

D 1.1.1 Key Agents Report

Author: University of Coimbra, Faculty of Arts and Humanities

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Table of Contents

1. Regional Lighthouses for the Promotion of Sustainable Tourism Through Culture	5
1.1. Project description	5
1.2. The RELIGHT project Beneficiaries responsible for the cultural pilot's implementation	6
1.3. RELIGHT cultural pilots	6
1.4. RELIGHT cultural pilots' implementation areas within the SUDOE territory	6
1.5. The relation between the RELIGHT project beneficiaries responsible for the cultural pilot's implementation, cultural pilots and pilot action areas within the SUDOE territory	8
2. Characterisation of the pilot's action areas within the SUDOE Territory, the cultural pilots and the project beneficiaries responsible for the cultural pilot's implementation.....	9
2.1. Campoo, SPAIN	9
2.1.1. The pilots' action area of Campoo	9
2.1.2. Cultural pilots' actions in Campoo	12
2.1.3. Beneficiaries responsible for the cultural pilot's implementation in Campoo	13
2.2. Vale do Côa, PORTUGAL	17
2.2.1. The pilots' action area of Vale do Côa	17
2.2.2. Cultural pilots' actions in Vale do Côa	21
2.2.3. Beneficiaries responsible for the cultural pilot's implementation in Vale do Côa	21
2.3. Gironde – Entre-Deux-Mers, FRANCE.....	26
2.3.1. The pilot's action area of Gironde – Entre-Deux-Mers	26
2.3.2. Cultural pilots' actions in Gironde – Entre-Deux-Mers	28
2.3.3. Beneficiary responsible for the cultural pilot's implementation in Gironde – Entre-Deux-Mers	28
2.4. Lot – Aveyron, FRANCE	31
2.4.1. The pilot action area of Lot – Aveyron.....	31
2.4.2. Cultural pilots' actions in Lot – Aveyron	33
2.4.3. Beneficiary responsible for the cultural pilot's implementation in Lot – Aveyron.....	33
2.5. Canal du Midi, FRANCE	35
2.5.1. The pilot action area of Canal du Midi	35
2.5.2. Cultural pilots' actions in Canal du Midi	37
2.5.3. Beneficiary responsible for the cultural pilot's implementation in the Canal du Midi	37
2.6. Communauté des Communes Sud-Hérault, FRANCE	38
2.6.1. The pilot action area of Communauté des Communes Sud-Hérault	38
2.6.2. Cultural pilots' actions in Communauté de Communes Sud-Hérault	40
2.6.3. Beneficiary responsible for the cultural pilot's implementation in Communauté de Communes Sud-Hérault	40
2.7. Lozère, FRANCE.....	43
2.7.1. The pilot action area of Lozère	43
2.7.2. Cultural pilots' actions in Lozère	44
2.7.3. Beneficiary responsible for the cultural pilot implementation in Lozère	45

3. Group of Tasks 1 (GT1) – Strategy design and action plan – group of tasks overview – months 1 - 10	46
4. Activity 1.1 – Identification of key cultural, tourism, and civil society organisations and their existing relationships	48
4.1. Methodology	48
4.1.1. Overview	48
4.1.2. Social Network Analysis (SNA)	48
4.1.3. Data collection tools	49
4.1.4. Criteria for key agents mapping – identifying partners in culture, tourism, and civil society for the pilot’s implementation	52
4.2. Data Analysis	61
4.2.1. RELIGHT project – key agent’s general profile.....	61
5. Final Considerations	87
References	89
Appendix 1	92

List of Figures

FIGURE 1. LOCATION OF THE CULTURAL PILOT’S ACTION AREAS IN SPAIN, PORTUGAL, AND FRANCE WITHIN THE INTERREG SUDOE TERRITORY, FROM 1 JUNE 2026 TO 31 MAY 2028.	7
FIGURE 2. THE RELATIONSHIP BETWEEN THE RELIGHT PROJECT’S BENEFICIARIES RESPONSIBLE FOR IMPLEMENTING THE CULTURAL PILOTS, THE CULTURAL PILOTS, AND THE PILOT ACTION AREAS WITHIN THE SUDOE TERRITORY.....	8
FIGURE 3. LOCATION OF CAMPOO, CANTABRIA, SPAIN.	10
FIGURE 4. CULTURAL PILOTS IN CAMPOO, CANTABRIA, SPAIN, AND THE TWO RESPONSIBLE BENEFICIARIES.	12
FIGURE 5. FARO SANTANDER, FUNDACIÓN BANCO SANTANDER, SPAIN.....	14
FIGURE 6. CHURCH OF SANTA MARÍA DE LOS ÁNGELES, SAN VICENTE DE LA BARQUERA. THE CAMINO LEBANIEGO, A PILGRIMAGE ROUTE, NORMALLY BEGINS IN SAN VICENTE DE LA BARQUERA, CANTABRIA, SPAIN.....	16
FIGURE 7. POTES, HISTORIC TOWN, LOCATED IN THE LIÉBANA VALLEY, SURROUNDED BY THE PICOS DE EUROPA, CANTABRIA, SPAIN.	16
FIGURE 8. CLOSING OF THE 2024 JUBILEE YEAR, POTES, CANTABRIA, SPAIN.....	16
FIGURE 9. LOCATION OF THE CÔA VALLEY, PORTUGAL.	18
FIGURE 10. CULTURAL PILOTS IN VALE DO CÔA, PORTUGAL, AND THE TWO RESPONSIBLE BENEFICIARIES.	21
FIGURE 11. LOCATION OF THE FUNDAÇÃO CÔA PARQUE AND CÔA MUSEUM IN THE CÔA VALLEY ARCHAEOLOGICAL PARK, PORTUGAL.....	23
FIGURE 12. LOCATION OF THE FUNDAÇÃO CÔA PARQUE AND CÔA MUSEUM IN THE VILA NOVA DE FOZ CÔA TOWN, PORTUGAL.	23
FIGURE 13. VIEW FROM THE RECEPTION OF THE CÔA VALLEY ARCHAEOLOGICAL PARK, PORTUGAL.	23
FIGURE 14. LOCATION OF THE REGIONAL TOURISM AUTHORITY TURISMO DO PORTO E NORTE DE PORTUGAL, IN CASTELO SANTIAGO DA BARRA, VIANA DO CASTELO CITY, PORTUGAL.	25
FIGURE 15. LOCATION OF ENTRE-DEUX-MERS, GIRONDE, FRANCE.	26

FIGURE 16. CULTURAL PILOTS IN GIRONDE – ENTRE-DEUX-MERS, FRANCE, AND THE RESPONSIBLE BENEFICIARY.	28
FIGURE 17. THE FABRIQUE POLA, HOME OF ARTISTIC AND CULTURAL PRACTICES IN NEW AQUITAINE, IS LOCATED ON THE RIGHT BANK OF THE GARONNE RIVER, THE MAJOR RIVER IN SOUTHWEST FRANCE THAT FLOWS FROM THE PYRENEES MOUNTAINS TO THE ATLANTIC OCEAN VIA THE GIRONDE ESTUARY. THE FABRIQUE POLA BRINGS TOGETHER 25 COMPANIES, 10 ARTISTS, 3 WORKSHOPS (WOOD CONSTRUCTION, METAL, MODEL, SILVER AND DIGITAL PHOTO LAB, ART SERIGRAPHY), AN EXHIBITION SPACE, A RESTAURANT AND A CAFÉ TERRACE. FRANCE.	30
FIGURE 18. THE POULP'FICTION PROJECT, IN THE CITY OF FLOIRAC, 2024, FRANCE. BRUIT DU FRIGO WAS APPROACHED BY THE PROJECT LEADERS AND THE CITY OF FLOIRAC TO DESIGN AND BUILD PERMANENT STREET FURNITURE FOR MONREPOS SQUARE. AN OCTOPUS WAS CREATED AS AN AGORA, A COMMUNAL PIECE OF FURNITURE FOR GATHERING, CHATTING, AND MEETING. IT ACTS AS A BEACON, WELCOMING NEWCOMERS TO THE SQUARE.	30
FIGURE 19. LOCATION OF LOT – AVEYRON, FRANCE.	31
FIGURE 20. CULTURAL PILOTS IN LOT – AVEYRON, FRANCE, AND THE RESPONSIBLE BENEFICIARY.	33
FIGURE 21. LES ABATTOIRS, MUSEE - FRAC OCCITANIE TOULOUSE, FRANCE.	34
FIGURE 22. LES ABATTOIRS, MUSÉE - FRAC OCCITANIE TOULOUSE, FRANCE.	34
FIGURE 23. ESPACE DE LECTURE, LES ABATTOIRS, MUSÉE - FRAC OCCITANIE TOULOUSE, FRANCE.	34
FIGURE 24. LOCATION OF CANAL DU MIDI, OCCITANIE REGION, FRANCE.	35
FIGURE 25. CULTURAL PILOTS IN CANAL DU MIDI, FRANCE, AND THE RESPONSIBLE BENEFICIARY.	37
FIGURE 26. LOCATION OF COMMUNAUTÉ DE COMMUNES SUD-HÉRAULT, OCCITANIE REGION, FRANCE.	38
FIGURE 27. CULTURAL PILOTS IN COMMUNAUTÉ DE COMMUNES SUD-HÉRAULT, FRANCE, AND THE RESPONSIBLE BENEFICIARY.	40
FIGURE 28. FOND REGIONAL D'ART CONTEMPORAIN – OCCITANIE MONTPELLIER, 4 RUE RAMBAUD À MONTPELLIER, FRANCE.	42
FIGURE 29. DAVID COSTE – VILLENEUVE EXHIBITION, ANNUAL CREATION RESIDENCY PROGRAM, FOND REGIONAL D'ART CONTEMPORAIN – OCCITANIE MONTPELLIER, 2024, FRANCE.	42
FIGURE 30. SLOW READING CLUB, FOND REGIONAL D'ART CONTEMPORAIN – OCCITANIE MONTPELLIER, 2024, FRANCE.	42
FIGURE 31. LOCATION OF LOZÈRE DEPARTMENT, OCCITANIE REGION, FRANCE.	43
FIGURE 32. CULTURAL PILOTS IN LOZÈRE, FRANCE, AND THE RESPONSIBLE BENEFICIARY.	44
FIGURE 33. LINK TO THE QUESTIONNAIRE THAT WAS USED IN THE CONTEXT OF ACTIVITY 1.1 "KEY AGENTS MAPPING: IDENTIFYING PARTNERS FOR PILOT IMPLEMENTATION" (APPENDIX 1).	50
FIGURE 34. FRONT PAGE OF THE QUESTIONNAIRE THAT WAS USED IN THE CONTEXT OF ACTIVITY 1.1 "KEY AGENTS MAPPING: IDENTIFYING PARTNERS FOR CULTURAL PILOTS IMPLEMENTATION" (APPENDIX 1).	51
FIGURE 35. CRITERIA DEFINED INSIDE THE GT1, ACTIVITY 1.1, FOR KEY AGENTS MAPPING.	54
FIGURE 36. TOTAL NUMBER OF KEY AGENTS IDENTIFIED BY THE BENEFICIARIES OF THE RELIGHT PROJECT IN EACH OF THE PILOT IMPLEMENTATION AREAS.	62
FIGURE 37. (a) TOTAL NUMBER OF KEY AGENTS IDENTIFIED BY THE BENEFICIARIES OF THE RELIGHT ACCORDING TO THE YEAR THAT EACH KEY AGENT WAS ESTABLISHED OR FOUNDED, AND (b) PER AREA OF CULTURAL PILOT'S IMPLEMENTATION IN SUDOE TERRITORY.	63
FIGURE 38. PERCENTAGE OF KEY AGENTS IDENTIFIED BY THE BENEFICIARIES OF THE RELIGHT ACCORDING TO THEIR DIMENSION, CONSIDERING THE NUMBER OF EMPLOYEES, TOTAL AND PER AREAS OF CULTURAL PILOT'S IMPLEMENTATION IN SUDOE TERRITORY.	64

FIGURE 39. TOTAL NUMBER OF REFERENCES CONSIDERING THE LEGAL STATUS OF THE KEY AGENT IDENTIFIED BY THE BENEFICIARIES OF THE RELIGHT: (a) AGGREGATED PER MAIN LEGAL STATUS; (b) DETAILED; (c) PER AREA OF CULTURAL PILOTS' IMPLEMENTATION IN SUDOE TERRITORY.	66
FIGURE 40. (a) TOTAL NUMBER OF REFERENCES CONSIDERING THE MAIN FUNDING SOURCES OF THE KEY AGENT IDENTIFIED BY THE BENEFICIARIES OF THE RELIGHT PROJECT: (b) PER AREA OF CULTURAL PILOTS' IMPLEMENTATION IN THE SUDOE TERRITORY.	67
FIGURE 41. (a) TOTAL NUMBER OF KEY AGENTS IDENTIFIED BY RELIGHT BENEFICIARIES ACCORDING TO THE NUMBER OF INTERVENTION DOMAINS; (b) TOTAL NUMBER OF KEY AGENTS BY INTERVENTION DOMAINS; (c) INTERVENTION DOMAINS PRESENT PER AREAS OF CULTURAL PILOTS' IMPLEMENTATION IN SUDOE TERRITORY. NOTE: THE FIGURES ILLUSTRATE HOW MANY TIMES THE INTERVENTION DOMAIN IS MENTIONED.....	70
FIGURE 42. (a) PERCENTAGE OF KEY AGENTS IDENTIFIED BY THE RELIGHT PROJECT BENEFICIARIES, CONSIDERING THE MAIN GEOGRAPHICAL SCALE OF KEY AGENTS' ACTIVITIES; (b) PERCENTAGE OF REFERENCES THAT EACH GEOGRAPHICAL SCALE OBTAINED PER AREAS OF CULTURAL PILOTS' IMPLEMENTATION IN THE SUDOE TERRITORY.	72
FIGURE 43. (a) PERCENTAGE OF KEY AGENTS IDENTIFIED BY RELIGHT BENEFICIARIES CONSIDERING THE TERRITORIES THAT THEY OPERATE; (b) PER AREAS OF CULTURAL PILOTS' IMPLEMENTATION IN THE SUDOE TERRITORY.	73
FIGURE 44. INTERACTIVE MAP OF THE TERRITORIAL NETWORK OF KEY STAKEHOLDERS: INTEREST AND INFLUENCE ACROSS THE RELIGHT CULTURAL PILOTS IN THE SUDOE AREA.	75
FIGURE 45. INTEREST AND INFLUENCE OF KEY AGENTS IDENTIFIED BY THE BENEFICIARIES FOR THE RELIGHT PROJECT, CONSIDERING THE MAIN DOMAIN OF INTERVENTION.	76
FIGURE 46. INTEREST AND INFLUENCE OF KEY AGENTS IDENTIFIED BY THE BENEFICIARIES FOR THE RELIGHT PROJECT IN EACH OF THE CULTURAL PILOT'S IMPLEMENTATION TERRITORIES, CONSIDERING THE MAIN DOMAIN OF INTERVENTION.....	79
FIGURE 47. LEVEL OF INFLUENCE WITHIN THE CULTURAL, TOURISM, AND CIVIL SOCIETY NETWORK THAT THE KEY AGENTS IDENTIFIED BY THE BENEFICIARIES FOR THE IMPLEMENTATION OF CULTURAL PILOTS HAVE, CONSIDERING THE RELIGHT PROJECT AND EACH OF THE CULTURAL PILOTS' IMPLEMENTATION TERRITORIES.....	81
FIGURE 48. LEVEL OF ALIGNMENT BETWEEN THE KEY AGENTS IDENTIFIED BY THE BENEFICIARIES FOR THE IMPLEMENTATION OF CULTURAL PILOTS AND THE GOALS OF THE RELIGHT PROJECT.	82
FIGURE 49. RELIGHT BENEFICIARIES' EVALUATION OF THE CAPACITY OF THE KEY AGENTS IDENTIFIED FOR THE IMPLEMENTATION OF CULTURAL PILOTS TO CROSS-SECTORAL COLLABORATIONS IN CULTURE AND TOURISM.	83
FIGURE 50. INNOVATIVE POTENTIAL OF THE KEY AGENTS IDENTIFIED BY THE BENEFICIARIES FOR THE IMPLEMENTATION OF CULTURAL PILOTS, CONSIDERING THE RELIGHT PROJECT AND EACH OF THE CULTURAL PILOTS' IMPLEMENTATION TERRITORIES.	84
FIGURE 51. RELIGHT BENEFICIARIES' EVALUATION OF THE CAPACITY OF THE KEY AGENTS IDENTIFIED FOR THE IMPLEMENTATION OF CULTURAL PILOTS TO SUPPORT ECONOMIC DEVELOPMENT.	85
FIGURE 52. RELIGHT BENEFICIARIES' EVALUATION OF THE CAPACITY OF THE KEY AGENTS IDENTIFIED FOR THE IMPLEMENTATION OF CULTURAL PILOTS TO FOSTER SOCIAL INCLUSION.	86
FIGURE 53. RELIGHT BENEFICIARIES' EVALUATION OF THE CAPACITY OF THE KEY AGENTS IDENTIFIED FOR THE IMPLEMENTATION OF CULTURAL PILOTS TO PROMOTE SOCIAL INNOVATION.	86
FIGURE 54. RELIGHT BENEFICIARIES' EVALUATION OF THE CAPACITY OF THE KEY AGENTS IDENTIFIED FOR THE IMPLEMENTATION OF CULTURAL PILOTS TO LEVERAGE THE SCALABILITY OF THE RELIGHT PROJECT.....	86

1. Regional Lighthouses for the Promotion of Sustainable Tourism Through Culture

1.1. Project description

The transformation of cultural and natural heritage into sustainable tourism products represents an opportunity for the development of the SUDOE territory, particularly for rural inland areas, which face several common challenges, including depopulation and ageing, weak coordination among cultural and tourism key agents, and imbalances between rural and urban areas, which are even more pronounced in regions adjacent to coastal territories where tourism and cultural resources are more concentrated. RELIGHT proposes the activation of regional nodes that serve as lighthouses for the development and experimentation of a systemic collaboration methodology that reinforces the value of the cultural and natural heritage of the inland rural areas, developing sustainable cultural tourism products that promote competitiveness at the regional and local levels through:

- creating collaborative networks between public and private key agents in the cultural and tourism sectors;
- implementing co-created cultural initiatives in rural areas, balancing urban and rural areas and generating sustainable tourism products;
- evaluating the collaborative methodology and its results, developing policy recommendations;
- promoting the adoption of the collaborative methodology and its transfer.

As a result, the main beneficiaries will be:

- inland rural communities, through increased collaboration with urban areas and improved competitiveness;
- public authorities, by integrating communities into policy design and programming processes;
- the tourism sector, by developing more sustainable opportunities within its business models;
- cultural organisations, by strengthening their connection to the territory and engaging new audiences.

RELIGHT's participatory approach offers an innovative way to bridge the gap between cultural and tourism activities, creating opportunities to find synergies and encourage collaboration. In this framework, transnational cooperation is crucial for developing shared solutions that consider local contexts, thereby enhancing their transferability and replicability.

1.2. The RELIGHT project Beneficiaries responsible for the cultural pilot's implementation

1. Fundación Banco Santander, SPAIN.
2. Fundación Camino Lebaniego, SPAIN.
3. Fundação Côa Parque, PORTUGAL.
4. Regional Tourism Authority Turismo do Porto e Norte de Portugal, PORTUGAL.
5. Bruit du frigo, FRANCE.
6. Syndicat Mixte les Abattoirs, FRANCE.
7. Fond Regional d'Art Contemporain – Occitanie Montpellier (FRAC – OM), FRANCE.

1.3. RELIGHT cultural pilots

1. Itineraries aimed at the territorial revalorisation.
2. Actions to enhance and revalorise natural and cultural heritage.
3. Artistic residencies within the territory.
4. Educational and cultural mediation activities.

1.4. RELIGHT cultural pilots' implementation areas within the SUDOE territory

1. Campoo, SPAIN.
2. Vale do Côa, PORTUGAL.
3. Gironde – Entre-Deux-Mers, FRANCE.
4. Lot – Aveyron, FRANCE.
5. Canal du Midi, FRANCE.
6. Communauté de Communes Sud-Hérault, FRANCE.
7. Lozère, FRANCE (**Figure 1**).



Figure 1. Location of the cultural pilot's action areas in Spain, Portugal, and France within the Interreg SUDOE territory, from 1 June 2026 to 31 May 2028.

1.5. The relation between the RELIGHT project beneficiaries responsible for the cultural pilot's implementation, cultural pilots and pilot action areas within the SUDOE territory

Figure 2 depicts the structural relationships among the RELIGHT project beneficiary organisations responsible for implementing the cultural pilots, the cultural pilots' projects, and their respective pilot action areas across the SUDOE territory.

RELIGHT PROJECT BENEFICIARIES RESPONSIBLE FOR THE CULTURAL PILOT'S IMPLEMENTATION	RELIGHT CULTURAL PILOTS				RELIGHT PILOT ACTION AREA WITHIN THE SUDOE TERRITORY
	1. Itineraries aimed at the territorial revalorisation.	2. Actions to enhance and revalorise natural and cultural heritage.	3. Artistic residencies within the territory.	4. Educational and cultural mediation activities.	
1. Fundación Banco Santander, SPAIN.			X	X	SPAIN Campoo
2. Camino Lebaniego, SPAIN.	X	X			
3. Fundação Cõa Parque, PORTUGAL.			X	X	PORTUGAL Vale do Côa
4. Regional Tourism Authority Turismo do Porto e Norte de Portugal, PORTUGAL.		X			
5. Bruit du frigo, FRANCE		X	X		FRANCE Gironde – Entre-Deux- Mers
6. Syndicat Mixte les Abattoirs, FRANCE		X	X	X	
	X	X	X	X	FRANCE Canal du Midi
7. Fond Régional d'Art Contemporain – Occitanie Montpellier (FRAC – OM), FRANCE., FRANCE	X		X		FRANCE Communauté de communes Sud-Hérault
	X		X		FRANCE Lozère

Figure 2. The relationship between the RELIGHT project's beneficiaries responsible for implementing the cultural pilots, the cultural pilots, and the pilot action areas within the SUDOE territory.

2. Characterisation of the pilot's action areas within the SUDOE Territory, the cultural pilots and the project beneficiaries responsible for the cultural pilot's implementation

2.1. Campoo, SPAIN

2.1.1. *The pilots' action area of Campoo*

Campoo (Figure 3) is a comarca (Spanish administrative district) with 16 municipalities located in the southernmost part of the Autonomous Community of Cantabria, in northern Spain, covering an area of 1,265.50 km². Despite being the largest comarca in Cantabria, it accounts for only 3.5% of the total population. With a total of around 18,000 inhabitants (2021), it has a low population density (14.2 inhabitants/km²), and the entire region has a predominantly rural character. This rural nature became more pronounced, particularly after the decline of the steel company La Naval (Forjas y Aceros de Reinosa) in the last decade of the 20th century, which triggered a significant process of depopulation and an increasing ageing of the population (approximately 30% of residents are over 65 years old). In addition, there are significant internal imbalances in population distribution, characterised by high dispersion across many small settlements. Approximately one-third of the municipalities have a population density of 5 inhabitants per km² or less. It is a predominantly rural territory, with the exception of Reinosa and its surrounding peri-urban area, which concentrates most of the population and economic activity, particularly in the services sector. Campoo comprises two geographically distinct areas (the Ebro Valley and the Besaya Basin), with Reinosa serving as the central service hub for both.

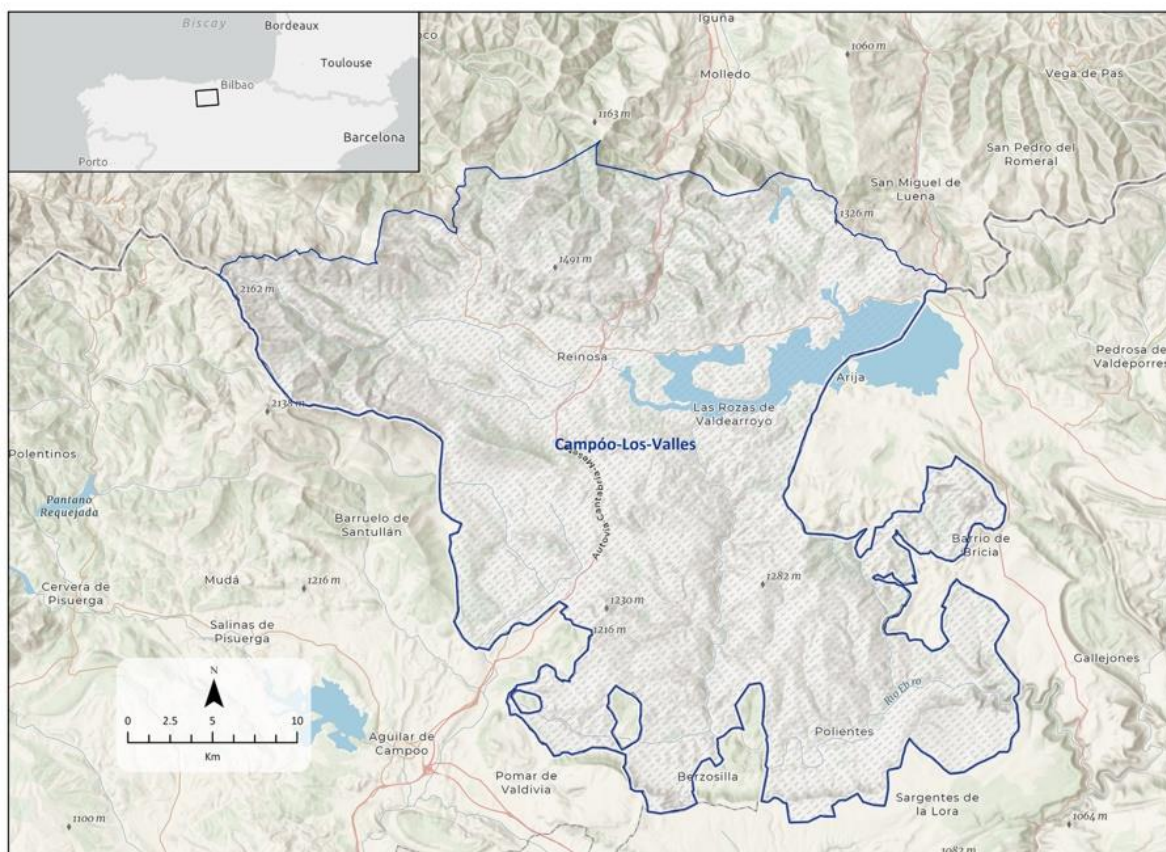


Figure 3. Location of Campoo, Cantabria, Spain.

The landscape is predominantly defined by mountainous rural features. At its centre lies a vast area dominated by the reservoir of the Ebro River dam, which originates from a karst spring near the village of Fontibre, located approximately 5 km west of the town of Reinosa, the comarca's main town and service centre. The abundance of watercourses is another distinctive physiographic feature of the region, influenced by a generally cold and humid climate and associated with dense, lush forests primarily found on the gentler slopes of the hillsides. In the higher areas, where the slopes are steeper, grasslands and low natural vegetation predominate. Campoo is characterised by a high plateau landscape, glacial valleys, and transitional ecosystems between Atlantic and Mediterranean bioclimatic zones. The region's rich natural heritage is reflected in several protected areas, including Natural Parks, sites within the European Natura 2000 Ecological Network, and designated Protected Landscapes. Together, these safeguarded areas cover more than 400 km², representing over 40% of the comarca's total territory. Campoo occupies a strategic position, functioning as a transitional zone between the Cantabrian Mountains and the Castilian Plateau. Located near the Iberian Meseta and the Picos de Europa, the territory combines diverse landscapes, including mountain ecosystems, highland valleys, and significant water bodies. The Ebro Reservoir is the main inland water body in the territory and represents a key asset for local tourism, supporting activities such as sailing, kayaking, sport fishing, and birdwatching. The territory is also well known for winter and active tourism, notably the Alto

Campoo Ski Resort, a major winter sports destination in northern Spain. The region offers year-round outdoor recreational activities such as trekking, mountain biking, Nordic walking, and snowshoeing. Additionally, Campoo offers an extensive network of trails for hiking, cycling, wildlife observation, and ecotourism.

The area is also characterised by longstanding pastoral systems and traditions linked to transhumance, livestock markets and cattle fairs, alongside seasonal agricultural activities and traditional land uses. Its rich and diverse heritage further includes built elements, valued not only for their historical and archaeological importance but also for their religious, civil, and industrial architectural significance.

Notable examples in this category include megalithic sites (e.g., the megalithic complex of "Los Lagos", the Cromlech of La Corona, the Castro of Las Rabas), rock-cut complexes (e.g., the rock-cut complex of Peñota, the necropolis of San Pantaleón and its surroundings, the rock art of "Las Peñas de San Roque" and the Idol of Ruanales; the rock-hewn hermitage of San Acisclo y Santa Victoria de Arroyuelos), and remains of Roman presence (e.g., the Roman city of Julióbriga; the Roman-mediaeval archaeological site of Camesa-Rebolledo). Julióbriga, in particular, is one of the most significant Roman settlements in northern Hispania, offering valuable insights into Roman urban planning, regional integration, and the network of roads and settlements that illuminate ancient communication routes.

In addition, the region preserves numerous churches and monasteries, mostly Romanesque, which reflect a rich medieval religious life and artistic traditions. Over 50 such examples are scattered throughout the comarca, including the Monastery of Montesclaros, the Collegiate Church of San Pedro de Cervatos, the Collegiate Church of San Martín de Elines, the Church of San Sebastián in Reinosa, the Church of Santa María de Retortillo, and the Church of Santa María la Mayor in Villacantid. This heritage greatly enriches cultural and pilgrimage experiences. Castles and palatial houses are also noteworthy, including the Castle of San Vicente in Argüeso, the Tower of Los Bustamante in Campoo de Yuso, the Palace of La Corralada in Valdeolea, and the Palace of Los Hornillos in Arenas de Iguña.

Finally, the region's industrial heritage should not be overlooked, particularly related to mining, iron production, and the railway industry, which played a key role in its development. Important sites include the Fábrica de Forjas de La Vega, Reinosa Steelworks, and La Robla Railway Line.

El Camino Olvidado ("The Forgotten Way") – a historic medieval route traditionally beginning near Bilbao and travels westward through crossing rural northern Spain, Burgos, Cantabria, Palencia, and León with cultural, historical, and natural significance; an ancient pilgrimage route to Santiago de Compostela, an unused branch of the St. Jacques Way also called the *Camino de la Montaña* or the *Viejo Camino de Santiago* ("Old Way of St James"), – partial neglect, this pathway that can be walked on foot, by bicycle or on horseback, is very relevant for value cultural heritage, pilgrimage experiences and slow tourism. In Campoo, this

Camino follows paths of historical land use, linking hamlets, Romanesque churches, pastoral landscapes, and highland passes, offering a deep connection with the landscape and the authentic sense of pilgrimage. Over time, limited maintenance and low cultural and tourism visibility have reduced its socio-economic and cultural impact in this territory. So, revalorization of this pathway is important for heritage preservation, sustainable tourism, and local community development.

The strong cultural identity of the settlements, combined with the presence of rural lodgings, guesthouses, and farm-based accommodations, is highly relevant to religious, rural, and nature-based tourism. In this territory, tourism focused on heritage, cultural and religious tourism, nature-based tourism, outdoor active practices and rural authenticity predominates, and the relatively low visitor numbers contribute to high-quality experiences.

This territory also holds significant potential for seasonal residencies, attracting artists seeking creative opportunities linked to the rural landscape, cave art, cultural and natural heritage, contemporary art projects, and professional development.

2.1.2. Cultural pilots' actions in Campoo

Figure 4 presents a synthesis of the four cultural pilots that will be carried out in Campoo, Spain, along with the two responsible beneficiaries.



Figure 4. Cultural pilots in Campoo, Cantabria, Spain, and the two responsible beneficiaries.

2.1.3. Beneficiaries responsible for the cultural pilot's implementation in Campoo

2.1.3.1. Fundación Banco Santander

Fundación Banco Santander (FBS) is the corporate foundation of Santander Group, one of the biggest banks in Europe. Established in Madrid in 1992, its purpose is to manage the bank's art collection and implement sponsorship initiatives. Fundación Banco Santander's primary area of activity is culture, with a particular focus on art, encompassing the management of the art collection, the organisation of exhibitions, cultural mediation activities, and the sponsorship of contemporary art, music, emerging artists, and art researchers.

Other activities of Fundación Banco Santander in the cultural sector include the support of cultural employment and several editorial lines on humanism, history and philosophy.

Fundación Banco Santander is a relevant actor in the field of higher education and entrepreneurship in Spain, through study grants, funding agreements with universities and programmes to support employment and entrepreneurship.

Fundación Banco Santander is also active in social action and cooperation, providing funding and support to grassroots organisations through various schemes.

Faro Santander, a cultural centre managed by Fundación Banco Santander (**Figure 5**), opens in 2026 in Santander, Spain. The former bank headquarters, the Pereda building, refurbished by David Chipperfield Architects, is home to this cultural centre dedicated to art and technology, with a strong focus on educational, environmental, and social issues.



Figure 5. Faro Santander, Fundación Banco Santander, Spain.

© Photo Chipperfield Architects.

2.1.3.2. Fundación Camino Lebaniego

The **Camino Lebaniego Foundation** is a public entity under the Government of Cantabria, dedicated to the revitalisation, protection, and comprehensive promotion of the pilgrimage routes in Cantabria, including the Camino Lebaniego (**Figures 6, 7, and 8**), the Routes of St. James, and their variants. The Foundation's mission goes beyond mere tourist promotion, focusing on safeguarding the intrinsic values of these routes as strategic pillars for sustainable cultural, social, and economic development in the region.

The Camino Lebaniego Foundation carries out a diverse and intensive range of activities that directly impact the territory. In the cultural sphere, the Foundation designs and delivers a wide variety of events in terms of content and scale, ranging from exhibitions that

preserve intangible heritage and conservation/restoration projects on historical or natural heritage assets to music and performing arts festivals that revitalise rural spaces.

The Foundation actively collaborates with a broad spectrum of local companies and associations, including cultural, craft, sports, and tourism organisations, to promote their initiatives and ensure that the heritage is accessible and transmitted to new generations. It is also engaged in multiple international networks and participates in various European cooperation projects.

All of the Foundation's activities are framed within a strategy of respectful and sustainable tourism. It promotes the deseasonalisation and diversification of tourism offers, while working on projects to conserve the natural landscape and landscape quality in regions such as Liébana and Campoo. Through initiatives such as improved signage, enhanced cultural infrastructure, and the publication of specialised materials, the Foundation not only facilitates the pilgrim's experience but also serves as a catalyst for improving the quality of life for local communities. Furthermore, the Camino Lebaniego Foundation supports training programmes, strengthens the activities of the local productive sector, and encourages citizen participation in heritage management, ensuring that the cultural and tourist flow contributes to a sense of belonging, identity, and sustainable prosperity for the rural regions of Cantabria.



Figure 6. Church of Santa María de los Ángeles, San Vicente de la Barquera. The Camino Lebaniego, a pilgrimage route, normally begins in San Vicente de la Barquera, Cantabria, Spain.

© Photo Fundación Camino Lebaniego.



Figure 7. Potes, historic town, located in the Liébana Valley, surrounded by the Picos de Europa, Cantabria, Spain.

© Photo Fundación Camino Lebaniego.



Figure 8. Closing of the 2024 Jubilee Year, Potes, Cantabria, Spain.

© Photo Fundación Camino Lebaniego.

2.2. Vale do Côa, PORTUGAL

2.2.1. *The pilots' action area of Vale do Côa*

The **Vale do Côa** (Côa Valley) (**Figure 9**) is a territory located in northeastern Portugal, stretching roughly from the foothills of the Marofa mountain range to the mouth of the Côa River. The territory covers nearly 210 km² and has a total population of around 6,000 inhabitants, largely concentrated in small towns and villages. Rural areas are characterised by low population density, with many parishes having fewer than 500 residents. Demographic trends indicate an ageing population and ongoing outmigration, typical of inland rural regions in northern Portugal, resulting in widespread depopulation, particularly in smaller hamlets.

This territory has a subcontinental Mediterranean climate, characterised by large intra-annual temperature ranges resulting in very hot, dry summers and cold winters. Rainfall is scarce, generally concentrated in the autumn/winter seasons. The incision of the Côa River, strongly influenced by tectonic alignments with a submeridional orientation, creates a landscape dominated by a deeply carved valley. Together with its tributaries, this creates a varied topography with slopes, some quite steep, that break the monotony of the surrounding plateau and shape the physiographic landscape in which the Palaeolithic rock engravings were produced. These engravings are the very reason for the existence of the Côa Valley Archaeological Park, the cultural cornerstone of the region's heritage. The universal and exceptional value of this territory was recognised in 1998 when it was inscribed on the UNESCO World Heritage representative list as the *Prehistoric Rock Art Sites in the Côa Valley*. In 2010, the boundaries of the important cultural heritage were significantly extended to include Siega Verde (Spain). Together, these sites form one of the most important ensembles of open-air Palaeolithic rock art sites in Europe.

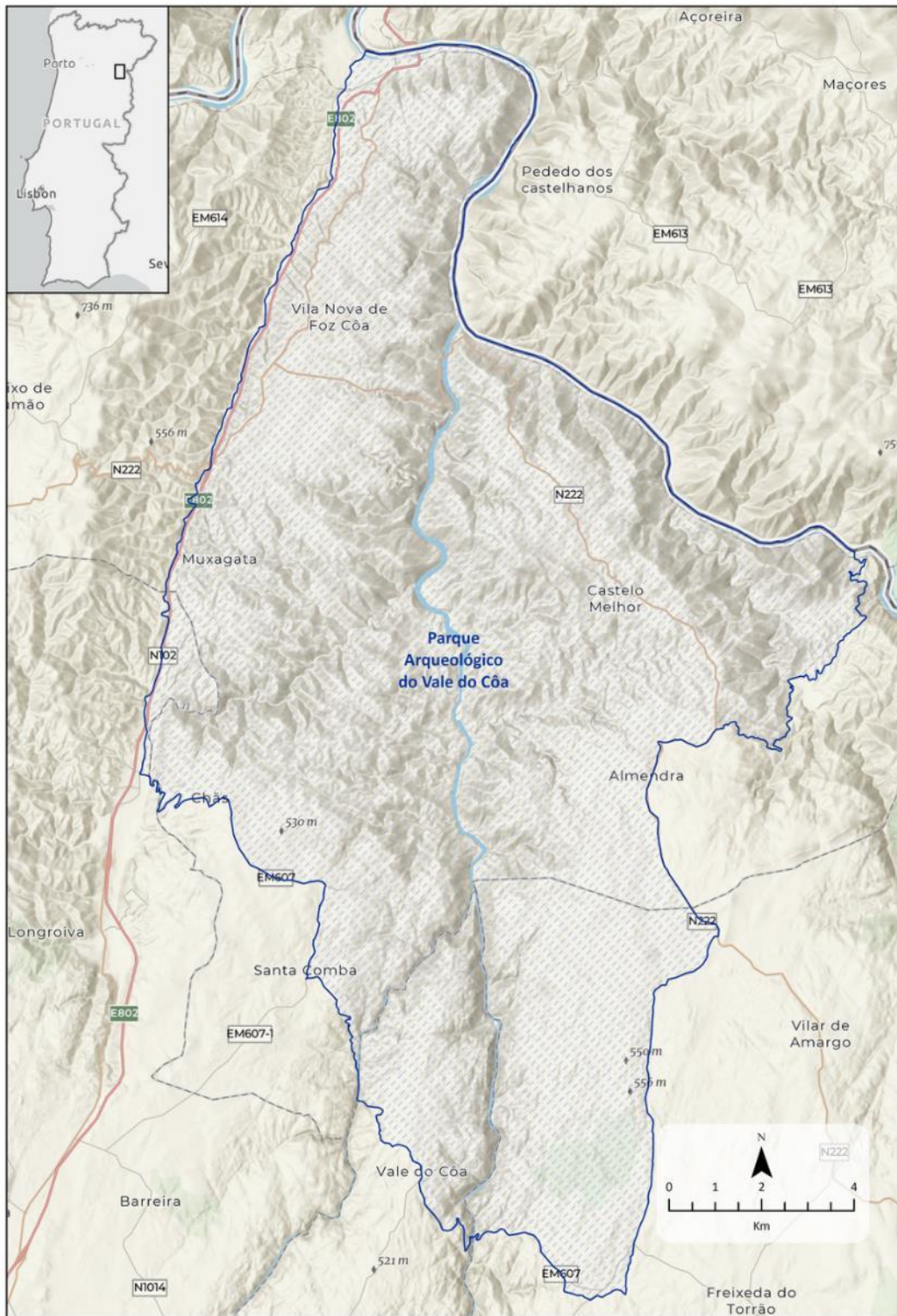


Figure 9. Location of the Côa Valley, Portugal.

One of the central ideas behind the social movement that emerged to safeguard the Côa engravings was the recognition that their true artistic value, and thus the ultimate object of preservation, extended far beyond the rock engravings themselves to encompass the entire natural landscape of the valley. This includes both engraved and unengraved rock panels,

geological formations, landforms, geomorphological features, watercourses, and the associated flora and fauna. Together, these elements create a vast “exhibition hall” or “open-air cave” in which the engravings are embedded and gain their full meaning.

However, if we accept that the true work of art to be protected is the landscape of the lower Côa Valley, the human dimension must also be considered an integral part of this heritage. The engravings themselves are, in fact, a direct expression of that presence. Despite the persistent depopulation that now characterises the area, this is a territory with a long and continuous history of human occupation. Such antiquity is attested by the rock art engravings, believed to have been created during the prehistoric period, between 30,000 and 10,000 B.C.

Since those remote times, human settlement in this rugged territory has never been easy and has remained closely tied to, and constrained by, the region’s physical characteristics. The dominant economic activities have long been connected to agriculture and livestock farming, which still today employ a significant share of the available workforce. Traditional almond cultivation, once a defining feature of the landscape and a seasonal tourist attraction during the flowering period, is currently in decline. By contrast, olive growing and viticulture continue to expand steadily and constitute important elements of the landscape’s identity. Their fragmented and terraced patterns reflect centuries of human adaptation to the valley’s demanding topography. Closely associated with this extensive agricultural system is pastoral activity, which remains essential for maintaining a typical Mediterranean agro-pastoral landscape with relatively low impact on local biodiversity.

From the perspective of historical and architectural heritage, the ruins of the castle Castelo Melhor stand out prominently. The settlement of Castelo Melhor embodies the rural and cultural character of the Côa Valley and serves as an important gateway to the Valley’s archaeological sites, particularly for visitors to the open-air rock art engravings. The castle ruins and traditional stone houses of the village are integrated into heritage tourism itineraries. In addition, vineyard terraces and local cultural events, especially those associated with wine, reinforce the area’s cultural identity and attract visitors to the parish.

Other noteworthy elements of the built heritage include the pillories (‘pelourinhos’) of Muxagata, Vila Nova de Foz Côa, and Almendra, which stand as symbolic expressions of local history and municipal autonomy. The parish churches of Vila Nova de Foz Côa, Almendra, and Cidadelhe, displaying Baroque and Manueline architectural features, also deserve mention. In the realm of civil architecture, the manor houses of the Viscount of Almendra and the Solar dos Donas Boto, in Muxagata, stand out as refined examples of Baroque and 19th-century architecture.

The Côa Museum represents the most recent focal point of the region’s cultural infrastructure. Partially embedded in the hilltop so as to merge with the surrounding landscape, the building appears as a geological outcrop rising from the terrain (see

Figure 11), reinforcing its visual and symbolic connection to the Côa Valley. Inaugurated in 2010, the museum functions both as an interpretative and research centre for the rock art landscape of the Côa Valley and as a repository for archaeological materials. It introduces visitors to the prehistoric engravings and the broader cultural landscape before they proceed to the archaeological sites themselves. The building's architecture is conceived as a land art intervention, echoing the prehistoric engravings embedded in the terrain. Its concrete façades incorporate mineral pigments and textures that mimic the appearance of local schist, reinforcing the dialogue among architecture, geology, and landscape.

Within the Museum, temporary exhibition spaces regularly host contemporary art and photography inspired by prehistoric expression. Artist residencies developed across the Côa Valley territory are typically research-driven and landscape-focused, linking contemporary artistic practice with heritage promotion and rural regeneration, while fostering connections with prehistoric heritage, environmental awareness, and local community life.

In terms of visitation, the Parque Arqueológico do Vale do Côa and the Museu do Côa, located in the Porto North tourist area, reached record numbers in 2025, with approximately 50,844 visitors (Park: 13561; Museum: 37283). Many of these visitors combine their trip with the Alto Douro Wine Region, a 24,600 ha cultural landscape inscribed on the UNESCO World Heritage List since 2001. Wine production and wine tourism, therefore, play a significant role in supporting the local economy.

2.2.2. Cultural pilots' actions in Vale do Côa

Figure 10 presents a synthesis of the three cultural pilots to be carried out in Vale do Côa, Portugal, and the two responsible beneficiaries.

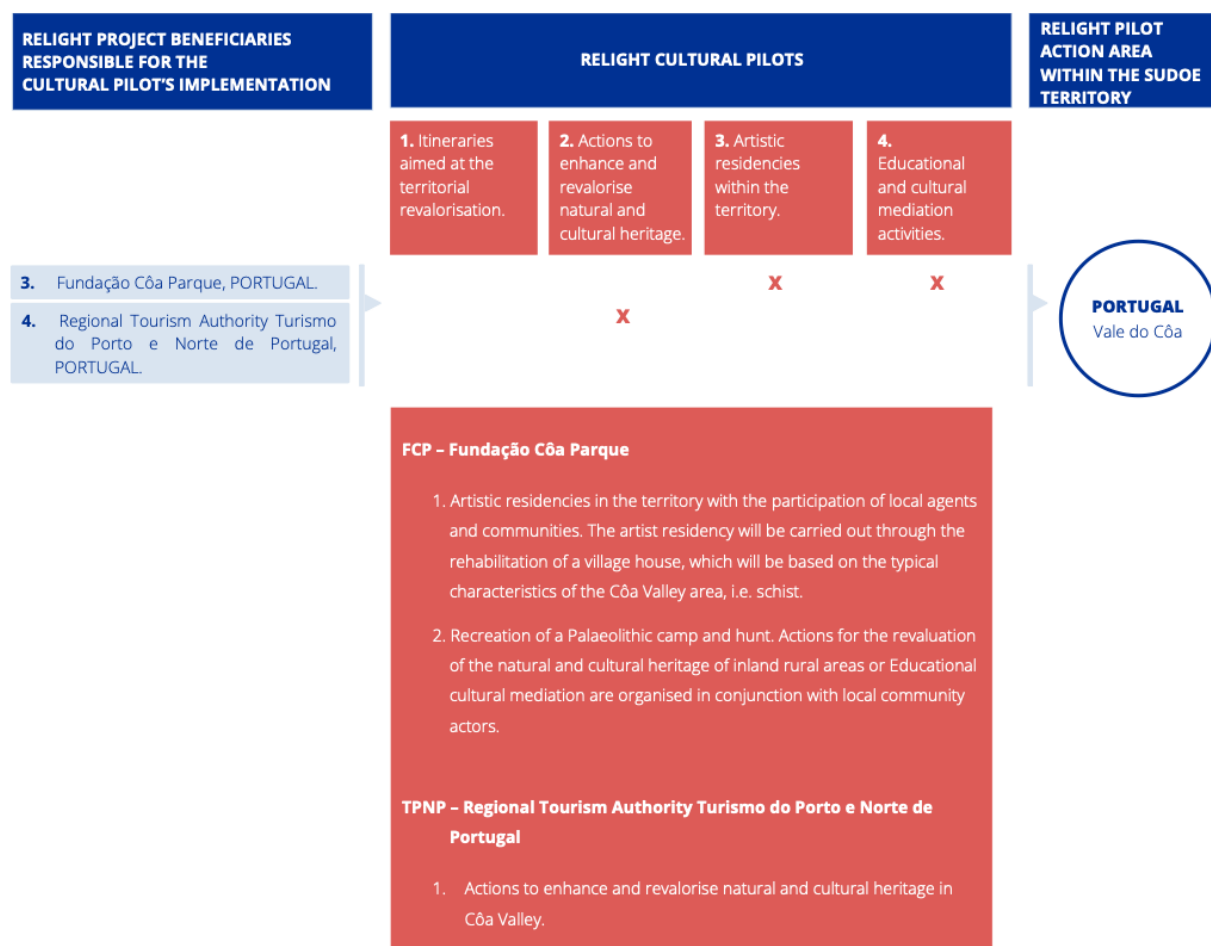


Figure 10. Cultural pilots in Vale do Côa, Portugal, and the two responsible beneficiaries.

2.2.3. Beneficiaries responsible for the cultural pilot's implementation in Vale do Côa

2.2.3.1. Fundação Côa Parque

The **Fundação Côa Parque** – Foundation for the Safeguarding and Development of the Côa Valley, also known as Côa Parque Foundation, was created in 2011 to manage the Côa Valley Archaeological Park and the Côa Museum (**Figures 11, 12 and 13**). The Côa Valley is a unique site in the world due to the rock art from various moments of Prehistory, Protohistory and History, including the most important collection of Palaeolithic open-air figurations known today. It was classified, as mentioned above, as a UNESCO World Heritage in 1998.

Through the ongoing cultural project, the Foundation aims to promote the integrated development of the region by bringing together institutional partners and private economic actors, while highlighting the importance of cultural dynamics and their contribution to the country's overall well-being.

The Côa Parque Foundation seeks to ensure that all cultural activities it undertakes contribute to a broader strategy for the economic and social development of the Douro region and the country as a whole. Such an approach combines cultural heritage with economic development, leisure with knowledge, and research with tourism, thereby fostering employment opportunities and revitalising the region.

Its core objectives include the protection, conservation, research and promotion of the Côa Valley Rock Art and other significant heritage assets across the region.



Figure 11. Location of the Fundação Côa Parque and Côa Museum in the Côa Valley Archaeological Park, Portugal.

© Photo Fundação Côa Parque.



Figure 12. Location of the Fundação Côa Parque and Côa Museum in the Vila Nova de Foz Côa town, Portugal.

© Photo Fundação Côa Parque.



Figure 13. View from the reception of the Côa Valley Archaeological Park, Portugal.

© Photo Fundação Côa Parque.

2.2.3.2. The Regional Tourism Authority Turismo do Porto e Norte de Portugal (TPNP)

With a regional scope and broad territorial coverage – comprising the 86 municipalities that make up NUT II North region – the **Regional Tourism Authority Turismo do Porto e Norte de Portugal**, headquartered in Viana do Castelo (**Figure 14**), adopting the name of Turismo do Porto e Norte de Portugal, E.R., is responsible for enhancing and developing the tourism potential of the region. Its mandate includes the promotion of regional tourist destinations in both domestic and international markets, as well as the integrated management of destinations within the framework of regional tourism development in accordance with the guidelines of the tourism policy defined by the Government and the pluriannual plans of the central administration and of the municipalities that integrate it.

The activities of Turismo do Porto e Norte de Portugal, E.R. are grounded on a diverse and extensive set of natural and cultural heritage resources, distinctive tourism products, and high-quality brands that together shape the tourism offer of a unique territory. This offer is organised across its four sub-destinations: Porto, Douro, Minho and Trás-os-Montes.

The region under the authority's jurisdiction is characterised by remarkable territorial diversity, combining rich cultural heritage, varied natural landscapes, dynamic urban centres, and extensive rural and low-density areas. This diversity constitutes a significant strategic asset, while also requiring a balanced, sustainable, and innovation-oriented approach to tourism development.

Its mission is to enhance and develop the tourist potential of the respective regional tourism area, the internal promotion and wider market of regional tourist destinations, as well as the integrated management of destinations within the framework of regional tourist development, in accordance with the guidelines of the tourism policy defined by the Government and the pluriannual plans of the central administration and of the municipalities that integrate it.

As a public regional entity, TPNP acts as a key intermediary between national authorities, local governments, tourism stakeholders, academia, and civil society, ensuring the integrated implementation of national, European, and international tourism policies. Its work is guided by a set of core values that include sustainability and responsibility - aligned with the European Green Deal and the UNWTO Global Code of Ethics for Tourism -, territorial cohesion, and fostering balanced development across urban and rural areas. Other guiding principles include quality, innovation, and competitiveness, through the promotion of smart tourism solutions and skills development, as well as partnership and good governance, based on multi-level and collaborative cooperation.

Turismo do Porto e Norte de Portugal, E.R. has also been actively involved in numerous cooperation projects, which have enabled the attraction of new initiatives to the territory and the establishment of strategic alliances aimed at improving the quality and competitiveness of the region's tourist destinations. Through this experience, the Regional Tourism Authority has developed extensive expertise in the promotion and development of tourism initiatives in Northern Portugal, which will provide RELIGHT with valuable knowledge for the creation of sustainable initiatives that integrate cultural heritage and natural resources, while also contributing to the strengthening of tourism development in the Côa Valley region.



Figure 14. Location of the Regional Tourism Authority Turismo do Porto e Norte de Portugal, in Castelo Santiago da Barra, Viana do Castelo city, Portugal.

© Photo Google Earth.

2.3. Gironde – Entre-Deux-Mers, FRANCE

2.3.1. The pilot's action area of Gironde – Entre-Deux-Mers

The Communauté de Communes des Portes de l'**Entre-Deux-Mers**, one of the main administrative structures in the sub-region, covers an area of approximately 87.6 km² and had a population of around 22,414 inhabitants in 2022. It is characterised by a relatively low population density.

Entre-Deux-Mers, a natural and historic sub-region of the **Gironde**, is defined by its strategic location between the Dordogne and Garonne rivers and serves as the extensive rural hinterland of the Bordeaux metropolitan area (**Figure 15**). This proximity to the central city is the factor that most accentuates the territorial imbalance, shaping the region as an area of strong interdependence, but also of tension, with the urban core. The territory experiences a noticeable outflow of human capital and resources, with its economic vitality and social dynamism often overshadowed by the metropolitan hub.

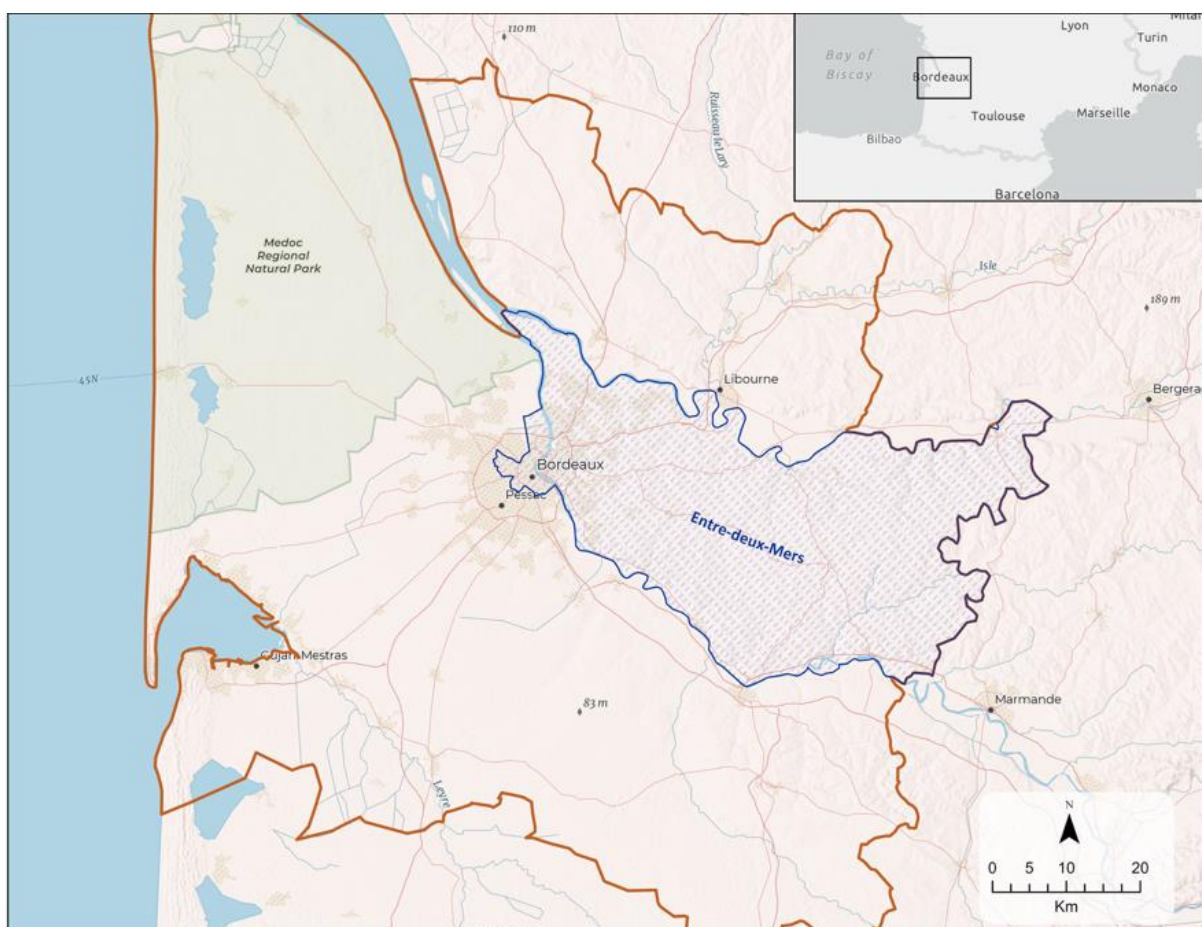


Figure 15. Location of Entre-Deux-Mers, Gironde, France.

Transport infrastructure, although present, is oriented towards the capital, limiting internal connectivity and constraining the development of secondary centres within the territory.

From a demographic perspective, Entre-Deux-Mers reflects broader trends observed across many European rural areas, particularly the ageing of its resident population. Although it attracts new residents through peri-urban migration, the pressure on local services, such as schools and health centres, is high, and the capacity to retain and renew skilled human capital remains a central challenge.

The landscape is predominantly shaped by Vineyards, pastures, and cereal fields. The economic base is, par excellence, the production of internationally renowned wines, an asset that, while central to the region's identity, also creates a structural dependency. Ensuring the long-term sustainability of the development model requires urgent diversification into high-quality wine tourism, organic farming, and the attraction of light and digital industries.

From a gastronomic perspective, traditional cuisine emphasises regional wines, locally produced goat cheeses from small-scale pastoral farms, and duck confit and foie gras. Cultural life is further enriched by local events: small rural villages host annual harvest festivals celebrating wine and seasonal products, while traditional Gascon music and dance feature prominently in community gatherings, helping to preserve intangible heritage and enhancing tourism experiences.

The cultural heritage, comprising medieval abbeys, farms, and wine châteaux, is widely dispersed across the territory, making it difficult to create a unified tourist route. Villages such as Saint-Macaire, Cadillac-sur-Garonne and Targon stand out for their well-preserved medieval streets, churches, and fortified structures. Romanesque churches like Saint-Martin de Loubens and Saint-Pierre de Targon are important tourist attractions showcasing characteristic medieval architecture and original stonework.

Local governance faces the challenge of promoting an integrated territorial vision, requiring coordination among the various communities of communes and strategic negotiation with Bordeaux to ensure a development model that values rural quality of life. Investment in digital accessibility and the revitalisation of small urban centres are the key pillars to strengthening territorial cohesion, particularly in the context of strong economic and demographic pull exerted by the capital of the New Aquitaine region.

2.3.2. Cultural pilots' actions in Gironde – Entre-Deux-Mers

Figure 16 presents a synthesis of the two cultural pilots to be carried out in Gironde – Entre-Deux-Mers and the responsible beneficiary.

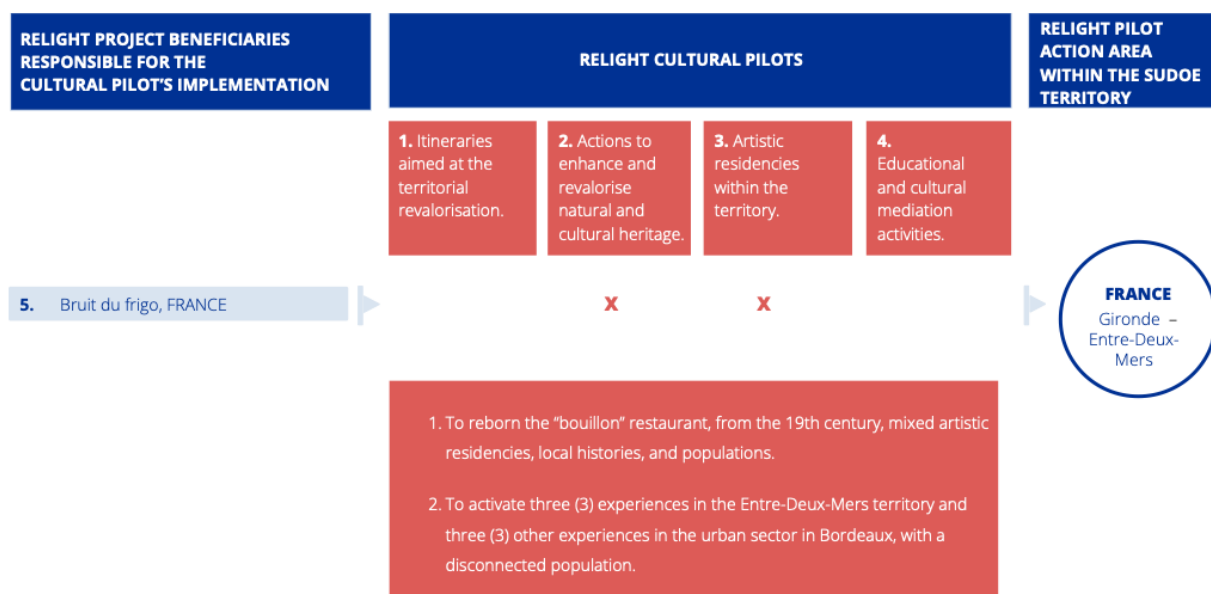


Figure 16. Cultural pilots in Gironde – Entre-Deux-Mers, France, and the responsible beneficiary.

2.3.3. Beneficiary responsible for the cultural pilot's implementation in Gironde – Entre-Deux-Mers

2.3.3.1. Bruit du frigo

Bruit du frigo is an urban creation studio founded in 1997 and based at Fabrique POLA in Bordeaux, France (**Figure 17**). It brings together architects, artists, urban designers, mediators and builders. This French non-profit association creates artistic, participatory and site-specific projects on public space, combining urban installations, micro-architectures, collective actions and cultural events (**Figure 18**).

Operating at the intersection of art, territories and communities, the association seeks to promote the transition towards more sustainable, shared and welcoming (inclusive?) cities. It does so by proposing alternative ways of imagining and shaping living environments, while exploring new forms and uses for public space.

Positioning itself as a pioneer in spatial experimentation and the activation of urban uses, and urbanity generation, Bruit du frigo employs tools of urban foresight and citizen engagement grounded in an offbeat, playful and poetic approach. These interventions are

implemented at both small and large scales, in temporary or permanent forms, and are rooted in direct engagement with local contexts and everyday practices.

Bruit du frigo both initiates its own projects and supports those led by public authorities, cultural and social organisations, and civil society. It is actively involved in processes of urban transformation and spatial planning, as well as in cultural and artistic programming. Depending on the project, the collective collaborates with multidisciplinary teams, including architects, urban designers, landscape architects, artists, and engineers.



Figure 17. The Fabrique Pola, home of artistic and cultural practices in New Aquitaine, is located on the right bank of the Garonne River, the major river in southwest France that flows from the Pyrenees Mountains to the Atlantic Ocean via the Gironde estuary. The Fabrique Pola brings together 25 companies, 10 artists, 3 workshops (wood construction, metal, model, silver and digital photo lab, art serigraphy), an exhibition space, a restaurant and a café terrace. France.

© Photo Bruit du frigo.



Figure 18. The Poulp'Fiction project, in the City of Floirac, 2024, France. Bruit du frigo was approached by the project leaders and the city of Floirac to design and build permanent street furniture for Monrepos Square. An octopus was created as an agora, a communal piece of furniture for gathering, chatting, and meeting. It acts as a beacon, welcoming newcomers to the square.

© Photo Bruit du frigo.

2.4. Lot – Aveyron, FRANCE

2.4.1. The pilot action area of Lot – Aveyron

Lot and Aveyron are two contiguous departments in south-western France, both located in the Occitanie region. Their identities are closely associated with the two important rivers that give them their names: the Lot and the Aveyron, which structure their landscapes and settlement patterns.

The **Lot** department covers an area of 5,217 km² and had a population of approximately 175,620 inhabitants in 2022, resulting in one of the lowest population densities in France, around 34 inhabitants per Km². The territory of Lot (**Figure 19**) is characterised by its rugged geography, combining limestone plateaus (Causses de Quercy) and deeply incised river valleys (Lot, Dordogne and Célé). This configuration contributes to one of the most pronounced examples of demographic sparsity in south-western Europe. With a density of about 33.7 inhabitants/km², the department faces a sustained risk of depopulation, further aggravated by an ageing population and difficulties retaining younger generations, leading to a persistently negative natural balance. Limited critical mass and relative isolation constrain access to public services, commerce, and healthcare.

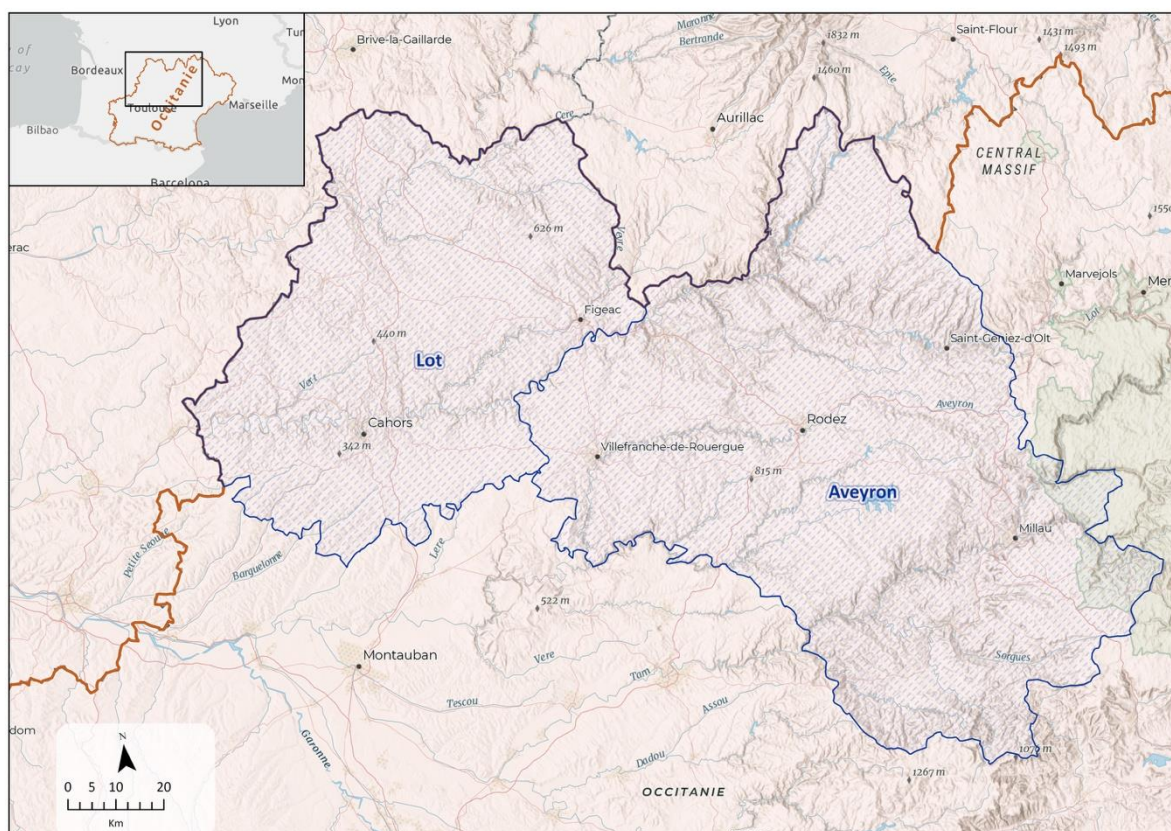


Figure 19. Location of Lot – Aveyron, France.

The local economy remains largely dependent on agriculture and livestock farming, complemented by tourism focused on specific niches supported by rich prehistoric sites and high-quality landscapes. However, weak economic diversification and the predominance of small and micro-enterprises limit the capacity to attract investment and innovation. Despite these constraints, the department possesses an underexploited potential, notably its remarkable cultural heritage and environmental assets, such as the Canal du Midi and the Causses du Quercy. A key challenge lies in the dispersion of cultural agents and the difficulty of ensuring a regular and accessible offer across the territory.

Governance in Lot must address the absence of a large regional urban hub capable of structuring regional development. The strategy for sustainable development, therefore, relies on strengthening inter-municipal cooperation, advancing the digitalisation of services, and promoting rural teleworking and co-working networks. Leveraging the department's exceptional natural environment to develop low-impact, high-quality ecotourism is also essential, particularly as a means of generating added value in local agri-food systems and counteracting long-standing trends of isolation and demographic decline.

Within this context, the village of Cajarc hosts the Maison des Arts Claude et Georges Pompidou (MACGP), founded in 1989. This institution stands out as a major contemporary art centre in a rural setting, functioning not only as an exhibition space but also as a cultural laboratory. It operates within the broader French policy framework of cultural decentralisation and territorial equity, which aims to extend access to high-quality cultural experiences beyond major centres. In fact, the MACGP exemplifies how contemporary artistic creation can be embedded in low-density rural territories. Its mission includes promoting contemporary artistic creation, fostering dialogue between art, society, and rural environments, supporting cultural decentralisation outside major metropolitan centres, and encouraging artistic experimentation and public engagement. Its activities encompass artist residences, temporary exhibitions, and educational and mediation programmes targeting diverse audiences.

The **Aveyron** department, by contrast, covers a larger area of 8,735 km² and is characterised by a highly diverse and complex geomorphology. Located on the south-western margin of the Massif Central, its landscape has been shaped by tectonic uplift, fluvial incision, and long-term karstification processes. It features extensive limestone plateaus, particularly the Grands Causses, deep river gorges, and intricate hydrological systems, which together contribute to a highly distinctive and ecologically rich territorial structure.

2.4.2. Cultural pilots' actions in Lot – Aveyron

Figure 20 presents a synthesis of the three cultural pilots to be carried out in Lot – Aveyron and the responsible beneficiary.



Figure 20. Cultural pilots in Lot – Aveyron, France, and the responsible beneficiary.

2.4.3. Beneficiary responsible for the cultural pilot's implementation in Lot – Aveyron

2.4.3.1. Syndicat Mixte les Abattoirs

Les Abattoirs, Musée - Frac Occitanie Toulouse, inaugurated in 2000 in a renovated 19th-century heritage building, is dedicated to the exhibition of modern and contemporary art and to the promotion of artistic creation (**Figures 21, 22 and 23**).

This unique institution emerged from the merger of the Museum of Modern and Contemporary Art of the City of Toulouse and the Regional Fund for Contemporary Art. It brings together, in a single site, permanent collections, temporary exhibitions, a library, a public gallery, workshops, an auditorium, a bookshop, and a restaurant. Beyond its physical location, Les Abattoirs actively disseminates its collections across the entire Occitanie region and supports artistic production through initiatives developed in close collaboration with local stakeholders.

Through an ambitious programme of exhibitions both in Toulouse and throughout the region, the institution features a diverse range of artists, from internationally established figures to emerging creators. Combined with a wide array of activities aimed at different audiences, Les Abattoirs plays a central role in the cultural, artistic, economic, and social life of Toulouse and the Occitanie region. At the same time, they maintain a strong presence

on the national and international stage through strategic partnerships and collaborative projects.



Figure 21. Les Abattoirs, Musée - Frac Occitanie Toulouse, France.

© Photo Les Abattoirs.



Figure 22. Les Abattoirs, Musée - Frac Occitanie Toulouse, France.

© Photo Les Abattoirs.



Figure 23. Espace de lecture, Les Abattoirs, Musée - Frac Occitanie Toulouse, France.

© Photo Les Abattoirs.

2.5. Canal du Midi, FRANCE

2.5.1. The pilot action area of Canal du Midi

The linear axis of the Canal du Midi (**Figure 24**) extends over 360 km (278 km of canal and 82 km of supply system), crossing four departments. Its character is fundamentally defined by its linearity and corridor structure. Constructed in the 17th century, the canal forms a major development axis linking the metropolitan area of Toulouse to the Mediterranean Sea. Historically, it played a decisive role in transforming regional agriculture and trade, facilitating the transport of wine and grain and contributing significantly to the economic development of Languedoc's rural areas. Today, it stands as a cultural and heritage asset of exceptional value, inscribed on the UNESCO World Heritage List since 1996.

Currently, its primary function lies in generating tourism flows. However, these flows are largely linear and highly seasonal, concentrating economic benefits along the immediate canal banks and at key stopping points. This spatial pattern creates a marked territorial imbalance, as growth does not effectively extend into the surrounding rural hinterland, which remains vulnerable to depopulation.

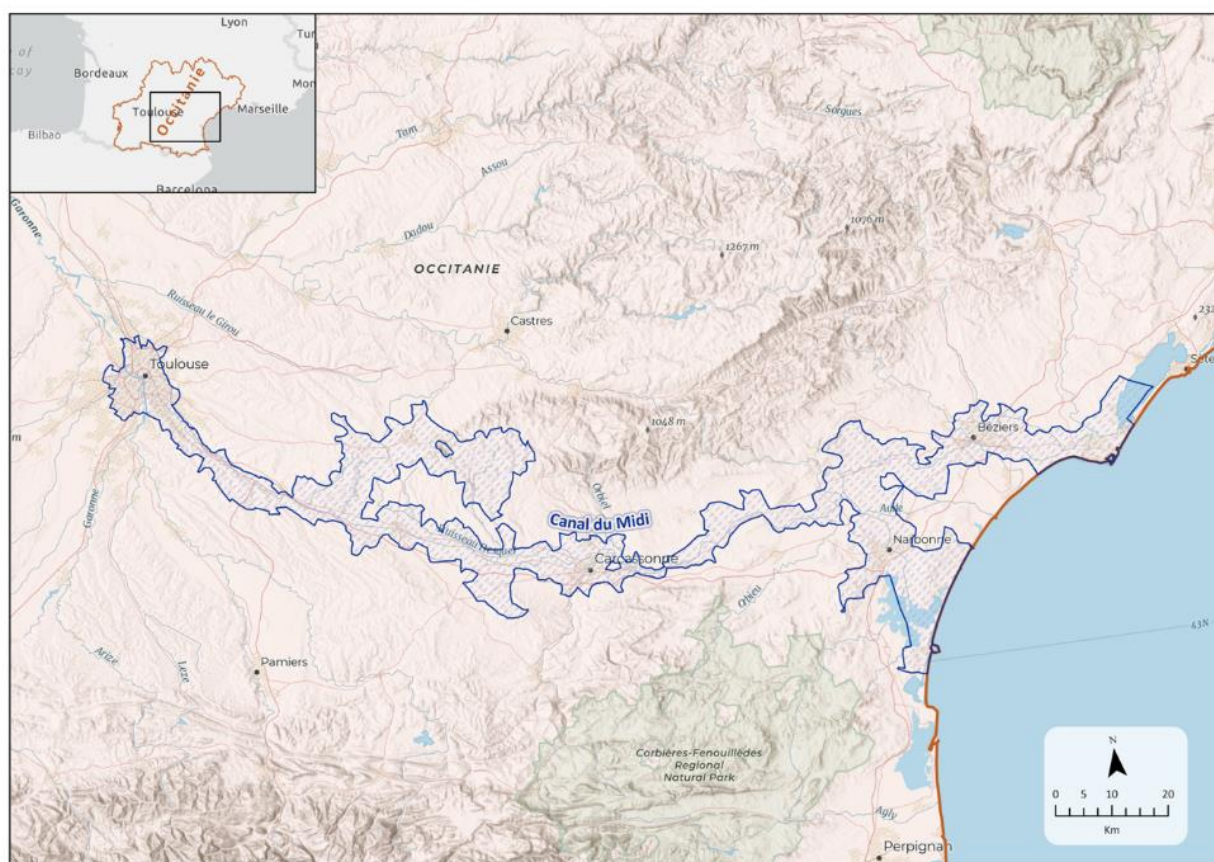


Figure 24. Location of Canal du Midi, Occitanie region, France.

Since the late twentieth century, the Canal du Midi has consolidated its role as a major corridor for cultural and slow tourism. Activities such as recreational boating, cycling, and walking along the former towpaths allow visitors to experience the canal's landscapes at a slower pace. Houseboat tourism, structured around lock sequences and canal-side villages, further reinforces the spatial continuity and experiential dimension of the canal, enhancing connections between navigation, heritage, and local territories.

Economically, the canal corridor is dominated by nautical tourism and its associated services (boat rental, accommodation, and catering), resulting in a strong dependence on a single sector and increased vulnerability to external shocks or shifts in mobility patterns. Ensuring long-term sustainability requires greater diversification, particularly through the development of agri-tourism and the valorisation of local terroir products (wines, olive oils, and artisanal goods), encouraging visitor flows to extend into the interior areas of the Aude and Tarn departments.

Governance of the Canal du Midi is particularly complex due to its interdepartmental nature and the multiplicity of actors involved, ranging from local authorities to Voies Navigables de France (VNF). The establishment of a unified strategic framework is therefore imperative, especially in light of mounting environmental challenges, including water scarcity linked to droughts and the disease affecting the canal's historic plane trees. From a demographic perspective, the axis exerts a certain attraction, although pressure related to real estate and services tends to concentrate at its extremities (Toulouse and the Mediterranean coast), requiring careful management to preserve the identity and quality of life of smaller riparian communities.

2.5.2. Cultural pilots' actions in Canal du Midi

RELIGHT PROJECT BENEFICIARIES RESPONSIBLE FOR THE CULTURAL PILOT'S IMPLEMENTATION	RELIGHT CULTURAL PILOTS				RELIGHT PILOT ACTION AREA WITHIN THE SUDOE TERRITORY
	1. Itineraries aimed at the territorial revalorisation.	2. Actions to enhance and revalorise natural and cultural heritage.	3. Artistic residencies within the territory.	4. Educational and cultural mediation activities.	
6. Syndicat Mixte les Abattoirs, FRANCE	X	X	X	X	FRANCE Canal du Midi
1. The project is being developed in the context of two significant milestones to be marked in 2026: the 30th anniversary of the inscription of the Canal du Midi on the UNESCO World Heritage List and the anniversary of the music Festival Convivencia. Its primary objective is to highlight the natural and historical heritage of the Canal du Midi, which traverses a wide diversity of territories across the Occitanie region. The initiative represents a reactivation of a previous project, now revisited with a renewed perspective and ambition. It may also include the participation of the FRAC-OM through loans from its collection. The project will be implemented through a range of complementary actions, including: • An ambitious artistic commission on a barge (the application will be launched early July with the selection jury taking place in October). The barge will tour various communes during the Festival Convivencia in July 2026 (program currently under development by the Festival team). • Several exhibitions organised in partnerships with participating communes (to be defined). • A programme of public events and activities. The initiative is supported by key institutional partners, including the Préfecture of Occitanie region, Les Voies Navigables de France and l'Entente pour le Canal du Midi.					

Figure 25. Cultural pilots in Canal du Midi, France, and the responsible beneficiary.

2.5.3. Beneficiary responsible for the cultural pilot's implementation in the Canal du Midi

2.5.3.1. Syndicat Mixte les Abattoirs

The RELIGHT beneficiary responsible for pilot implementation is **Syndicat Mixte les Abattoirs** (please see the description of this beneficiary in section 2.4.3.1).

2.6. Communauté des Communes Sud-Hérault, FRANCE

2.6.1. The pilot action area of Communauté des Communes Sud-Hérault

Hérault is one of the 13 departments of the Occitanie region (**Figure 26**). It covers approximately 6,100 km² and had a population of around 1.2 million inhabitants in 2022, resulting in an average density of about 200 inhabitants/km². This relatively high density reflects its proximity to the Mediterranean coast and the dynamism of Montpellier, which together generate strong tourism pressures, sustained population growth, and urban sprawl. These dynamics require careful, sustainable territorial management, particularly to control real estate speculation and mitigate the environmental impacts of mass tourism.

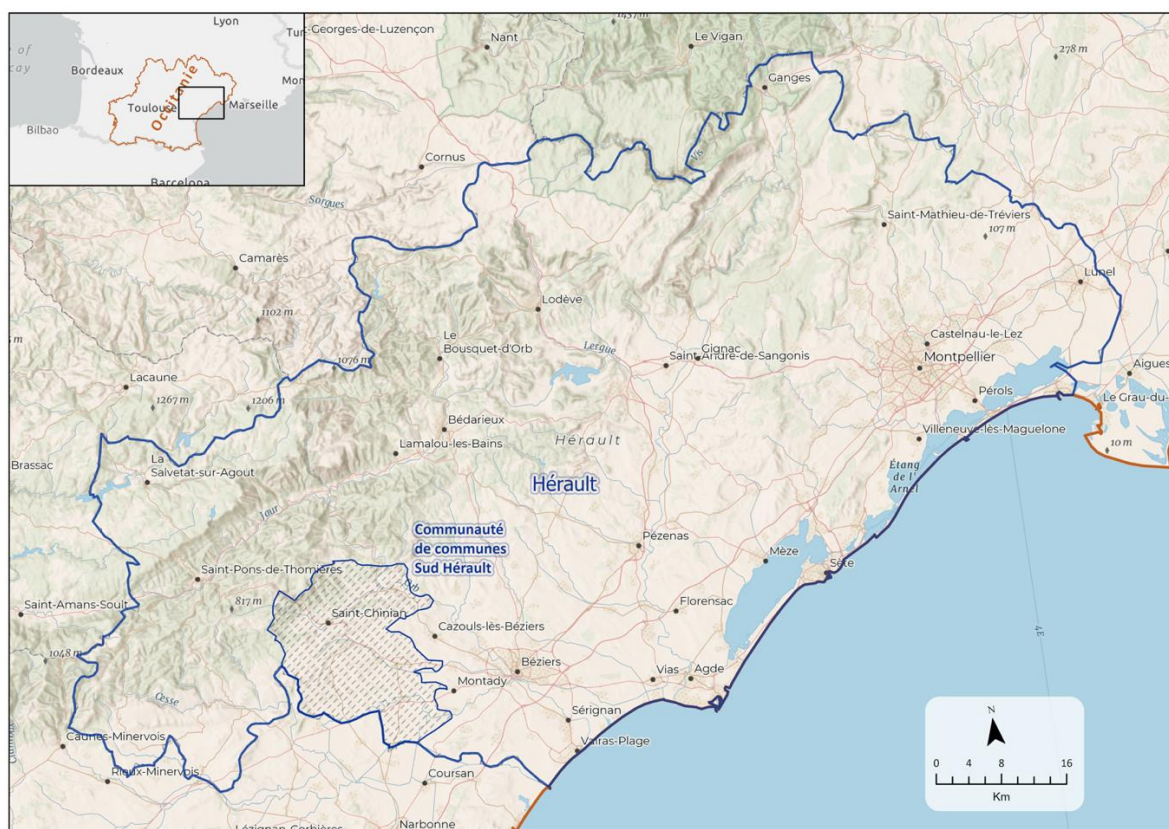


Figure 26. Location of Communauté de Communes Sud-Hérault, Occitanie region, France.

The Communauté de Communes Sud-Hérault¹ (**Figure 26**) – formed through the merger of the Communauté de communes du Saint-Chinianais and the Communauté de communes Canal Lirou –, comprises 17 rural and small urban communes. It covers an area of 313.9 km² and had 18,369 inhabitants in 2022, corresponding to a density of 58.5 inhabitants/km²,

¹ In French, 'commune' is a general word which can refer to towns, small towns or villages, but 'Communautés de Communes' only refers to villages and/or small towns which are grouping together.

well below the departmental average and indicative of its predominantly rural and semi-rural character.

Since the early 2000s, the population has experienced moderate growth, driven by lower living costs, a higher quality of life, and proximity to larger urban centres such as Béziers, Narbonne, and the Montpellier metropolitan area, all accessible via regional transport networks. A significant proportion of residents commute daily to these urban centres for employment.

The economic profile is shaped by a diversified structure, including agriculture, particularly viticulture and wine production within the broader Languedoc wine region, woodland and pastoral activities, local crafts, small and medium-sized enterprises (SMEs), and tourism. The territory benefits from a rich cultural heritage rooted in historic villages, architectural landmarks, and agricultural traditions. Its landscapes – ranging from canal towpaths and river valleys to vineyards and forested hillsides – support outdoor recreation and nature-based tourism, including hiking, cycling, and river activities.

Sud Hérault's cultural identity is deeply linked to Occitan and Mediterranean traditions, historic built heritage (Romanesque churches, medieval urban fabric) and its enduring viticultural landscape. Cultural life is maintained through programmes in libraries and community spaces, as well as a vibrant network of associations, with many local groups fostering social cohesion and civic participation.

The settlement pattern is dispersed, with smaller villages and hamlets, typical of Mediterranean rural landscapes. Within this territory, the village of Quarante stands out, hosting the Domaine de Roueïre, a former castle converted into a contemporary art centre. Surrounding the site, a network of hiking trails integrates artistic installations within the landscape. The RELIGHT project will be developed at the Domaine de Roueïre and along these trails, articulating artistic intervention with the rural and environmental context.

2.6.2. Cultural pilots' actions in Communauté de Communes Sud-Hérault



Figure 27. Cultural pilots in Communauté de Communes Sud-Hérault, France, and the responsible beneficiary.

2.6.3. Beneficiary responsible for the cultural pilot's implementation in Communauté de Communes Sud-Hérault

2.6.3.1. Fond Régional d'Art Contemporain – Occitanie Montpellier (FRAC – OM)

The Fond Régional d'Art Contemporain - Occitanie Montpellier (FRAC – Occitanie Montpellier) (**Figure 28**) is a public cultural institution dedicated to the acquisition, conservation, research, and dissemination of contemporary art. It forms part of the national network of Fonds Régionaux d'Art Contemporain (FRAC), established in France in 1982 through a joint initiative of the Ministry of Culture and regional authorities, within a broader policy framework of cultural decentralisation. In this context, the FRAC network plays a key role in promoting cultural democratisation and strengthening cultural development at both regional and national levels.

Grounded in the principle that culture is a common good, the Fond Régional d'Art Contemporain is structured around three core missions:

- To build a contemporary art collection and support artistic creation,
- To disseminate artworks through exhibitions,
- To raise public awareness by fostering new forms of engagement based on the circulation of works across territories.

The primary mission of FRAC – Occitanie Montpellier is to develop a public collection of contemporary artworks that reflects the diversity of artistic practices, theoretical approaches, and aesthetic debates from the second half of the twentieth century to the present. The collection includes works by both emerging and established artists at regional, national, and international levels (**Figure 29**), with particular emphasis on experimental, critical, and research-based practices. Conceived as a dynamic and evolving resource rather than a static repository, the collection is intended for active circulation and interpretation.

Beyond its collecting role, the institution plays a central part in the dissemination of contemporary art. It organises temporary exhibitions both within its own premises and in external venues, and regularly lends works from its collection to museums, art centres, educational institutions, and other cultural organisations in France and abroad. This strategy of territorial and institutional outreach is fundamental to the FRAC model, aiming to ensure broad and equitable access to contemporary art beyond major metropolitan centres.

Education, mediation, and public engagement constitute another essential dimension of the institution's mission. FRAC – Occitanie Montpellier develops a wide range of educational and outreach programs designed to foster critical understanding of contemporary art among diverse audiences, including students, educators, researchers, and the general public. These activities emphasise dialogue, interpretation, and experimentation, encouraging engagement with contemporary artistic practices to reflect on social, political, and cultural issues (**Figure 30**).

Through its curatorial research, partnerships, and support for artistic production, FRAC – Occitanie Montpellier contributes to the development of contemporary art discourse and practice at both regional and international levels. Co-funded by the Occitanie Region and the French State, it operates as a key public actor in the cultural ecosystem, combining the roles of collection, exhibition space, research platform, and educational resource, while advancing the democratisation of contemporary art and visual culture.



Figure 28. Fond Regional d'Art Contemporain – Occitanie Montpellier, 4 rue Rambaud à Montpellier, France.

© Photo Pierre Schwartz.



Figure 29. David Coste – Villeneuve exhibition, annual creation residency program, Fond Regional d'Art Contemporain – Occitanie Montpellier, 2024, France.

© Photo David Coste.



Figure 30. Slow reading club, Fond Regional d'Art Contemporain – Occitanie Montpellier, 2024, France.

© Photo Marie Loeb.

2.7. Lozère, FRANCE

2.7.1. The pilot action area of Lozère

The Lozère department, located in Occitanie region (**Figure 31**), covers an area of 5,175 km² and had a population of 76,519 inhabitants in 2021, resulting in a population density of 14.8 inhabitants/km². As the least populated department in France, Lozère is characterised by its mountainous geography, very low demographic density, and a condition of structural isolation (Figure 31). In fact, one of the most rural territories in the country.

Demographic fragility constitutes the department's central challenge. An ageing population, combined with the outmigration of young generations, limits both social renewal and economic dynamism. The local economy, largely based on agriculture, livestock farming, and nature-based tourism (particularly linked to the Cévennes), remains insufficiently diversified and would benefit from the development of higher value-added activities.



Figure 31. Location of Lozère department, Occitanie region, France.

At the same time, Lozère offers exceptional cultural and environmental assets, including extensive natural areas, the authenticity of its mountain landscapes, and a low level of pollution. These qualities position the territory as a sustainable alternative to mass coastal

tourism. The development of high-quality, low-impact ecotourism, therefore, represents a key strategic opportunity. Achieving this requires targeted investment in digital infrastructure to mitigate geographic isolation, as well as the creation of integrated value chains linking mountain-based production systems in Lozère with consumer markets in coastal areas such as Hérault. In this way, existing territorial contrasts can be transformed into complementary dynamics that support broader regional development.

Within this context, Le Vallon du Villaret, located near Bagnols-les-Bains, stands out as a distinctive cultural and tourism site, established in 1993. The site uniquely combines environmental heritage, contemporary art, and interactive installations within a natural valley landscape. Designed as an alternative to conventional amusement parks, it emphasises creativity, sensory experience, and ecological awareness, offering an innovative model of cultural engagement embedded in a rural landscape.

2.7.2. Cultural pilots' actions in Lozère

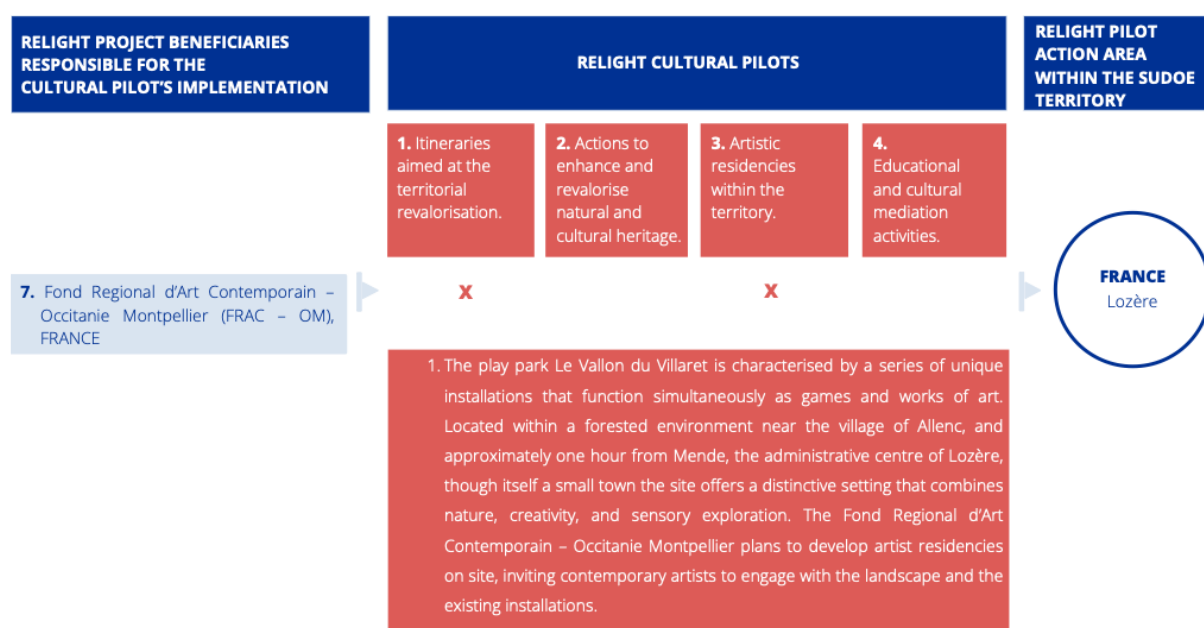


Figure 32. Cultural pilots in Lozère, France, and the responsible beneficiary.

2.7.3. Beneficiary responsible for the cultural pilot implementation in Lozère

2.7.3.1. Fond Regional d'Art Contemporain – Occitanie Montpellier (FRAC – OM)

The RELIGHT beneficiary responsible for pilot implementation is **Fond Regional d'Art Contemporain – Occitanie Montpellier (FRAC – OM)** (please see the description of this beneficiary in section **2.6.3.1**).

3. Group of Tasks 1 (GT1) – Strategy design and action plan – group of tasks overview – months 1 - 10

Within the scope of the RELIGHT project, the Group of Tasks 1 (GT1) is focused on Strategy Design and Action Plan. The first specific objective of the RELIGHT project is to develop a systemic methodology structured around relational nodes that bring together public and private institutions from the cultural and tourism sectors. This approach aims to support the participatory design of cultural programming that connects urban and rural contexts, positioning these nodes as “lighthouses” to enhance competitiveness and foster rural development through sustainable tourism products. To achieve this objective, four main activities were defined within GT1.

The first step consisted of identifying the key agents in the cultural, tourism and civil society organisations, as well as analysing their existing relationships across the seven pilot regions. This activity was fundamental, as it enabled the RELIGHT Consortium to gather specialised local information, map regional nodes, and identify key agents to implement the following phases of the methodology.

Once the key agents have been identified, a joint, participatory assessment of the needs and collaboration opportunities of the seven regions will be conducted. This diagnosis will focus on the relational potential between key agents in urban and rural contexts, as well as their communities, and identify ways to strengthen these relationships to co-develop and promote sustainable, culture-based tourism products.

Based on shared needs and opportunities, a Transnational Strategy will be co-created. This strategy will define the collaboration methodology, its guiding principles and the regions' commitment to implementing specific relational nodes.

Finally, an Action Plan will be jointly developed with key stakeholders to operationalise the strategy. This plan will guide the implementation of the collaborative methodology through four pilot actions, ensuring transnational cooperation between regions. It will support joint planning, co-creation processes (cultural programming and tourism products) and the exchange of lessons learned.

This Deliverable – D 1.1.1 Key Agents Report – presents the first activity and its results. Activity A 1.1. focused on the identification of key cultural, tourism, and civil society organisations and their existing relationships, was carried out between 1 June 2025 and 31 November 2025. Its objective was to identify relevant key agents in the cultural, tourism, and society organisations across both urban and rural contexts and analyse their existing interactions, in order to better understand collaboration dynamics and identify opportunities to enhance rural competitiveness through more effective partnerships. The analysis covered the seven pilot territories: 1. Campoo, Spain; 2. Vale do Côa, Portugal; 3.

Gironde – Entre-Deux-Mers, France; 4. Lot - Aveyron, France; 5. Canal du Midi, France; 6. Communauté des Communes Sud-Hérault, France; 7. Lozère, France.

Between 1 June and 30 July 2025, the University of Coimbra, CEGOT, Faculty of Arts and Humanities (FLUC) established the general guidelines for this activity and defined the methodology and criteria for identifying key agents within the cultural and tourism value chain in both rural and urban contexts. A standardised questionnaire was also developed to collect information from each key agent (<https://ls.uc.pt/index.php/577742?lang=en>) (**Appendix 1**).

The identification of key agents was conducted by the project beneficiaries responsible for implementing the pilots' actions in each territory. Supporting documentation was shared on 31 July 2025, and the activity took place between 31 July 2025 and 21 October 2025. Although initially schedule to conclude on 19 September 2025, it was necessary to grant additional time to the beneficiaries, particularly those from France (FRAC-OM, Fonds Régional d'Art Contemporain Occitanie Montpellier, Les Abattoirs, and Bruit du Frigo) who encountered greater difficulties in implementing this activity, due to the fact that: 1. it took place during the holiday period (August and the first half of September); 2. in the initial phase of the project, the beneficiaries had difficulties in identifying key agents and 3. constraints related to working with methodological materials produced in English.

Based on the data collected, the University of Coimbra, CEGOT, Faculty of Arts and Humanities (FLUC) developed a "Database of Key Agents". Additionally, a "Key Agents Mapping" was undertaken, classifying key agents according to their level of interest and potential impact within the RELIGHT project. This analysis enabled the development of a "Map and Analysis of Cooperation Relationships and Networks", providing a structured understanding of existing and potential collaborations.

In summary, this Key Agents Report (D.1.1.1) presents an overview of Activity 1.1 and its main outcomes, namely the identification of the key cultural, tourism, and civil society organisations and the relationships established among them, across the seven pilot regions.

4. Activity 1.1 – Identification of key cultural, tourism, and civil society organisations and their existing relationships

4.1. Methodology

4.1.1. Overview

The first phase of the RELIGHT project focused on systematically identifying key agents. To achieve this, a combination of Social Network Analysis and the Stakeholder Nomination method was adopted, as outlined below.

Afterwards, the analysis examined the existing relationships among these agents and assessed their potential for future collaboration, particularly regarding cultural initiatives and tourism growth in both rural and urban areas.

4.1.2. Social Network Analysis (SNA)

To meet the objectives of this step, the **Stakeholder Nomination method** was implemented. Stakeholder Nomination is a well-established qualitative approach to analysing key agents, in which knowledgeable individuals are asked to identify others they believe are key to a specific thematic domain, territory, or system.

This method has been used effectively for decades to identify key agents relevant to project planning and decision-making. It is grounded in **stakeholder theory** and **collaborative identification practices**, as widely discussed in management and organisational literature.

In essence, this is a method many of us use informally every day — asking informed individuals to identify other important agents. It operates as a chain-referral process: one key agent nominates others, enabling a comprehensive and organic mapping of the key agent's landscape.

As part of this process, the University of Coimbra team developed and distributed a **questionnaire**. Its purpose was to collect detailed information on the profiles of key agents who either influence or are influenced by the RELIGHT project across its various areas of implementation.

Each beneficiary partner involved in the RELIGHT project was required to complete a questionnaire for every pilot in which they participated. In cases where multiple beneficiaries shared responsibility within the same pilot area, the questionnaire could be completed collaboratively.

It was strongly recommended that each partner designate a qualified representative to complete the questionnaire — someone with a comprehensive understanding of the partner's strategic objectives, operational context, and role in the project. This representative was expected to provide accurate and consistent information, either independently or through consulting with other knowledgeable team members, to ensure completeness and accuracy. The representative plays a critical role in ensuring the consistency, reliability, and relevance of the data collected, thereby contributing to effective key agent engagement and strategic decision-making within the RELIGHT framework.

The collected data were analysed using tools such as the Power-Interest Grid, Influence-Interest Matrix, and other similar visual frameworks.

4.1.3. Data collection tools

A questionnaire was designed and distributed by the team of the University of Coimbra, CEGOT, Faculty of Arts and Humanities (FLUC) to collect data about the profiles of key agents involved in the project areas, their connections, and the influence of their roles in cultural and tourism activities (<https://ls.uc.pt/index.php/577742?lang=en>) (**Figure 33** and **Figure 34**). This questionnaire was filled out by the RELIGHT Consortium (all project beneficiary partners).



Figure 33. Link to the questionnaire that was used in the context of activity 1.1 "Key agents mapping: Identifying partners for pilot implementation" (**Appendix 1**).

Key Agents Mapping

Identifying Partners for Cultural Pilots Implementation

This questionnaire is part of the **RELIGHT** project — *Regional Lighthouses for Promoting Sustainable Tourism Through Culture*, Interreg SUDOE 2021 – 2027, Group of Tasks 1 (GT1) Strategy Design and Action Plan, Activity 1.1 (A1.1): Identification of key cultural, tourism, and civil society organisations and their existing relationships.

This activity aims to identify the key agents in the cultural and tourism sectors across both urban and rural settings, including important civil society organisations. This identification will focus on key agents that are relevant to the pilot's implementation, their impact and transferability. Besides mapping these agents, the activity will analyse the existing relationships to understand collaboration patterns and identify opportunities to boost rural competitiveness through strategic partnerships.

Start: July 31st

Recommended deadline: September 9th

Final deadline: September 19th

Estimated completion time: **30 minutes**.

The **RELIGHT** (S2/4.6/E0242) project is funded by the Interreg SUDOE 2021-2027 programme. The Interreg SUDOE programme is part of the European Union territorial cooperation objective, funded through the European Regional Development Fund (ERDF).

CONSORTIUM LEADER



BENEFICIARIES



Figure 34. Front page of the questionnaire that was used in the context of Activity 1.1 "Key Agents Mapping: Identifying Partners for Cultural Pilots Implementation" (**Appendix 1**).

4.1.4. Criteria for key agents mapping – identifying partners in culture, tourism, and civil society for the pilot's implementation

The University of Coimbra, CEGOT, Faculty of Arts and Humanities developed an overall methodological framework and defined five criteria (**Figure 35**) to guide the beneficiaries in accomplishing this task.

4.1.4.1. Overview

Broad agent participation is a critical factor in ensuring credibility, accountability, effectiveness, trust, and ambition in the activation of regional nodes. These nodes are conceived as “lighthouses” for the development and testing of a systemic collaboration methodology, aimed at enhancing the value of cultural and natural heritage in rural inland areas and supporting the creation of sustainable cultural tourism products that strengthen regional and local competitiveness across the SUDOE territory of the European Union.

Mapping key agents enables the RELIGHT Consortium to better understand the relative influence, power, and impact of different interest groups, as well as their roles within the system. This process is essential for prioritising key agents in line with the objectives and strategies of the RELIGHT project and for informing the development of a Transnational Strategy.

The term 'key agents' refers to individuals, communities, and organisations (including entities, companies, or associations) that are relevant to, and have a vested interest in, the RELIGHT pilots and actions. These key agents may influence, or be directly or indirectly affected by, the project's implementation and outcomes.

The active engagement of these key agents, their willingness, knowledge, skills, experience, human and financial resources, interests, environmental commitment, social responsibility, prestige, and public image is fundamental to fostering effective territorial collaboration. This collaboration is essential to ensuring coordinated, impactful pilot actions.

The RELIGHT Consortium was tasked with identifying all individuals or organisations that:

- Have an interest in the project and are relevant to its pilots and actions, including those capable of contributing resources, expertise, and network capacity.
- Can influence the design, implementation, and outcomes of the project, whether positively or negatively.
- May be affected, either positively or negatively, and directly or indirectly, by the impacts of the project's activities.

To support this process, beneficiaries were encouraged to consider the following guiding questions before initiating the mapping of key agents:

1. Which individuals or organisations are relevant within the cultural, tourism and civil society sectors in the pilot territory?
2. Who is likely to have an interest in and/or be relevant to the RELIGHT cultural pilot actions?
3. Which actors have the capacity to influence the design, implementation, and outcomes of the RELIGHT project?
4. Which actors are strategic for the success of the pilot actions?
5. Who may be affected by the implementation of these actions?
6. What role should potential end users play in the design and implementation process?
7. What potential partnerships, particularly within the SUDOE territory, could be established?

As previously mentioned, five guiding criteria were defined to structure this process, as presented in **Figure 35**.



Figure 35. Criteria defined inside the GT1, Activity 1.1, for key agents mapping.

4.1.4.2. CRITERIA 1 – Sector profile and intervention domain of key agents

This criterion addresses one of the most critical aspects to consider in the selection of key agents: their **sector of activity** and **domain of intervention**.

A significant number of key agents with strategic relevance to the RELIGHT project are embedded within the **cultural and tourism ecosystem** and are committed to improving the quality of life and the attractiveness of rural inland territories. It is therefore essential that the RELIGHT Consortium considers the breadth of this ecosystem and prioritises those key agents most relevant to cultural actions that promote rural areas through sustainable tourism. A careful identification of key agents in the cultural and tourism sectors — across both rural and urban contexts — is fundamental to ensuring the project's success.

This selection process should also be aligned with the core focus of the RELIGHT cultural pilot initiatives, which include:

1. The revalorisation of existing historical paths, currently underused, and the creation of new ones.
2. Initiatives aimed at enhancing the natural and cultural heritage in inland rural areas.
3. Artistic residencies developed within the territory, involving local agents and communities.
4. Educational and cultural mediation activities implemented in collaboration with local community actors.

Accordingly, key areas of activity to be considered include: culture and the creative industries, tourism, leisure and recreation, heritage, events organization, economy and entrepreneurship, sustainable development of endogenous resources, traditional products and craft activities, innovation in products and services, circular economy, social innovation, education, health and well-being, spatial planning and territorial development, nature and environment, agri-food and forestry, transport, digital technologies, marketing, and media. Particular attention should be given to agents demonstrating a strong commitment to sustainability, especially in relation to 1) cultural programming, 2) the design of tourism products, 3) destination enhancement, and 4) dissemination strategies.

In addition to sector profiles, the domain of intervention is equally relevant. Key agents may be grouped in the following categories:

GOVERNMENTAL AUTHORITIES

Governmental sector, local authorities/municipalities, sub-regional, regional and national departments or agencies and ministries.

These actors play a decisive role in policy implementation, regulatory development, and ensuring coherence across regional and transnational levels

NON-PROFIT ORGANISATIONS

Cultural institutions (e.g. GLAMs - Galleries, Libraries, Archives and Museums) and their respective managing entities.

Tourism institutions (e.g. DMOs - Destination Management Organisations, Observatories of Tourism) and their respective managing entities.

Educational institutions (e.g. art schools, tourism schools, full-spectrum of education system).

Institutions of the scientific and technological system, such as research and technological centres and universities, particularly those connected to culture and tourism.

CORPORATE ORGANISATIONS

Business and industry, MSMEs – Micro, Small and Medium-Sized Enterprises, large corporations, BSOs – Business Support Organisations, organisations linked to the aforementioned sectors, business innovation hubs, and startups. These entities often bring innovation capacity, particularly in cultural production, heritage management, and rural tourism development.

CIVIL SOCIETY

NGOs – Non-Governmental Organisations and CBOs – Community-Based Organisations, which are non-profit, foundations, professional associations, voluntary citizens' groups, individual or informal actors that facilitate public participation, raise awareness among the population, and disseminate results that may have an impact on policy-making.

A careful selection of key agents' profiles is essential to ensure broad societal engagement and to support the development of sustainable, place-based strategies.

Achieving a well-distributed sectoral representation will also facilitate effective cross-sector collaboration throughout the various phases of the RELIGHT project.

4.1.4.3. Criterion 2 – Territorial scale and scope of key agents

This criterion refers to the **geographical scope** in which each key agent operates or exerts influence.

Key agents may act at local, regional, national, or transnational levels, often combining multiple scales. Understanding this territorial scope is essential to assess the reach and potential impact of each key agent's contribution, identify strategic connections between territories, and ensure that the RELIGHT project benefits from both local knowledge and broader geographical and institutional perspectives.

Considering the territorial scope of key agents also supports the design of multi-level intervention strategies, aligning local actions with regional, national and European objectives. In line with the SUDOE programme, both territory and scale are central dimensions.

The local scale is fundamental for implementing pilot actions, promoting the sustainable enhancement of endogenous resources, and generating tangible benefits for local communities.

The regional scale plays a crucial role in fostering territorial integration and rebalancing, particularly by strengthening complementarities between rural and urban areas and positioning rural territories as genuine 'territories of opportunity'.

Interregional and transnational collaboration facilitates the development of shared solutions to common challenges — whether social, economic, cultural, environmental, demographic, or territorial — while reinforcing the added value across the SUDOE region.

Particularly relevant for the RELIGHT project is the type of territory in which key agents operate (rural or urban), as well as their capacity to establish and strengthen rural-urban linkages.

4.1.4.4. Criterion 3 – Technical knowledge and know-how of the key agents

This criterion highlights the importance of **technical skills, specialised knowledge, and practical experience** of key agents, and their capacity to meaningfully contribute to the RELIGHT project.

Relevant competencies may include strategic planning, cultural management, tourism development, preservation of tangible and intangible heritage, enhancement of cultural and heritage assets in rural areas, valorisation of endogenous resources, education, communication and media, social and digital innovation, community engagement and mediation, as well as other competencies specific to each pilot territory.

Priority should be given to key agents with operational expertise and in-depth knowledge of the territory: individuals or organisations who are technically skilled, forward-thinking, and capable of applying creative, unconventional approaches. More relevance should be given to those with innovative potential in natural and cultural heritage management, rural tourism, heritage conservation, and educational or cultural mediation. Their work should reflect a strong commitment to ecological and digital transitions, as well as to sustainable tourism models that integrate culture, art, science, education, and territory. Preference should also be given to key agents whose actions align with the DNSH (Do No Significant Harm) principle.

Mapping these capabilities allows the RELIGHT project to capitalise on existing capabilities, foster effective collaboration and support informed decision-making across all phases of implementation.

Recognising key agents' skills also contributes to the appropriate allocation of responsibilities, optimises the use of available resources and strengthens knowledge exchange across sectors and territories, thus enhancing the quality and impact of the RELIGHT project.

Given that the key agents are potential co-creators of change, it is important to consider those capable of reinforcing the “lighthouse” role envisioned within the RELIGHT framework.

4.1.4.5. Criterion 4 – Key agents’ contribution to local economic development, social inclusion, and social innovation

This criterion highlights the importance of the work of potential key agents in fostering **local economic development**, promoting **social inclusion**, and engaging in **social innovation**.

Relevant key agents are those who actively contribute to the valorisation of rural territories and their endogenous resources - natural, cultural, human, and heritage, along with tourism based - while strengthening local competitiveness and generating added value at the local level, implement sustainable and innovative production systems, support the circular and social economy, and contribute to the creation of employment opportunities, improved quality of life, and the overall attractiveness of rural areas.

Priority should be given to key agents that actively promote business innovation and entrepreneurship (particularly within sustainable and socially responsible frameworks). Actors engaged in cross-sectoral collaborations (notably those involving academic institutions, public administration entities, and civil society organisations) should also be regarded as highly relevant, particularly when integrating advanced digital tools for data acquisition, analysis and decision-making.

From the perspective of social inclusion and social innovation, it is essential to consider key agents who value inclusive practices, proximity-based economy, social innovation, and initiatives such as active ageing, the silver economy, and labour market inclusion.

The integration of such key agents into the RELIGHT network can contribute to job creation and skills development, while strengthening local economic activity and reinforcing inclusive and resilient value chains, particularly in disadvantaged, marginalised or low-density areas.

4.1.4.6. Criterion 5 – Key agents’ potential to enhance project scalability

This criterion aims to identify key agents with the **strategic capacity to enhance the scalability** and long-term impact of the RELIGHT project.

Such capacity is reflected in the institutional robustness of key agents, their presence across multiple territories, their influence within sectoral and cross-sectoral networks, and their ability to replicate, adapt, and scale up good practices developed through pilot actions. RELIGHT depends on a stable and well-structured network of actors capable not only of strengthening their own capacities but also of transferring knowledge and results to other important players within the cooperation area.

The relevance of each key agent increases with their ability to extend the project’s impact across geographical, economic, social, cultural, educational, and tourism dimensions. Particular value should be given to key agents with experience in other European programmes — such as Interreg, regional ERDF, ESF+ EAFRD programmes, regional smart specialisation strategies and European-wide initiatives such as Horizon Europe, LIFE+, LEADER, URBACT or Creative Europe — as their expertise can significantly enhance the visibility and impact of the project within the SUDOE framework.

Identifying the strategic roles of each key agent enables the RELIGHT Consortium to strengthen dissemination, ensure sustainability, and maximise the transferability of results. Ultimately, this positions the RELIGHT project as a benchmark initiative capable of informing public policies, regional strategies, and transnational cooperation processes both within and beyond the SUDOE territory.

4.2. Data Analysis

4.2.1. *RELIGHT* project – key agent's general profile

This section provides a descriptive overview of the key agents identified within the *RELIGHT* project, based on the results of the questionnaire. The Task 1.1 dataset comprises 147 agents (**Figure 36**)², and includes 56 variables covering institutional characteristics, territorial positioning, funding sources, domains of activity, and perceptual assessments.

The analysis is structured into two parts. The first (**4.2.1.1**) is based on observable institutional and territorial attributes reported by the *RELIGHT* project beneficiaries. The second (**4.2.1.2**) draws on subjective self-assessments collected through Likert-scale questions. The variables used aim to capture perceptions of influence, interest, collaborative capacity, scalability potential, and alignment of key agents with the objectives of the *RELIGHT* project. This approach provides insight into how *RELIGHT* beneficiaries assess the potential contribution of these key agents to both the project and broader territorial transformation processes within the SUDOE territory.

4.2.1.1. *Institutional and territorial profile of key agents*

The highest number of key agents was identified in the Campoo (Spain), with 53 agents (36.1%), followed by Vale do Côa (Portugal), with 25 (17.0%). The French pilot areas, namely Canal du Midi, Gironde – Entre-Deux-Mers, Lozère, Lot - Aveyron, and Communauté de Communes Sud-Hérault, are more dispersed, each presenting a comparatively smaller number of identified key agents (**Figure 36**).

² It is important to highlight that some French beneficiaries identified the same key agent across different pilot implementation areas (e.g., the beneficiary FRAC - Occitanie Montpellier indicated Air de Midi and Ministère de la Culture as key agents for both the Communauté de Communes Sud-Hérault and Lozère territories). Additionally, certain key agent were identified by multiple French beneficiaries (e.g., Comité Régional du Tourisme et des Loisirs Occitanie was identified by both the Buit du frigo and Syndicat Mixte les Abattoirs).

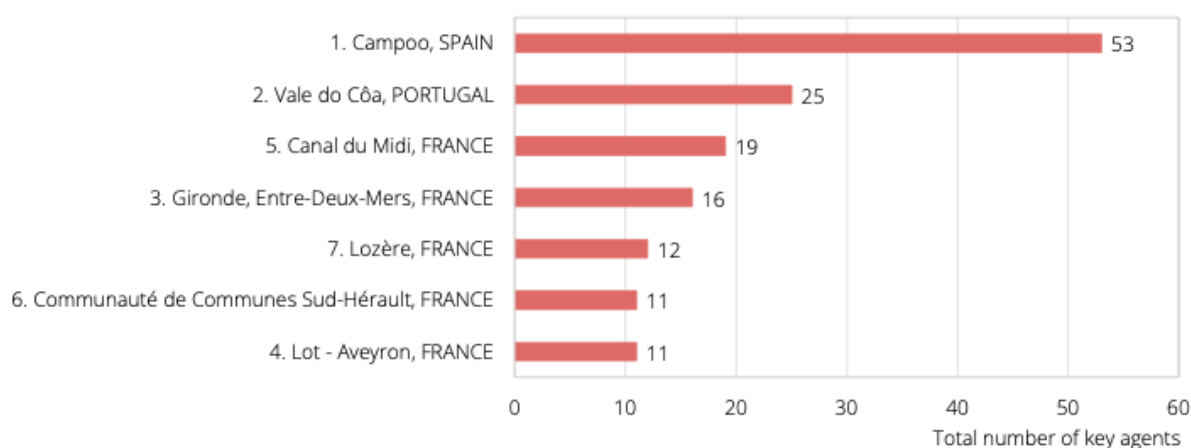


Figure 36. Total number of key agents identified by the beneficiaries of the RELIGHT project in each of the pilot implementation areas.

Data source: database derived from the questionnaire “Key agents mapping: Identifying partners for cultural pilots’ implementation”, RELIGHT Consortium, 2025.

The following sections analyse a set of key variables that characterise the RELIGHT agent network. These include institutional attributes (legal status), resource structures (main source of funding), functional orientations (domains of activity and expertise), territorial positioning (type of territory and geographical scale), temporal dimension (year of foundation), and perceptual assessment related to interest, influence, capacities, and alignment with RELIGHT objectives. Where relevant, results are further disaggregated by pilot territory to enable a comparative reading across the RELIGHT pilot’s implementation territories.

Figure 37 presents the distribution of key agents identified by RELIGHT project beneficiaries by **year of foundation**. The data show that, while some organisations have long historical origins, the majority are relatively recent, with a clear concentration of foundations in the late 20th and early 21st centuries. This situation is consistent across all pilot territories.

At the same time, each pilot area includes a heterogeneous mix of organisations with varying institutional trajectories, reflecting different stages of organisational maturity. It should also be noted that, for a small number of cases — 10 key agents (6.8%) — it was not possible to determine the exact year of foundation. These cases mainly correspond to municipalities, with historical origins that are not precisely documented.

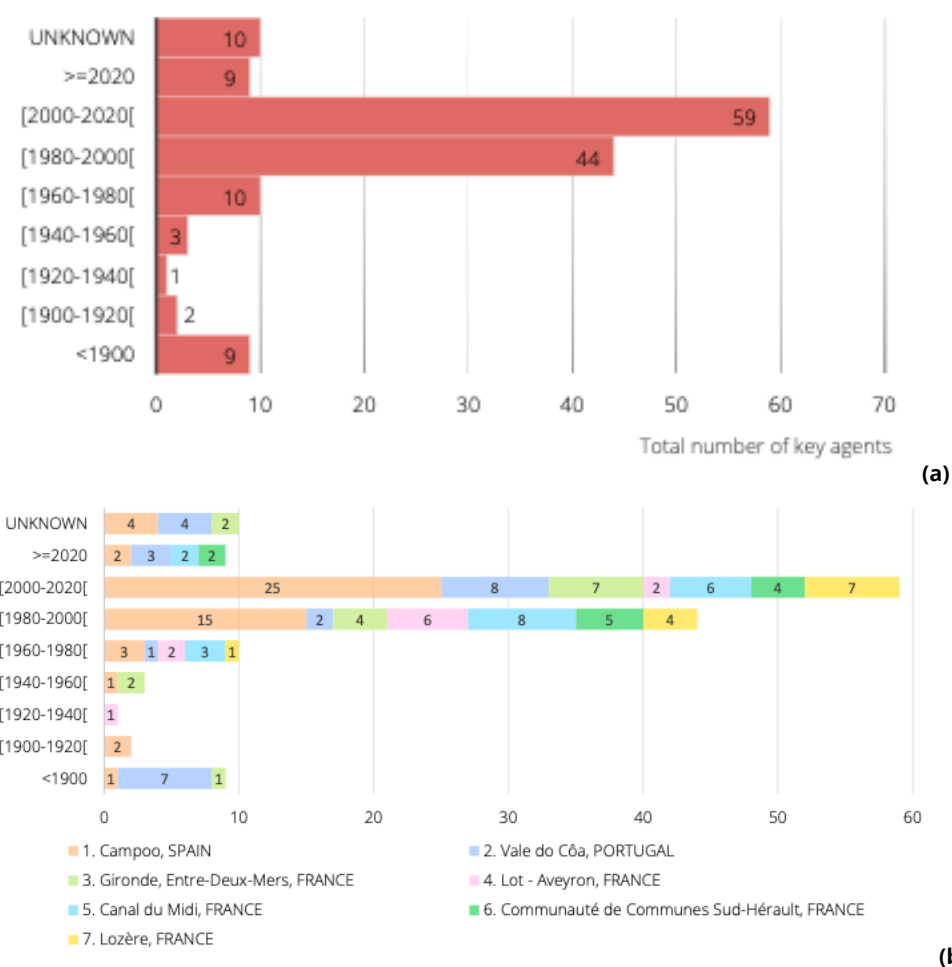


Figure 37. (a) Total number of key agents identified by the beneficiaries of the RELIGHT according to the year that each key agent was established or founded, and **(b)** per area of cultural pilot's implementation in SUDOE territory.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

More than three-quarters (75.5%) of the key agents identified by the RELIGHT project beneficiaries for the implementation of the project and its cultural pilots are micro or small in size, based on their number of employees, with a clear predominance of micro-scale agents (**Figure 38**).

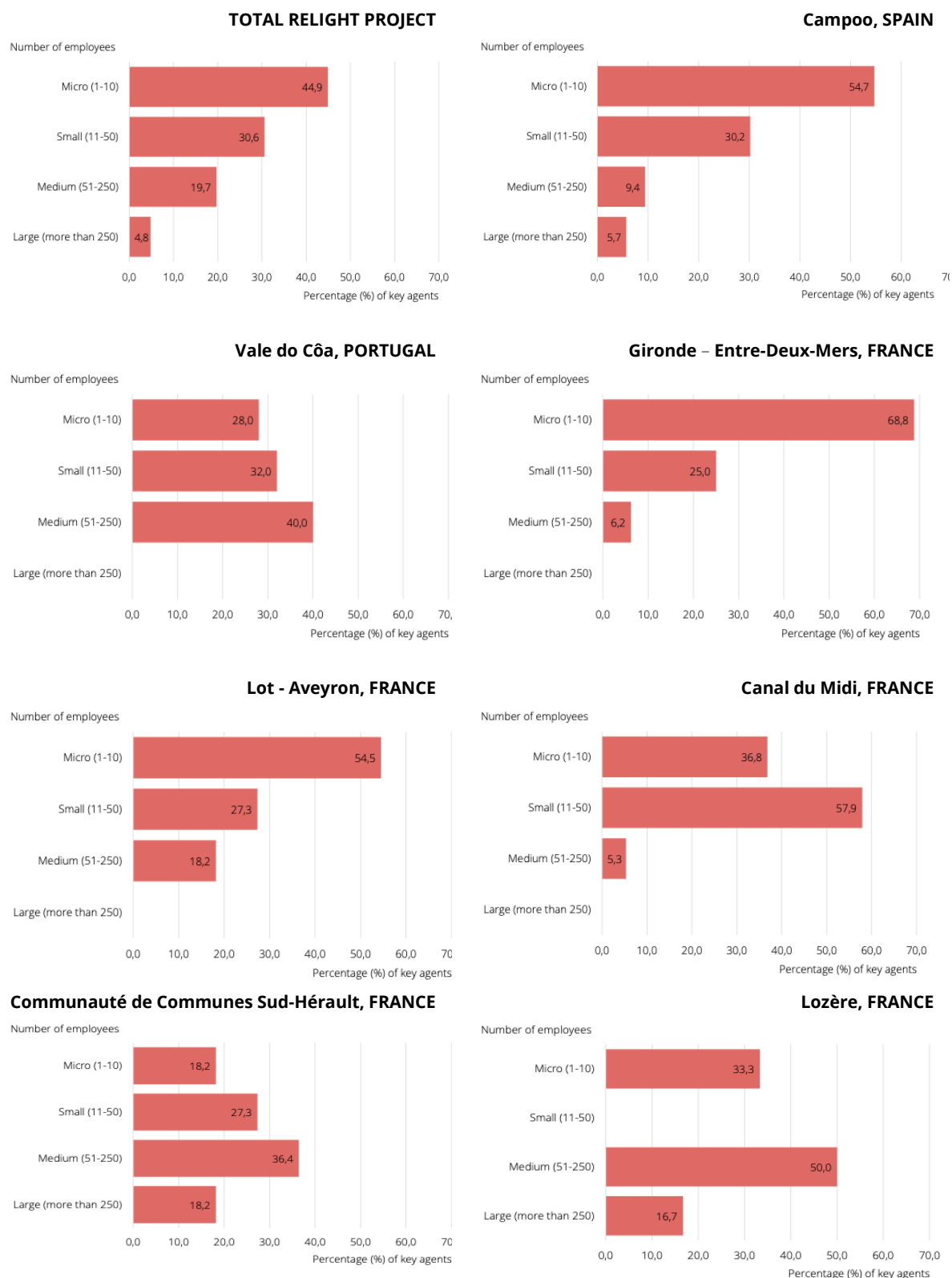


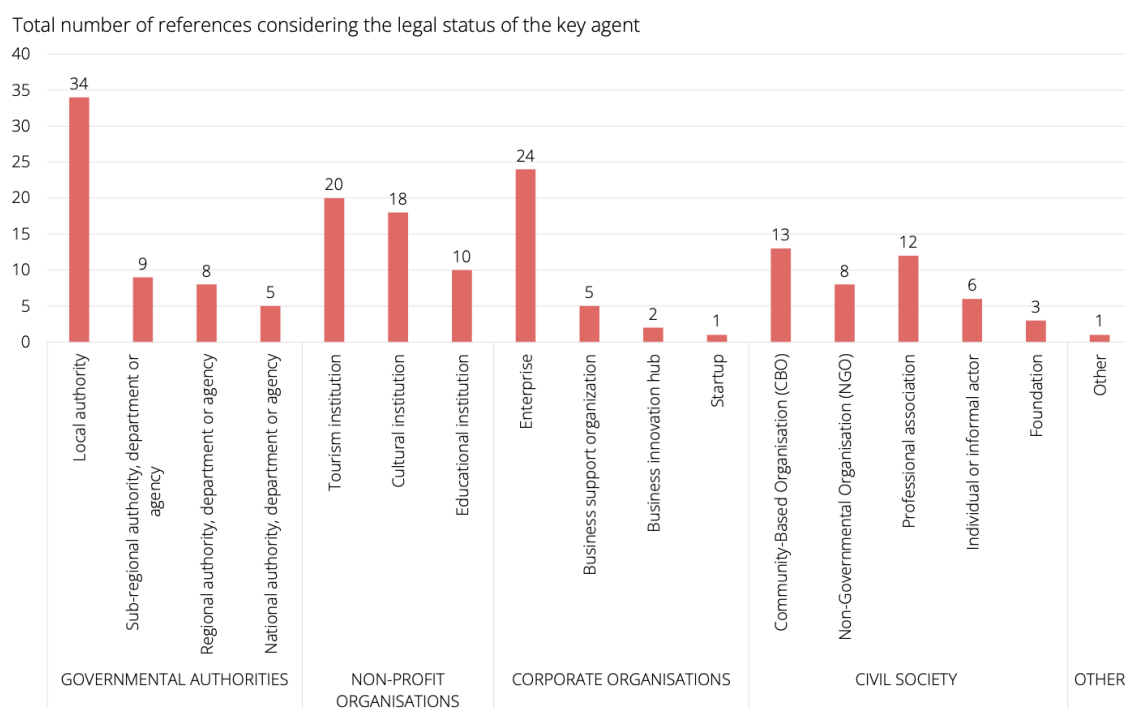
Figure 38. Percentage of key agents identified by the beneficiaries of the RELIGHT according to their dimension, considering the number of employees, total and per areas of cultural pilot's implementation in SUDOE territory.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

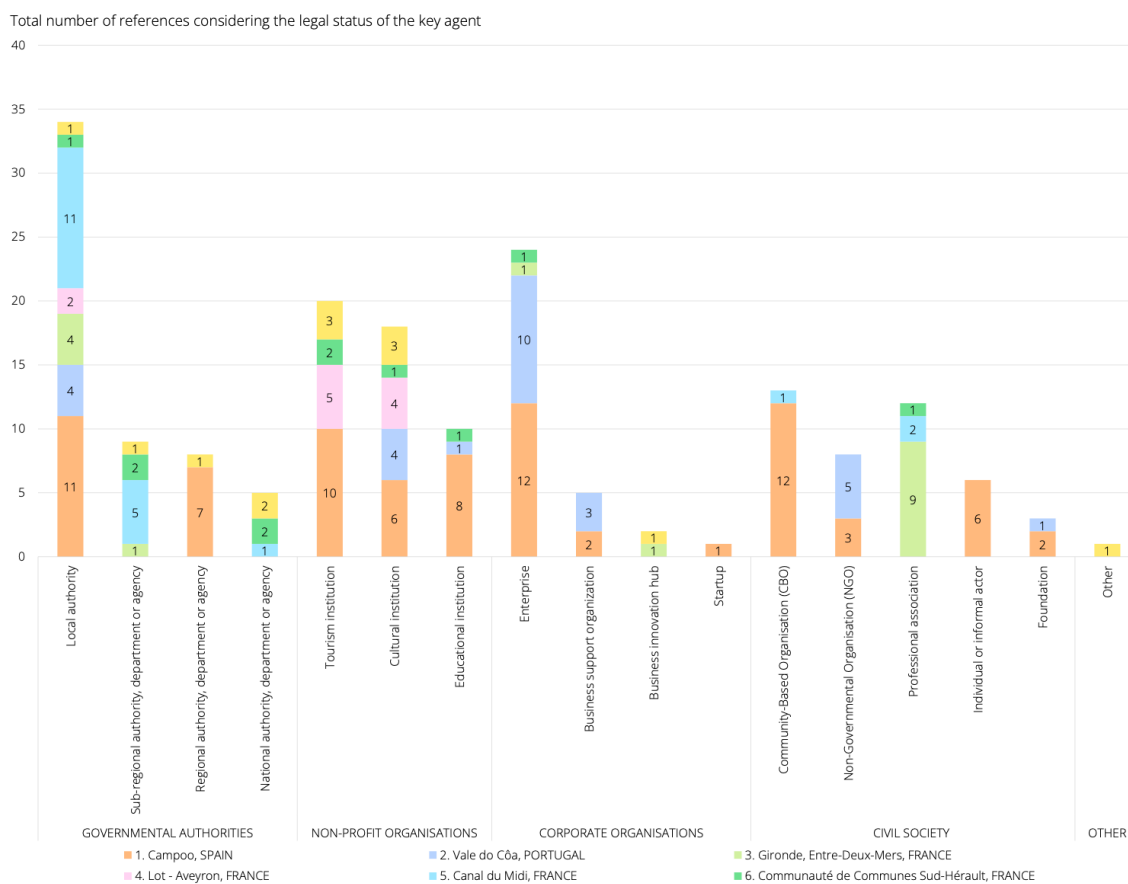
Figure 39 presents the distribution of the **legal status** of key agents identified within the RELIGHT project. Local authority constitutes the most prevalent category in terms of the number of references, followed by Enterprises. Tourism and Cultural institutions play a significant role in the project. This distribution highlights the central role of public-sector and semi-public organisations, alongside a significant presence of private-sector and intermediary organisations within the network.



(a)



(b)



(c)

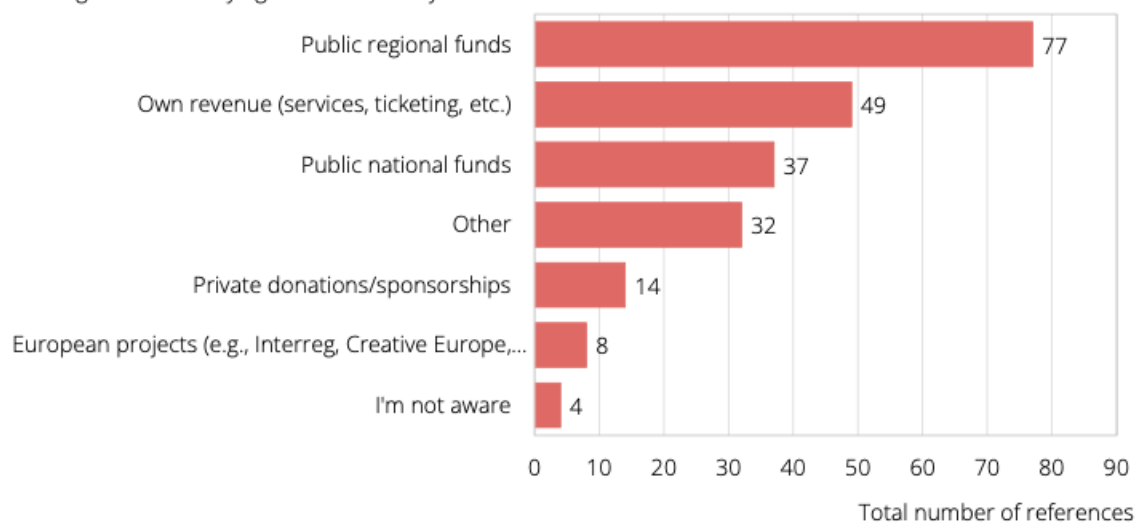
Figure 39. Total number of references considering the legal status of the key agent identified by the beneficiaries of the RELIGHT: (a) aggregated per main legal status; (b) detailed; (c) per area of cultural pilots' implementation in SUDOE territory.

NOTE: Multiple legal statuses were identified for the same agent.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

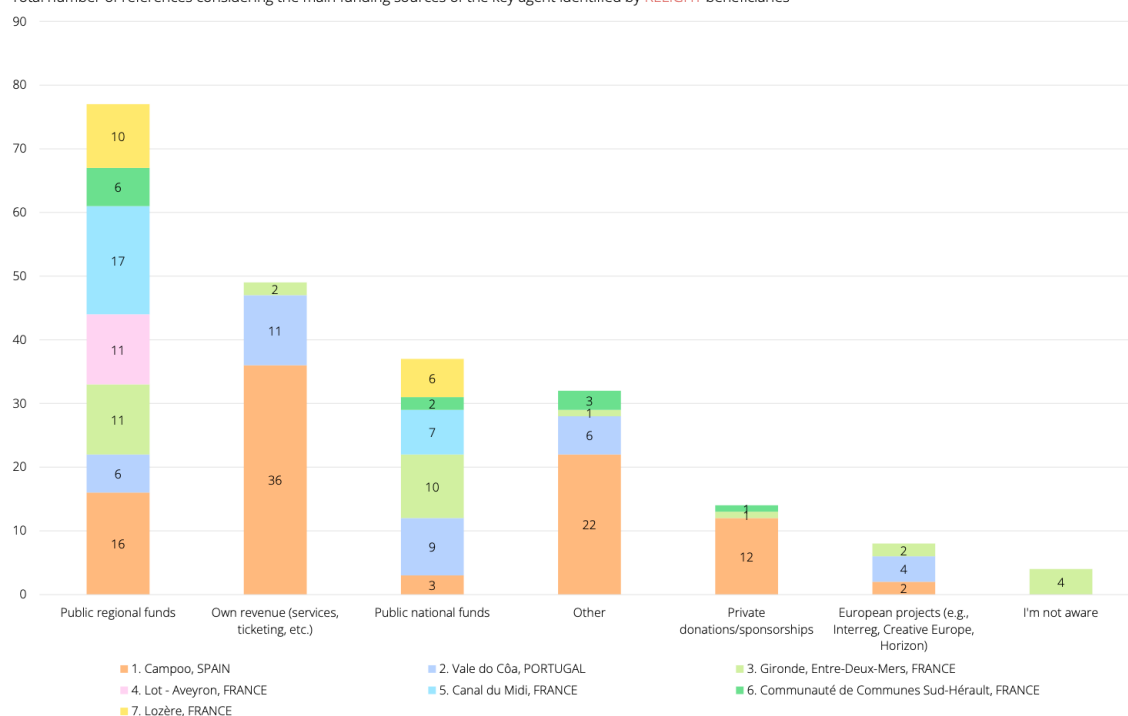
Public regional funds represent the most prevalent **funding source**, followed by own revenue and public national funds (**Figure 40**). This pattern indicates a strong reliance on public funding mechanisms at both sub-national and national levels, complemented by self-generated income streams. Notably, a substantial share of the indicated key agents (49 in total – 33.3%) rely on their own revenue (services, ticketing, etc.) as their main funding source, underscoring the financial autonomy of a significant portion of the network. European programmes and private sponsorships, by contrast, appear less frequently as primary funding sources, suggesting a secondary or complementary role in the overall funding structure.

Funding sources of key agents identified by RELIGHT beneficiaries



(a)

Total number of references considering the main funding sources of the key agent identified by RELIGHT beneficiaries



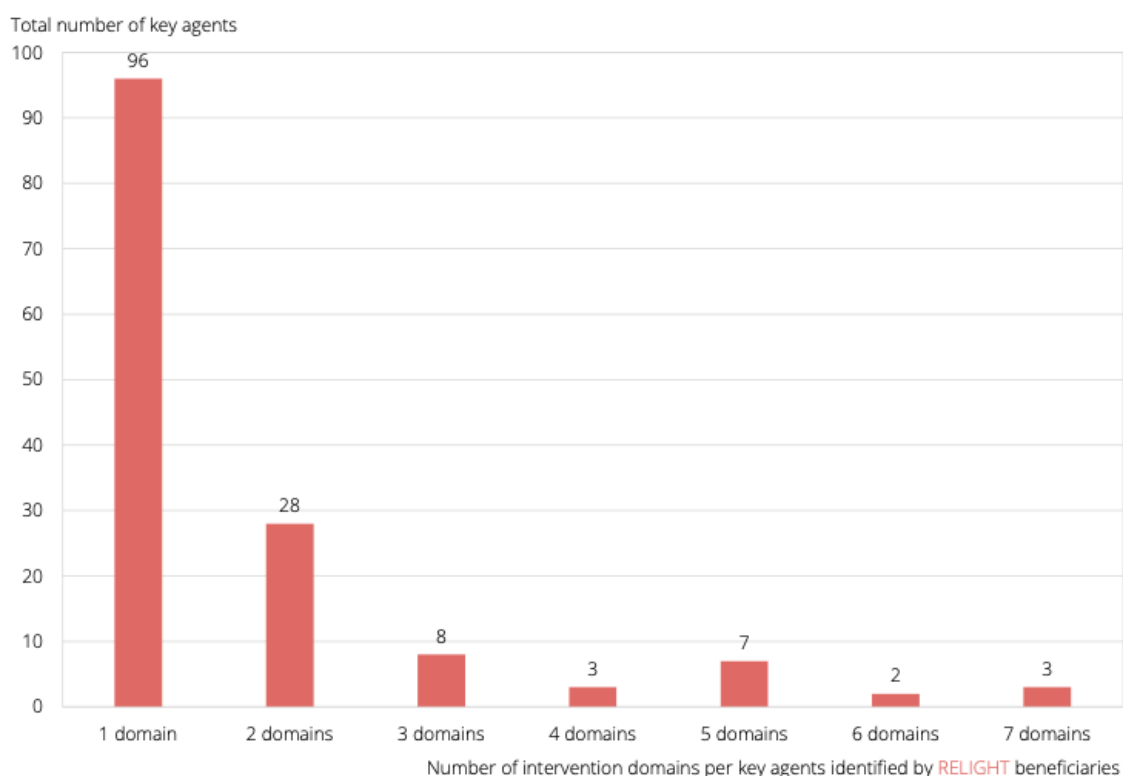
(b)

Figure 40. (a) Total number of references considering the main funding sources of the key agent identified by the beneficiaries of the RELIGHT project: (b) per area of cultural pilots' implementation in the SUDOE territory.

NOTE: Multiple funding sources were identified for the same agent.

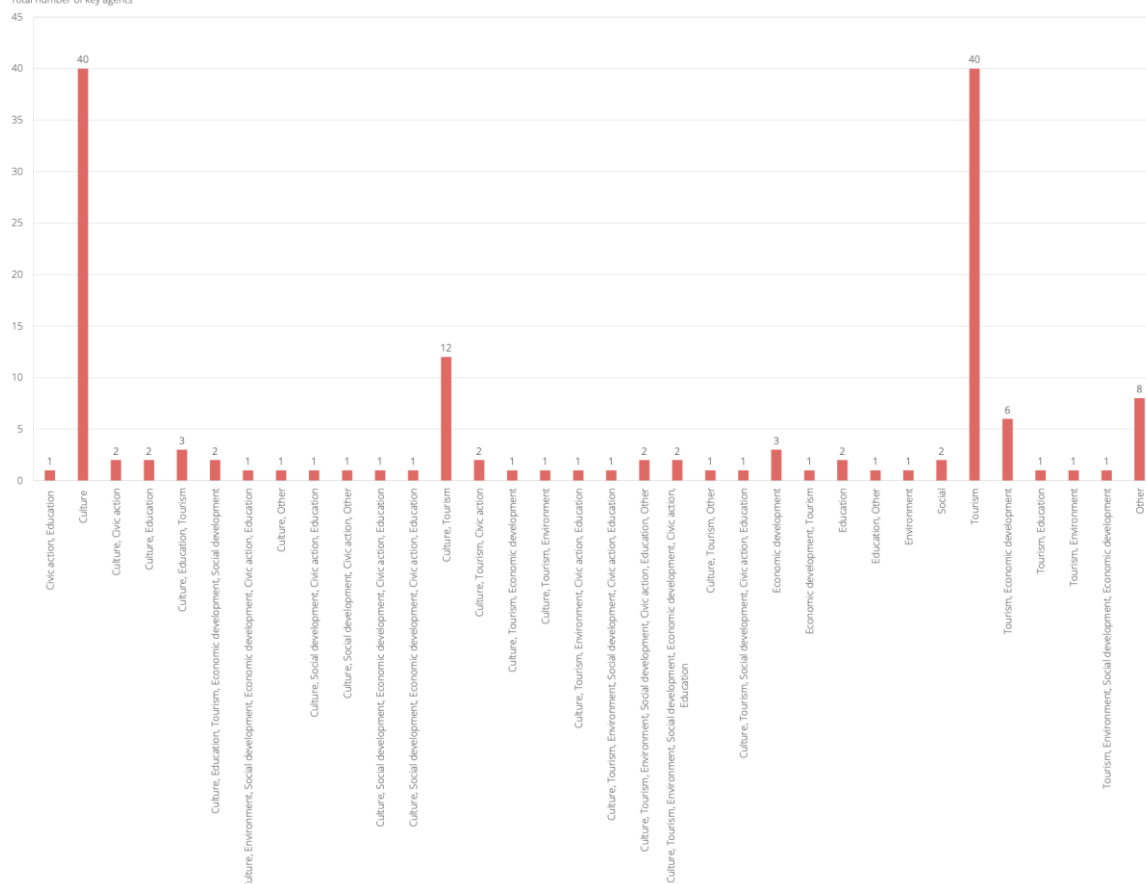
Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

Within the scope of the RELIGHT project, beneficiaries were asked to define the **intervention domains** attributed to each identified agent. Most agents operate within a single domain (**Figure 41 (a)**): the most frequent are Culture (40) and Tourism (40). The RELIGHT network is also characterised by multi-functional and cross-sectoral organisations, most of them integrating complementary functions related to education, economic development, and civic action, reflecting hybrid institutional roles and reinforcing the relevance of cross-sectoral collaboration within the network. In fact, several agents encompass more than one intervention domain; 12 of them combine Culture and Tourism as domains of intervention (**Figure 41 (b)**).



(a)

Total number of key agents



(b)

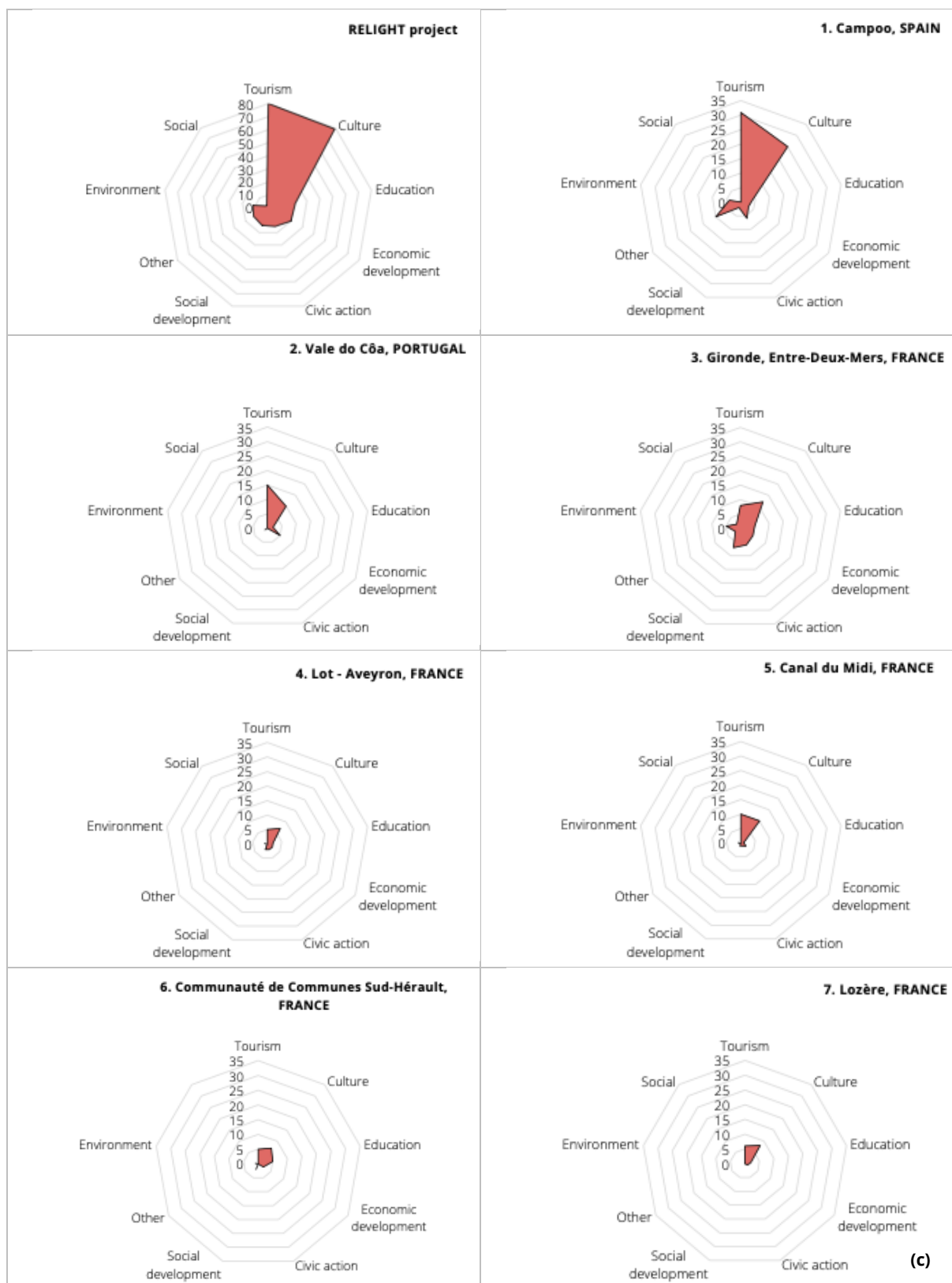
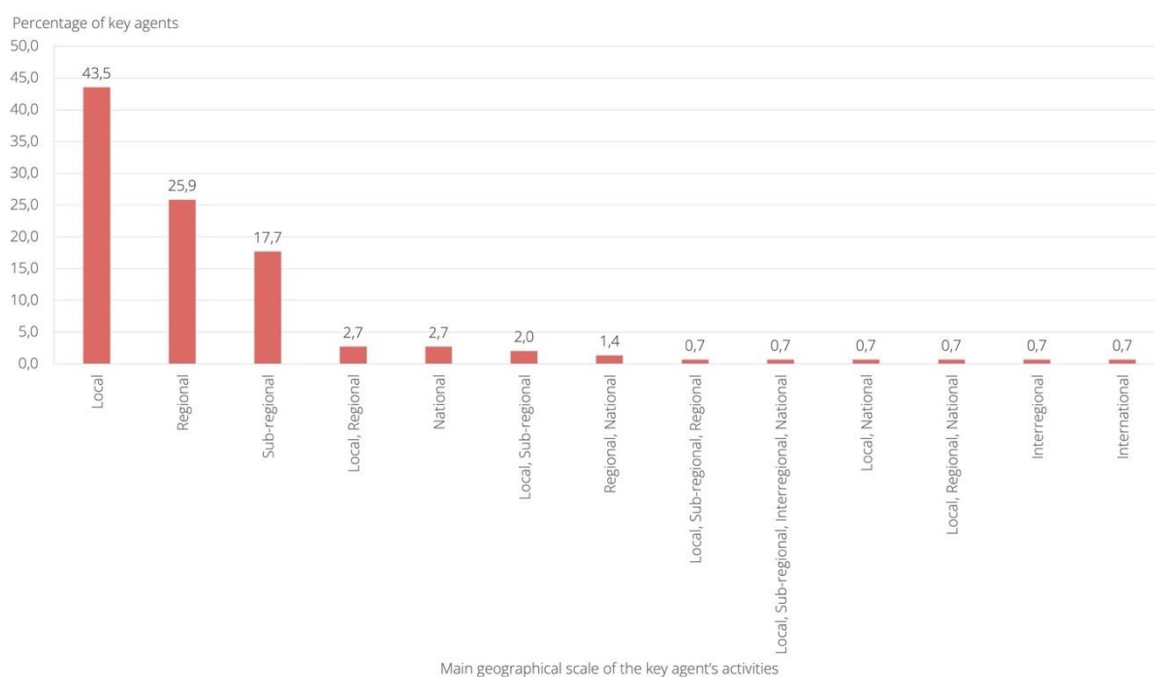
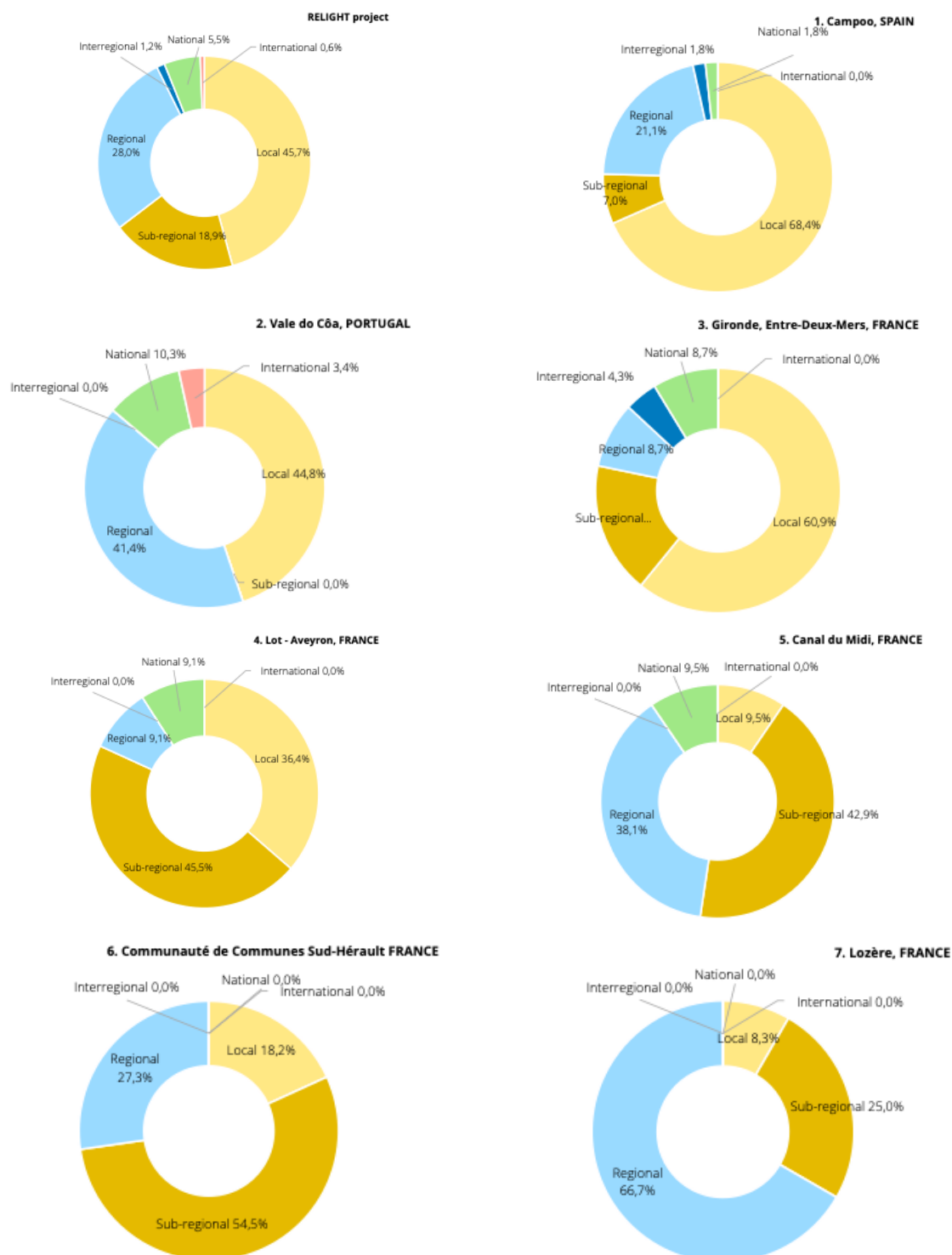


Figure 41. (a) Total number of key agents identified by RELIGHT beneficiaries according to the number of intervention domains; **(b)** total number of key agents by intervention domains; **(c)** intervention domains present per areas of cultural pilots' implementation in SUDOE Territory. NOTE: The figures illustrate how many times the intervention domain is mentioned. Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

The geographical scale of the agent's activities is a multi-select variable, allowing agents to report activity across multiple spatial levels. The overall geo-scale distribution shows that key agents identified predominantly operate at three scales. Local, sub-regional, and regional scales tend to dominate, while supra-national or international scales appear less frequently, indicating a primarily territorially anchored network. While truly supra-national or cross-border scales appear less frequent. The local scale is frequently mentioned by RELIGHT beneficiaries when characterising the geographical scale of key agents indicated in the implementation areas of the cultural pilots' project in Campoo, Vale do Côa, and Gironde – Entre-Deux-Mers. In contrast, the subregional scale emerges as a more frequent reality in Lot - Aveyron, Canal du Midi, and Communauté des Communes Sud Hérault. In Lozère, the regional scale is highly represented among the geographical scales of action of the identified key agents (**Figure 42**).



(a)



(b)

Figure 42. (a) Percentage of key agents identified by the RELIGHT project beneficiaries, considering the main geographical scale of key agents' activities; (b) percentage of references that each geographical scale obtained per areas of cultural pilots' implementation in the SUDOE Territory.

NOTE: The figures illustrate how many times the geographical scale is mentioned.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

More than half of the identified key agents (63,3%, $n = 93$) operate in rural areas, which clearly highlights the strong anchoring of the RELIGHT project in low-density territories. Approximately one quarter (24,5%, $n = 36$) operate in both urban and rural areas, thus aligning with a core objective of the project: strengthening relationships between urban and rural areas within the SUDOE territory. In Lot – Aveyron (France), all identified key agents operate in rural areas. The proportion of key agents working in rural territories is also notably high in Campoo (Spain) and Lozère (France). In contrast, the presence of key agents operating across both rural and urban areas is particularly significant in Canal du Midi (France) and the Communauté de Communes Sud-Hérault (France).” (**Figure 43**).

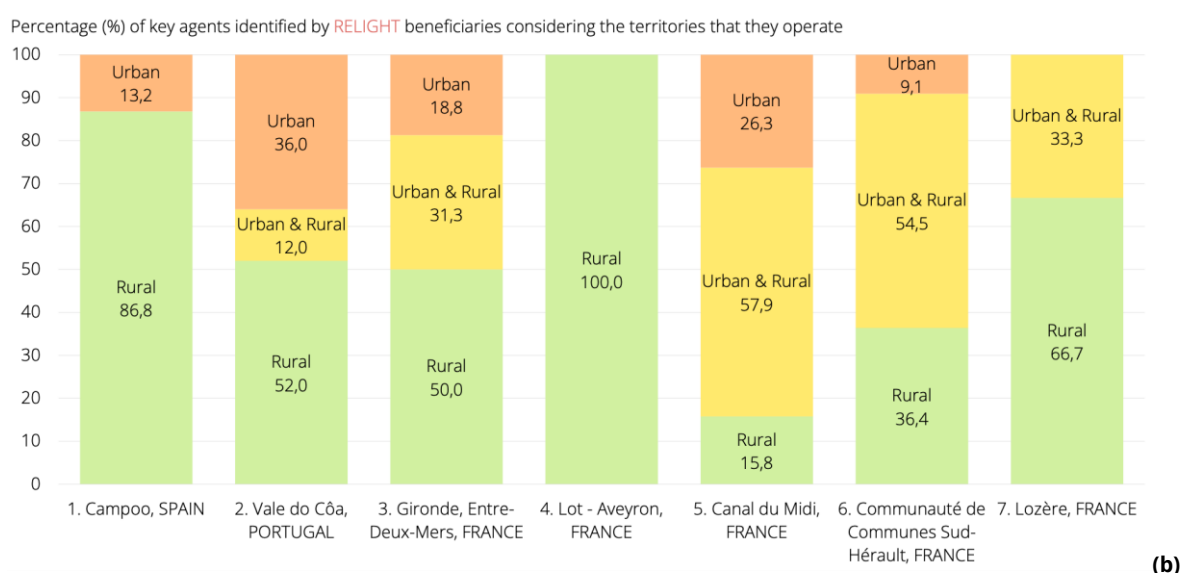
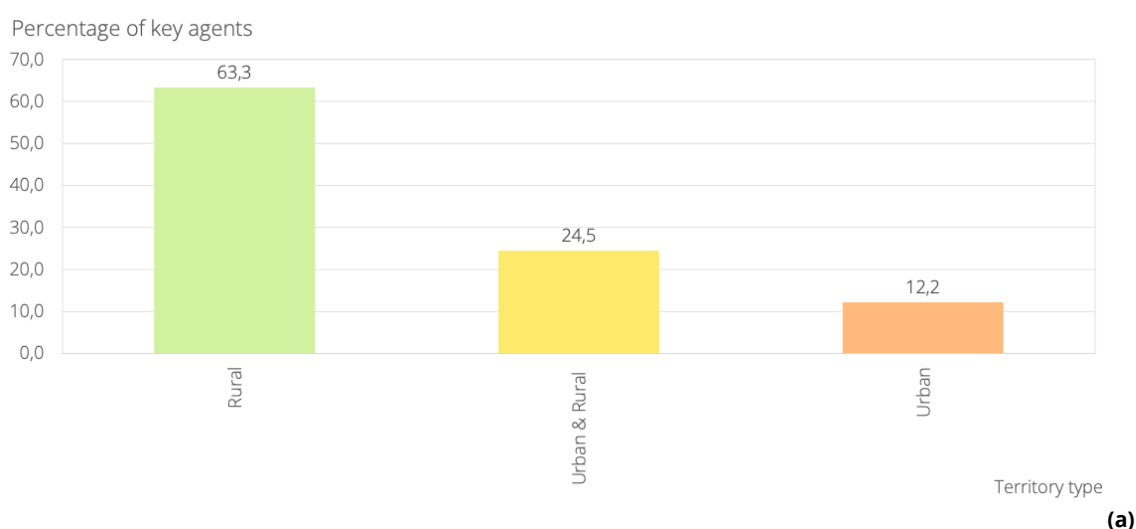


Figure 43. (a) Percentage of key agents identified by RELIGHT beneficiaries considering the territories that they operate; (b) per areas of cultural pilots’ implementation in the SUDOE Territory.

Data source: database derived from the questionnaire “Key agents mapping: Identifying partners for cultural pilots’ implementation”, RELIGHT Consortium, 2025.

4.2.1.2. How *RELIGHT* beneficiaries understand the key agent's potential to contribute to the project

Based on postal codes, it was possible to map the key agents identified by *RELIGHT* beneficiaries and their associated information. Two aspects are particularly important: assessing the level of interest and the level of influence each identified key agent has on the *RELIGHT* project, from the perspective of the project beneficiary responsible for the identification. **Figures 44, 45, and 46** illustrate these levels.

It has been observed that agents exhibit varying levels of interest and influence. Notably, around half of them demonstrate both a high level of interest (53%) and strong influence (50%) within the *RELIGHT* project. Besides this, 14% show a very strong interest and 11% a very high influence (**Figure 45**).

The Campoo region in Spain recorded the highest number of identified key agents. However, a significant proportion of these agents (66%) is considered to have very low influence, while a smaller proportion (30%) shows very low interest. Here, the percentage of agents showing a high and very strong influence is particularly significant, as is the strong interest. It is worth noting that while some of these agents are connected to tourism and culture, a substantial number are associated with other areas of intervention (**Figure 45**).

All agents identified within the territory of Vale do Côa, Portugal, demonstrate high to very high levels of influence, as well as strong to very strong levels of interest. A particularly significant number of key agents are associated with the tourism sector and exhibit high levels of influence. In the cultural sector, a considerable number of key agents stand out for their very high influence and very strong interest.

In the case of Gironde – Entre-Deux-Mers, France, the identified key agents display varying levels of influence and interest. Notably, civil society actors play a particularly important role in this area of implementation, while cultural agents stand out for their high to very high levels of influence.

In the case of Lot-Aveyron and Canal du Midi, France, the identified key agents exhibit high to very high levels of influence and strong levels of interest. Notably, a significant number of agents in the tourism sector stand out for their high influence.

Most of the agents identified in the Communauté de Communes Sud-Hérault, France, demonstrate high levels of influence and strong levels of interest. It is also noteworthy the presence of key agents from other areas of intervention that exhibit precisely this same combination of influence and interest.

In the case of Lozère, France, the identified key agents display strong influence, although their level of interest is divided between high and low, with a clear predominance of the former. Cultural agents are the most numerous group.

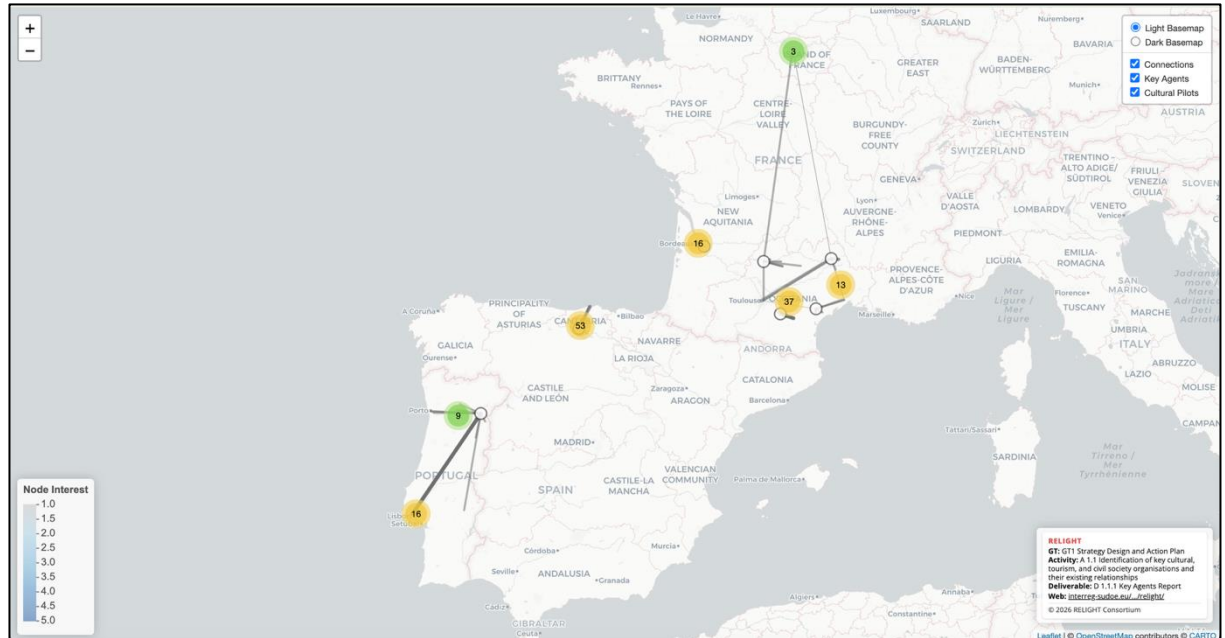


Figure 44. Interactive map of the territorial network of key stakeholders: interest and influence across the RELIGHT cultural pilots in the SUDOE area.

Data source: database derived from the questionnaire “Key agents mapping: Identifying partners for cultural pilots’ implementation”, RELIGHT Consortium, 2025.

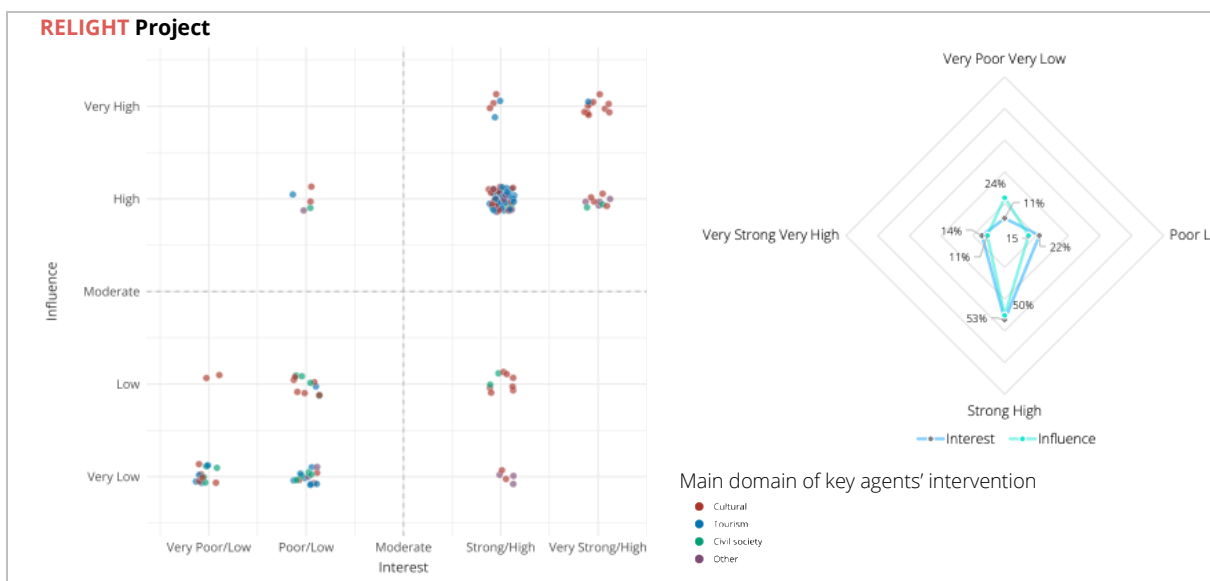
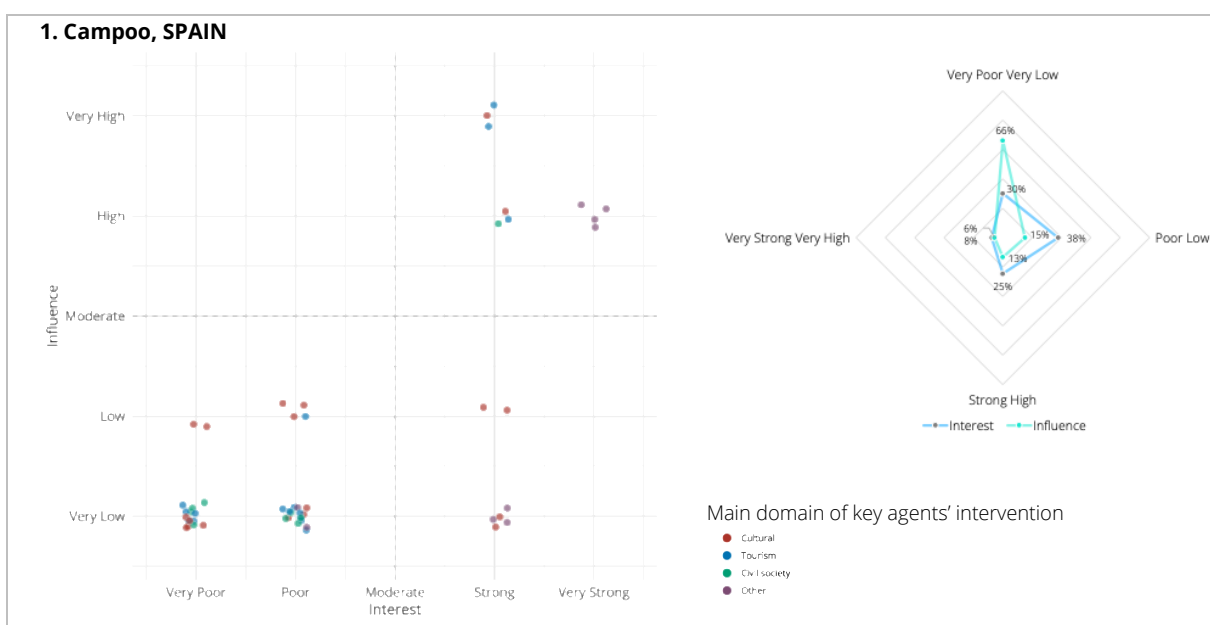
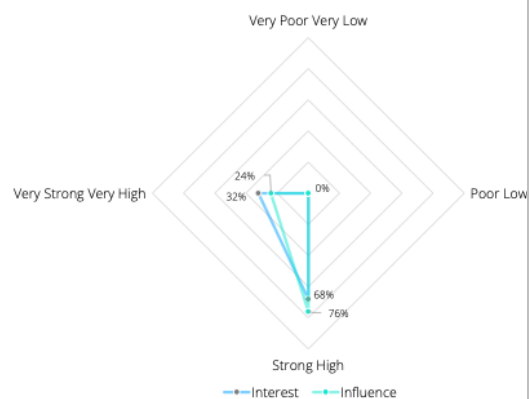


Figure 45. Interest and influence of key agents identified by the beneficiaries for the RELIGHT project, considering the main domain of intervention.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.



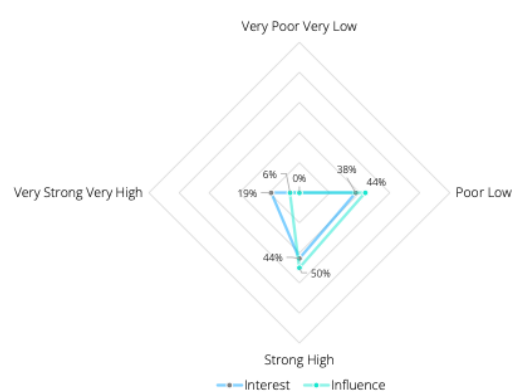
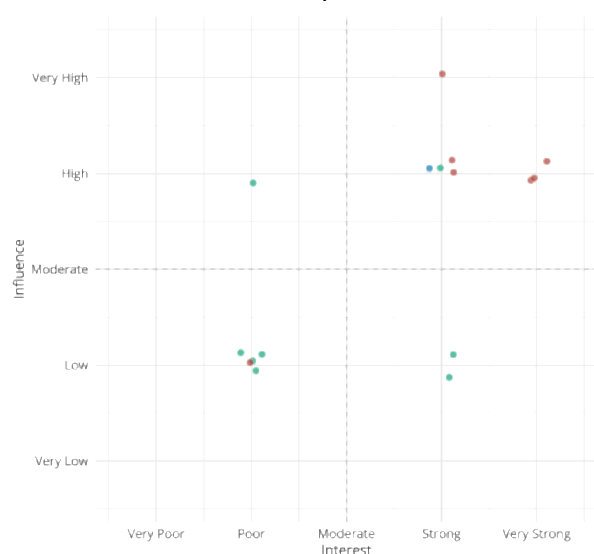
2. Vale do Côa, PORTUGAL



Main domain of key agents' intervention

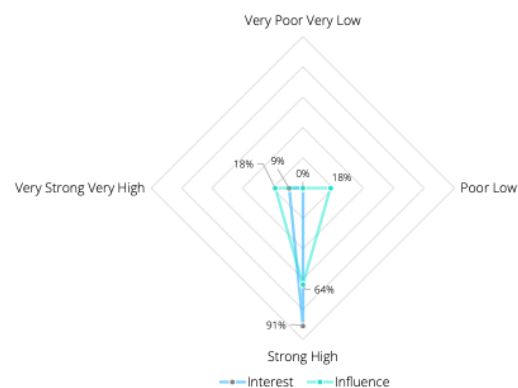
- Cultural
- Tourism
- Civil society
- Other

3. Gironde – Entre-Deux-Mers, FRANCE

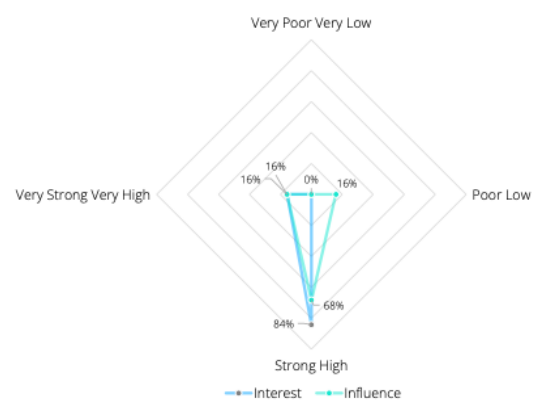


Main domain of key agents' intervention

- Cultural
- Tourism
- Civil society
- Other



Main domain of key agents' intervention



Main domain of key agents' intervention



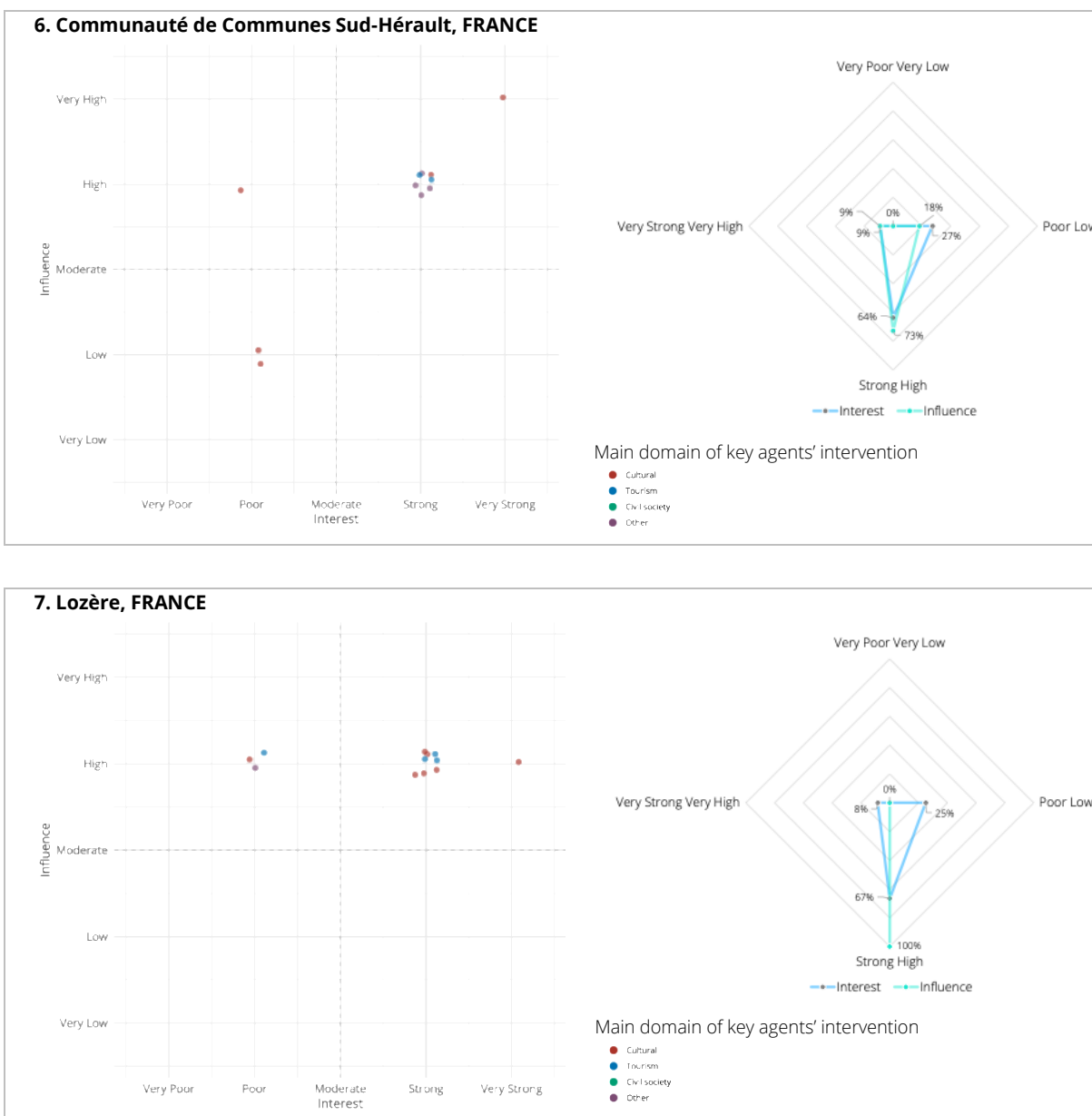


Figure 46. Interest and influence of key agents identified by the beneficiaries for the RELIGHT project in each of the cultural pilot's implementation territories, considering the main domain of intervention.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

In terms of the level of influence within the cultural, tourism, and civil society network across the RELIGHT project as a whole, low influence is the most prevalent category, although strong and very strong levels are also significantly represented.

A notably high proportion of low influence is observed among key agents identified in areas such as Campoo, Gironde – Entre-Deux-Mers, Communauté de Communes Sud-Hérault, and Lozère.

It is also important to highlight that a considerable share of agents with strong levels of influence can be found in Vale do Côa, Lot-Aveyron, and Canal du Midi (**Figure 47**).

More than half of the identified key agents show a high level of alignment with the goals of the RELIGHT project (53.7%), while a significant proportion exhibit low to very low levels of alignment (33.3%). These lower levels are particularly prevalent among the agents identified in Campoo. It is observed that in Canal du Midi and Lozère, all (100%) identified key agents demonstrate a high level of alignment with the objectives of the RELIGHT project. A very significant proportion of this level of alignment is also found among the agents identified in Lot-Aveyron, Vale do Côa, and the Communauté de Communes Sud-Hérault (**Figure 48**).

The beneficiaries of the RELIGHT project also assessed the capacity for cross-sectoral collaboration in culture and tourism among the key agents identified for implementing cultural pilots. Across the project as a whole, more than half of the key agents (55.1%) demonstrate a strong capacity. This capacity is particularly evident among the agents identified in the Canal du Midi (84.2%), Lot-Aveyron (81.8%), and the Côa Valley (80.0%).

In the Communautés de Communes Sud-Hérault and in the Vale do Côa, notable percentages of agents are identified as having a very strong capacity: 27,3% and 20,0%, respectively.

Also noteworthy is the proportion of agents assessed as having a weak capacity in Communautés de Communes Sud-Hérault (54,5%), Campoo (52,8%), Gironde – Entre-Deux-Mers (43,8%), and Lozère (33,3%) (**Figure 49**).

In terms of innovative potential, it is observed that, overall—and within the scope of the RELIGHT project—a significant proportion of the identified key agents demonstrate low innovation capacity.

However, in the cultural pilot implementation area of Vale do Côa, all identified agents stand out for having high to very high innovative potential. In regions such as the Canal du Midi, the Communauté de Communes Sud-Hérault, and Lozère, a notable share of agents also demonstrate strong capacity for innovation.

Conversely, a considerable percentage of key agents with low innovation capacity are found in Lot-Aveyron, Campoo, Gironde – Entre-Deux-Mers, and Lozère (**Figure 50**).

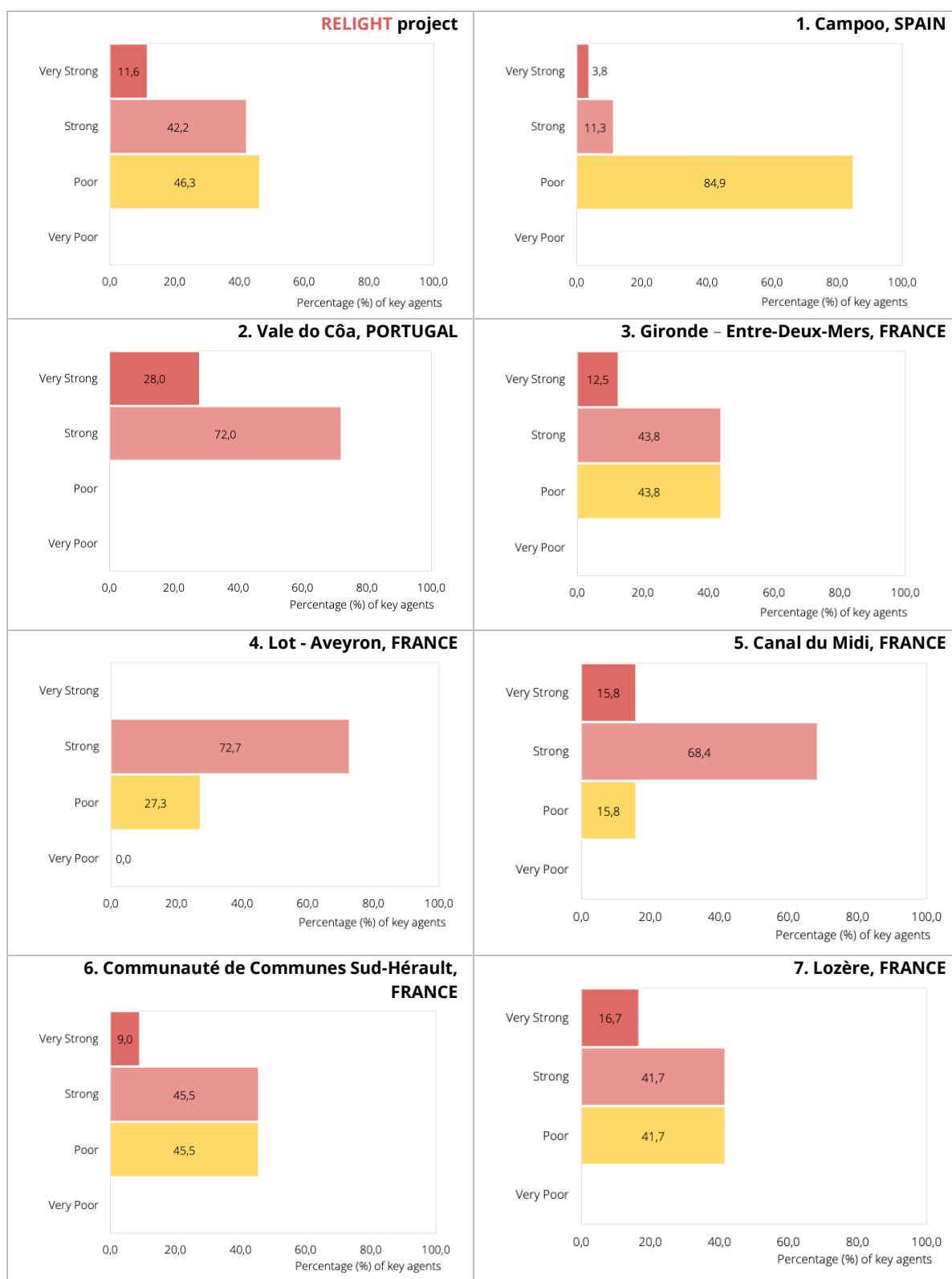


Figure 47. Level of influence within the cultural, tourism, and civil society network that the key agents identified by the beneficiaries for the implementation of cultural pilots have, considering the RELIGHT project and each of the cultural pilots' implementation territories.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

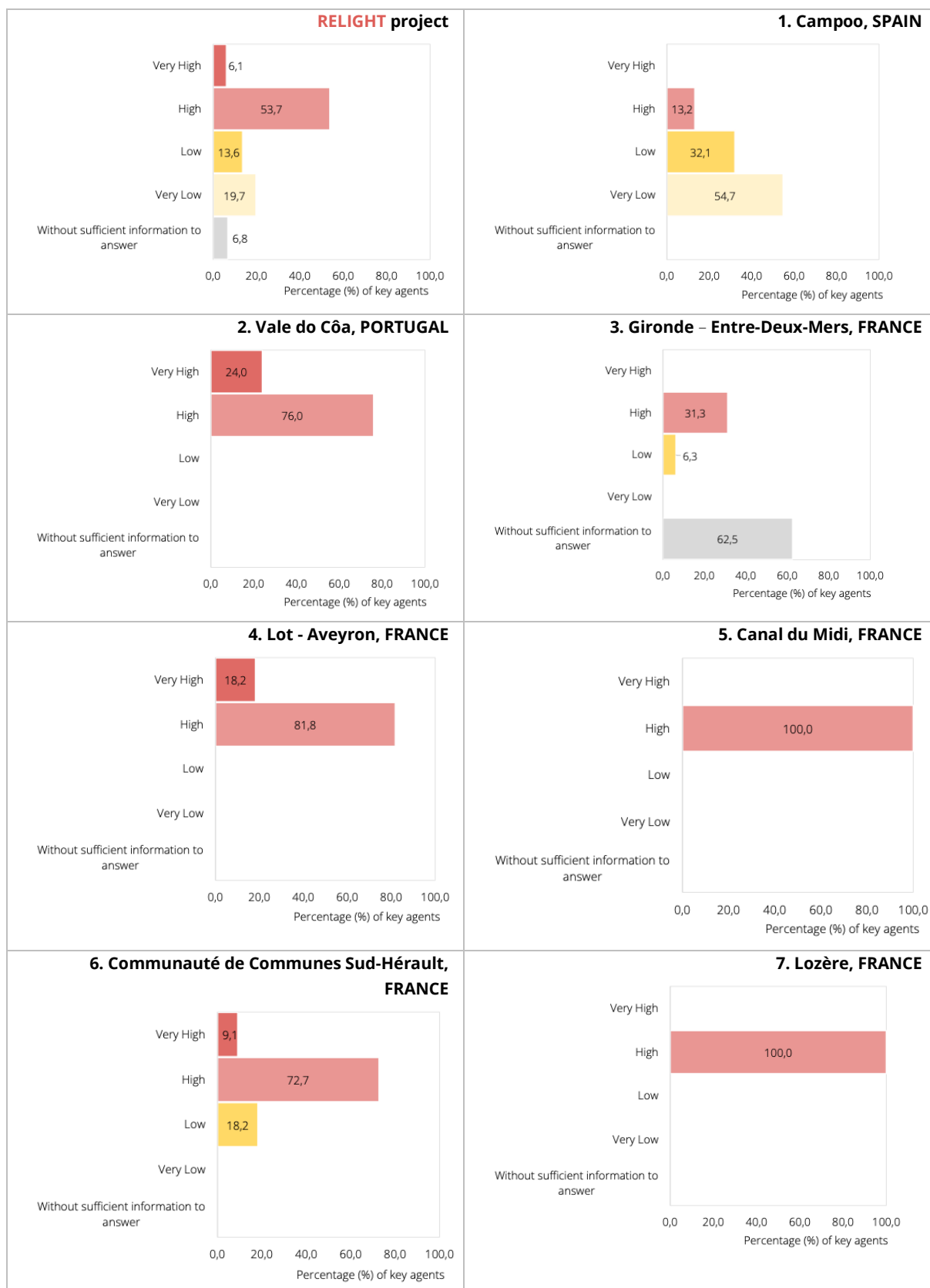


Figure 48. Level of alignment between the key agents identified by the beneficiaries for the implementation of cultural pilots and the goals of the RELIGHT project.

Data source: database derived from the questionnaire “Key agents mapping: Identifying partners for cultural pilots’ implementation”, RELIGHT Consortium, 2025.

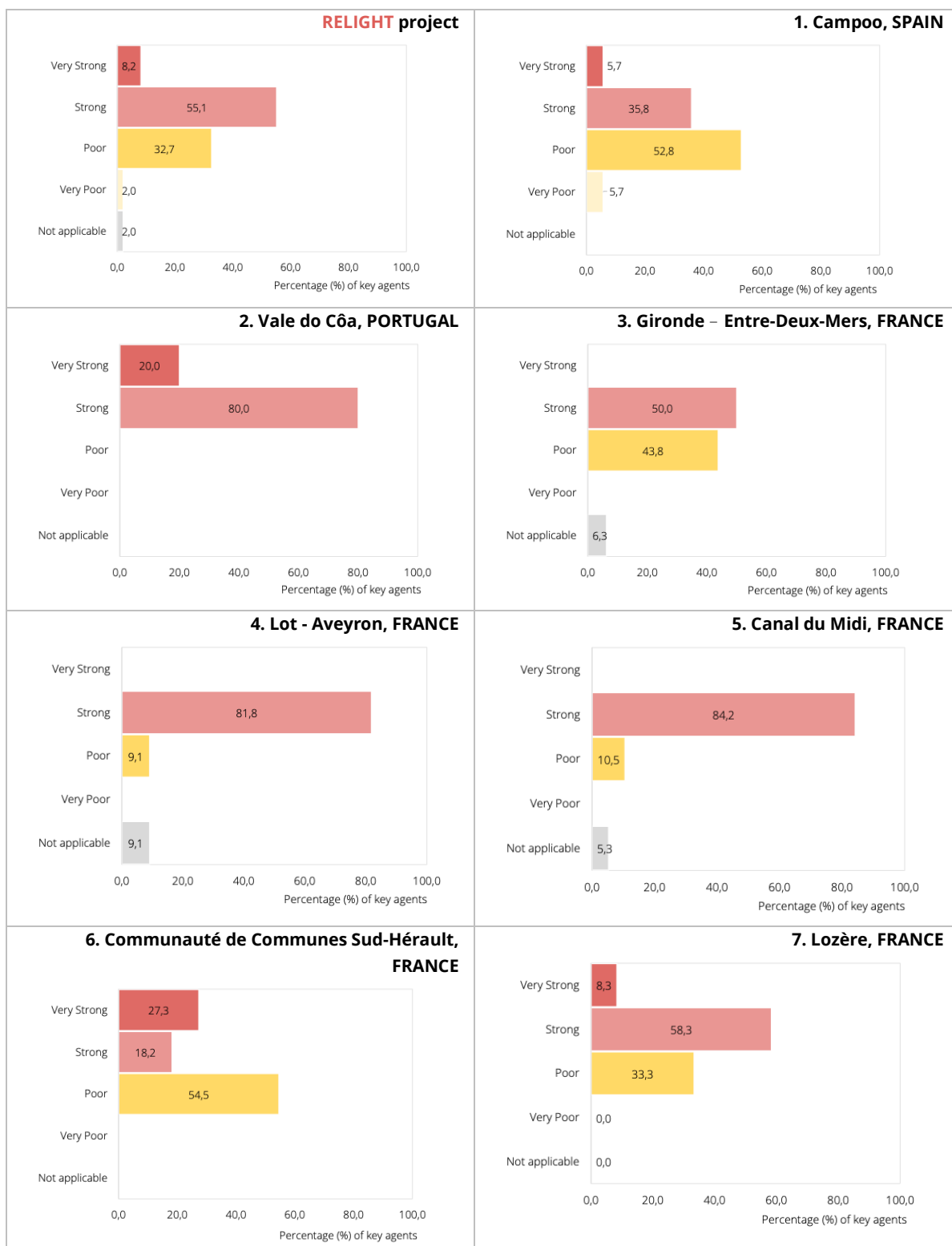


Figure 49. RELIGHT beneficiaries' evaluation of the capacity of the key agents identified for the implementation of cultural pilots to **cross-sectoral collaborations** in culture and tourism.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

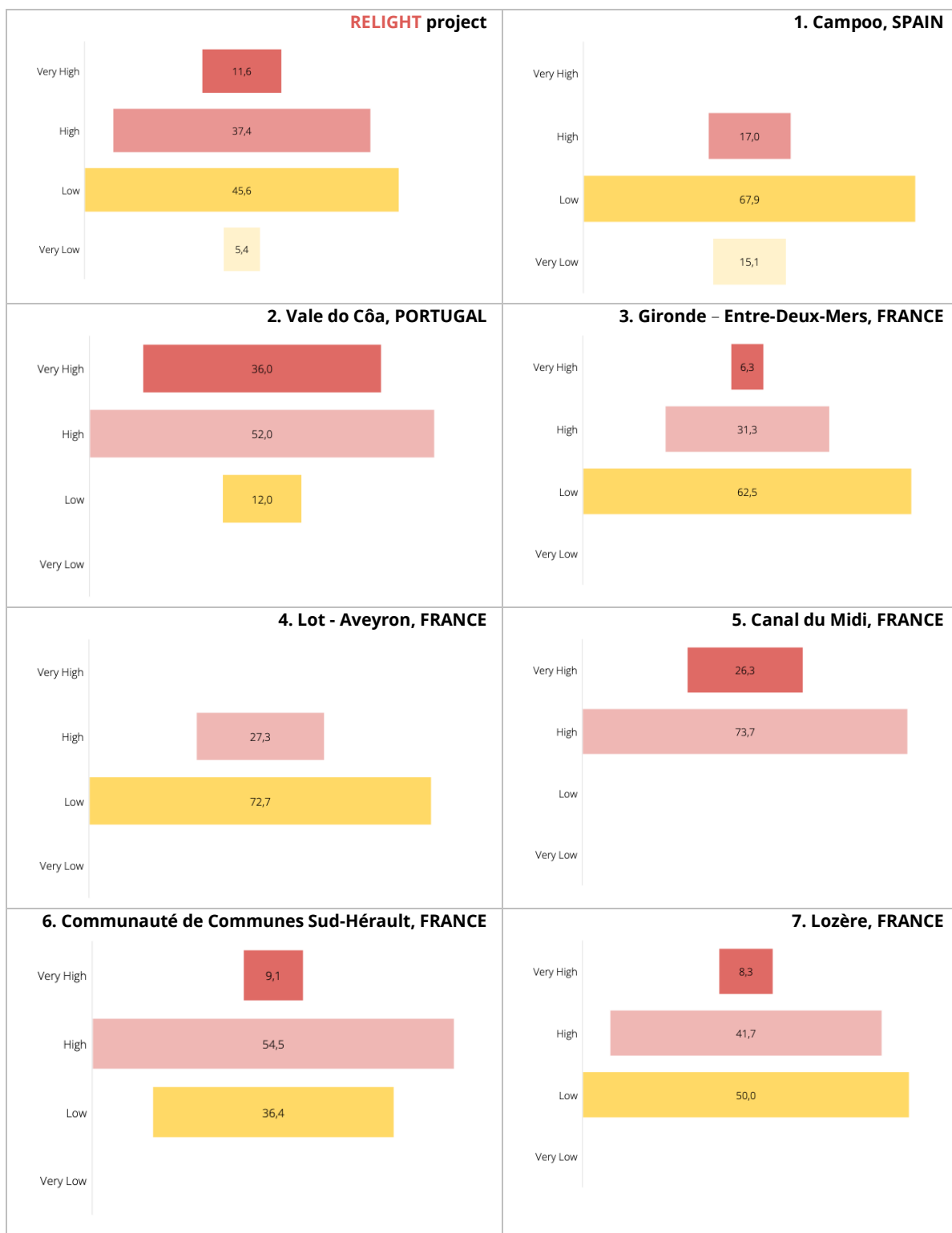


Figure 50. Innovative potential of the key agents identified by the beneficiaries for the implementation of cultural pilots, considering the RELIGHT project and each of the cultural pilots' implementation territories.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

A substantial proportion of the key agents identified across the RELIGHT project as a whole exhibits a weak capacity to support economic development. This is particularly evident among key agents in Lozère, Communauté de Communes Sud-Hérault, and Gironde – Entre-Deux-Mers, where this limitation is especially pronounced. The Vale do Côa stands out as the area with the highest proportion of key agents identified as having a very strong capacity to drive economic development. A significant proportion of key agents in the Lot - Aveyron area also demonstrates strong capacity (**Figure 51**).

In terms of capacity to foster social inclusion, a significant percentage (42,9%) of key agents in the RELIGHT project reported limited capacity. This situation is particularly evident in Campo (81,1% with poor capacity), Communauté de Communes Sud-Hérault (72,7% with poor capacity), et Lozère (66,7% with poor capacity). It is noteworthy that there are areas where a significant proportion of key agents demonstrate a strong and very strong capacity to foster social inclusion, namely the Vale do Côa, Lot - Aveyron, and the Canal du Midi (**Figure 52**).

What also predominates is a very low capacity to promote social innovation. This pattern is observed across most areas where cultural pilots are being implemented, with four of them exhibiting particularly high values. However, certain areas stand out for their stronger social innovation capacity among the identified key agents, namely the Côa Valley, Gironde – Entre-Deux-Mers, and the Canal du Midi (**Figure 53**).

Finally, it is important to assess the capacity to leverage the RELIGHT project's scalability. This capacity is high for just over half of the identified key agents (51,0%), a pattern particularly evident among those in the Vale do Côa, the Canal du Midi, Lozère, and Lot-Aveyron (**Figure 54**).

KEY AGENTS CAPACITY TO SUPPORT ECONOMIC DEVELOPMENT

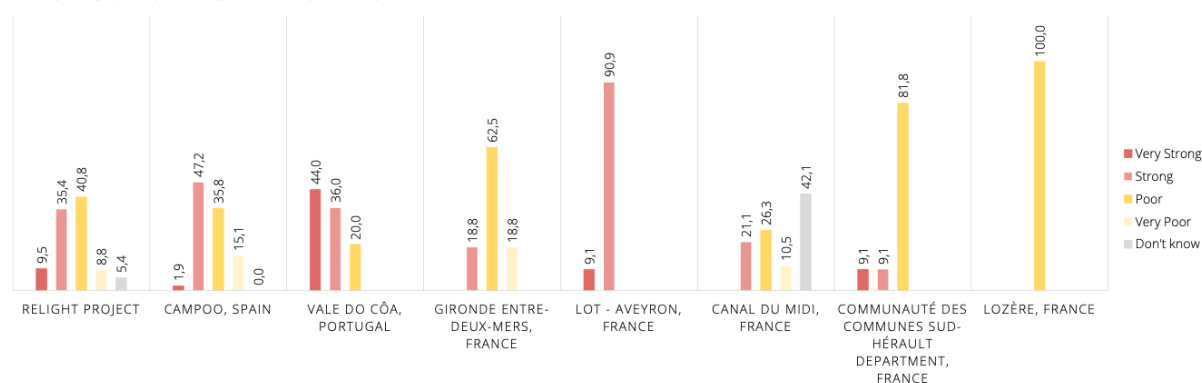


Figure 51. RELIGHT beneficiaries' evaluation of the **capacity** of the key agents identified for the implementation of cultural pilots **to support economic development**.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

KEY AGENTS CAPACITY TO FOSTER SOCIAL INCLUSION

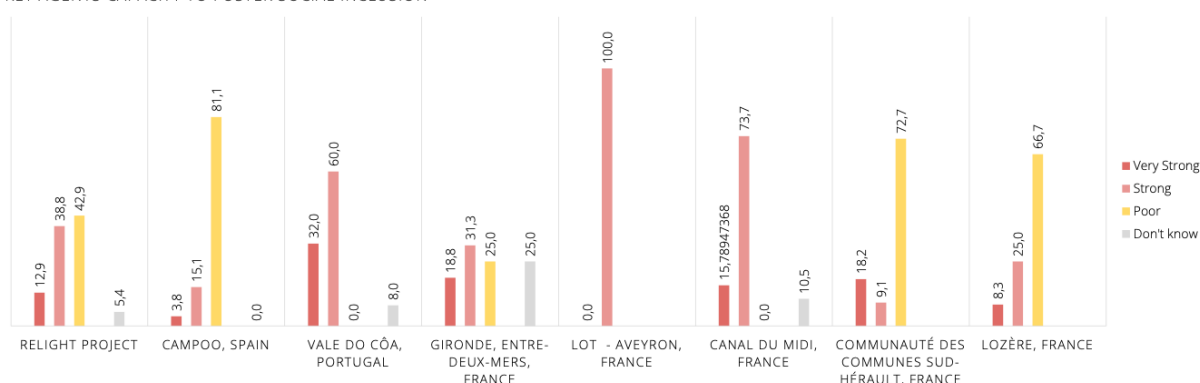


Figure 52. RELIGHT beneficiaries' evaluation of the **capacity** of the key agents identified for the implementation of cultural pilots **to foster social inclusion**.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

KEY AGENTS CAPACITY TO PROMOTE SOCIAL INNOVATION

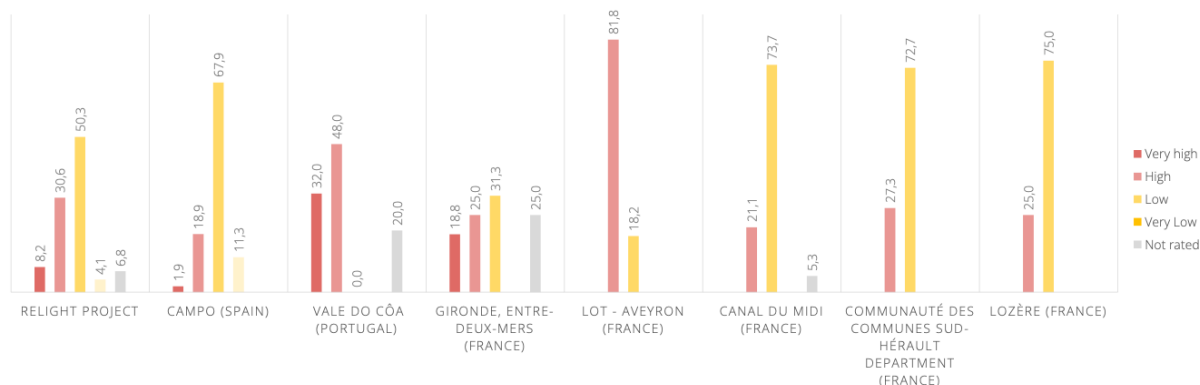


Figure 53. RELIGHT beneficiaries' evaluation of the **capacity** of the key agents identified for the implementation of cultural pilots **to promote social innovation**.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

KEY AGENTS CAPACITY TO LEVERAGE THE SCALABILITY OF THE RELIGHT PROJECT

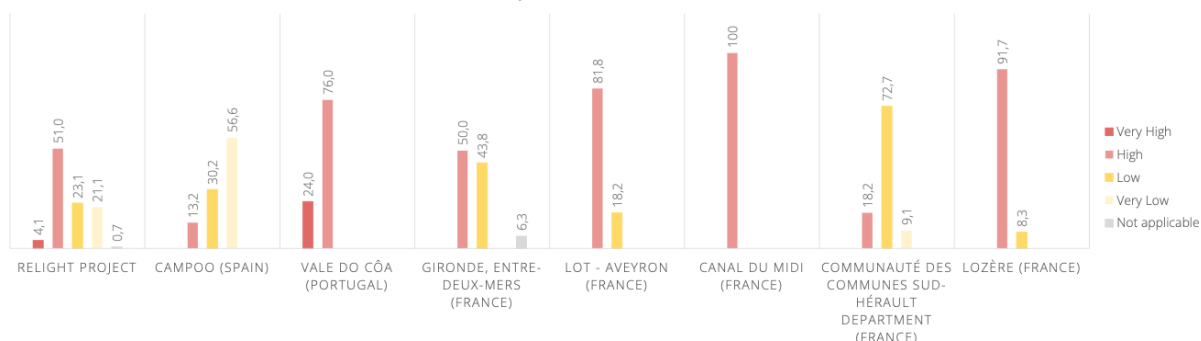


Figure 54. RELIGHT beneficiaries' evaluation of the **capacity** of the key agents identified for the implementation of cultural pilots **to leverage the scalability** of the RELIGHT project.

Data source: database derived from the questionnaire "Key agents mapping: Identifying partners for cultural pilots' implementation", RELIGHT Consortium, 2025.

5. Final Considerations

This report presents the results of the first implementation phase of the RELIGHT project, in which project beneficiaries sought to identify key stakeholders operating in culture, tourism, and civil society within each area of the SUDOE territory. These actors are intended to serve as relevant partners in activating cultural pilots and implementing the planned actions in each territorial area of the RELIGHT project.

This phase is a cornerstone of the RELIGHT project. For this reason, the criteria guiding beneficiaries in identifying key stakeholders were carefully defined, seeking, on the one hand, strong alignment with the objectives of the Interreg SUDOE 2021–2027 programme and, on the other, close convergence with the specific objectives of the RELIGHT project.

It is concluded that beneficiaries made a concerted effort to identify a broad set of strategically relevant key agents, diverse in nature and complementary in their fields of activity. They identified a significant number of rural key agents as relevant to the RELIGHT project, while also accounting for urban actors and those operating across both rural and urban contexts. They considered key agents that, in the vast majority of cases, operate within a single domain of intervention, although in some instances they work across multiple domains, with a strong orientation towards culture and tourism.

In addition, they valued actors whose activity is strongly anchored at the local, sub-regional, and regional scales. A substantial proportion of the identified key agents demonstrate a significant level of interest in and influence over the project. Nevertheless, the beneficiaries acknowledge that among the identified key agents, some may show lower levels of interest and weaker influence, a situation justified by the large number of key agents compiled.

The beneficiaries identified a significant proportion of agents (46.3%) with a poor level of influence within the cultural, tourism, and civil society network. However, the combined share of agents rated strong and very strong exceeds 50%, reaching 53.8%.

Overall, most of the agents identified demonstrate strong alignment with the RELIGHT project. In addition, more than half of them demonstrate strong capacity for cross-sectoral collaboration. In terms of innovation potential, the representation of actors exhibiting low potential is significant.

A considerable number of key agents identified in the RELIGHT project show limited capacity for economic development, especially in Lozère, Communauté de Communes Sud-Hérault, and Gironde – Entre-Deux-Mers. Conversely, the Vale do Côa has the highest proportion of agents with strong capacities for economic development, with the Lot - Aveyron area also exhibiting notable strengths. Additionally, 42.9% of key agents struggle to foster social inclusion, particularly in Campo, Sud-Hérault, and Lozère. However, strong

capacities are present in Vale do Côa, Lot - Aveyron, and Canal du Midi. Most areas show limited capacity to promote social innovation, but the Côa Valley, Gironde – Entre-Deux-Mers, and Canal du Midi display stronger capacities. Regarding scalability, just over half of the agents demonstrate a high capacity, particularly in the Vale do Côa, Canal du Midi, Lozère, and Lot-Aveyron.

Once the key stakeholders have been identified, the next step is to assess the needs and opportunities of the beneficiaries within the consortium responsible for the **RELIGHT** project.

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Appendix 1

Key Agents Mapping: Identifying Partners for Cultural Pilots Implementation

Key Agents Mapping

Identifying Partners for Cultural Pilots Implementation

This questionnaire is part of the **RELIGHT** project – *Regional Lighthouses for Promoting Sustainable Tourism Through Culture*, Interreg SUDOE 2021 – 2027, Group of Tasks 1 (GT1) Strategy Design and Action Plan, Activity 1.1 (A1.1): Identification of key cultural, tourism, and civil society organisations and their existing relationships.

This activity aims to identify the key agents in the cultural and tourism sectors across both urban and rural settings, including important civil society organisations. This identification will focus on key agents that are relevant to the pilot's implementation, their impact and transferability. Besides mapping these agents, the activity will analyse the existing relationships to understand collaboration patterns and identify opportunities to boost rural competitiveness through strategic partnerships.

Start: July 31st
Recommended deadline: September 9th
Final deadline: September 19th

Estimated completion time: 30 minutes.

The **RELIGHT** (S2/4.6/E0242) project is funded by the Interreg SUDOE 2021-2027 programme. The Interreg SUDOE programme is part of the European Union territorial cooperation objective, funded through the European Regional Development Fund (ERDF).



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BENEFICIARIES



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I declare that I have read the [Privacy and Data Protection Policy of the University of Coimbra \(UC\)](#).
I have also been informed that:

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2. The content may be disseminated through the project website, social media channels of the consortium partners, and official documents.
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The Controller guarantees compliance with the GDPR and applicable legislation.

☐ I acknowledge and consent to the processing of my data under the stated terms.

Next

CHARACTERISATION OF RESPONDING ORGANISATION

This section aims to collect basic information to identify the beneficiary of the RELIGHT Consortium and the respective pilot.

Which is the organisation you are responding on behalf of?

- ☐ Fundación Banco Santander (FBS)
- ☐ Fundación Camino Lebaniego (FCL)
- ☐ Fundación Santa María la Real (FSMLR)
- ☐ Fundação Côa Parque (FCP)
- ☐ Turismo do Porto e Norte de Portugal, E. R. (TPNP)
- ☐ Bruit du Frigo (BdF)
- ☐ Syndicat Mixte les Abattoirs (SMA)
- ☐ Fonds Régional d'Art Contemporain Occitanie Montpellier (FRAC – OM)

In which of the cultural pilot implementation areas are you involved?

Select all that apply

- ☐ Campoo
- ☐ Vale do Côa
- ☐ Gironde – Entre-Deux-Mers
- ☐ Canal du Midi
- ☐ Lot – Aveyron
- ☐ Communauté de Communes Sud-Hérault
- ☐ Lozère

Previous

Next

IDENTIFICATION OF KEY AGENTS

This section identifies key agents from the cultural, tourism, and civil society sectors who are relevant to the implementation of the **RELIGHT** pilots.

Who are the key agents from the cultural, tourism, and civil society sectors that are relevant for the implementation of your cultural pilots? (Please consider the criteria provided)

You can add multiple actors by clicking the **"Add line"** button below.

For technical reasons, the maximum number of identifiable agents is limited to 20. If you need to identify more, please complete as many questionnaires as necessary. It is recommended that each agent ID be copied from an external source and pasted into the corresponding line.

Key agent #1

Actor example 1

Key agent #2

Actor example 2

+ Add line

Please provide the contact details for each agent

	Internet address or social network	Headquarters postal code
Actor example 1		
Actor example 2		

Agents' profile

	What is the legal status of the agent?	In which year was this organisation established or founded?	Number of people involved/employees?
Actor example 1	Select one or more	I don't know	Select...
Actor example 2	Select one or more	I don't know	Select...

	What is the agent's main source of funding?	What are the agent's main domains of intervention?
Actor example 1	Select one or more options	Select one or more options
Actor example 2	Select one or more options	Select one or more options

	What are the agent's main interests and/or concerns regarding cultural activities, tourism, and/or civil society representation?
Actor example 1	
Actor example 2	

Quantify the involvement of the agent in the areas of interest of RELIGHT

Please allocate **100 points** across the four domains, reflecting the agent's level of involvement in each.

	Cultural activities	Tourism	Civil society	Other
Actor example 1	0	0	0	0
Actor example 2	0	0	0	0

	In your opinion, what interest can the agent have in the implementation of your pilot?	In your opinion, what influence can the agent have in the implementation of your pilot?
Actor example 1	Select an option	Select an option
Actor example 2	Select an option	Select an option

Agent's scope

	What is the main geographical scale of the agent's activities?	In which types of territories does the agent operate?
Actor example 1	Select one or more options	Select one or more options
Actor example 2	Select one or more options	Select one or more options

Agent's expertise and practical experience

	What is the agent's main area of expertise?	How would you rank the agent's innovative potential?	What is the agent's level of influence within the cultural, tourism, and civil society network?	To what extent is the agent aligned with the goals of the RELIGHT project?
Actor example 1	Select an	Select an option ▼	Select an option ▼	Select an option ▼
Actor example 2	Select an	Select an option ▼	Select an option ▼	Select an option ▼

Agent's role enhancing collaboration in culture and tourism, economic development, social inclusion and social innovation

	How would you evaluate the agent's cross-sectoral collaborations in culture and tourism?
Actor example 1	Select...
Actor example 2	Select...

	How would you evaluate the agent's capacity to support economic development?	How would you evaluate the agent's capacity to foster social inclusion?	How would you evaluate the agent's capacity to promote social innovation?
Actor example 1	Select... ▼	Select... ▼	Select... ▼
Actor example 2	Select... ▼	Select... ▼	Select... ▼

Agent's potential to enhance the scalability of the RELIGHT project

	How would you define the agent's capacity to leverage the scalability of the RELIGHT project?
Actor example 1	Select...
Actor example 2	Select...

Previous

Next



FINAL COMMENTS AND SUGGESTIONS

If you wish, please use the space below to share any **additional comments, suggestions or relevant observations** you consider important in the context of this questionnaire. Your perspective may help improve understanding of the challenges, needs, and opportunities associated with networked work and territorial cooperation under the **RELIGHT** project.

Would you like to share any additional comments or suggestions regarding your experience, institutional perspective, or the topics addressed in this questionnaire?

Previous

Submit

Document identification

Group of tasks	GT1 Strategy Design and Action Plan
Activity	A 1.1 Identification of key cultural, tourism, and civil society organisations and their existing relationships
Deliverable	D 1.1.1 Key Agents Report
Activity lead beneficiary	A report providing an overview of the cultural, tourism, and civil society system in the regions, identifying its key agents, mapping and analysing the relationships and cooperation networks among them.
Coordinator	University of Coimbra, Faculty of Arts and Humanities
Contributors	Claudete Oliveira Moreira (https://orcid.org/0000-0002-9188-191X) Report contributions Claudete Oliveira Moreira (https://orcid.org/0000-0002-9188-191X), Rui Ferreira (https://orcid.org/0000-0001-7653-0639), Tiago Santos (https://orcid.org/0000-0003-39309913), Luís Silveira (https://orcid.org/0000-0002-8030-7074), Paulo Carvalho (https://orcid.org/0000-0002-6920-869X), and Mansour Ghanian (https://orcid.org/0000-0002-8428-1107). Reviewers Roberto Bernad – Fundación Banco Santander, João Paulo Lucas Donas Botto Sousa – Fundação Côa Parque, Paulo Carrança – Turismo Porto e Norte de Portugal, Larvol Gwenaelle – Bruit du frigo, Lauriane Gricourt – Syndicat Mixte les Abattoirs, Emmanuelle Hamon – Syndicat Mixte les Abattoirs, Eric Mangion – FRAC-OM - Fonds Régional d'Art Contemporain Occitanie Montpellier
Dissemination level	Public (PU)
Date of submission	April 24th, 2026

Project identification

Project acronym	RELIGHT
Project title	Regional Lighthouses for Promoting Sustainable Tourism Through Culture
Project code	S2/4.6/E0242
Project duration	36 (months)
Project timeline	01 June 2025 - 31 May 2028
Lead beneficiary	Fundación Banco Santander
RELIGHT pilot action areas within the SUDOE territory	1. Campoo (SPAIN), 2. Vale do Côa (PORTUGAL), 3. Gironde – Entre-Deux-Mers (FRANCE), 4. Lot - Aveyron (FRANCE), 5. Canal du Midi (FRANCE), 6. Communauté de Communes Sud-Hérault (FRANCE), and 7. Lozère (FRANCE).
Webpage	https://interreg-sudoe.eu/proyecto-interreg/relight/

Programme identification

Programme	(Interreg VI-B) Interreg South-West Europe (SUDOE) Programme 2021-2027
Call number	2 nd
Strategic objective	4. A more social and inclusive Europe, through the application of the European pillar of social rights.
Specific objective	4.6 Strengthen the role of culture and sustainable tourism in economic development, social inclusion, and social innovation.
Program priority	3.Promote social cohesion and territorial and demographic balance in SUDOE through social innovation, the enhancement of heritage and services.

This document has been produced as part of the **RELIGHT** project (<https://interreg-sudoe.eu/proyecto-interreg/relight/>).

RELIGHT — Regional Lighthouses for Promoting Sustainable Tourism Through Culture is a collaborative project coordinated by the Santander Foundation. The project proposes the activation of regional nodes that act as lighthouses for the development and experimentation of a systemic collaboration methodology that reinforces the value of the cultural and natural heritage of rural inland areas, developing sustainable cultural tourism products that promote competitiveness at the regional and local levels in the SUDOE territory of the European Union.

The **RELIGHT** project is financed by the Interreg SUDOE 2021-2027 programme. The Interreg SUDOE programme is part of the European Union territorial cooperation objective, funded through the European Regional Development Fund (ERDF). This document has been produced with the financial assistance of the European Union.

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