

E1.3.1. TRANSNATIONAL STRATEGY OF THE WAYS OF SANTIAGO THE SPACE OF SUDOE

ACTIVATION OF
CULTURAL AND NATURAL
RESOURCES IN THE
WAYS OF SANTIAGO IN
SOUTHWEST EUROPE



Agence française
des chemins
de Compostelle



Interreg
Sudoe



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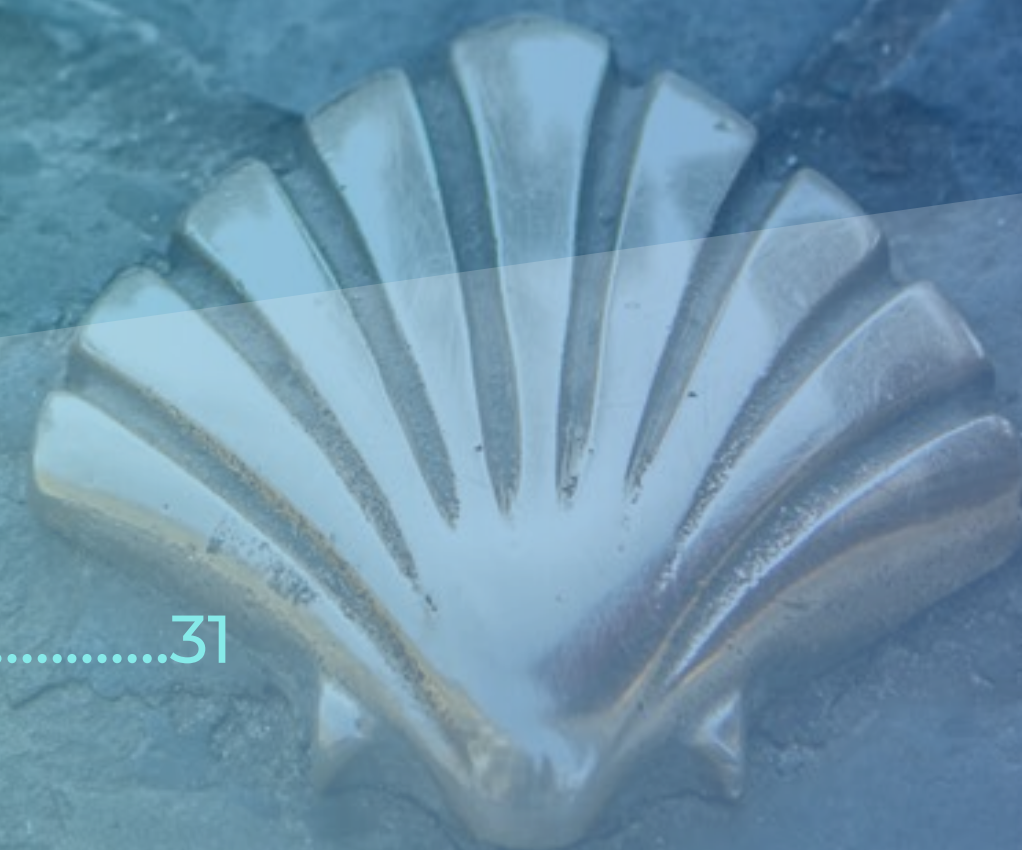
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1. The project

The UlteiaSudoe project is a transnational cooperation initiative focused on the valorization of the cultural and natural heritage associated with the Caminos de Santiago in the SUDOE region (southwest Europe). Its main objective is to promote the socioeconomic development of rural areas through innovation in tourism management and the promotion of sustainable and experiential tourism.

KEY OBJECTIVES

- Identification and enhancement of little-known tangible and intangible heritage resources along the Caminos de Santiago.
- Development of innovative tourism products that integrate the local cultural, natural and gastronomic heritage enriching the pilgrimage.
- Promotion of deseasonalization and deconcentration by promoting the flow of visitors throughout the year and to less crowded areas, thus distributing the economic impact and reducing the pressure on the busiest points.
- Citizen participation and collaborative governance with local communities, businesses and public administrations for the planning and management of activities ensuring an inclusive and sustainable approach.
- Digitalisation and accessibility: Implement digital tools to improve promotion, booking and visitor experience, making the Caminos more accessible and inclusive.

2. Key Ideas

- The Caminos de Santiago de Compostela are an extensive network of pilgrimage routes in France, Spain and Portugal that cross a wide variety of cultural landscapes in southwestern Europe.
- Pilgrimage has a positive impact on the territories it crosses, facilitating cultural exchange, economic activity and the permanence of the population in rural areas.
- The homogenization and industrialization of the services and products offered to the pilgrim implies a loss of the values of diversity and authenticity of the Caminos.
- The promotion of diverse natural and cultural values, authentic and original local products will bring a diverse and deeper experience to the pilgrim improving the attractiveness of the territory and the repetition of the visit.

3. Analysis

1. PREVIOUS STUDIES

<https://caminolebaniego.sharepoint.com/sites/ULTREIA/SitePages/CollabHome.aspx?ga=1>



- Socio-economic context
- Vulnerability to climate change
- Accessibility and inclusivity

2. TRENDS IN POSTPANDEMIC PEREGRINATION

3. TOURIST COMPETITION OF THE WAYS OF SANTIAGO

4. ANALYSIS TOOLS



- PESTEL
- SWOT
- PORTER
- CAME



STRATEGY

3.1. PREVIOUS STUDIES

• SOCIO-ECONOMIC CONTEXT

- The Caminos mostly pass through rural areas.
- Depopulation and ageing of many rural areas crossed by the Caminos.
- Low population density and loss of basic services in rural areas. The Caminos help maintain population and services in the territory.
- Economies based on the primary sector in rural areas. Diversification comes hand in hand with the tertiary sector: Tourism.
- High dependence on tourism as a local economic engine, with strong seasonality.
- Positive impact of the pilgrim: higher average expenditure and revitalization of local economies.
- Growth of rural accommodation and tourist services in emerging sections.
- Territorial inequalities in digital access, youth employment and reception capacity.

• VULNERABILITY IN FRONT OF CLIMATE CHANGE

- Climate change projection scenarios predict an increase in temperatures and changes in the rainfall regime.
- These temperature scenarios pose a risk of thermal stress in pilgrims and other situations such as prolonged droughts, fire risks and soil damage.
- The increase in temperature may imply an alteration of the tourist seasonality which may be an opportunity for deseasonalization.
- Increased costs in air conditioning of accommodation.
- Changes in the flora and fauna of the Camino environment. Loss of biodiversity and the emergence of invasive species.

3.1. PREVIOUS STUDIES

• ACCESSIBILITY AND INCLUSIVITY

- Increasing awareness of the need for universal accessibility.
- Persistence of sections and difficult environments for people with reduced mobility.
- Lack of unified and reliable data on the accessibility of services.
- Lack of fully adapted accommodation and equipment.
- Frequent need for support or special equipment for some pilgrims.
- Local Initiatives: Existence of specific projects that facilitate inclusion.
- Training deficit in the sector to meet various needs.



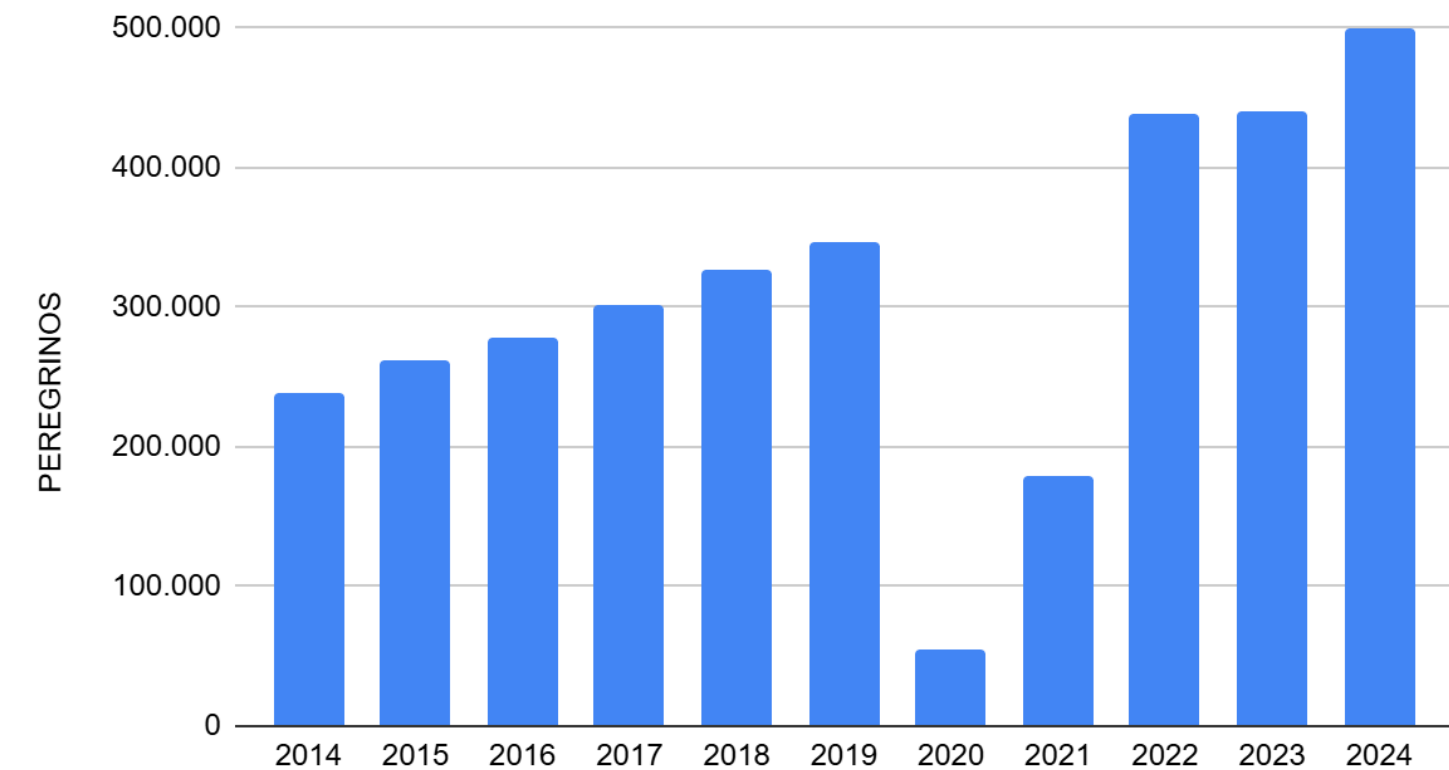
3.2. TRENDS IN POSTPANDEMIC PEREGRINATION

- Increased social need to travel. Pilgrimage has increased markedly
- Changes in mobility patterns: the rise of national and local tourism
- Preference for safe, outdoor and low density environments
- Accelerated digitization: apps, online bookings, electronic credentials
- Revaluation of the Way safe destination and as a space of health, introspection and nature
- Territorial inequalities persist in the recovery and adaptation of services

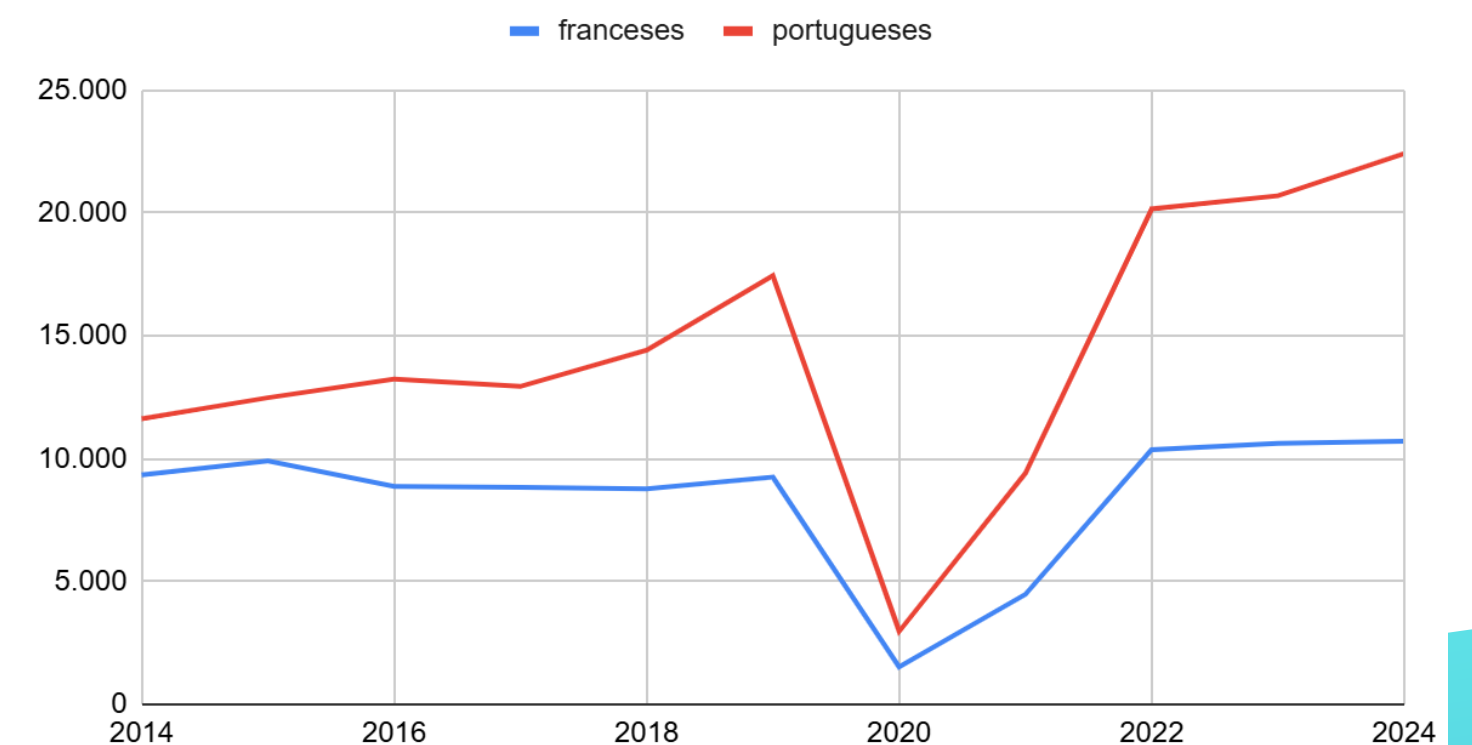
Details of the Pilgrim's Office

<https://oficinadelperegrino.com/estadísticas-2/>

evolución nº PEREGRINOS 2014-2024



franceses y portugueses 2014-2024



3.3. TOURIST COMPETITION OF THE WAYS OF SANTIAGO

- Diversified European offer: cultural capitals, alpine nature, coasts and thematic leisure
- Rise of adventure destinations, wellness, ecotourism and deep cultural immersion
- Growth of slow tourism and interest in rural and authentic environments
- Increased attractiveness of exotic or lesser-known destinations outside the traditional circuit
- Competition with more comfortable and accessible leisure options for wide audiences

3.4. ANALYSIS TOOLS

PESTEL

POLICY

- Diverse but unequal institutional support across regions and countries.
- Lack of strong inter-administrative coordination.
- Participation in European territorial cooperation programmes.
- Lack of harmonised legislation for transnational cultural and pilgrimage routes.

ECONOMY

- Important local economic impact linked to pilgrimage tourism.
- Vulnerability in the face of economic or health crises (such as COVID-19).
- Possibilities of economic innovation around rural, cultural and spiritual tourism.
- Territorial inequalities in investment and development of services.

SOCIAL

- Ageing and depopulation of rural areas.
- Growing interest in tourism with meaning, spiritual and connection with nature.
- Opportunity to strengthen the local associative fabric and the transmission of intangible heritage.
- Need to sensitize the local population about the patrimonial and economic value of the Camino.
- Increasing relevance of universal accessibility as a right and factor of social inclusion.



LEGAL

- International recognition of World Heritage
- Need for coordinated legal frameworks for the protection, use and management of the route.
- Insufficient common rules on accessibility and sustainability at European level

ECOLOGY

- Increasing sensitivity to the environmental impact of tourism.
- The Camino can act as a green infrastructure that connects ecosystems.
- Threats from climate change: fires, torrential rains, heat waves

TECHNOLOGY

- Increasing use of digital technologies for planning, information, monitoring and promotion.
- Low connectivity in some rural sections.
- Potential for the development of accessible technological solutions for persons with disabilities

3.5. ANALYSIS TOOLS

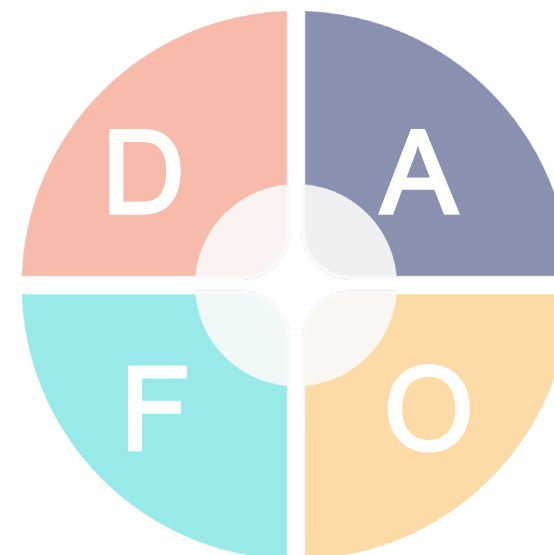
SWOT

DEBILITIES

- Irregular maintenance of the routes.
- Absence of long-term conservation and recovery plans.
- Associated cultural goods frequently closed or unused.
- Naturalized tracks sometimes inaccessible in adverse weather conditions.
- Lack of common standards in universal accessibility and inclusiveness of the Caminos
- Lack of structured information on water points, rest and accessibility.
- High seasonality, leading to:
- Limited accommodations out of season or in areas with a lower density of pilgrims.
- Saturation of municipal services in peak demand.
- Lack of reliable tools to measure and analyze flows.
- Low density and population aging in rural areas.
- Little social recognition of the value of the Camino as a World Heritage Site.
- Poor coordination and transnational governance.
- Absence of effective networks between service providers.

THREATS

- Vulnerability to the effects of climate change.
- Over-reliance on public administrations.
- Distortion of experience by massification or commodification.
- Lack of regulation on quality and accessibility standards.
- Competition between itineraries without a cooperative vision.
- Offer from other competing destinations
- Continued rural depopulation and loss of basic services.
- Risk of loss of intangible assets.
- Slowness in shared decision-making between countries.



STRENGTHS

- Great cultural and landscape wealth associated with the Camino.
- Millennial historical tradition, differentiating with respect to other GR.
- Recognition as World Heritage (in some sections).
- Diversity of landscapes and cultures, cohesive by the Jacobean story.
- Potential as a green, cultural and spiritual connector.
- High specialization in services to the pilgrim.
- Ability to activate new rural economies.
- Consolidated international interest.
- Positive socio-economic effects.
- Diversity of actors involved.
- Synergistic potential of ongoing European projects.
- Existence of accessibility initiatives (albeit dispersed).

OPPORTUNITIES

- Increased interest in pilgrimage and slow tourism.
- Demand for transformative experiences
- Search for authentic and sustainable experiences.
- Digitization and entrepreneurship as engines of modernization.
- European recommendations for sustainable and accessible tourism.
- Revaluation of rural areas and local products.
- Institutional interest in territorial cohesion.
- Possibility of regulatory harmonisation on sustainability and accessibility.
- Potential to position themselves as inclusive itineraries of reference at European level.

3.6. ANALYSIS TOOLS

PORTER: Competition from other destinations

RIVALITY BETWEEN COMPETITORS

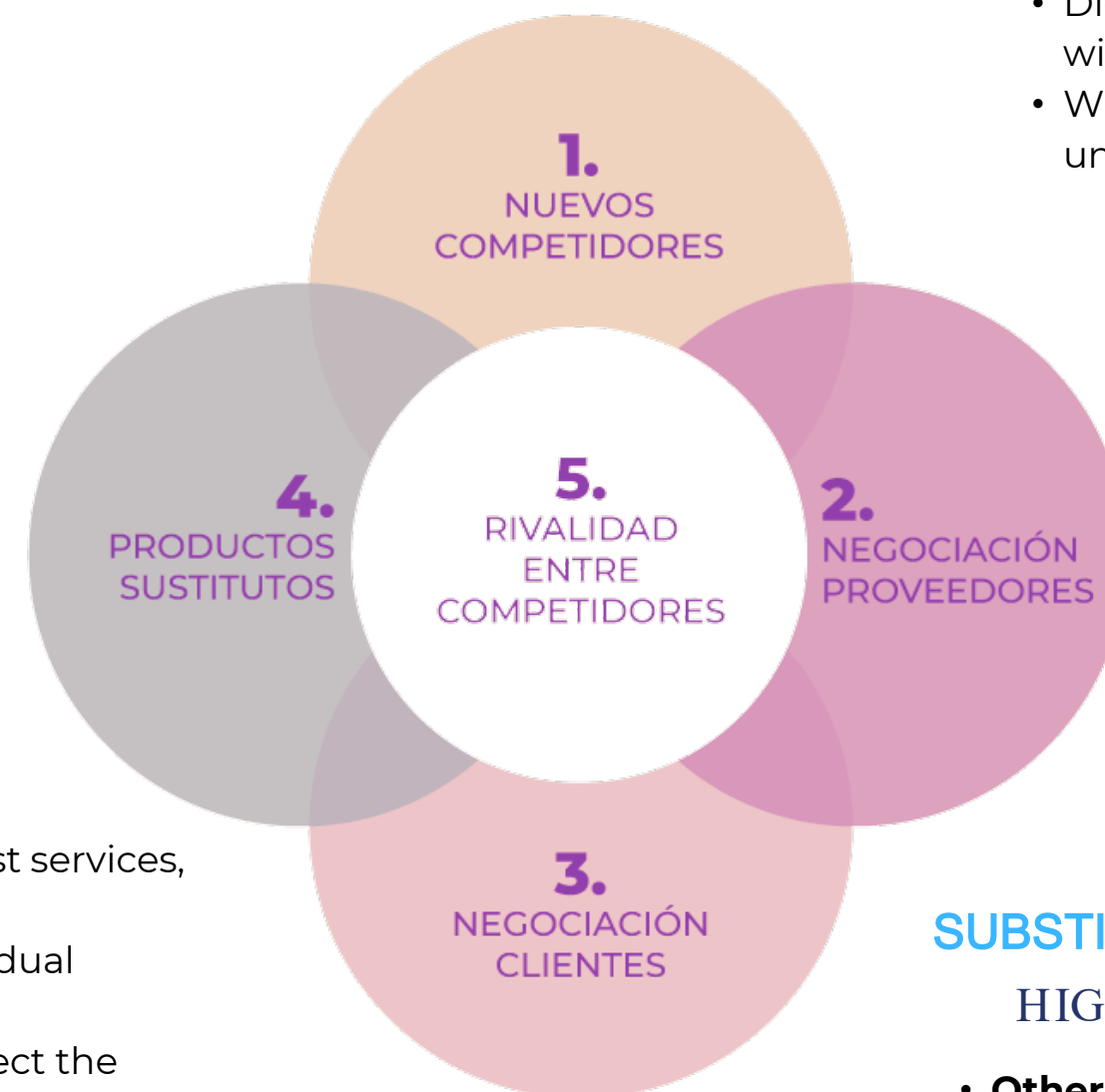
HIGH (growing)

- Increase in the number of **other cultural itineraries and pilgrimage routes**, competing for resources, visibility and interest of pilgrims/tourists.
- **Rural and experiential tourism** booming, with many destinations trying to replicate or attract CaS audiences
- In some sections, **territorial or political rivalry** between regions to attract pilgrims or highlight their heritage.
- Lack of a **joint and differentiating strategy** can cause CaS to lose their dominant position.
- Saturation at specific stages can negatively affect your reputation.

SUPPLIERS

MEDIUM (fragmented, but key)

- **Key suppliers:** accommodation, catering, transport, tourist services, guides, heritage entities, hospital volunteering.
- **High fragmentation** of suppliers, which limits their individual bargaining power, but also makes coordination difficult.
- **Risk of inequality** in the quality of services, which can affect the pilgrim's experience.
- In sparsely populated areas, local providers may have **a de facto monopoly** on basic services, increasing or limiting supply.
- Lack of **generational renewal and lack of professionalization** in part of the sector.



NEW COMPETITORS

MEDIUM (moderate, but with potential)

- The creation of **new routes** (by local or ecclesiastical promotion) may fragment the flow and blur the 'Camino de Santiago' brand.
- New projects of cultural tourism, slow tourism or rural ecotourism are capturing the attention of the **same audiences**.
- Digitalisation facilitates the creation and promotion of new itineraries without physical barriers to entry.
- Without regulation or coordination, projects can emerge that compete unfairly or without quality guarantees.

BUYERS

HIGH (very knowledgeable and demanding)

- Pilgrims and current cultural tourists are **hyper-informed**, digitally connected and highly sensitive to quality, authenticity and sustainability.
- Proliferation of social networks, forums, apps, and review platforms that **amplify the voice of the customer**.
- There is more **tourism of spiritual and transformational motivation**, which demands coherent and meaningful experiences.
- Generational changes imply **new values and expectations:** accessibility, digitalisation, security, sustainability, diversity.

SUBSTITUTES

HIGH (growing)

- **Other forms** of experiential or transformative tourism:
 - Wellness retreat or yoga in nature.
 - Ecotourism, volunteering, learning trips.
 - Literary or cinematographic tourism.
- In times of crisis (climate, health, economic), tourists look for **shorter, more comfortable or themed options**.

3.7. ANALYSIS TOOLS

CAME: Correct, Coping, Maintaining, Exploiting

CORRECTION (C)

- Define shared criteria and good practices among partners.
- Promote an initial audit of accessibility by section.
- Create a permanent ULTREIA governance body.
- Establish multilevel decision-making mechanisms.
- Inventory and hierarchize cultural goods with potential for community use.
- Establish shared management models and adaptive uses.
- Develop a georeferenced digital database of critical points for the pilgrim, with a focus on accessibility.
- Promote awareness-raising and heritage education campaigns aimed at the local population, especially young people.

AFRONTAR (A)

- Implement an early warning and local climate adaptation system.
- Integrate the Caminos in rural and territorial resilience strategies.
- Develop a code of quality and authenticity with a common approach.
- Encourage less traveled routes and less saturated times of the year.
- Propose a common framework of minimum standards within the European framework of cultural itineraries.
- Driving a Unified Transnational Narrative of the Way
- Monitor the flows of pilgrims for the management of services associated with the Caminos and carry out off-season promotions.
- Awareness-raising and heritage education focused on pilgrims



KEEP (M)

- Strengthen its communication as a differentiating element compared to other routes: Cultural Itinerary and World Heritage status
- Conservation of heritage
- Promote interpretive itineraries that integrate this diversity under a common narrative.
- Consolidate networks of exchange and training between local actors.
- Keep the focus on promoting entrepreneurship linked to local products and services.
- Accessibility initiatives: Systematize them, make them visible and adapt them as a reference for the whole of CaS

HOLDING (E)

- Position the Caminos of the ULTREIA project as a European reference in spiritual and inclusive tourism.
- Support digital solutions to connect local supply and demand (such as Stops on the Road).
- Convert the project into a pilot laboratory aligned with these recommendations.
- Establish short marketing circuits linked to routes.
- Promote the development of a ULTREIA common charter on shared principles of management, accessibility and sustainability.
- Promote the differentiating identity of each territory through its local agri-food and artisan products.

4.Strategic vision

Promote the Caminos de Santiago as an authentic, safe, accessible destination based on social, cultural and natural values that make them unique and capable of guaranteeing the sustainable development of the territories through which they pass.

4.1. STRATEGIC LINES

L1

SHARED GOVERNANCE

Strengthen institutional cooperation between territories and project actors through an effective, representative and results-oriented governance structure, supporting joint decision-making, integrated planning and co-responsibility.

L2

HERITAGE
CULTURAL

Promote the active protection, intergenerational transmission and valorisation of cultural and spiritual heritage – material and intangible – linked to the Roads, as key elements of identity, cohesion and territorial sustainability.

L3

UNIVERSAL
ACCESSIBILITY

Ensure equitable access to the Jacobean experience through the adoption of common standards of universal accessibility in infrastructures, services and information, promoting an inclusive and respectful culture with diversity.

L4

LOCAL DEVELOPMENT

Activate the potential of the Caminos as drivers of local development through the dynamization of key sectors (agri-food, handicrafts, culture, services) with criteria of sustainability, innovation and community participation.

L5

EXPERIENCE
PEREGRINE

Reinforce the transformative and hospitable character of the Caminos, favoring meaningful and respectful experiences that integrate the natural and cultural heritage, the spiritual sense of the trip and human contact.

L6

TECHNOLOGICAL
INNOVATION

Develop and incorporate inclusive and participatory technological solutions that facilitate territorial management and user experience, without compromising the authenticity or the essential values of the Caminos.

L7

CLIMATE CHANGE

Prepare the territories against the impacts of climate change, promoting adaptation strategies and more sustainable mobility and consumption models, which preserve the natural and cultural values of the environment.

4.1. STRATEGIC LINES

L1

SHARED GOVERNANCE

JUSTIFICATION	SPECIFIC OBJECTIVES	CRITICAL FACTORS OF SUCCESS	REFERENCES	CONNECTION WITH PROJECT VALUES
<p>The diversity of territorial, cultural and administrative realities of the Caminos de Santiago in southwestern Europe requires a strong, participatory and adaptable governance structure. Effective transnational cooperation is key to designing joint responses to current challenges, fostering cohesion between partners and optimising the use of available resources.</p>	<div><div>•Consolidate stable coordination and decision-making mechanisms between partners.</div><div>•Establish a common strategic planning framework with a long-term vision.</div><div>•Ensure the active participation of all actors involved (institutions, local actors, citizens).</div></div>	<div><div>•Political will and sustained institutional commitment.</div><div>•Transparency in decision-making processes.</div><div>• Mutual recognition of the specificities of each Way.</div></div>	<div><div>•European Strategy for the Alpine Region (EUSALP).</div><div>•Local Action Group (LEADER) methodology.</div><div>•Principles of the UNESCO Charter for Sustainable Tourism.</div></div>	<p>This strategic line embodies the value of cooperation as the foundation of European construction, solidarity between territories and collective efficiency to manage common goods such as the Caminos de Santiago.</p>

4.1. STRATEGIC LINES

L1

SHARED GOVERNANCE

ACTIONS

KEY ACTIVITY	MONITORING INDICATOR	RESPONSIBLE	CRONOGRAMA	ORIENTATIVE BUDGET
Consolidation of stable coordination mechanisms.	Number of coordination meetings and agreements reached	Project coordination team, partners	S1-S4	€25,000
Development of a common framework for long-term strategic planning.	Existence and approval of a joint strategic plan	Project coordination team, partners	S1-S2	€20,000
Encouraging the active participation of all actors involved	Number of actors involved in governance initiatives	Project partners, working groups.	S2-S4	€20,000

4.1. STRATEGIC LINES

L2

CULTURAL HERITAGE

JUSTIFICATION	SPECIFIC OBJECTIVES	CRITICAL FACTORS OF SUCCESS	REFERENCES	CONNECTION WITH PROJECT VALUES
<p>The universal value of the Ways is based on their patrimonial, spiritual and historical dimension. In order to guarantee its authenticity, it is necessary to strengthen the mechanisms for the conservation and promotion of tangible and intangible heritage, and to link them to the European cultural narrative.</p>	<ul style="list-style-type: none">•Improve the protection, signage and maintenance of the historical route.•Use underused cultural goods and find opening mechanisms•Promote activities of interpretation, education and cultural mediation.	<ul style="list-style-type: none">•Coordination between administrative levels for wealth management.•Active participation of communities in cultural transmission.•Continuous assessment of conservation status.	<ul style="list-style-type: none">•Cultural itineraries of the Council of Europe.•Participatory inventories of intangible heritage.•Manual of World Heritage Management (UNESCO).	<p>It reaffirms memory, spirituality, a sense of community and commitment to future generations.</p>

4.1. STRATEGIC LINES

L2

CULTURAL HERITAGE

ACTIONS

KEY ACTIVITY	MONITORING INDICATOR	RESPONSIBLE	CRONOGRAMA	ORIENTATIVE BUDGET
Implementation of protection plans and maintenance of the historical route	Kilometers of signposted route and with regular maintenance.	Technical heritage teams, local administrations.	S2-S4	€30,000
Valuation of underused cultural goods.	Number of cultural goods recovered and put to use.	Wealth management entities, local associations.	S2-S3	€35,000
Organisation of interpreting and cultural education activities.	Number of cultural and educational activities carried out and attendees.	Museums, interpretation centers, cultural associations.	S3-S4	€20,000

4.1. STRATEGIC LINES

L3

UNIVERSAL
ACCESSIBILITY

JUSTIFICATION	SPECIFIC OBJECTIVES	CRITICAL FACTORS OF SUCCESS	REFERENCES	CONNECTION WITH PROJECT VALUES
<p>To ensure that the Caminos are inclusive and equitable spaces, it is necessary to eliminate physical, sensory and cognitive barriers that limit their enjoyment by all people, especially those with disabilities or specific needs, without altering the condition of the route.</p>	<div><div>•Diagnose and adapt the accessible sections in each territory.</div><div>•Design multiformat interpretive resources (signals, digital content, guides).</div><div>•Train technical and reception staff in universal accessibility.</div></div>	<div><div>•Implication of associations of persons with disabilities.</div><div>•Appropriation of sufficient technical and budgetary resources.</div><div>•Transnational coordination of accessibility criteria and standards</div></div>	<div><div>•Camino de Santiago para Todos (Xunta de Galicia).</div><div>•Accessible Guides to the French Way (PREDIF).</div><div>•TUR4all project.</div></div>	<p>It strengthens equal opportunities, inclusion, the dignity of the person and the right to cultural and spiritual experience.</p>

4.1. STRATEGIC LINES

L3

UNIVERSAL
ACCESSIBILITY

ACTIONS

KEY ACTIVITY	MONITORING INDICATOR	RESPONSIBLE	CRONOGRAMME	ORIENTATIVE BUDGET
Diagnosis and adaptation of accessible sections.	Kilometers of accessible sections diagnosed and adapted.	Technical teams, disability associations.	S1-S3	€30,000
Valuation of underused cultural goods.	Number of cultural goods recovered and put to use.	Designers, accessibility experts.	S2-S4	€20,000
Organisation of interpreting and cultural education activities.	Number of cultural and educational activities carried out and attendees.	Training entities, managers of shelters and services.	S3-S4	€10,000

4.1. STRATEGIC LINES

L4

LOCAL DEVELOPMENT

JUSTIFICATION	SPECIFIC OBJECTIVES	CRITICAL FACTORS OF SUCCESS	REFERENCES	CONNECTION WITH PROJECT VALUES
<p>The Caminos de Santiago are corridors of opportunity for rural development. Its revitalization depends on the ability to link the walking offer with the agri-food, cultural, artisanal and natural resources of the environment. Strengthening these links drives circular, sustainable and identity-based economies.</p>	<div><div>•Strengthen local entrepreneurial ecosystems linked to the Camino.</div><div>•Create short marketing circuits for producers and artisans.</div><div>•Integrating the social and solidarity economy into the walking value chain.</div></div>	<div><div>•Articulation between local agents and dynamization hubs.</div><div>•Access to funding and technical assistance.</div><div>•Maintenance of digital visibility networks and platforms.</div></div>	<div><div>•Stops on the Camino (ULTREIA project).</div><div>•Local markets on the Camino Portugues.</div><div>•Rural agri-food clusters.</div></div>	<p>It fosters rural resilience, the transmission of knowledge and territorial pride.</p>

4.1. STRATEGIC LINES

L4

LOCAL DEVELOPMENT

ACTIONS

KEY ACTIVITY	MONITORING INDICATOR	RESPONSIBLE	CRONOGRAMME	ORIENTATIVE BUDGET
Strengthening local entrepreneurship ecosystems.	Number of new ventures linked to the Camino.	Local development agencies, chambers of commerce.	S1-S4	€30,000
Creation of short marketing circuits.	Number of producers and artisans integrated in short circuits.	Producer associations, local markets.	S2-S4	€20,000
Integration of the social and solidarity economy in the value chain.	Number of social economy initiatives on the Camino.	Cooperatives, solidarity associations.	S2-S3	15.000 €

4.1. STRATEGIC LINES

L5

EXPERIENCE
PEREGRINE

JUSTIFICATION	SPECIFIC OBJECTIVES	CRITICAL FACTORS OF SUCCESS	REFERENCES	CONNECTION WITH PROJECT VALUES
<p>Pilgrimage is not only a tourist or sports practice, but a vital experience full of meanings. It is necessary to strengthen its symbolic and community dimension, as well as to improve reception, hospitality and accompaniment services.</p>	<div><div>•Design services focused on the human quality of care.</div><div>•Promote spaces of intercultural and spiritual encounter.</div><div>•Incorporate stories and testimonies that enrich the meaning of the trip.</div></div>	<div><div>•Training of hospitallers and volunteering.</div><div>•Balance between authenticity and professionalization.</div><div>•Coordination between formal and informal reception networks.</div></div>	<div><div>•Traditional hospitality in volunteer hostels.</div><div>•Projects of accompaniment to the pilgrim.</div><div>•Testimonies collected in oral memory initiatives of the Camino</div></div>	<p>It highlights hospitality, the sense of travel, personal transformation and human connection.</p>

4.1. STRATEGIC LINES

L5

EXPERIENCE
PEREGRINE

ACTIONS

KEY ACTIVITY	MONITORING INDICATOR	RESPONSIBLE	CRONOGRAMA	ORIENTATIVE BUDGET
Design and improvement of services focused on the human quality of care.	Level of satisfaction of pilgrims with reception services.	Hostels, hospitable associations.	S2-S4	€25,000
Promotion of intercultural and spiritual meeting spaces.	Number of activities and meeting events organized.	Cultural centers, religious associations.	S2-S4	15.000 €
Compilation and incorporation of stories and testimonies that enrich the meaning of the trip.	Number of stories and testimonies documented and disseminated.	Researchers, associations of pilgrims.	S3-S4	€10,000

4.1. STRATEGIC LINES

L6

TECHNOLOGICAL
INNOVATION

JUSTIFICATION	SPECIFIC OBJECTIVES	CRITICAL FACTORS OF SUCCESS	REFERENCES	CONNECTION WITH PROJECT VALUES
<p>Technology can be an ally for better management and a richer pilgrim experience, as long as it is applied with criteria of inclusion, ethics and sustainability. It is necessary to advance in shared digital tools that strengthen the walking network.</p>	<div><div>•Implement collaborative digital platforms for the management of the Camino.</div><div>•Design accessible and multilingual applications for pilgrims and tourists.</div><div>•Promote citizen participation through inclusive technologies.</div></div>	<div><div>•Universal technological accessibility.</div><div>•Economic and technical sustainability of solutions.</div><div>•Security and respect for personal data.</div></div>	<div><div>•Tracking apps for the Camino adapted to different needs.</div><div>• Geolocated interactive maps.</div><div>•Platforms for digital co-creation of cultural content.</div></div>	<p>It drives responsible innovation, participation, digital inclusion and respect for authenticity.</p>

4.1. STRATEGIC LINES

L6

TECHNOLOGICAL
INNOVATION

ACTIONS

KEY ACTIVITY	MONITORING INDICATOR	RESPONSIBLE	CRONOGRAMA	ORIENTATIVE BUDGET
Implementation of collaborative digital platforms.	Number of users and functionalities of the implemented platforms.	Technological development teams, public administrations.	S1-S3	€25,000
Design and development of accessible and multilingual applications.	No of downloads and ratings of the applications, diversity of languages.	Technology companies, App developers.	S2-S4	€20,000
Promoting citizen participation through inclusive technologies.	No. of participants in digital co-creation initiatives.	Citizen participation platforms, associations.	S2-S4	15.000 €

L7

4.1. STRATEGIC LINES

L7

CLIMATE CHANGE

ACTIONS

KEY ACTIVITY	MONITORING INDICATOR	RESPONSIBLE	CRONOGRAMA	ORIENTATIVE BUDGET
Elaboration of climate vulnerability diagnostics by sections.	Number of vulnerability diagnoses made and areas identified.	Experts in climate change, environmental management teams.	S1-S2	15.000 €
Promotion of energy saving and sustainable waste management.	Percentage reduction in energy consumption and waste.	Hostels, municipalities, service companies.	S2-S4	15.000 €
Implementation of nature-based solutions in the walking infrastructure.	Km of walking infrastructure with nature-based solutions.	Teams of engineers, landscapers, local administrations.	S3-S4	€215,000



4.1. STRATEGIC LINES

Línea	Actividad	Semestres	Presupuesto (€)	S1	S2	S3	S4
L1 Gobernanza	A1.1	S1–S4	25000				
	A1.2	S1–S2	20000				
	A1.3	S2–S4	20000				
L2 Patrimonio	A2.1	S2–S4	30000				
	A2.2	S2–S3	35000				
	A2.3	S3–S4	20000				
L3 Accesibilidad	A3.1	S1–S3	30000				
	A3.2	S2–S4	20000				
	A3.3	S3–S4	10000				
L4 Desarrollo local	A4.1	S1–S4	30000				
	A4.2	S2–S4	20000				
	A4.3	S2–S3	15000				
L5 Experiencia peregrina	A5.1	S2–S4	25000				
	A5.2	S2–S4	15000				
	A5.3	S3–S4	10000				
L6 Innovación tecnológica	A6.1	S1–S3	25000				
	A6.2	S2–S4	20000				
	A6.3	S2–S4	15000				
L7 Cambio climático	A7.1	S1–S2	15000				
	A7.2	S2–S4	15000				
	A7.3	S3–S4	25000				



5.Communication plan

MAIN OBJECTIVE

To give visibility to the Transnational Strategy of the Caminos de Santiago in the SUDOE Space, promoting its adoption by institutional, social and territorial actors, and encouraging longterm citizen involvement.



5.Communication plan

OBJECTIVE PUBLIC

- Public administrations (European, national, regional and local).
- Managing entities and associations of the Caminos de Santiago.
- Economic and social agents of the rural environment (accommodations, producers, guides, associations).
- Networks of pilgrims and potential visitors.
- Specialized media.

KEY MESSAGES

- Strengthen transnational cooperation and territorial cohesion of the Camino.
- To bet on a sustainable, inclusive and digitalized tourism model.
- Value the natural, cultural and intangible heritage of the territories.
- Contribute to fix population, diversify the economy and prepare the Caminos de Santiago in the face of climate change.

5.Communication plan

DISSEMINATION CHANNELS

- Presentations in institutional and technical forums.
- Interreg project website and partner sites.
- Social networks of partners and collaborating entities.
- Media specialized in tourism, culture and sustainability.
- Newsletter and institutional mailing.

PROPOSED ACTIONS

- Elaboration of a specific catalog with wide dissemination, promotional videos
- Develop an integrated marketing strategy that promotes the Caminos de Santiago and its differential values.
- Presentation days in the three countries of the SUDOE.
- Involvement of stakeholders for coordinated dissemination in networks
- Inclusion of the Strategy through participation in events of interest linked to cultural and rural tourism
- Dissemination of the strategy in fairs and congresses linked to cultural and rural tourism.

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