may be a partner of future projects relating to the castle and the territory.

All the partners of the SAC (Environmental and Cultural System) called "Salento di mare e di pietra" (Salento made of sea and stones). The SAC is an initiative funded by the Apulia Region, with the Actions 4.2.2 and 4.4.2 of the Axis IV "Enhancement of natural and cultural resources for attractiveness and development" of the Multiannual Implementation Programme of the OP ERDF 2007-2013.

Partner of this SAC are:

- 14 **municipalities** (**Gallipoli**, Alliste, Aradeo, Collepasso, Matino, Melissano, Neviano, Parabita, Racale, Sannicola –Lead Partner-, Seclì, Taviano, Tuglie),
- the **Regional Natural Park** of St. Andrew Island and Punta Pizzo Coast,
- the Province of Lecce**,
- the 'University of Salento**
- the **Local Action Group (LAG)** "Serre Salentine".

This SAC includes setting up cultural services in museums, libraries and palaces, educational workshops regarding the history and the resources of the SAC's territory, services for cyclists. All of them provided in the 23 cultural centers of the SAC, as identified by the partners. A governance unit manages the SAC

according with a programme shared by the partner's network, with the aim to manage the cultural offer of the territory in an integrated, efficient and sustainable way. **One goal of the Agrifort project is to create a synergy between the castle and the 23 cultural venues of the SAC, and their role.**

In particular the University of Salento can provide specialist support through teachers / experts from various faculties on issues of the Agrifort project such as tourism, environment, landscape, sustainable development (note that for instance "Literature, languages and cultural heritage" organizes courses degree on cultural and archaeological heritage; "Economics" has degree courses on management of tourism and cultural activities; "Mathematics, Physical and Natural Sciences", Department of Biological and Environmental Sciences and Technology has degree courses like science and environmental technology, environmental science, laboratory of ecology and landscape). The University of Salento is already partner of the SAC "Salento e Mare di Pietre"; it may be a partner for future projects that relate to the castle and the territory.

To the **LAG (Local Action Group) Serre Salentine** belongs the municipality of Gallipoli. As well known a Local Action Group is composed by public and private entities, generally a consortium, whose major mission is to encourage local development focussing on rural areas, according to a local action plan (PAL); LAGs are run using financial contributions, the majority of which are granted by the European Union and by the European Agricultural Guidance and Guarantee Fund. One of the levers to the development is sustainable tourism. The LAG Serre Salentine represents therefore one of the stakeholders to be contacted.

Specifically the LAG Serre Salentine includes 14 municipalities located in the central-western strip of the province of Lecce that goes from the Ionian Sea to Serra Casarano, namely: Gallipoli, Alliste, Casarano, Collepasso, Galatone, Gallipoli, Matino, Melissano, Neviano, Parabita, Racale, Sannicola, Taviano, Tuglie.

It's worth noting that the area of the LAG embraces most of the territory of the SAC, in fact apart from and Aradeo and Seclì (that are in the SAC but not in the LAG) and apart from Casarano (which is in the LAG but not in the SAC) all the other municipalities are the same.

In addition to the parties mentioned so far, **other possible parts of the horizontal chain** are the other subjects who participated to the creation of the SAC's idea and are taking part to its implementation, some **having a strictly administrative role** (the political part of the municipalities and the municipal technical staff) **and having a participatory/advisory role** (private stakeholders who took part to the public consultation or to the of participatory planning laboratories of the SAC): public administrators, municipal technical staff, designers, librarians, architects, programmers but also associations and citizens that have worked together to define in detail the steps towards the integrated valorization and management of the whole SAC system, based on planning, equipping and organizing libraries and museums, and laboratories related to the history of the territory and the culture of the SAC, providing support services to the cyclists' mobility.

Among the technical staff of the SAC: Luisella Guerrieri, one of the SAC's managers; librarians and technical staff of the municipalities of the SAC's territory such as Dr.ssa Paola Renna and Ing. G.Cormone officials in the town of Gallipoli; Maurizio Manna responsible of the NGO Legambiente in Gallipoli as well as of the services supplied in Gallipoli's park; associations and cooperatives responsible for the management of the cultural centres of the SAC such as the Association Emys who run the cloister of San Domenico in Gallipoli, or the Cooperative AMART which manages some cultural assets in Gallipoli (the Civic Museum, the Municipal Library, the hall Coppola and the Theatre Garibaldi in Gallipoli), etc. The subjects that will manage most of the cultural centres of the SAC will be identified in the coming months through public procedures.

Part of the horizontal chain, but without having an administrative role, can also be:

Experts on topics such as: Web Communication and Multimedia; Web project management; social media managerment Communication and Media Strategy; Press; Area Promotion, Exhibitions and Events; Sustainable tourism; Sustainable development; Local marketing.

The private sector for a partnerships aimed at financing new restructuring of the castle or managing activities aiming at relating the castle with the SAC.

- Critical issues

All the strengths and weaknesses mentioned above referred to the vertical fragmentation, also apply to the horizontal fragmentation, in addition to which the following should be added.

- Possible solutions

All the solutions mentioned above referred to the vertical fragmentation, apply to the horizontal fragmentation, in addition to which the following should be added. Invite to the meetings, to be held within the Adrifort project, **actors from the private sector** that might be interested in establishing a partnership to implement further restructuring of the castle and/or for the organization of events/services that give visibility to the castle and the environmental and cultural system called "SAC Salento di Mare e di Pietre".

Because the governance of the cultural heritage is often fragmented among different levels of government, and because of the lack of funds to intervene effectively, these assets are constantly under the threat of neglect and undergo to a gradual estrangement from the role of the country's economic engine.

The public-private partnership can make a contribution to the solution of these problems, as long as the innovation process of the management and promotion of the cultural heritage is based on an

integrated and participatory approach, as we have learned from successful experiences made in recent years.

SQ2: how to improve the partnership with private party during the processes of fortress re-use;

- Applicable administrative and legal tools (short abstract)

The Public Private Partnership (PPP) generally refers to the cooperation between public administrations and enterprises either to finance the construction, or renovation, management or maintenance of infrastructures, or to provide public services; in many cases incentives are available to encourage private operators to assume the risks related to building complex works or performing services.

In the current difficult economic and financial conditions that our Country is experiencing, which result in a low investment capacity of the Public Administration, the public-private partnership can represent an important solution to maintain and improve the functionality of public infrastructures and to provide public services.

In fact, in recent years the use of various forms of PPP has grown considerably, as confirmed by recent figures from the “National Observatory of Public - Private partnership”. The data show a significant increase of the PPP market in the period between 2002 and 2011, when the number of tenders go from 339, amounting 1,4 billion euro in 2002, to over 2,800 tenders, amounting 14 billion euro in 2011 (Refs: “Ten Years of PPP in Italy - Project Financing- National Observatory, Report” promoted by Unioncamere, Dipe- UTFP - CRESME; “Return to grow: priorities for the development of local economies” - Unioncamere Report 2012).

In recent years the occurrence of PPP has developed in many areas of the public domain, such as for the construction of infrastructures in the field of transport, public health, education and public safety, but also in the cultural heritage sector, both for the provision of services and the construction or renovation of infrastructures. This increasing reliance and recourse to the private-sector contributions indicate the willingness to redefine the model of public intervention, starting with the recognition of an active role (and competencies) of the private, traditionally confined to simply be a contractor or a supplier.

Regarding the Italian legal and administrative framework it is very complex, as a result of various changes occurred in the past 30 years: some articles of the **Constitution** refer to the PPP; the **Code of Cultural Heritage and Landscape** "Legislative Decree n. 42/04"(so-called Urbani Code) and subsequent amendments; the **Legislative Decree No. 163/06** (Code of public works services and supplies, so-called Contracts Code) and subsequent amendments along with the Regulations for its implementation **DPR/2010**; and some articles of the **Civil Code**, just to name some of the most important rules. There are also many other rules that have intervened to change single articles of the quoted laws. The result is a concept of PPP which **includes a wide range of models of cooperation between public and private sectors**, aimed at the construction of public works and public utilities or to the management of related services.

This matter has been addressed in depth in the replies to questionnaire 5.3 to which we refer for further information.

The **expected benefits** are:

For the public savings on the expenditure for public investments, optimization of operating costs, reduction of their responsibility, increased number of infrastructures and services, in some cases cutting of the costs for planning, improved efficiency both of services and of the use of cultural assets.

The private sector can rely on infrastructures or services provided in response to a public demand, therefore their need can be easily identified and predicted; it also generates stable cash flows. In some cases there is the opportunity to intervene at a preliminary step, for instance at the project phase, which can represent an incentive for the private operator who, relying on his ability, can improve efficiency and costs for implementation (by reducing the execution times, for example). The private operator benefits by entering into a typically public field of intervention, because he takes advantage from a stable market demand.

Other expected benefits in general:

- the combination of a public interest (social utility) with a private interest (profit), is an important condition to achieve the expected cash flows;
- Efficiency and effectiveness, timeliness and methods of implementing the project;
- Transparency, due to the number of ex-ante, ongoing and ex-post controls that are activated in these operations.

On the other hand, it's critical to make sure that the public-private partnership secures the following guarantees:

- ensuring that the subjects or companies that set up the PPP are reliable and with strong expertise;
- ensure that the procedure to identify the private party is clear and respects the principle of competition
- giving priority on the economic and social benefits;
- paying attention to reducing the environmental impact;
- ensuring that there is a reduction of the risks for the PA and that the risks are assigned according to the ability of the two subjects (public and private party) to manage the risks they are responsible for.

The concept of PPP requires that the Public Administration carries out a feasibility study (FS), according to the rules laid down by Article 14 of the Presidential Decree n. 207/2010. The FS aims to transform a project idea into concrete investment proposals based on the evaluation of the tools, techniques and resources necessary to carry out a specific project.

It identifies the best technical, organizational and financial solution through the assessment of the costs and benefits attainable over time, of the risks associated with the project, the consequences of the failure to achieve the project objectives. Finally it allows to address the choice either to the traditional forms of public procurement or to the PPP.

Along with the FS, the PA should make the Cost Benefit Analysis (CBA), to assess the advantages and disadvantages of making an investment, on the basis of the objectives to be achieved, and the Analysis of Financial Feasibility (AFF) to highlight the attractiveness in the marketplace of the services to be provided.

The final step that the administration must take in order to decide in favour of the PPP or not, is the "PPP test, ie a series of tests aimed at identifying the actual opportunity and advantage for the PA to build the infrastructure with the PPP schemes.

The primary objective of the PPP test is to detect the presence of the necessary conditions for the use of the PPP schemes, such as the existence of transferable risks from the PA to the private party,

the organizational ability and know-how of the grantor PA to manage the PPP procedures, the possibility to introduce payment mechanisms related to the qualitative and quantitative levels of the services performance, and if there is the actual possibility of varying the tariffs according to the services to be provided.

- Potential partners profile

The Castle of Gallipoli is currently managed by a private body, a Temporary Association of Enterprises (ATI), whose composition and activities have been described before. Before it has been said that there is the need to carry out other recovery interventions both of the Castle and the Rivellino. We also said that to implement the integration of the Castle with the SAC "Salento made of Sea and Stones" it is essential that the private body in charge for the management of the castle collaborates with those who will manage the other assets of the SAC, so that the castle becomes as a "sounding board" for all the initiatives that will take place within the SAC territory.

Today the private bodies that should interact with each other and with public institutions are:

- the ATI who currently manages the Castle
- the Manager of Rivellino
- Emys Association which runs the cloister of S.Domenico
- Amart Association that manages other cultural assets of the town of Gallipoli
- The subjects who will manage the various assets of the SAC (to be identified through call for tenders in the next months)
- The subject which runs the Park, ie the NGO Legambiente
- Any other subject willing to invest

In addition to:

- Any other interested parties willing to operate with the network (eg. Pro-Loco, IAT, etc.)
- Other private subjects
- Active citizenship

- Social and economic expected goals

The establishment of a governance based on the integration of environmental and cultural resources (SAC), on the key role of the castle inside the SAC, on public-private partnerships, should exert positive social and economic impacts. This is confirmed by many recent case studies described in the literature, which show that despite the structural crisis of the modern economies and the difficulties caused by the strong reduction of public investments, the cultural sector proves to resist, especially in terms of demand and participation, ability to create new experiences and events, as well as attitude to generate social networks which have become one of the main factors of competitiveness. Cities and territories that understand the importance of these dynamics and are able to take them into account within their strategic planning, based on a participatory approach, resist better to the crisis and create the conditions for relaunching their economies.

It can also be observed that in recent years, with the reduction of investments by the public sector, a growing number of PPP projects have been established involving public administrations and private partners. The latter are represented by joint enterprises, foundations, associations, etc. where the private entity invests its economic resources and / or is responsible for the management. Many of these experiences are proving positive not only for the direct economic returns they produce but also for the positive effect of a range of indicators, both quantitative and qualitative, involving the territory and the community, ranging from the renovation of entire parts of the territory to the

creation of numerous related economic activities involving private operators, to the diffusion of a creative cultural atmosphere accessible to an increasingly large part of the population.

The concrete experience of recent years shows that many successful cases are based on integrated planning among various levels of government and between the latter and the private sector, as well as on a strategic and participatory approach to governance focussing on cultural, historical, artistic, assets integrated with landscape and environmental assets; this mix proves to be able to boost the development of cities and wide territories, and represents a path towards a civil and economic growth, that can help make the local context more attractive and vital also for tourists.

Triggering such a process carries a number of advantages in the long term as:

1. a private management of cultural assets would ensure its self-sufficiency.
2. the involvement of the local community in the organization and management of initiatives, should lead to a positive social impact
3. focussing on cultural heritage as one of the important factors for local development would be a good starting point to get the funding opportunities of the next programming cycle of EU funds for 2014-2020.

In short, a virtuous circle is established with the reuse of the cultural asset, its protection, maintenance, and economic and social benefits to the community.

- Critical issues

1. Among The most frequent obstacles to the implementation of PPP are:

- inadequate expertise of the public sector in terms of procedures and implementation of the PPP. The PA may find it difficult to find the right contract that best meets the needs of the parties; or to use the Public Sector Comparator (a methodology which through a monetary comparison evaluates the advantages coming from the management carried out by third parties through PPP, with the advantages coming from direct management); or to transfer part of the risks from the PA to the private party.
- lack of public funding due to budget constraints;
- complexity of tender procedures;
- lack of private operators willing to make a PPP, either alone or by joining more companies (joint venture, consortium, etc.);
- negative effects of the financial crisis

2. In general in Italy there are an increasing demand, a capital endowment among the most significant in the world, and at the same time a collapse of investments of the PA in the cultural asset sector. Therefore the need to explore partnerships with private entities (profit and non profit) is becoming increasingly clear.

Despite the legal provisions, in practice, especially in the field of cultural and environmental assets, the participation of the private is still rather limited in Italy. The reasons for this limit are to be attributed on the one hand to the existence of regulatory constraints, eg relating to the pricing policies (subject to changes in legislation or to the opinion of the Regional Tickets Committee), the limits due to the fee for issuing (part of the ticket price is withheld by the grantor); on the other hand even when there are no such constraints, there is a certain inertia in activating forms of PPP, even where cultural assets, valuable or less, are not subject to a specific government attention.

This is the case of many places which are abandoned or marginal, without any valorization or promotion to the general public. The involvement of private companies (having them greater

autonomy and responsibility) could provide more guarantees about the implementation of policies to valorise the cultural heritage according to efficiency and effectiveness criteria.

As already mentioned these policies can rely on greater levels of self-financing, attainable by increasing income sources and through a better control on operating costs.

In order to encourage private participation, a comprehensive and thorough verification of the economic-financial-operational sustainability of the process of cultural heritage valorisation would be of crucial importance, to be carried out as a prerequisite before involving both the various public entities and potential private partners interested to give a contribution to local development (such as bank foundations, associations, trade associations).

This would create the conditions to support the start-up of cultural enterprises (profit and non-profit) and new jobs.

- Possible solutions

1. Encourage the various forms of partnership of the PA with the private sector (profit and non-profit) to:

- diversify sources of investment and provide support to government action in the cultural sphere;
- adequately respond to the needs of the public by increasing the opportunities for use of cultural assets and raising the quality of the services provided.

2. Include the cultural policies into a more general process of economic and social innovation

3. Promote the culture of integrated and participated planning as well as the methods to check the economic-financial sustainability of the investments to the various levels of government and the private sector.

This should be a pre-condition for the allocation of EU funds to finance investments, and should be an item of competitiveness among territories.

SQ3: Present best or comprehensive model to get better Fortress Governance;

- actors

- structure

- political legitimacy:

- stakeholders relationships functioning

- functioning of the relationship with higher government levels

- administrative tools

All these topics have been dealt in the above part of the questionnaire

SQ4: relevant experiences in the specific field of Fortresses Cross border multilevel governance.

On this subject, currently we do not have information.