

D 1.2.1 Report of Needs and Opportunities

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1. Regional Lighthouses for Promoting 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 represents an innovative solution to address the frequent disconnect between cultural and tourism activities, creating spaces to identify synergies and foster collaboration. Within this framework, transnational cooperation is essential for identifying shared solutions that account for specific territorial contexts, thereby facilitating 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 across 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. 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. Relation between RELIGHT project beneficiaries responsible for the cultural pilot's implementation, cultural pilot's and pilot action areas within the SUDOE territory

Figure 2 depicts the structural relationships between the RELIGHT project Beneficiary organizations in charge of cultural pilots' implementation, the cultural pilots' projects, and their respective pilot action areas across the SUDOE territory.

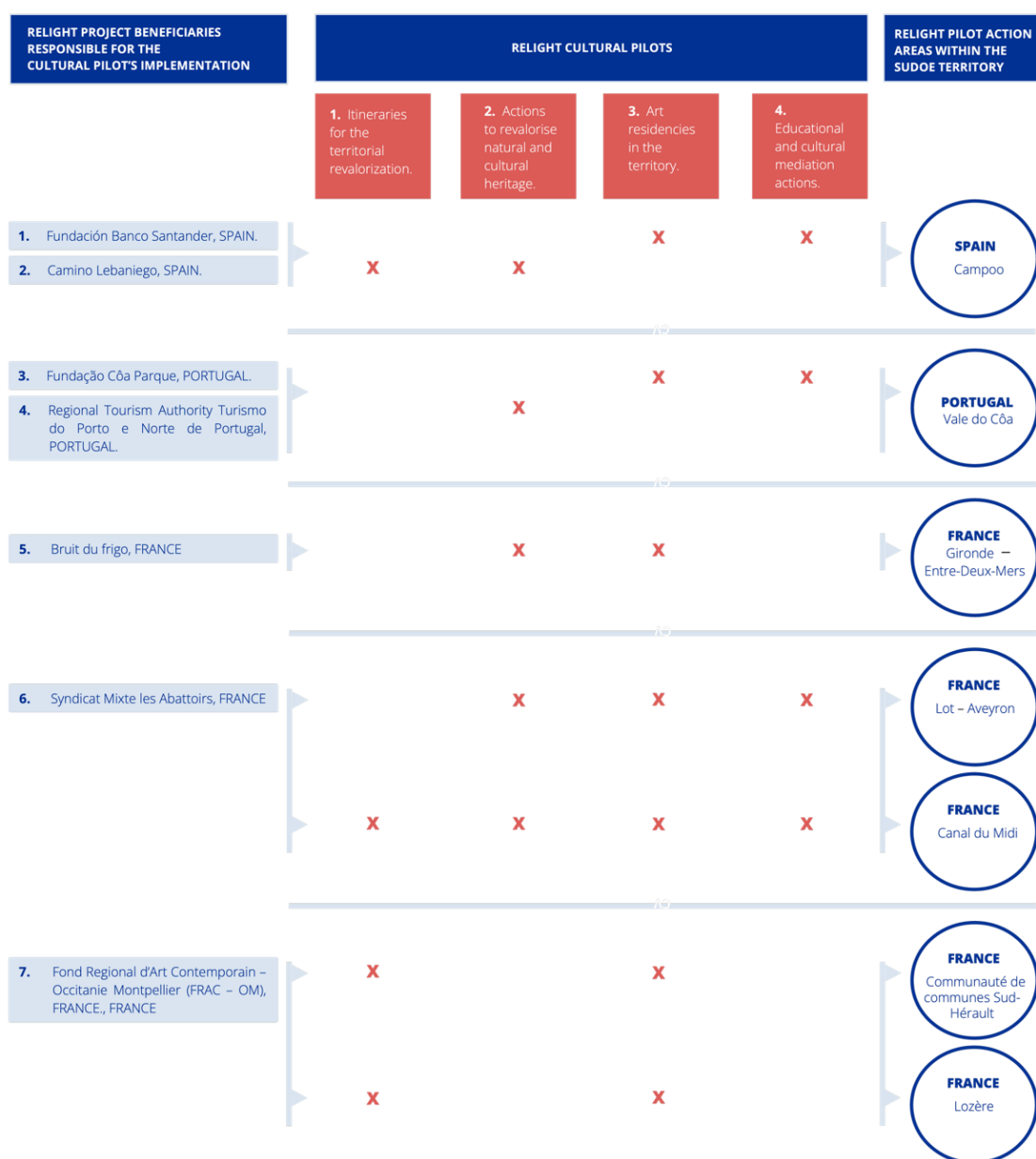


Figure 2. Relation between RELIGHT project beneficiaries responsible for the cultural pilot's implementation, cultural pilot's and the pilot action areas within the SUDOE territory.

2. Participatory diagnosis of territorial needs and opportunities with local key agents

2.1. Introduction

This report gathers the identified and prioritised needs of the urban and rural agents involved in the value chain of cultural and tourist activities, as well as those of civil society organisations. The report has a dual local and transnational perspective and identifies opportunities for cooperation and participation.

This activity, developed across the seven territories of implementing the four cultural pilots, aimed to develop, in each territory, a joint, participatory diagnosis of the specific needs and opportunities for more effective and efficient collaboration between urban and rural key cultural, tourism, and civil society organisations. It explores the potential for collaboration between key agents operating in the fields of culture and tourism, concentrated in urban areas, and their counterparts in low-density rural areas, with the aim of benefiting rural communities. The focus is on how these relationships can be strengthened to design and promote cultural programs, sustainable tourism products, and destinations, fostering stronger connections between urban and rural contexts. The ultimate goal is for these seven territories and their pilots' initiatives to act as lighthouses, promoting rural development and competitiveness through cultural activities and sustainable tourism products.

3. Methodology

3.1. Approach

For this task, the **Participatory Needs and Opportunities Appraisal** (PNOA) method was applied. PNOA is a stakeholder-centred, qualitative approach grounded in participatory rural appraisal principles. It aims to:

- Identify and prioritise both needs and opportunities in local communities.
- Ensure that the process is inclusive and empowering.
- Understand the social and institutional context that shapes stakeholders' experiences, challenges, and opportunities.

The **main objective** was to create a shared, clear understanding of the RELIGHT key agents' needs and development opportunities within the tourism and culture sectors.

3.2. Implementation design

Based on the work plan and objectives of this phase of the project, the University of Coimbra team developed a methodological framework and implementation guidelines. What follows is the initial and formal framework created by the University of Coimbra and made available to the project partners. However, in practice, regional managers faced difficulties in implementing and operationalising the initial methodology.

The implementation of the participatory needs assessment faced several practical challenges across the cultural pilots' implementation areas, including stakeholder availability, geographical constraints, and resource limitations. To address these issues, some partners adapted the proposed methodology, for example, by merging focus groups or conducting online sessions instead of in-person meetings. Despite these adjustments, the core participatory approach and analytical framework were maintained, ensuring the consistency and comparability of the results. These adaptations ultimately contributed to a more flexible, context-sensitive implementation without affecting the overall validity of the assessment. Changes and adaptations to the methodology and way of doing work in each region are included in the form of an "Important note" at the beginning of each territory's report.

The appraisal was implemented using two main techniques in each of the cultural pilots' implementation areas.

3.2.1. Focus Group Discussions (FGDs)

Purpose: To gather diverse perspectives on needs, constraints, and opportunities.

Format: Two FGDs were conducted in each cultural pilot's implementation areas (one with tourism key agents and one with cultural key agents). Each group consisted of 15–20 participants, including 12–15 key agents identified in Task 1.1 and 3–4 representatives from local partner organisations.

Participants were divided into 3–4 small working groups, each supported by a local partner representative. The role of local partners within the groups was to facilitate and guide discussions, organise emerging ideas, and support participatory engagement.

During the discussions, key agents reflected on needs and opportunities related to collaboration, their interactions, and urban–rural connections, in line with the project's objectives.

Participants were selected in collaboration with the University of Coimbra and the local partners. The FGDs were conducted and managed by individuals experienced in participatory evaluation methods and techniques, engaged by the local partners to implement this component.

3.2.2. Multi-Stakeholder Workshops (MSWs)

Purpose: To review the results of the FGDs, further explore key agents' relationships, prioritise identified needs and opportunities, and agree on cooperation priorities.

Format: One multi-stakeholder workshop was organised per cultural pilot's implementation area, involving approximately 12 participants selected from the FGDs, ensuring balanced representation from tourism and cultural sectors.

Workshops were facilitated by professionals experienced in participatory evaluation methods and were coordinated by the local partners. Participants were proposed by FGD facilitators and approved by the local partners.

3.3. Tools and techniques

Three main participatory tools were used:

- **Problem Tree Analysis** – to identify key needs and opportunities, as well as their root causes and effects.
- **Venn Diagram** – to visualise relationships, influence, and proximity among institutions and actors, with emphasis on their roles in addressing needs and opportunities within the cultural pilots' implementation areas.
- **Matrix Scoring** – to rank and compare identified needs and opportunities based on agreed criteria through participatory prioritisation.

To ensure methodological consistency across cultural pilots' implementation areas, the University of Coimbra team provided standardised templates for all tools to the local partners.

3.4. Role of the partners

University of Coimbra: The University of Coimbra, CEGOT, Faculty of Arts and Humanities defined the overall methodology, designed the guidelines for participatory sessions, prepared the templates for data collection tools (Problem Tree, Venn Diagram, and Matrix Scoring), and consolidated the final report.

Local Project Partners: Local partners served as facilitators, ensuring a non-directive, enabling environment. Their role included:

- Adapting participatory sessions to key agents' literacy levels and cultural contexts.
- Encouraging balanced participation and preventing domination by more powerful actors.
- Using open-ended prompts and visual aids to stimulate discussion.
- Documenting both substantive outcomes (identified needs and opportunities) and process-related observations (group dynamics, consensus-building, and conflict negotiation).

Preparing the first draft of the regional cultural pilots' implementation areas reports.

3.5. Data validation

Reliability was strengthened through triangulation:

- **Methodological triangulation:** comparing results generated by different participatory tools.
- **Source triangulation:** comparing findings across key agent groups (e.g., tourism and cultural actors).

3.6. Outputs

The participatory process resulted in:

- A ranked list of prioritised needs and opportunities for each area of cultural pilot implementation.
- Visual and written mappings of key agents' relationships, challenges, and development opportunities.
- Strengthened collaboration and dialogue among local key agents (this section was only carried out in some territories).

3.6.1. Ethical considerations

- Participants provided informed consent and were informed about the objectives and intended use of the data.
- Participation was voluntary and confidential.
- Facilitation was conducted with sensitivity to cultural norms, power imbalances, and potential conflicts.
- Both needs and opportunities were documented and reported in a balanced and equitable manner.

4. SUDOE territory: needs and opportunities of key cultural, tourism, and civic society key agents within the **RELIGHT** project

4.1. Campoo, SPAIN

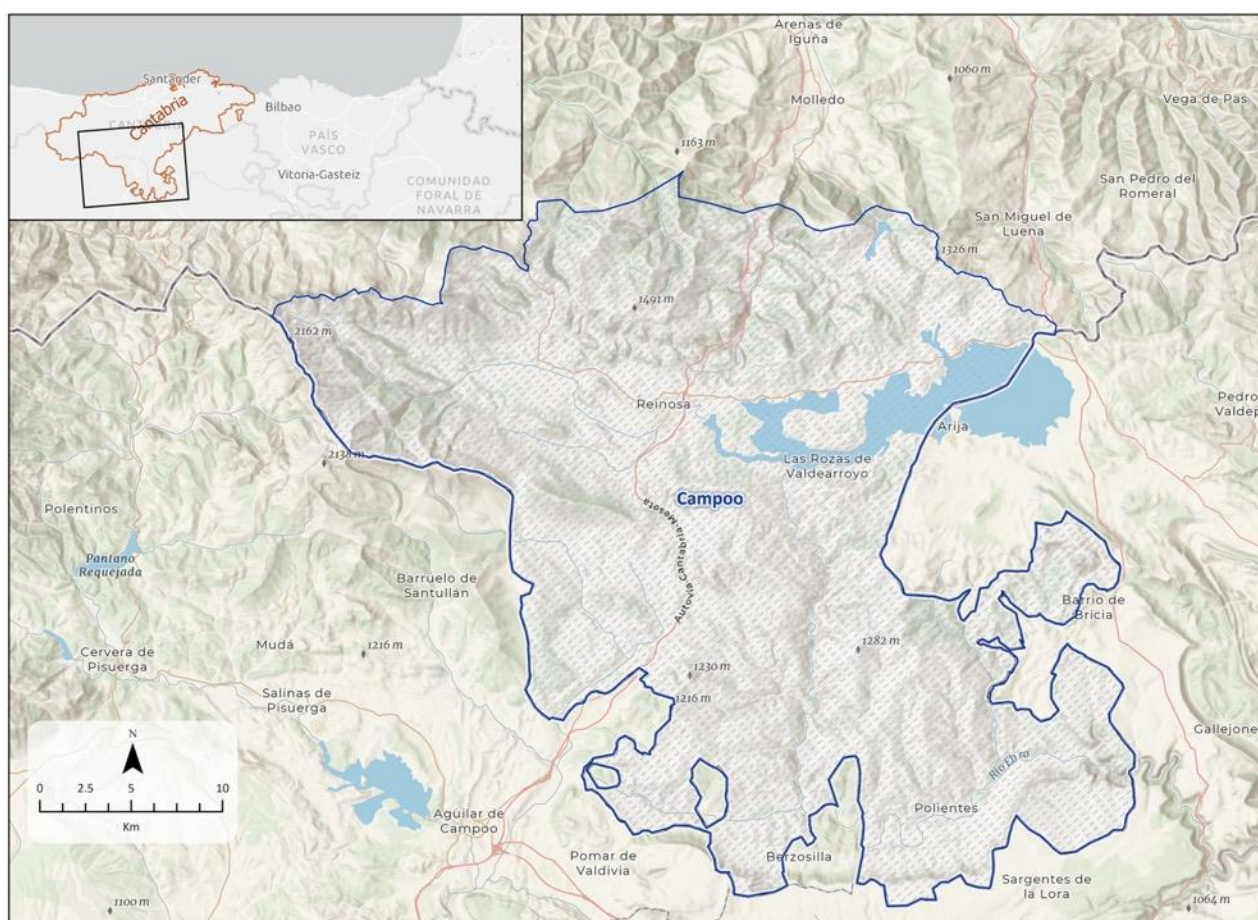


Figure 3. Location of Campoo, Cantabria, Spain.

4.1.1. Campoo: sessions overview

Territory and location: Campoo, Cantabria, Spain.

Date(s) and location of activities:

Focus Group (Cultural): 19 November 2025 (10:00-14:00), Multipurpose Centre, Mataporquera.

Focus Group (Tourism): 20 November 2025 (10:00–14:00), Biblioteca Sánchez Díaz Library, Casona, Reinos.

Multi-Stakeholders Workshop: 26 November 2025 (10:00–14:00), Biblioteca Sánchez Díaz Library, Casona, Reinos.

Facilitator: Interfaz, in coordination with Fundación Banco Santander and Fundación Camino Lebaniego.

Participants: Representatives from local public authorities, cultural institutions, cultural associations, festivals, museums, artistic initiatives and independent artists from the Campoo region. Focus Group Discussion (FGD) — Culture with 10 participants, Focus Group Discussion (FGD) — Tourism with 6 participants, Multi-Stakeholder Workshop (MSW) — Mixed (culture & tourism) with 8 participants.

4.1.2. Purpose and objectives

Create a shared, clear understanding of what key agents in Campoo require across culture and tourism; validate and prioritise needs; align them with RELIGHT's four pillars; and map key agents against the top priorities using a simple "Responsible – Allies" role model.

4.1.3. Implementation process

Pre-session preparation. Fundación Banco Santander (FBS) and Fundación Camino Lebaniego (FCL) screened key agents in Campoo and the Cantabria region across culture, tourism, and civic society organisations, compiled a longlist of 53 key agents. The associated partners, D.G. Culture and D.G. Tourism from the Government of Cantabria, collaborated on this screening. Fundación Banco Santander, together with Fundación Camino Lebaniego and Interfaz (mediator), shortlisted 40 priority actors and invited 38 to participate in one or more sessions. The invitation process involved individualised contact by the Fundación Banco Santander coordinator, via email and phone, with each invitee. The mediator conducted a desk review of the local context, consolidated the culture and tourism problem/opportunity trees, and produced wall posters and supporting slides, adapting the general methodology to the specifics of Campoo. Between sessions, the mediators

synthesised inputs, clustered them under clear headings, refined formulations, and identified the 27 most frequently cited needs from the culture and tourism sessions.

4.1.4. Session 1 – Focus Group with cultural key agents

4.1.4.1. Purpose and objectives

The participatory process aimed to introduce the RELIGHT project to 12 cultural key agents (9 cultural and institutional agents + 3 facilitators/organisers) in the Campoo region and to jointly analyse how culture can drive sustainable rural development. More specifically, the session sought to:

- Create a shared understanding of the main challenges affecting the cultural sector in rural areas, with a focus on Campoo.
- Identify context-specific causes, effects, needs, and opportunities related to culture and development.
- Gather input from local cultural agents to adapt the RELIGHT project's pillars to the regional context.
- Lay the foundations for future actions by transforming identified problems into opportunities and expected results.

4.1.4.2. Session process

Before the session, several preparatory actions were carried out to ensure the effectiveness of the participatory process:

- Definition of the session objectives and alignment with the overall RELIGHT project framework.
- Design of the participatory methodology based on the Problem Tree and Opportunity Tree approaches.
- Preparation of initial versions of the problem and opportunity trees, reflecting common challenges of culture in rural areas.
- Identification and invitation of key cultural agents and institutional representatives from the Campoo region.
- Logistical organisation of the session, including venue selection (Multipurpose Centre, Mataporquera) and preparation of facilitation materials (post-it notes, boards, visual supports).
- Coordination among the facilitating team (Interfaz) and partner organisations (Fundación Banco Santander and Fundación Camino Lebaniego).

The key agents involved in a participatory meeting used the “Problem Tree” to identify needs and opportunities. The facilitators help them have a positive experience during the discussions. During an interactive meeting, they first work on the main problem they identified: “Why is culture not a driver for sustainable development in rural areas?” They generate a problem tree that includes causes and effects of this main problem (**Figure 4**).

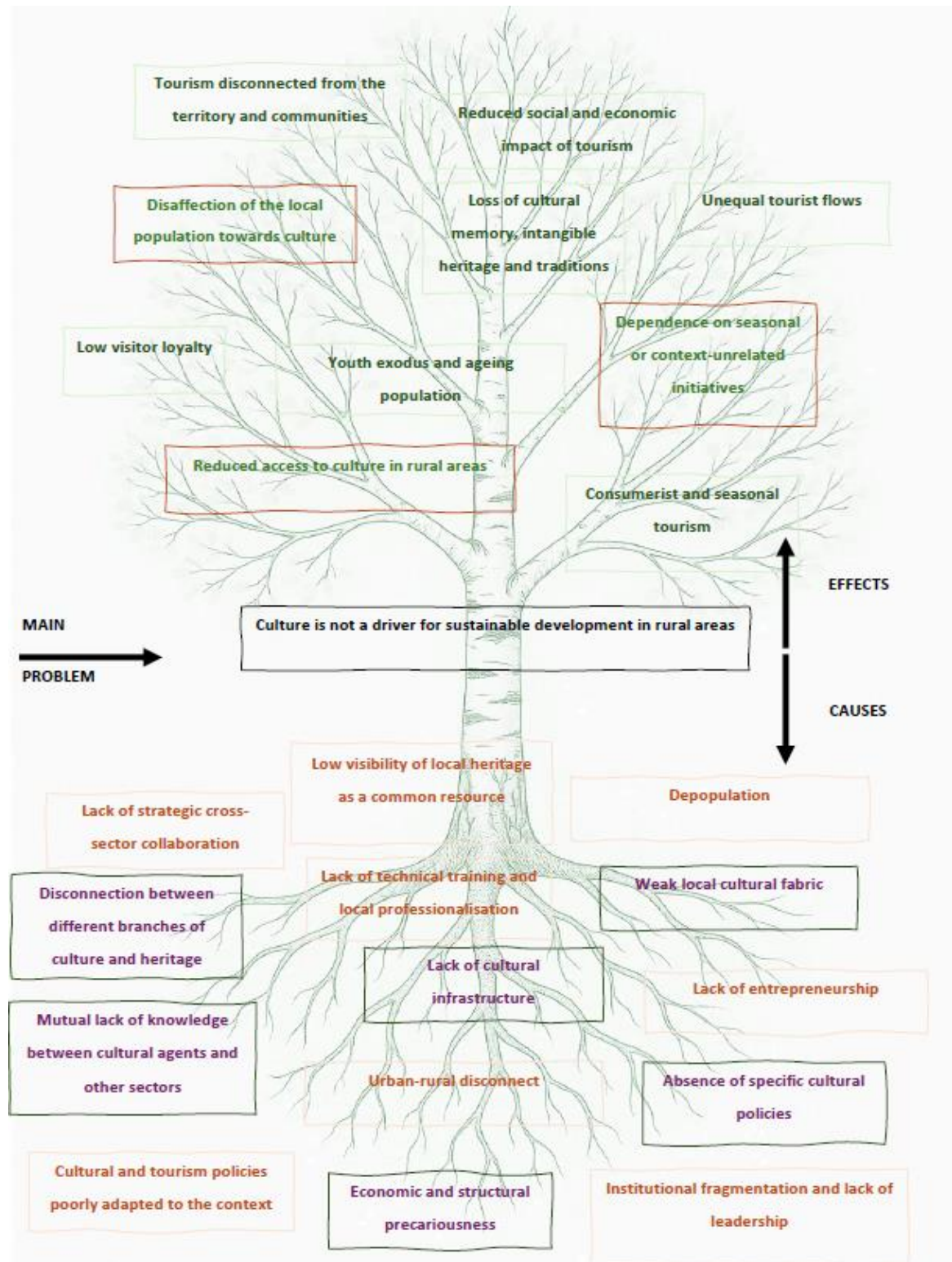


Figure 4. Causes & Effects Tree created by the culture key agents for Campoo, Spain.

Table 1. Causes of “Why culture is not a driver for sustainable development in rural areas” from the viewpoint of cultural key agents in Campoo, Spain.

CAUSES	POST-IT NOTES
Weak, disconnected and fragmented cultural fabric	• Initiatives often develop from individual, isolated efforts that disappear when their promoters run out of steam. • Lack of generational renewal. • Disconnection between agents and mutual ignorance of activities. • Strong but underutilised associative fabric. • Lack of motivation and demotivation feed into each other.
Absence of a regional strategic vision	• Lack of cultural policies to guide a shared strategy. • No common project at the regional level. • Lack of sustained support to consolidate objectives. • Administrative fragmentation that hinders decision-making, coordination and monitoring. • Absence of a long-term strategy and common objectives.
Communication and visibility deficits	• Uncoordinated dissemination and low visibility of projects and resources. • Lack of communication between local agents and decision-making centres. • Difficulty in involving the tourism sector due to a lack of awareness of the cultural agenda. • Media dominance of anecdotal stories over substantive work. • Lack of a common cultural agenda.
Audiences and young people	• Insufficient and insignificant offerings for young people aged 12–18. • Dependence on private transport between centres, which limits access. • Preconceived rejection of contemporary culture due to a lack of knowledge. • A low percentage of the population is interested in consuming culture. • Ageing rural population and youth exodus.
Cultural offerings and content	• Programs lacking innovation are often rooted in traditional customs. • The low visibility of effective practices on a small scale can lead to their negative being magnified. • Dependence on audiences from other towns or regions.
Demographics and territory	• Depopulation reduces the absolute volume of potential audiences. • The ‘size effect’ amplifies both shortcomings and achievements. • The motorway facilitates residential flight, enabling residents to live outside the region while working there.
Cultural economy and entrepreneurship	• A lack of local cultural entrepreneurship (historically caused by the employment that factories have always provided) limits the creation and consolidation of projects.

In the second round, the participants worked on needs and opportunities related to promoting the cultural and heritage Campoo for rural development (**Figure 5**).

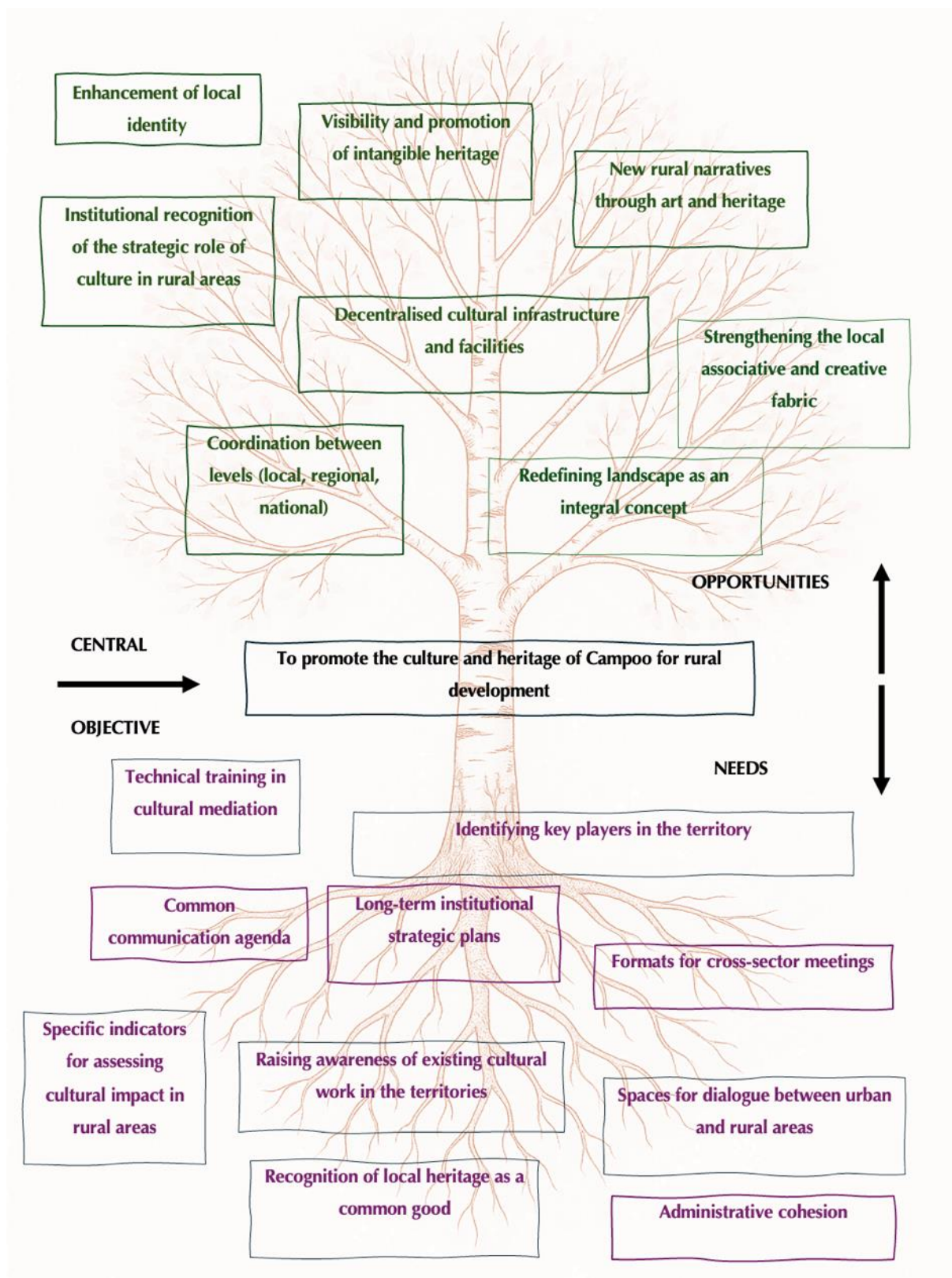


Figure 5. Needs & Opportunities Tree created by the cultural key agents for Campoo, Spain.

Table 2. Needs to promote the cultural and heritage Campoo, Spain, for rural development from the viewpoint of cultural key agents.

NEEDS	POST-IT NOTES
Take advantage of the urban-rural contrast	• Link the offer to neo-ruralism (La Benéfica, Casa Palma, etc.). • Create a connection with the territory; break regional neglect. • Generate shared programming with urban agents.
Realistic planning, based on what is available	• Set short-, medium- and long-term objectives. • Define very specific objectives. • Take stock of what already exists (groups, people, infrastructure, activities). • Avoid "reinventing the wheel": consider previous successes and failures. • Distinguish between what we "want" and what we "need" (especially of concern about young people in the Region, Do we really need a shopping centre?). • Promote the unique characteristics of the region. • Publicise projects already underway. • Support the consolidation of existing resources and agents. • Add value to what already exists.
Strategic union between sectors	• Create alliances between agents; work in a coordinated manner. • Foster inter-municipal collaboration. • Improve coordination between organizing entities for a diverse, coordinated and continuous offering. • Create cultural activities linked to hiking, religion, gastronomy and heritage. • Improve the marketing of cultural activities. • Activate the associative fabric of the territory as a support for activities.
Strengthening dissemination	• Collaborate more with the media. • Raise awareness of the landscape and rural knowledge (festivals and traditions).
Strategic plans with a long-term vision	• Demand long-term support from the administration to ensure sustainability. • Create a regional office to centralize the promotion of tourism and culture.
Inclusion of the population	• Raise awareness and educate future and potential audiences; encourage cultural.
Consumption through educational work	• Translate cultural heritage into contemporary vocabulary to highlight its value. • Bring projects closer to the public; increase participation and generate desire. • Promote actions that encourage the participation of the local public. • Promote cultural mediation. • Promote awareness of the value of heritage.
Learning from other contexts	• Take inspiration from regions such as Leipzig to export and capitalise on the richness of the cultural fabric.

Table 3. Opportunities to promote the cultural and heritage Campo, Spain, for rural development from the viewpoint of cultural key agents.

OPPORTUNITIES	POST-IT NOTES
Promotion of a regional contemporary art ecosystem	• Link the offer to neo-ruralism (La Benéfica, Casa Palma, etc.). • Create a connection with the territory; break regional neglect. • Generate shared programming with urban agents.
Promotion of the region's industrial heritage	• Promoting the FEVE train as a historical/tourist train. • To create a heritage community.
Campoo is a dynamic and active region for its inhabitants	• Activate the associative fabric of the territory as a support for activities. A model of society less focused on consumption. • An attractive cultural fabric for new residents. • Regional interconnection between villages; sense of unity and belonging. • Greater recognition of the territory compared to other communities. • Ability to "polemize" with Santander, highlighting Campoo activity. • Raising our collective self-esteem. • More integration of the young population into local activities.

In the final step, the participants reviewed the issues raised in the Focus Group meeting and, with an emphasis on the goal of "Leverage Campoo culture and heritage as a strategic driver for inclusive rural development," presented a list of needs and opportunities.

List of needs. **We need...**

1. Long-term institutional plans and cross-level coordination.
2. A common communication agenda and visibility of existing cultural work.
3. To recognise local heritage as a common good.
4. To create spaces for rural-urban dialogue and inter-sector formats.
5. Technical training in cultural mediation; identification of key actors.

List of opportunities. **We hope for...**

1. New rural narratives through art and heritage.
2. Visibility and valorisation of intangible heritage.
3. Institutional recognition of culture's strategic role in rural areas.
4. Coordinated action across local, regional and national scales.
5. Strengthened identity and sense of belonging.

4.1.5. Session 2 – Focus Group with tourism key agents

4.1.5.1. Purpose and objectives

The participatory process aimed to introduce the RELIGHT project to key tourism agents in the Campoo region and to jointly analyse how culture can drive sustainable rural development. Six participants are working together with two facilitators. More specifically, the session sought to:

- Create a shared understanding of the main challenges affecting the tourism sector in rural areas, with a focus on Campoo.
- Identify context-specific causes, effects, needs, and opportunities related to tourism and development.
- Gather input from local tourism agents to adapt the RELIGHT project's pillars to the regional context.

Establish a base for future actions by turning identified problems into opportunities and expected outcomes.

4.1.5.2. Session process

Based on the information provided, the following preparatory actions were carried out before the implementation of the session:

- The definition of the session objective focused on tourism-related key agents in Campoo.
- Preparation of an initial Problem Tree addressing general challenges of tourism in rural areas.
- Design of a participatory methodology combining individual reflection (post-it notes) and collective discussion.
- Coordination between the mediating organisation (Interfaz) and partner institutions (Fundación Banco Santander and Fundación Camino Lebaniego).
- Organisation of the session logistics, including the venue (Sánchez Díaz Library, Casona, Reinoso).
- Invitation of tourism-related enterprises and institutional representatives from the region.

The key agents involved in a participatory meeting used the “Problem Tree” to identify needs and opportunities. The facilitators help them have a positive experience during the discussions. During an interactive meeting, they first work on the main problem they

identified: “Why is the development of sustainable tourism in rural areas stagnating?” They generate a Problem Tree that includes causes and effects of this main problem (**Figure 6**).

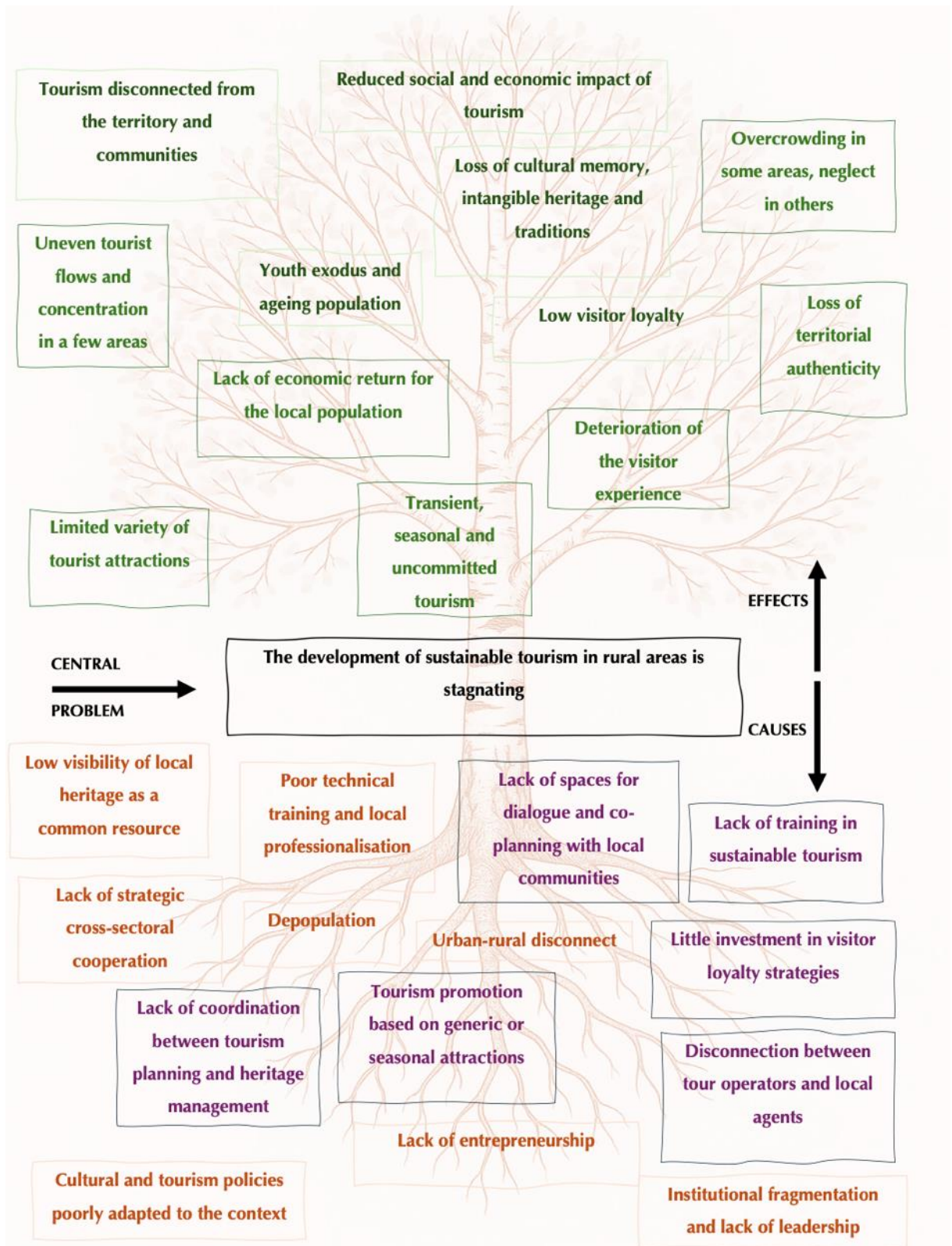


Figure 6. Causes & Effects Tree created by the tourism key agents for Campoo, Spain.

Table 4. Causes of “Why is the development of sustainable tourism in rural areas staging?” from the viewpoint of tourism key agents for Campoo, Spain.

CAUSES	POST-IT NOTES
Inefficient governance and institutional framework	• Tourism is approached as a political rather than an economic/commercial issue. • Excessive public intervention through public companies (e.g., Cantur, Naturea) discourages or obscures private initiative. • Fragmentation of powers at the regional government level: lack of clear allocation between directorates and ministries of the Government of Cantabria. • ADT Campoo-Los Valles (territorial development organisation) does not function effectively; decisions are not made by consensus. • Problem of "regionalisation": the current administrative structure makes it impossible to create a common strategy and greatly hinders the work of professionals who organise activities that encompass territories of several local councils.
Lack of regional strategy and coordination	• Lack of a regional tourism strategy (objectives, roadmap, metrics). • Lack of common/shared projects between agents in the territory. • Absence of stable spaces for collaboration and decision-making between public and private actors.
Lack of representation and professional association	• Activate the associative fabric of the territory as a support for activities. There is no sectoral "guild"/network to represent and coordinate common interests. • Tourism operators are not sufficiently professionalized to operate in foreign markets and negotiate with other tour operators.
Insufficient market and customer orientation	• The design of the offer is not based on the needs and interests of the traveller. • Little attention is paid to European customers and to packaging experiences. • Lack of a pricing culture and competitive guide services.
Territorial inequality and relative isolation	• Activities and attractions are concentrated in specific areas of the region; Campoo-Los Valles is partially left out of regional promotion. • The territory is surrounded by tourism "giants" (the coastline, Picos de Europa, Santander). • Poor coordination with neighbouring communities at the administrative level, despite sharing resources and cultural/heritage features; the border condition adds administrative complexity.
Fragmented and poorly integrated tourism product	• Poorly consolidated and integrated offering: there is a shortage of products that combine different branches of tourism, e.g., sport/nature with culture/heritage. • Excessive specialization in niches with no link connecting local businesses with operators at the source.

In the second round, the participants worked on needs and opportunities related to “A sustainable tourism offering that draws in the cultural and social context” (**Figure 7**).

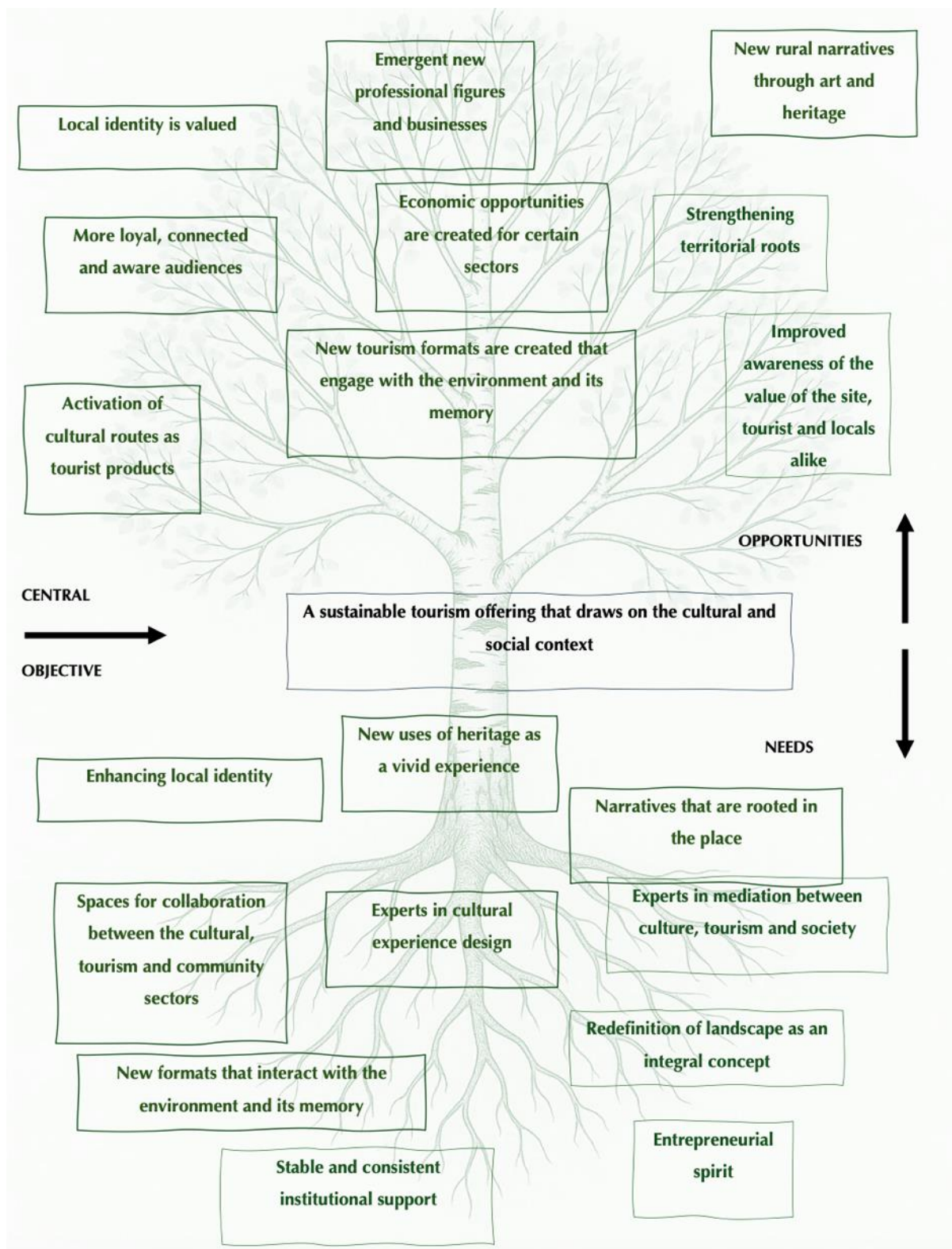


Figure 7. Needs & Opportunities Tree created by the tourism key agents in Campoo, Spain.

Table 5. Needs for offering sustainable tourism that draws on the cultural and social context of Campoo, Spain, from the viewpoint of tourism key agents.

NEEDS	POST-IT NOTES
Regional strategy and collaborative governance	• A regional strategic plan (10–15 years), involving but independent of ADT/local councils, with objectives, indicators and a roadmap. • To provide ourselves with a common vision and objectives among public, private and social agents. • Clear processes for political advocacy at the regional and local level.
Pro-entrepreneurship framework	• To facilitate procedures and to support new tourism projects. • To create skills for packaging and selling (B2B/B2C) with quality standards. • Promotion of DMCs (destination marketing companies) to structure and sell the offer. • To promote viable express projects (e.g., cycling around the reservoir).
Administrative operational architecture	• A regional tourism centre (hub/one-stop shop) to coordinate the agenda, data, packaging and relations with tour operators. • A cross-sector entity (foundation/association) to channel projects and stable cooperation.
Integrated product development (culture–nature–heritage)	• Design mixed products that combine different types of tourism to attract specific customers, e.g., La Robla train + birds + gastronomy + Romanesque architecture. • Identify elements that differentiate the territory (nature, Ebro reservoir, Camino Olvidado, tangible and intangible historical heritage, industrial heritage). • Activate specific elements, such as the forest as an ecosystem (trails, mycology, wood). • Use music/culture to interpret architectural heritage.
Create and maintain basic infrastructure	• Improve pilgrim infrastructure (hostels, signage) and maintain existing infrastructure in good condition. • Create teams to clear and maintain trails and cycle paths.
Territorial cooperation and internal balance	• Decentralise attractions and balance flows throughout the region. • Coordinate with neighbouring regions for shared itineraries and products.
Communication, branding and digital presence	• A solid regional brand that is sustained over time. • A unified online presence and integrated events/resources calendar. • Cataloguing and promoting distinguishing features.
Training and professionalization	• Exchange and job-shadowing programs for professionals in the sector, administrative and political staff, with similar territories (e.g., through Erasmus+). • To create a non-formal tourism training program focused on the region's resources and potential.
Social involvement and awareness	• Processes to raise awareness among the local population about sustainable tourism and its mutual benefits. • A firm commitment to rural areas as a narrative and decision-making criterion.
Territorial economy and value chains	• Strengthen designations of origin and local products linked to the tourism experience. • Recognising and promoting industrial culture (e.g., glass) as a source of identity and a tourist attraction.

Table 6. List of opportunities identified by tourism key agents in Campoo, Spain.

OPPORTUNITIES
• New tourism formats are created that engage with the environment and its memory. • Economic opportunities are created for certain sectors. • Emergent new professional figures and businesses. • Improved awareness of the value of the site, tourists and locals alike. • Activation of cultural roots as tourist products. • More loyal, connected and aware audiences. • Strengthening territorial roots. • Local identity is valued. • New rural narratives through art and heritage.

4.1.6. Session 3 – Multi-Stakeholder Workshop (MSW)

4.1.6.1. Purpose and objectives

To align culture and tourism in Campoo by: (1) jointly validating and prioritising the detected needs on a general scale; (2) fitting the prioritised needs into the four pillars of RELIGHT; (3) mapping actors by pillars using the roles of Leader–Allies.

4.1.6.2. Session process

Based on the information provided, the following preparatory actions were undertaken before the session. The needs identified and prioritised during the previous culture and tourism sessions were compiled and synthesised. These needs were visually presented as posters and displayed on the meeting space walls to facilitate interaction and discussion. The methodological framework for the session was developed by drawing on the Culture and Tourism Opportunity Trees created in earlier sessions, as well as a shortlist of 27 relevant needs grouped into 11 thematic areas. In addition, participatory dynamics were designed to structure the session, including pair work (tandems), individual voting using stickers, and group work combined with plenary discussions. Close coordination was maintained between the mediation team, Interfaz, and the partner organisations, Fundación Banco Santander and Fundación Camino Lebaniego. Finally, all facilitation materials, including posters, stickers, and post-it notes, were prepared in advance to support voting, discussion, and actor-mapping exercises during the session.

The key agents involved in a participatory meeting used the “Matrix Scoring” and “Venn Diagram” as tools to identify needs and opportunities. The facilitators help them have a positive experience during the discussions. During an interactive meeting, participants exchanged ideas to prioritise the list of needs and opportunities identified in the dedicated

sessions. To do this, they used a scoring method in accordance with the presented methodology, and ultimately, the most important needs and Opportunities identified were prioritised in line with the project objectives.

This first methodological block started with a familiarisation and classification phase. The participants were divided into tandems of two and asked to jointly read and compare, for 15 minutes, the 27 needs posted on the wall, grouped into 11 themes to facilitate reading. The instructions were simple: read calmly, discuss in pairs, familiarise yourselves with the whole setup, and write down notes, questions, or comments on the posters. A brief plenary session followed, to allow for questions to be answered and the wording of the needs to be refined. As no major concerns were raised, it was time for individual voting: each person had 10 stickers to distribute freely among the 27 needs, with a maximum of 3 points per need. After the voting, the mediation team counted the votes on the spot. With the results displayed, a consensus validation was opened: the most voted needs were presented, and participants were asked to identify possible overlaps and thematic imbalances. In the event of a tie or fine adjustments (**Table 7**). The conclusion of this section yielded a final list of 11 needs that served as the basis for further work (**Figure 8**).

Table 7. Scoring and prioritising needs by participants in the Multi-Stakeholder Workshop in Campoo, Spain

NEED	SCORE	PRIORITY
We need a long-term regional roadmap, co-designed and endorsed by administrations, cultural agents, associations and companies, with measurable objectives and monitoring.	17	1
The region needs its own recognizable voice with a value proposition that sets us apart.	17	2
We need a single agenda for culture and tourism that brings together all key agents, avoids duplication and allows for the planning and promotion of activities.	14	3
We need to activate our main resources (the Ebro Reservoir, the glass industry, the Robla Train, the Camino Olvidado) to create stories, images and itineraries through culture, heritage, outdoor activities and history.	12	4
We need to decentralise activities and distribute flows between centres, avoiding concentrating everything in the same places.	11	5
We need basic infrastructure (hostels and signage) in good condition, and stable crews to open and maintain trails and cycle routes.	6	6
We need to create and nurture a local heritage community (volunteers, agreements with landowners) that cares for, explains and maintains it, while also linking it to other aspects of the territory.	5	7
We need to observe useful cases in similar regions (e.g., reuse of heritage, use and maintenance of the landscape, regional management) through exchange residencies for both entrepreneurs and public officials.	5	8
We need to create stable public support for culture. This is a strategic lever for the territory, as many cultural activities are not directly profitable, but they generate indirect business and employment.	5	9
We need the public sector to act as a facilitator (infrastructure, promotion, regulation) and not compete with private initiative through its public companies (e.g., Cantur, Naturea).	4	10

We need a regional round table/grouping of companies and cultural/tourism agents with a voice in decision-making.	4
The region must produce its own culture, not just host it. We need to connect with national and international networks to begin interconnecting local agents.	4
Culture and tourism must drive the local economy. We need to integrate local products (designations of origin, crafts, cuisine) into experiences and encourage the hiring of local suppliers.	3
We need a map of competencies and a clear relationship with the autonomous community in terms of tourism and culture.	2
We need brief, regular coordination meetings between programmers, facilities and local agents.	2
We need infrastructure and bold, contemporary programming that serves as a counterpoint to and, at the same time, coexists with the predominance of traditional customs.	2
We need a regional office (one-stop shop) that offers streamlined permit procedures and unified logistics for supra-municipal events and routes.	1
We need a regional sales office/DMC that connects local offerings with tour operators and agencies.	1
We need to link the offer to living initiatives of neo-ruralism (crafts, hospitality, vegetable gardens, workshops) to showcase other ways of life.	1
There is a shortage of trained personnel. We need to teach people how to design, package and sell cultural and nature experiences. We need ongoing practical training for public teams and local agents.	1
We need to improve internal mobility to connect centres and facilitate attendance at events.	1
We need audience research (including European audiences) and to adapt experiences, services and prices accordingly.	1
We need a unified digital presence and agreements with the media to report on what is already happening and measure its reach.	0
Without local audiences, programming loses its meaning. We need cultural mediation and formats to attract local audiences and bring them closer to heritage and current creation.	0
We need to map practices with traction (who, what, where, who it reaches) and study how to replicate or scale them in Campoo	0
We need social assessment campaigns for the sector and practical guidance for new entrepreneurs.	0
We need to create an annual programme and stabilise seasons to make local employment and entrepreneurship attractive.	0

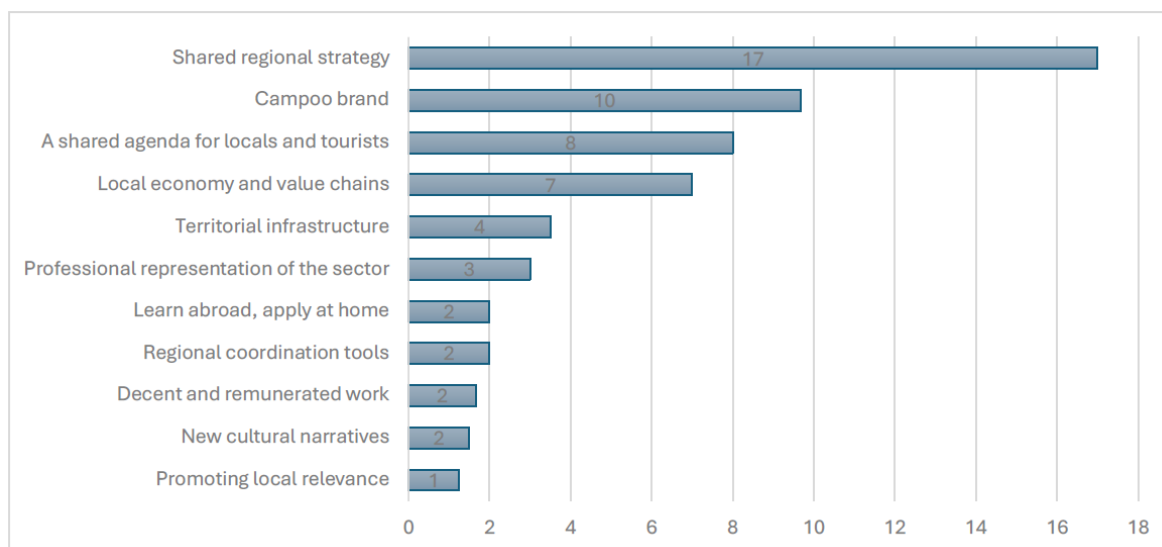


Figure 8. Scoring and prioritising needs themes by participant in the Multi-Stakeholder Workshop in Campoo, Spain.

The next part of the meeting was focused on the "Opportunities & Stakeholders" activity. The participants were divided into groups of four, around two tables. On each of them, two of the four priorities of RELIGHT were laid out ("Itineraries", "Heritage enhancement", "Artistic residencies", "Cultural and educational mediation"). First, the participants at each table were asked to discuss within their group which needs would be the most relevant and important for the two priorities of their table, according to their collective criteria, regardless of their value in the previous vote.

Once the needs had been established, a brainstorming session was held; attendees were asked to write down relevant or related actors based on the theme and needs. The instruction was that for each actor there should be a specific Post-it note and that the description of the actors should be as precise as possible (for example, not "Town Council" in the abstract, but "Reinosa Department of Culture"). After 15 minutes, the participants changed tables, with those from table 1 moving to table 2 and vice versa, to add new actors in a second round of brainstorming and, in doing so, to familiarise themselves with the contents of the other table.

Once the agents had been determined, the two groups were asked to assign a role to the identified agents: Leaders with criteria of actual capacity for execution, mandate, resources and legitimacy; and Allies (spaces, permits, financing, data, equipment, communication, logistics). If an essential actor did not exist, it was noted as "(to be created)". Once a first distribution had been undertaken, a plenary review was conducted and actors were more closely examined in their role in relation to questions such as: "Who is important but is more distant?" "What would be this actor's precise role?" "Who is missing?" "Does this actor really have resources, or does it just have institutional leverage?" or "Is this actor really interested in collaborating with others in Relight?" In the course of this discussion, the mediators changed the first distribution of actors, which was continuously evolving until the plenary

agreed on a final picture, which divided the identified actors into Leads and Allies (**Figures 9 and 10**).

In this process, two recurring structural gaps were identified.

1. The small number of actors on the ground and their possible overload with responsibilities, with several risks associated; and:
2. The lack of relevant coordinating mechanisms that could be used for projects such as RELIGHT, which depend on a joint effort among institutional actors, professionals and civil society.

The follow-up question, “How do the identified leads relate to the needs identified?” was briefly discussed in the plenary; however, it was quickly dispatched, as participants agreed that relating needs to specific actors would overcomplicate the picture.

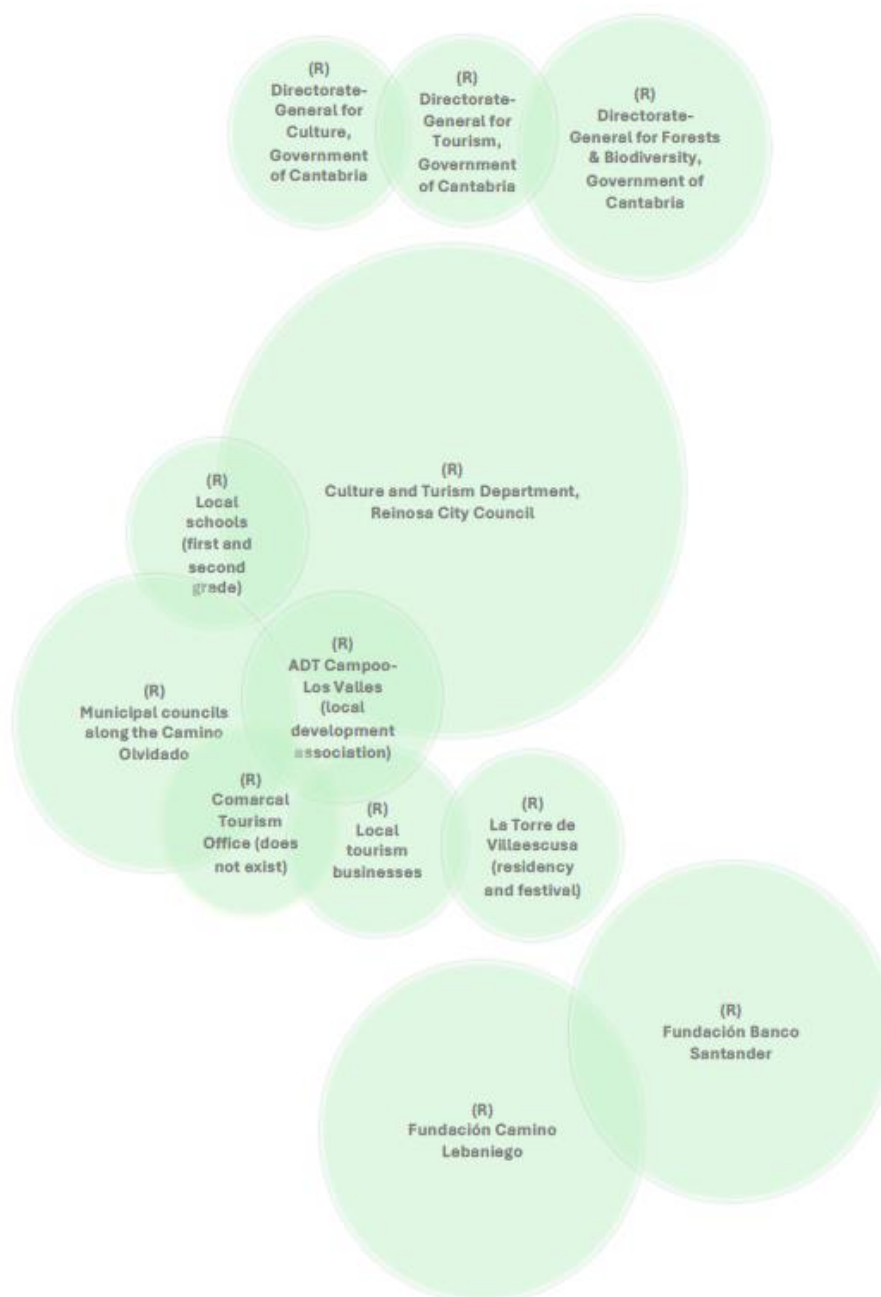


Figure 9. Relationships and general importance of leaders (R) for Campoo, Spain.

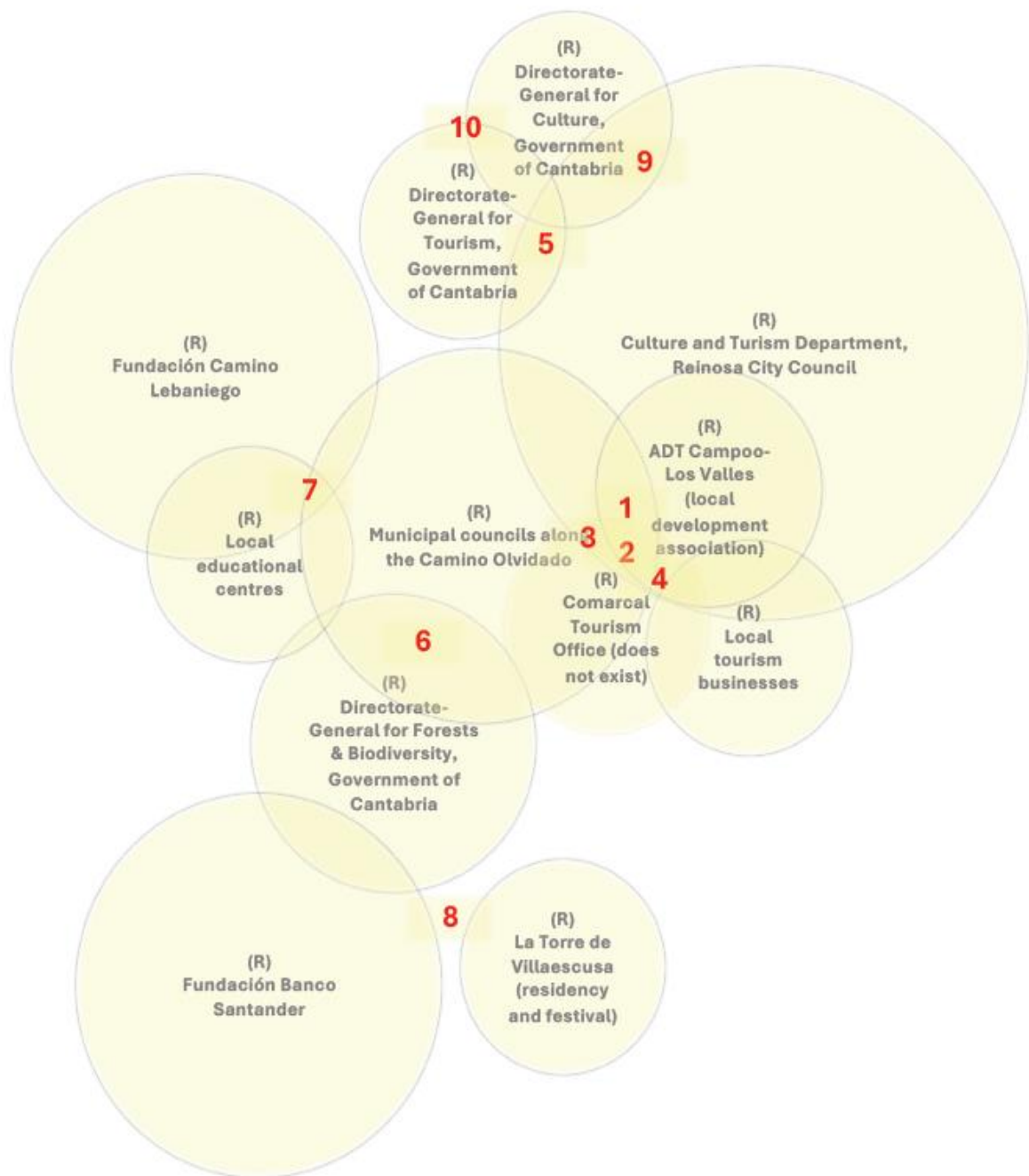


Figure 10. RELIGHT Relationships leaders (R) with the top 10 needs for Campoo, Spain.

4.2. Vale do Côa, PORTUGAL

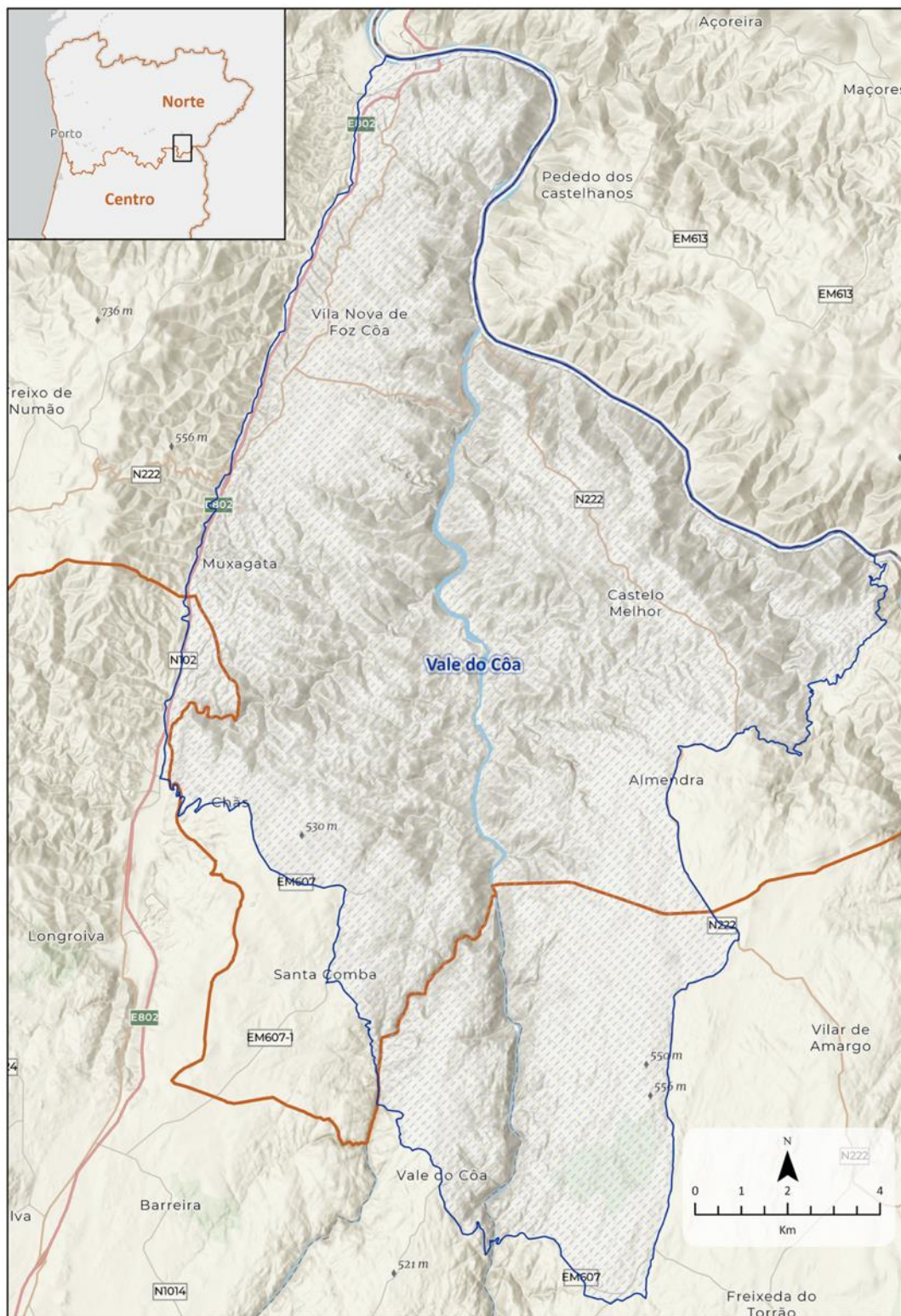


Figure 11. Location of Vale do Côa, Portugal.

4.2.1. Vale do Côa: sessions overview

Territory and location: Vale do Côa, Portugal.

Date(s) and location of activities:

Focus Group: 28 November 2025, Museu do Côa.

Multi-Stakeholders Workshop: 12 December 2025, Museu do Côa.

Facilitator: Carlos Ferreira – Regional Tourism Authority Turismo do Porto e Norte de Portugal.

4.2.2. Purpose and objectives

Create a common knowledge base that enables the identification of needs, opportunities, and development routes for culture and tourism within the scope of RELIGHT, as well as a joint, structured vision of the needs of RELIGHT's key agents and opportunities for enhancing local culture and tourism.

4.2.3. Implementation process

Pre-session activities: Meeting of Fundação Côa Parque and Turismo do Porto e Norte de Portugal partners on 31 October to define the date and location of the Focus Group Discussion (FGD); 12 participants for the Multi-Stakeholder Workshop (MSW); date and location of the Multi-Stakeholder Workshop (MSW); preparation of invitations for the sessions.

Session 1. Focus Group Discussions (with Problem Tree & Venn Diagram): 28 November 2025, invitations sent on 21 November 2025; telephone contact with each key agent.

Session 2. Multi-Stakeholder Workshop (with Matrix Scoring): 12 December 2025; invitations sent on 5 December 2025; telephone contact with each participant.

4.2.4. Session 1 – Focus Group with cultural and tourism key agents

4.2.4.1. Purpose and objectives

The objective of this phase was to identify the needs and goals related to the RELIGHT project. Participants also sought to identify key agents and their relationship to the needs and opportunities.

4.2.4.2. Session process

Project managers in this territory held one focus group with tourism and cultural key agents, instead of the two focus groups recommended in the project methodology. In the first step, the participants drew a problem-opportunity tree (**Figure 12**). Based on this, a list of related needs and opportunities was extracted in separate tables (**Tables 8** and **9**). Then, they explained the relationship between the key agents related to the project and the opportunities identified in the previous step.

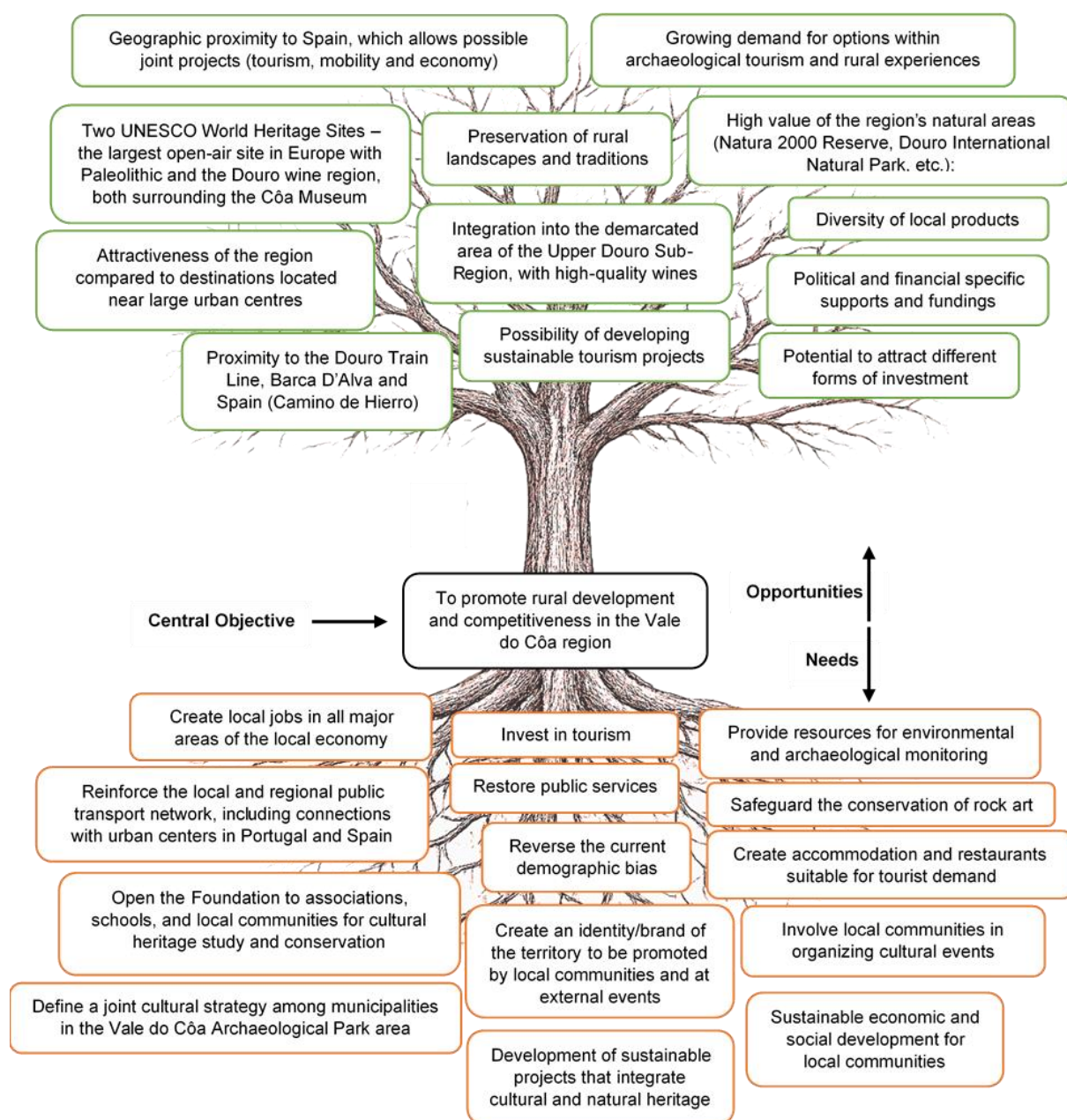


Figure 12. Needs and Opportunities Tree by the focus groups for Vale do Côa, Portugal.

Table 8. List of needs to promote rural development and competitiveness in the Vale do Côa, Portugal.

NEEDS	POST-IT NOTES
Restore public services;	• Restore public services.
Reverse the current demographic bias;	• Reverse the current demographic bias.
Create local jobs	• Create local jobs in all major areas of the local economy.
Invest in tourism	• Invest in tourism.
Safeguard the conservation of rock art	• Safeguard the conservation of rock art.
Provide resources for environmental and archaeological monitoring	• Provide resources for environmental and archaeological monitoring.
Reinforce the local and regional public transport network	• Reinforce the local and regional public transport network, including connections with urban centres in Portugal and Spain.
Create accommodation and restaurants	• Create accommodation and restaurants suitable for tourist demand.
Open the doors of the Foundation to the community	• Open the doors of the Foundation to the community, involving associations, school groups, and local communities in the study and conservation of cultural heritage.
Include the local communities in the organization of cultural events	• Include the local communities in the organization of cultural events.
Define a joint strategy between municipalities in the Vale do Côa Archaeological Park area	• Define a joint strategy between municipalities in the Vale do Côa Archaeological Park area (cultural agenda).
Create an identity/brand of the territory	• Create an identity/brand of the territory that can be promoted by local communities and at external events.
Sustainable economic and social development	• Sustainable economic and social development for local communities.
Development of sustainable projects	• Development of sustainable projects that integrate cultural and natural heritage.

Table 9. List of opportunities to promote rural development and competitiveness in the Vale do Côa, Portugal.

OPPORTUNITY	POST-IT NOTES
Geographic proximity to Spain	• Geographic proximity to Spain, which allows possible joint projects (tourism, mobility and economy).
Two UNESCO World Heritage Sites	• Two UNESCO World Heritage Sites – the largest open-air site in Europe with Palaeolithic and the Douro wine region, both surrounding the Côa Museum.
High value of the region's natural areas	• High value of the region's natural areas (Natura 2000 Reserve, Douro International Natural Park, etc.).
Preservation of rural landscapes and traditions	• Preservation of rural landscapes and traditions.
Attractiveness of the region	• Attractiveness of the region compared to destinations located near large urban centres.
Integration into the demarcated area of the Upper Douro Sub-Region	• Integration into the demarcated area of the Upper Douro Sub-Region, with high-quality wines.
Diversity of local products	• Diversity of local products.
Political and financial specific supports and fundings	• Political and financial specific supports and fundings.
Possibility of developing sustainable tourism projects	• Possibility of developing sustainable tourism projects.
Proximity to the Douro Train Line, Barca D'Alva and Spain (Camino de Hierro)	• Proximity to the Douro Train Line, Barca D'Alva and Spain (Camino de Hierro).
Potential to attract different forms of investment	• Potential to attract different forms of investment.
Growing demand for options within archaeological tourism and rural experiences	• Growing demand for options within archaeological tourism and rural experiences.

4.2.4.3. Stakeholder mapping

Identifying key institutions/actors, their relationships to one another, and their roles and importance in addressing opportunities was a main objective of this step. To this end, participants were asked to introduce key stakeholders, discuss their relationships and how they work with each other, as well as the opportunities identified. During an interactive discussion, participants prepared a stakeholder map (**Figure 13**).

4.2.4.4. Key actors identified

- Natural and Cultural Heritage
- Tourism
- Territorial and Economic Development

4.2.4.5. Relationships and Interactions between the actors

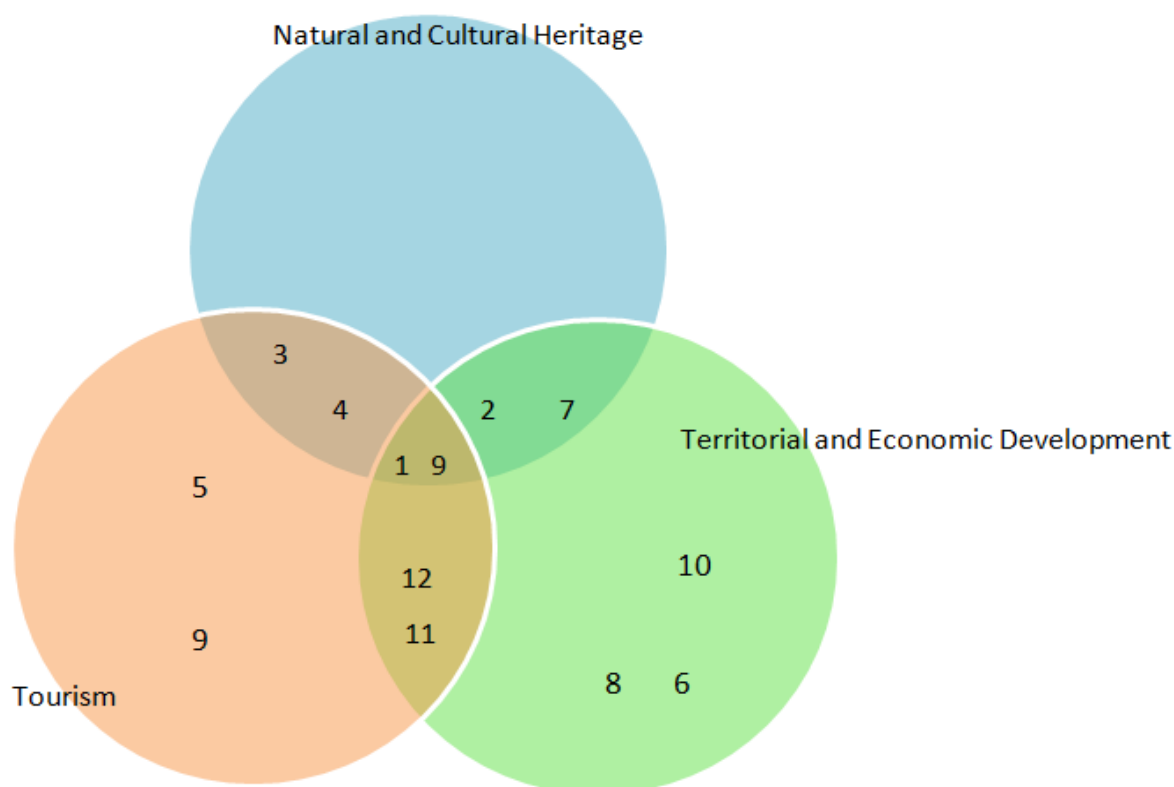


Figure 13. Key agents and their relations with the opportunities in Vale do Côa, Portugal.

4.2.4.6. Role of actors in addressing the opportunities

1. Geographic proximity to Spain, which enables potential joint projects (tourism, mobility, and the economy).
2. Two UNESCO World Heritage Sites – the largest open-air site in Europe with Palaeolithic and the Douro wine region, both surrounding the Côa Museum.
3. High value of the region's natural areas (Natura 2000 Reserve, Douro International Natural Park, etc.).
4. Preservation of rural landscapes and traditions.
5. Attractiveness of the region compared to destinations located near large urban centres.
6. Integration into the demarcated area of the Upper Douro Sub-Region, with high-quality wines.
7. Diversity of local products.
8. Political and financial-specific support and funding.
9. Possibility of developing sustainable tourism projects.
10. Proximity to the Douro Train Line, Barca D'Alva and Spain (Camino de Hierro).
11. Potential to attract different forms of investment.
12. Growing demand for options within archaeological tourism and rural experiences.

4.2.5. Session 2 – Multi-Stakeholder Workshop (MSW)

The meeting was attended by ten key agents from the cultural and tourism sectors in the Vale do Côa territory.

4.2.5.1. Purpose and objectives

Validate, score and prioritise the list of needs and opportunities identified during Focus Group Discussions (FGDs).

4.2.5.2. Session Process

Participants in this session, who were tourism and cultural key agents, prioritised the needs and opportunities identified in the focus group session using a scoring matrix and according to the instructions in the methodology (**Tables 10** and **11**).

Table 10. Scoring and prioritising needs by participants in the Multi-Stakeholder Workshop in Vale do Côa, Portugal.

NEED	SCORE	PRIORITY
Sustainable economic and social development for local communities	26	1
Open the doors of the Foundation to the community	21	2
Define a joint strategy between municipalities in the Vale do Côa Archaeological Park area	12	3
Development of sustainable projects that integrate cultural and natural heritage	11	4
Safeguard the conservation of rock art	10	5
Reinforce the local and regional public transport network	9	6
Create local jobs in all major areas of the local economy	3	7
Reverse the current demographic bias	2	8
Invest in tourism	2	8
Create an identity/brand of the territory that can be promoted by local communities and at external events	2	8
Restore public services	1	9
Provide resources for environmental and archaeological monitoring	1	9
Include the local communities in the organization of cultural events	0	-
Create accommodation and restaurants suitable for tourist demand	0	-

Table 11. Scoring and prioritising opportunities by participants in the Multi-Stakeholder Workshop in Vale do Côa, Portugal.

OPPORTUNITY	SCORE	PRIORITY
Two UNESCO World Heritage Sites – the largest open-air site in Europe with Palaeolithic and the Douro wine region, both surrounding the Côa Museum	25	1
Growing demand for options within archaeological tourism and rural experiences	20	2
Diversity of local products	17	3
Geographic proximity to Spain, which allows possible joint projects (tourism, mobility and economy)	15	4
Integration into the demarcated area of the Upper Douro Sub-Region, with high-quality wines	4	5
Potential to attract different forms of investment	4	5
High value of the region's natural areas (Natura 2000 Reserve, Douro International Natural Park, etc.)	3	6
Attractiveness of the region compared to destinations located near large urban centres	3	6
Possibility of developing sustainable tourism projects	3	6
Preservation of rural landscapes and traditions	2	7
Political and financial specific supports and fundings	2	7
Proximity to the Douro Train Line, Barca D'Alva and Spain (Camino de Hierro)	2	7

4.3. Gironde – Entre-Deux-Mers, FRANCE

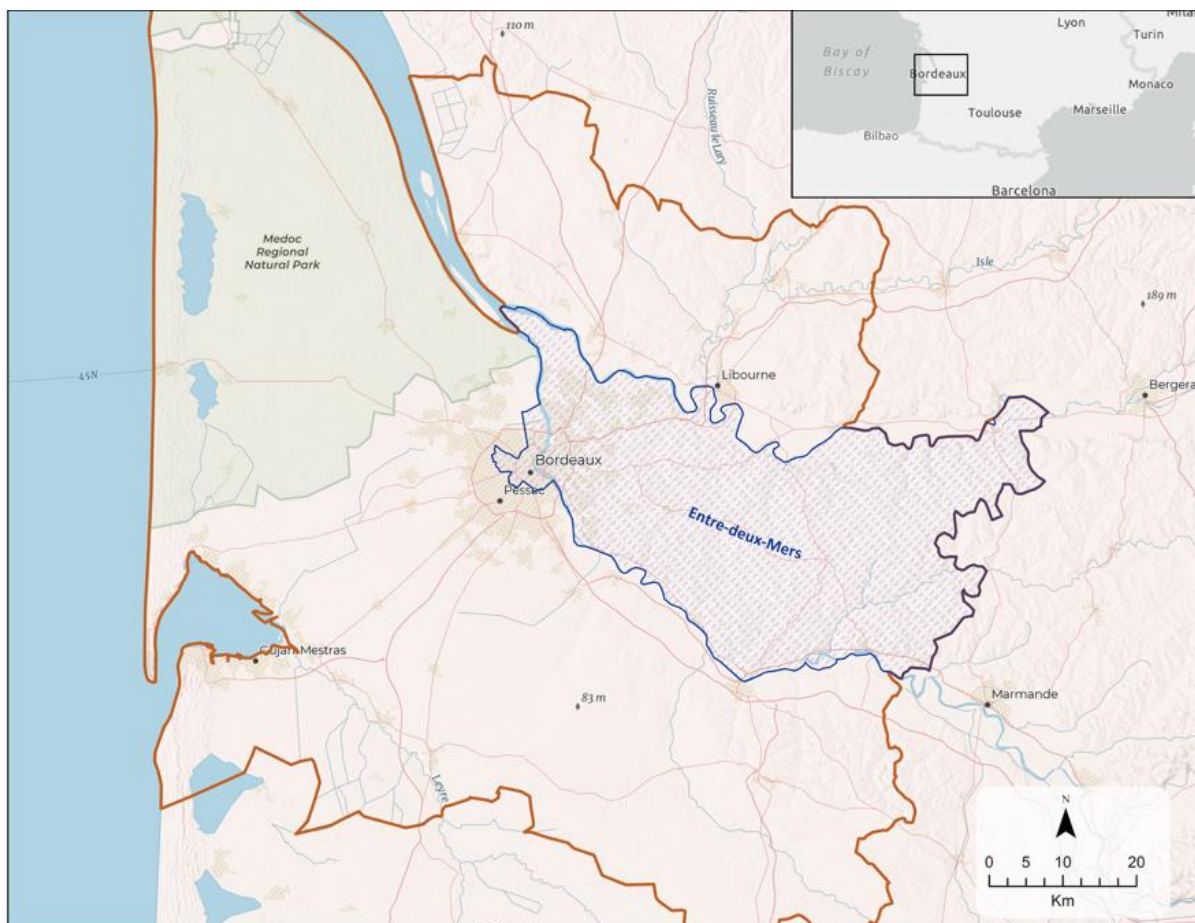


Figure 14. Location of Gironde – Entre-Deux-Mers, France.

4.3.1. Gironde – Entre-Deux-Mers: sessions overview

Territory and location: Gironde – Entre-Deux-Mers.

Date(s) and location of activities: December 2025 to January 2026.

Facilitator: Gwenaëlle LARVOL – Bruit du frigo's team.

Important note: Due to the assessment timetable (late October to mid-December 2025), combined with a particularly busy period of activity and an unstable national political and budgetary context, the availability of key agents for lengthy group meetings is limited. In this context, the methodology was adapted pragmatically. An individual questionnaire was distributed electronically, with several reminders, to maximise response collection. In addition, the Bruit du frigo team conducted several telephone interviews to further explore and consolidate the information gathered.

4.3.2. Purpose and objectives

Encouraging effective collaboration between urban and rural organisations can help promote cultural and tourism products, enabling resources to flow from urban to rural areas and supporting more balanced growth.

4.3.3. Implementation process

As mentioned, the Bruit du frigo team was unable to apply the methodology proposed by the University of Coimbra due to time constraints and internal problems and used online questionnaires and telephone interviews as alternatives to focus groups. This adaptation ensured the quality and reliability of the results produced, while considering real constraints on the ground, and provides a solid basis for the upcoming collective stages of the RELIGHT project. The work is based on a summary of responses from cultural and tourism agents in the area, collected via an online questionnaire. This enabled the identification, by key agents' type, of the main needs and opportunities related to the central objective of the RELIGHT project, which is common to both sectors. The problem/solution trees presented are a structuring of the collected responses.

4.3.4. Part 1 – Cultural key agents' viewpoint

The responses from cultural actors highlight a culturally dynamic region, driven by numerous initiatives and strong commitment from local structures. However, these initiatives are developing in a rural and peri-urban context that presents several structural constraints, limiting their integration into sustainable and coordinated collective dynamics at the regional level. Cultural key agents see the RELIGHT project as an opportunity to consolidate existing dynamics and strengthen culture's role in regional development (**Figure 15**).

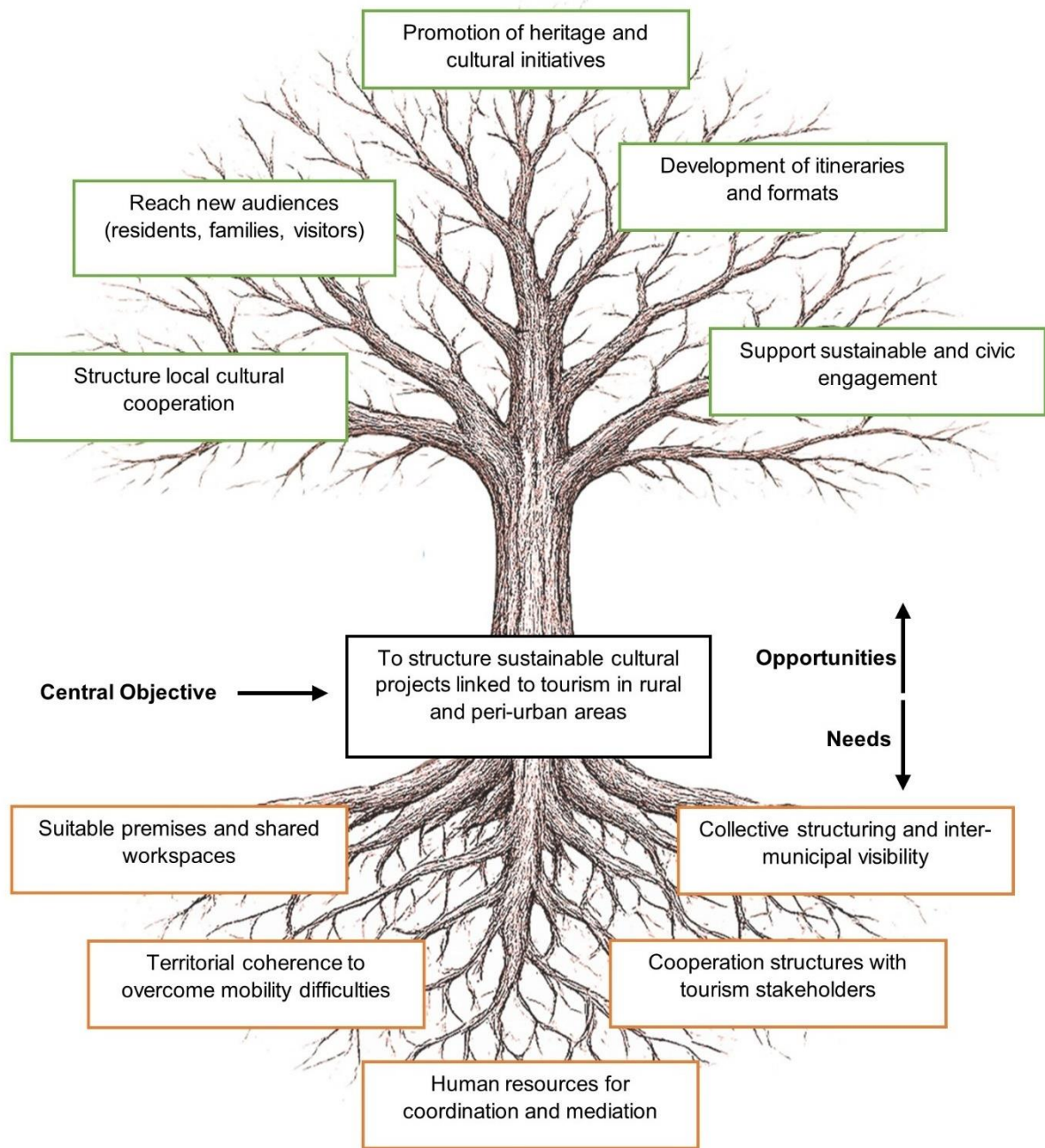


Figure 15. Needs & Opportunities Tree created based on the tourism key agents' viewpoints in Gironde – Entre-Deux-Mers, France.

Table 12. Needs for structuring sustainable cultural projects linked to tourism in rural and peri-urban areas in Gironde – Entre-Deux-Mers, France, from the viewpoint of cultural key agents.

NEEDS	POST-IT NOTES
Suitable premises and shared workspaces	Access to suitable premises and shared workspaces, enabling cultural activities, creative, mediation and coordination time, and strengthening the continuity of projects.
Human resources for coordination and mediation	Strengthening dedicated human resources, particularly for coordination, mediation and project management functions, to facilitate networking and coordination with other actors in the territory.
Difficulties in territorial coherence and mobility	Taking into account mobility and accessibility constraints linked to the geographical dispersion of municipalities, which hinder residents' access to cultural offerings and limit the participation of certain audiences.
Collective structuring and inter-municipal visibility	Improving the collective structuring of cultural initiatives at the inter-municipal level to move beyond isolated projects and strengthen the territorial coherence of cultural action.
Cooperation structures with tourism key agents	The development of more structured cooperation with tourism key agents to better align cultural projects with regional development and sustainable tourism initiatives.
Increase visibility	Increased visibility of the region's cultural offerings, both for residents and external partners, particularly through the development of shared communication tools.
Increase cooperation with local authorities	Strengthening cooperation with local authorities, identified as key players in supporting, coordinating and integrating cultural projects into broader territorial frameworks.

Table 13. Opportunities for structuring sustainable cultural projects linked to tourism in rural and peri-urban areas in Gironde – Entre-Deux-Mers, France, from the viewpoint of cultural key agents.

OPPORTUNITIES	POST-IT NOTES
Structured cooperation	Strengthening cooperation between cultural key agents, promoting the exchange of practices, the pooling of resources and the development of collective projects.
Promote heritage and cultural initiatives	Promoting local cultural heritage, both tangible and intangible, through cultural activities, tours and outreach projects rooted in the region.
Developing itineraries and formats	The development of new cultural formats and itineraries that are more innovative and better suited to the rural and peri-urban specificities of the territory.
Reaching new audiences (residents, families, visitors)	Expanding and diversifying audiences by reaching out to residents, young people, families and visitors alike.
Support sustainable and civic engagement	The involvement of cultural actors in a dynamic of European cooperation, via the RELIGHT project, promotes openness to other regions and the sharing of experiences.
Better coordination between culture and tourism	Better coordination between culture and tourism, enhancing the visibility of cultural projects and their contribution to the region's appeal.

4.3.5. Part 2 – Tourism key agents' viewpoint

The responses show that tourism key agents have a territory rich in cultural, heritage and tourism resources, but that these resources are still insufficiently structured to constitute a coherent, clear and sustainable tourism offering, particularly in terms of urban-rural relations.

Tourism key agents see the RELIGHT project as an opportunity to develop the region's tourism offering towards more qualitative, cooperative and sustainable forms, drawing on existing local resources (**Figure 16**).

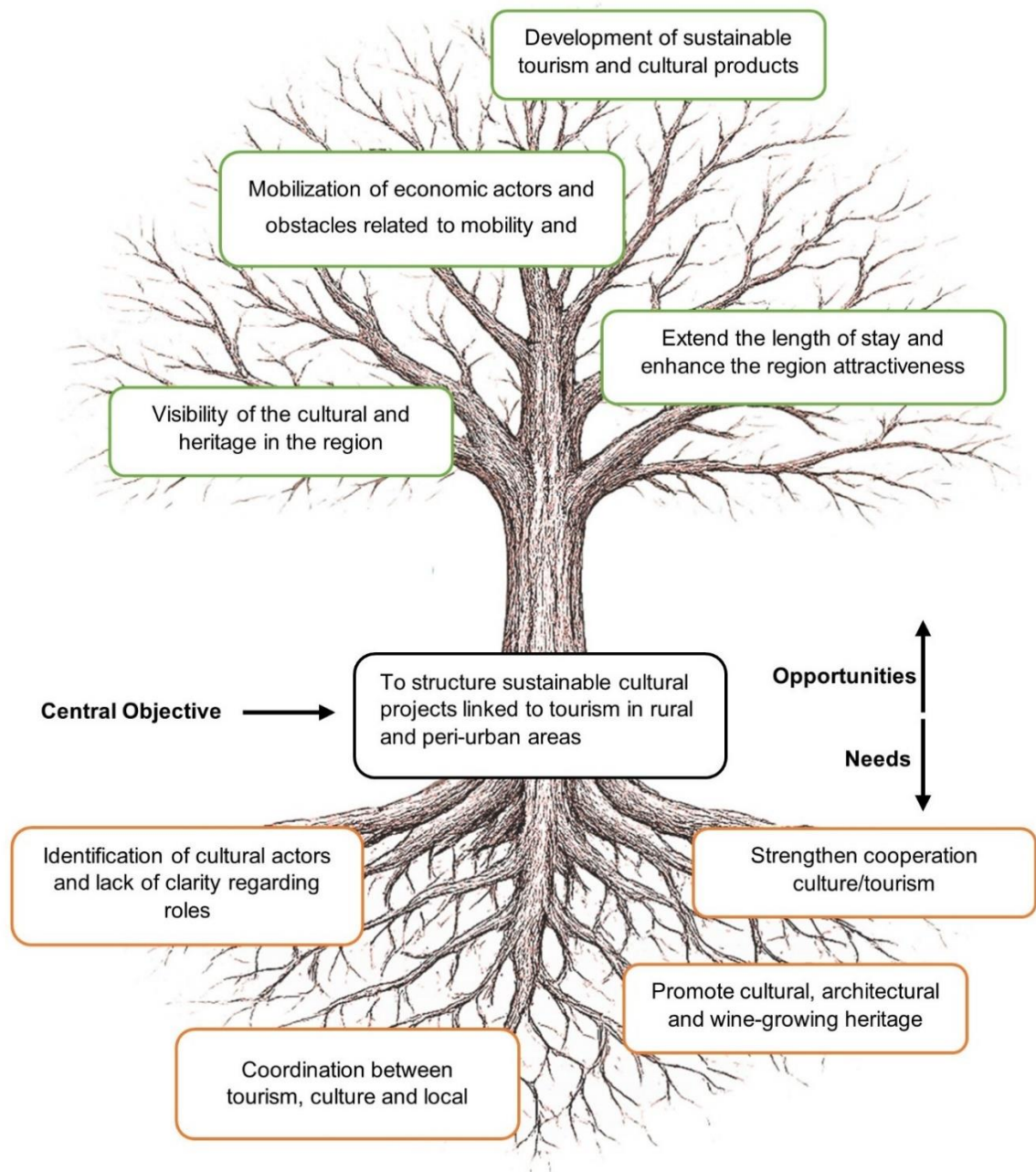


Figure 16. Needs & Opportunities Tree created based on the cultural key agents' viewpoints in Gironde – Entre-Deux-Mers, France.

Table 14. Needs for structuring sustainable cultural projects linked to tourism in rural and peri-urban areas of Gironde – Entre-Deux-Mers, France, from the viewpoint of key tourism agents.

NEEDS	POST-IT NOTES
Identification of cultural stakeholders	Better identification of cultural stakeholders and a more detailed understanding of their projects, to clarify the roles of each ("who does what") and facilitate the development of cross-cutting culture/tourism projects.
Increased clarity of the region's cultural and cultural-tourism offerings	Increased clarity of the region's cultural and cultural-tourism offerings, for visitors and residents alike, drawing in particular on the communication materials of local authorities and institutional tourism structures.
Strengthening coordination	Strengthening coordination between tourism, culture and local authorities, particularly at the level of communities of municipalities, identified as key levels for organizing cross-disciplinary activities and incorporating actions into existing frameworks (territorial contracts, inter-municipal policies).
Developing more stable partnerships	Developing more stable partnerships with local cultural organisations to move beyond one-off collaborations and build shared actions over the long term.
Better integration of heritage sites, vineyards and cultural venues	Better integration of heritage sites, vineyards and cultural venues into tourist routes, including sites that are currently little known or insufficiently promoted, and clarification of possible venues for cultural events and activities.
Mobilizing local economic stakeholders	Mobilising local economic stakeholders (tourist offices, accommodation providers, restaurants, wine châteaux involved in wine tourism, and private stakeholders welcoming the public) around cultural and tourist projects.
Taking into account issues of mobility, access and remote audiences	Taking into account issues of mobility, access and remote audiences, which constitute a barrier to participation in events and the uptake of new tourist and cultural offerings.
Greater involvement of residents and local stakeholders	Greater involvement of residents and local stakeholders in tourism and cultural projects, to strengthen local roots and the acceptability of actions.

Table 15. Opportunities for structuring sustainable cultural projects linked to tourism in rural and peri-urban areas of Gironde – Entre-Deux-Mers, France, from the viewpoint of key tourism agents.

OPPORTUNITIES	POST-IT NOTES
Develop sustainable cultural tourism products	The development of sustainable cultural tourism products, built on multi-stakeholder collaborations.
Promote local heritage	The promotion of local heritage (cultural, architectural, wine-growing) through tours, events and cultural activities, including at sites that are currently little known.
Create a combined experience	The creation of experiences combining culture, gastronomy and the local area, in conjunction with wine châteaux, wine tourism stakeholders and venues with accommodation facilities.
Absorb more audience	The involvement of audiences who are not usually attracted to this type of event, by combining culture, social ties and the local area.
Expand visitors' stay time	Extending the length of visitors' stays through a diverse and better structured cultural and cultural-tourism offering.
Enhance the rural area attractions	Enhancing the attractiveness of rural areas for both visitors and residents.
More diversity in visitors	Welcoming a variety of audiences (visitors, residents, families, schoolchildren) in a spirit of openness and inclusion.

4.3.6. Part 3 – Multi-Stakeholders' workshop (MSW)

4.3.6.1. Purpose and objectives

Among the 16 cultural and touristic agents identified, we have invited 12 to participate in this workshop based on their potential to be involved in the RELIGHT project during the implementation phase. We succeeded in finding a date and location that could bring them together around lunchtime. Only 30% attended due to last-minute cancellations.

4.3.6.2. Activity

During this session, participants reassessed the needs and opportunities identified by key stakeholders in the previous phase. They first discussed the identified needs and developed a list of prioritised needs they considered most relevant to the RELIGHT project (**Table 16**). They then did the same for the opportunities identified in the previous phase (**Table 17**).

Table 16. Prioritisation of needs related to Gironde – Entre-Deux-Mers, France, by participants in the multi-stakeholder workshop.

NEEDS	PRIORITY
Human resources dedicated to coordination and mediation between cultural, tourism and social actors.	1
Access to mobile venues and formats that enable outreach to residents and territories.	2
Structuring of cross-sector cooperation, beyond one-off or event-based approaches.	3
Visibility of local initiatives, particularly those related to local products, cultures and know-how.	4
Movement between urban and rural areas, both for audiences and resources.	5

Table 17. Prioritisation of opportunities in the Gironde – Entre-Deux-Mers region, France, by participants in the multi-stakeholder workshop.

OPPORTUNITIES	PRIORITY
Structure cooperation, local cultural cooperation	1
Promote heritage and cultural initiatives	2
Visibility of the cultural and heritage offerings in the region	3
Support sustainable and civic engagement	4
Developing itineraries and formats	5
Reaching new audiences (residents, families, visitors)	6
Extend the length of stay and enhance the attractiveness of the region	7
Develop sustainable tourism and cultural products	8
Mobilization of economic actors and obstacles related to mobility and access	9

During the workshop's group discussions, in the needs section, there was a strong consensus on the need to create tangible collaboration tools that are accessible and adapted to local realities. The discussion on opportunities extended to food, local products and local crops. Discussions highlighted the growing importance of issues related to:

- Local food and short supply chains,
- Promoting local products and crops,
- Emerging approaches to food security.

Discussions also highlighted the potential for collaboration with local artisans, whose locally based manufacturing practices contribute to both cultural vitality and the local economy. They could be linked to the cultural and tourism projects being trialled under RELIGHT.

Food emerged as:

- A driver for social cohesion,
- A moderator for sharing, transmission and conviviality,
- A powerful lever for cultural and tourist mediation.

Agricultural changes and new rural dynamics. A key point concerned the profound changes in the Entre-deux-Mers region, historically marked by wine growing:

- The dominant wine-growing model is currently experiencing significant structural economic difficulties.
- Some winegrowers are diversifying:
 - new crops (hemp, olive trees, cereals, etc.).
 - development of farm-based tourist activities (cottages, hospitality, visits).
 - development of cereal-processing activities such as farm baking.

These dynamics are opening up new opportunities for cooperation between:

- local agricultural and food initiatives.
- cultural and artistic projects.
- and the development of more sustainable, locally based rural tourism.

Among the ideas discussed, the mobile canteen attracted particular interest. Designed as a travelling tool, the mobile canteen could:

- promote local products and short supply chains.
- create shared dining areas in different locations across the region.
- serve as a platform for artistic and cultural activities.
- encourage encounters between residents, cultural actors, farmers and tourists.

This idea is seen not as an end in itself, but as:

- a tool for cooperation.
- a platform for artistic and social experimentation.
- and a lever for linking culture, food and sustainable tourism.

4.3.7. Part 3 – Conclusions and follow-up

The multi-stakeholder workshop confirmed the value of an approach based on local cooperation as an essential condition for implementing the RELIGHT project in the region. Discussions showed that cultural, tourism, and food dynamics cannot be considered separately but should be structured around the region's concrete resources, practices, and ongoing changes.

The convergence of issues related to culture, sustainable tourism, and local food appears to be a particularly relevant lever for supporting the transformations underway in the Entre-deux-Mers region. It paves the way for forms of cultural experimentation capable of telling

a story, combining artistic practices, local know-how, agricultural products and emerging economic initiatives.

From this perspective, experimenting with artistic and culinary narratives is a structuring approach to telling the region's story based on its resources, customs, and stakeholders.

By combining artistic creation, food practices and shared experiences, these narratives could help enhance the region's appeal to tourists while promoting a more sustainable, rooted and cooperative local economy. As part of the RELIGHT cooperation initiative and its implementation in Gironde, this approach would position culture not merely as a tool for entertainment but as a vehicle for connection, transmission and cooperation (**Figure 17**).

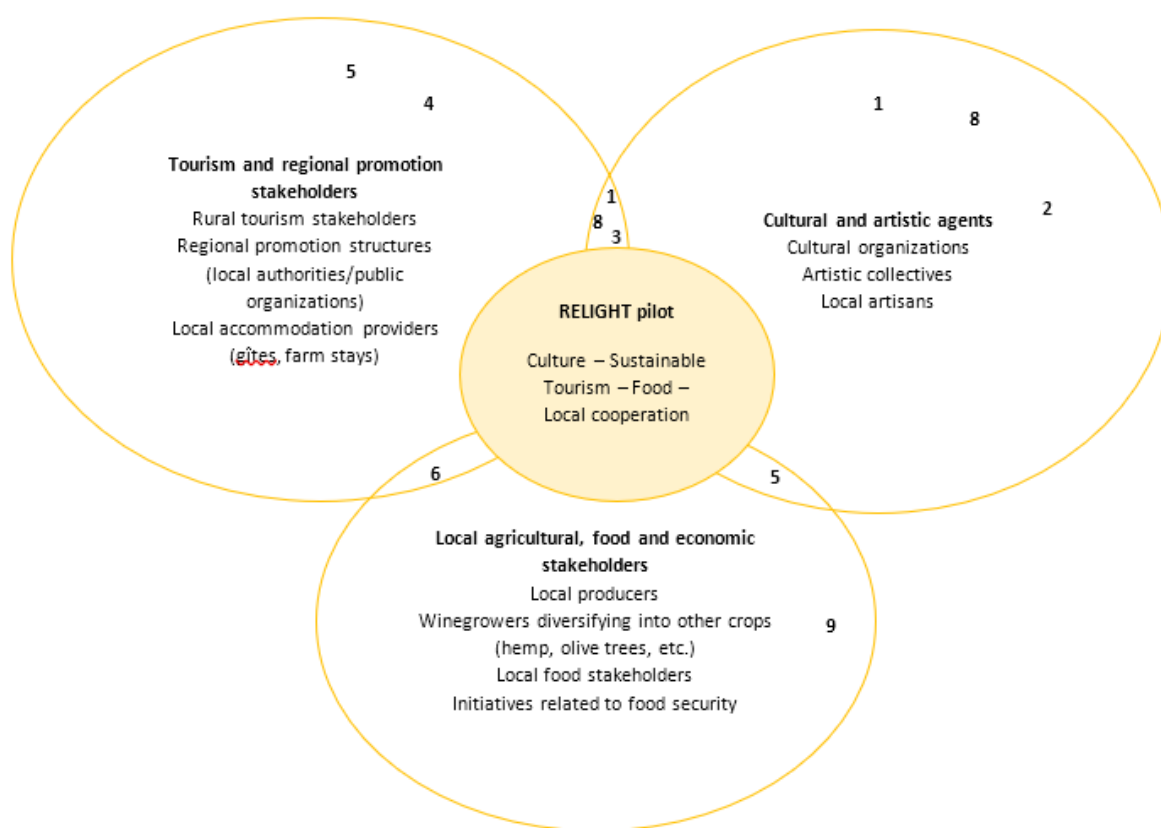


Figure 17. Key agents' relations with identified opportunities in Gironde – Entre-Deux-Mers, France.

4.4. Lot – Aveyron, FRANCE

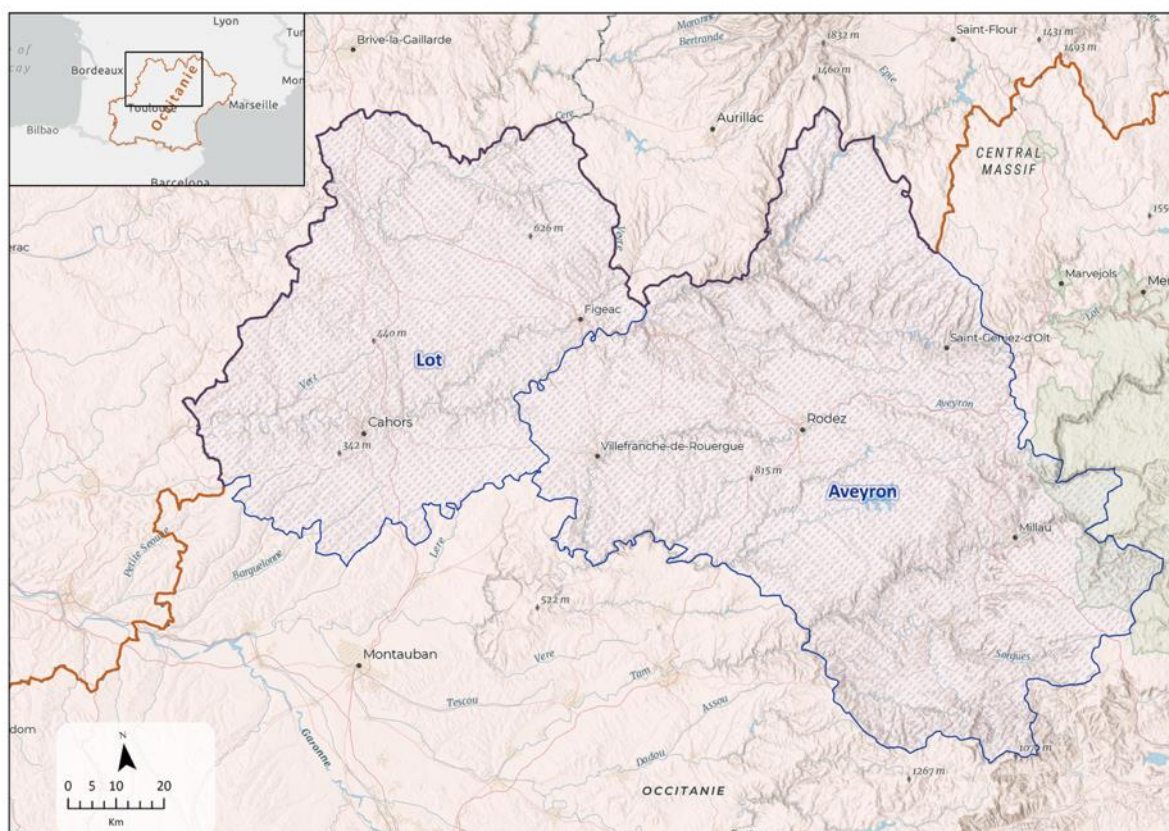


Figure 18. Location of Lot – Aveyron, France.

4.4.1. Lot - Aveyron: sessions overview

Territory and location: Lot – Aveyron.

Date(s) and location of activities: December 2025 to January 2026.

Facilitator: Gwenaëlle LARVOL – Bruit du frigo's team.

Important note: Despite a common desire of each key agent to be part of this participatory process and to develop new cooperation processes and artistic projects, it has been difficult to mobilize stakeholders who are not accustomed to working together and on a territory where there is a lack of nodes. For this reason, the team of cultural pilots' implementation area decided to adapt the methodology as follows: First, the stakeholders and potential partners fill out an electronic questionnaire, and then they are asked to review the analysis of their answers to confirm the diagnosis of needs and opportunities. As a key partner, the Maison des Arts Claude et George Pompidou in Cajarc participated to mobilize stakeholders, to collect and analyse data.

4.4.2. Purpose and objectives

The goal of this collective process was to achieve a mutual understanding of each agent's needs in the RELIGHT project and of possible development and cooperation opportunities for the creation of a cultural and artistic project with the Lot – Aveyron. The participatory methodology of the RELIGHT project aims to turn the Lot – Aveyron into a laboratory for sustainable cultural tourism, a testing ground for artistic experimentation, and a driver of regional development for years to come.

4.4.3. Implementation process

Despite a common desire among key agents to be part of this participatory process and to develop a new cooperation process on the territory, it has been difficult, on short notice, to mobilise stakeholders who are not accustomed to working together, especially on a territory with a lack of nodes. For this reason, we decided to adapt the methodology as follows:

- By email: Presentation of the RELIGHT project and its methodology, along with a questionnaire. All data was collected from January 10, 2026.
- By phone and email: review of the questionnaire analysis to confirm the diagnosis of needs and opportunities.

To respect the workplan calendar as much as possible, some ITWs were conducted individually by phone with partners, and some feedback was sent by email.

4.4.4. Part 1 – Cultural and tourism key agents' viewpoint

As mentioned, a combination of electronic questionnaires and telephone interviews was conducted with cultural and tourism stakeholders active in the region. This work aimed to identify needs and opportunities related to the RELIGHT project. Based on the responses received, a tree of problems and opportunities was drawn and shared with the participants (**Figure 19**). They also used a Venn diagram to map key and influential stakeholders in this cultural pilot's implementation area (**Figure 20**).

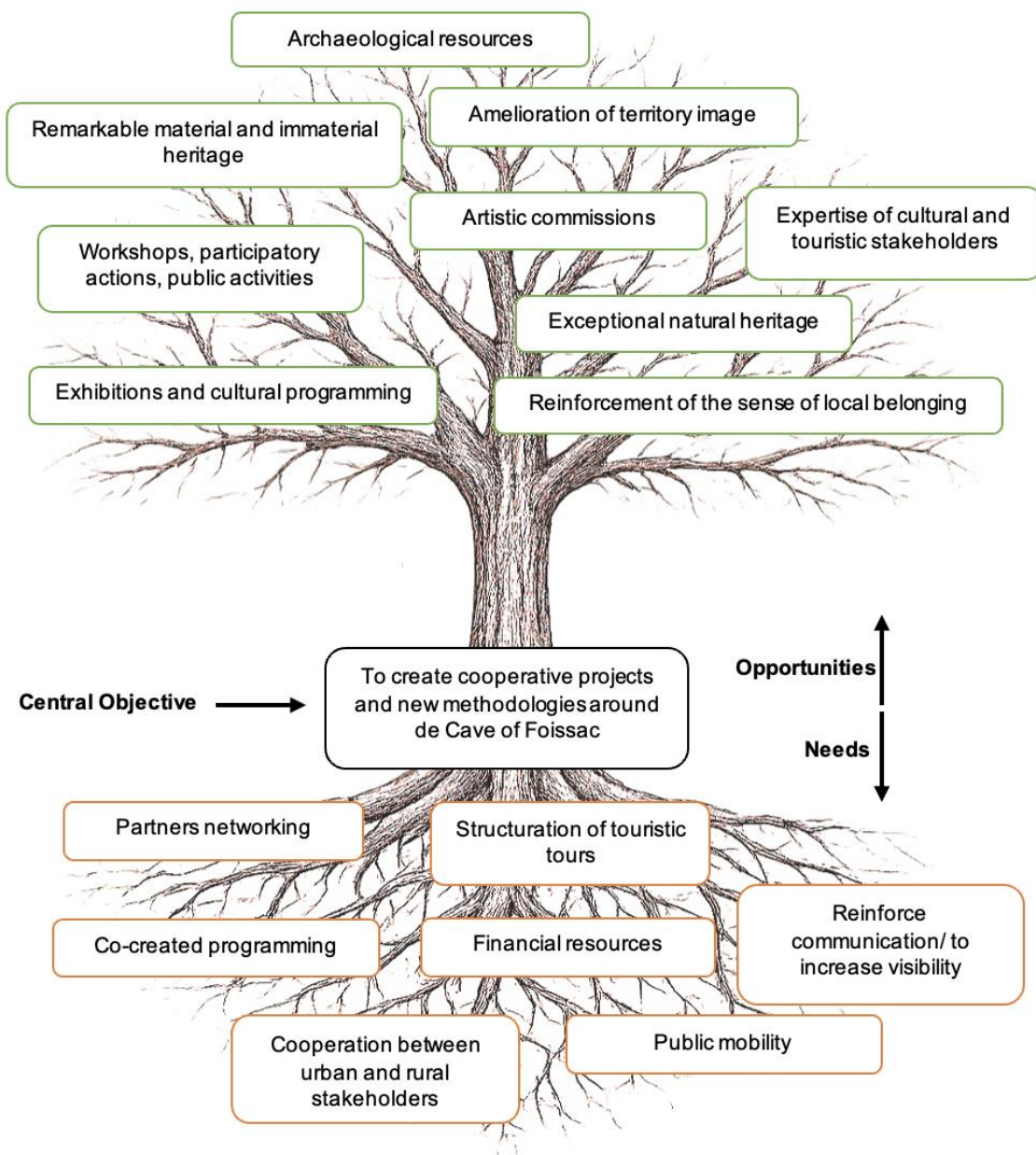


Figure 19. Needs and Opportunities Tree by the culture stakeholders in Lot – Aveyron, France.

Table 18. Needs for creating cooperative projects and new methodologies around Lot – Aveyron, France, from the viewpoint of cultural and tourism key agents.

NEEDS	POST-IT NOTES
Partner Networking	To reinforce the partners' network on the territory
Reinforce communication	To articulate and reinforce communication
Lunching tourist tours	To structure touristic/cultural tours
Public mobility	Public mobility (rural areas)
Co-created programming	Co-created programming to increase visibility
Urban and rural cooperation	Cooperation between urban and rural stakeholders
Financial resources	Financial resources

Table 19. Opportunities for creating cooperative projects and new methodologies in the Lot – Aveyron region, France, from the viewpoints of key cultural and tourism agents.

OPPORTUNITIES	POST-IT NOTES
Exceptional natural heritage	Exceptional natural heritage
Remarkable material and immaterial heritage	Remarkable material and immaterial heritage
Archaeological resources	Archaeological resources
Reinforce the sense of local belonging	Reinforce the sense of local belonging
Amelioration of the territory image	Amelioration of the territory image
Exhibitions and cultural programming	Exhibitions and cultural programming
Artistic commissions	Artistic commissions
Workshops /participatory actions /public activities	Workshops / participatory actions / public activities
Expertise of cultural and tourist stakeholders	Expertise of cultural and tourist stakeholders

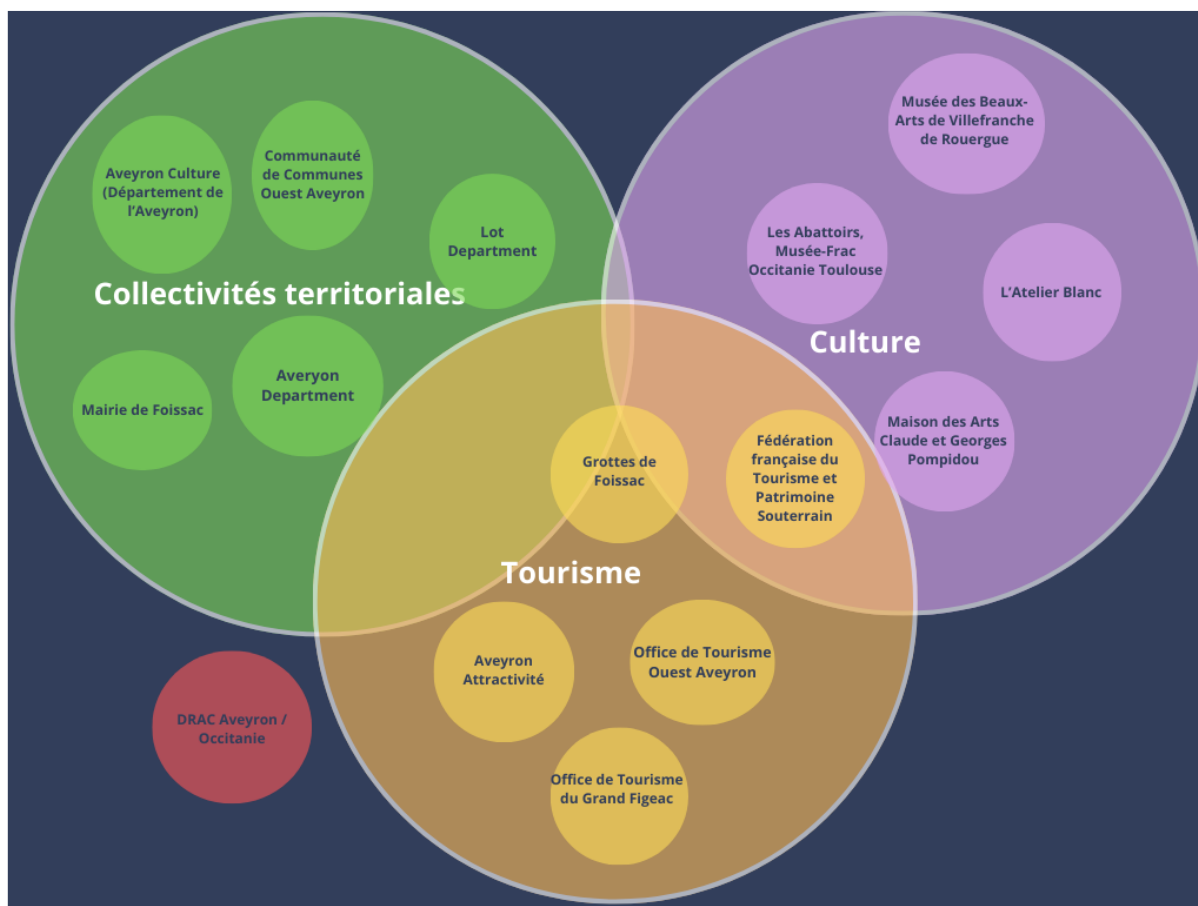


Figure 20. Relationships and general importance of agents for Lot – Aveyron, France.

4.4.5. Part 2 – Multi-Stakeholder viewpoints

4.4.5.1. Purpose and objectives

The purpose of this session was to prioritise and build agreement on the most important needs and opportunities related to the RELIGHT project in the Cave of Foissac cultural pilots' implementation area.

4.4.5.2. Session process

As explained earlier, in this cultural pilot's implementation area, due to the limitations they faced, they held a multi-stakeholder workshop instead. They distributed questionnaires via email, aiming to achieve the goals of this phase of the project by combining them with phone interviews. Accordingly, needs and opportunities were prioritised using a quantitative scoring method, and the results are shown in **Tables 20** and **21**. Finally, an agreed list of needs and opportunities was prepared and approved by the key agents.

Table 20. Scoring and prioritising opportunities from the viewpoint of key agents in Lot – Aveyron, France.

NEED	SCORE	PRIORITY
Financial resources	7	1
to structure touristic/cultural tours	5	2
Partners network	5	2
cooperation between urban and rural stakeholders/areas	5	2
co-created programming	5	2
Reinforcement of communication	4	3
Infrastructure development	4	3
Development of expertise	3	4
Mobility of the public	3	4
Partnership development	2	5
resources mutualization	2	5
Human resources	1	6

Table 21. Scoring and prioritising opportunities from the viewpoint of key agents in Lot – Aveyron, France.

OPPORTUNITY	SCORE	PRIORITY
Amelioration of the territory image	8	1
Workshops /participatory actions /public activities	7	2
New type of visitors / Rise of tourist visits	7	2
Remarkable material and immaterial heritage	6	3
Exhibitions and cultural programming	6	3
Exceptional natural heritage	5	4
Archaeological heritage/resources	5	4
Development of relationships between heritage and contemporary art	5	4
To structure /reinforce networks between territories	5	4
Reinforcement of the sense of local belonging	4	5
Artistic commissions	4	5
Development of tourist tours	4	5
Support of artistic creation	4	5
Artistic residency	3	6
Job creation	2	7

4.4.5.3. Final Agreed Priorities of Needs

Priority 1: Financial resources (but related to public support and political context)

Priority 2: Cooperation between urban and rural stakeholders/areas

Priority 3: Co-creation of programming

Priority 4: Development of partners' network on the territory

Priority 5: To structure tourist tours on the scale of the territory

4.4.5.4. Final Agreed Priorities of Opportunities

Priority 1: Amelioration of the territory image.

Priority 2: Rise in tourist visits.

Priority 3: Creation/development of public activities/mediation.

Priority 4: Exhibitions and cultural program.

Priority 5: Highlighting of the natural and historical heritage (including archaeological heritage).

Priority 6: Structuration of networks, especially between rural and urban territories.

Priority 7: Development of relationships and projects between heritage and contemporary art (including artistic commissions).

Priority 8: Development of tourist tours.

4.5. Canal du Midi, FRANCE

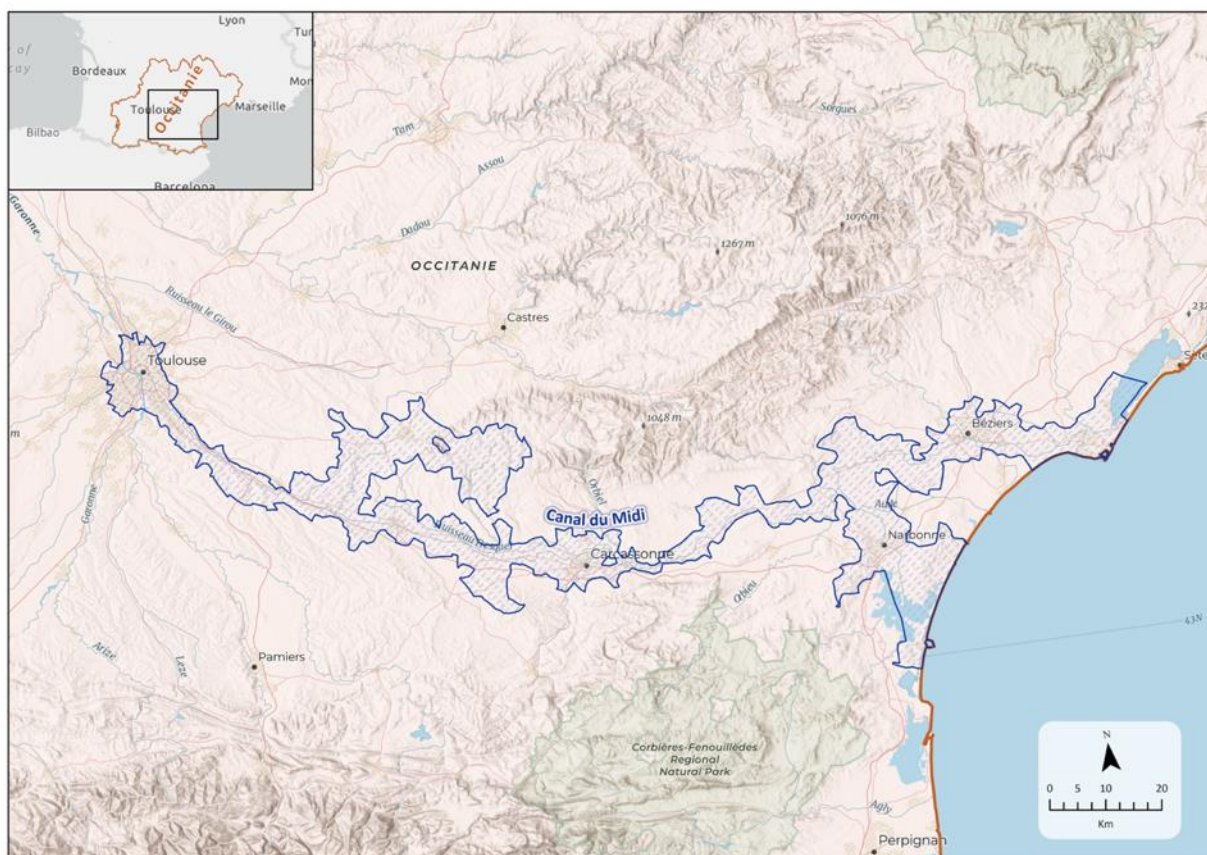


Figure 21. Location of Canal du Midi, France.

4.5.1. Canal du Midi: sessions overview

Territory and location: Canal du Midi.

Date(s) and location of activities: November to December 2025.

Facilitator: Gwenaëlle LARVOL – Bruit du frigo's team.

Important note: Canal du Midi originates in Toulouse and connects to the Thau lagoon in Marseillan, and thus to the Mediterranean Sea via Sète. 240 km long, the Canal du Midi crosses four departments: Haute-Garonne, Aude, Hérault, and Tarn for its water supply system. As the territory is very large and most of the tourism and cultural key partners are small organizations located far apart, the team of cultural pilots' implementation area decided to adapt the methodology as follows: First, the stakeholders and potential partners fill out an electronic questionnaire, and then they are asked to review the analysis of their answers to confirm the diagnosis of needs and opportunities. In the final step, an online meeting instead of multi-stakeholder workshop was held with the main stakeholders related to culture and tourism.

4.5.2. Purpose and objectives

RELIGHT aims to make the Canal du Midi a laboratory for sustainable cultural tourism, a testing ground for artistic experimentation and a driver of regional development for years to come. It is for this reason that potential partners were invited to participate in this multi-stakeholder workshop after receiving a questionnaire. Five responses were received.

4.5.3. Implementation process

For this reason, the University of Coimbra's methodology was adapted as follows: Initially, an electronic questionnaire was sent via email to 19 tourism and cultural stakeholders. It aimed to identify the region's needs and opportunities in line with the objectives of the RELIGHT project. It also sought to understand the role and relationship of key stakeholders active at the regional level. After receiving the completed questionnaires, an online multi-stakeholder workshop was held to evaluate responses and build community among tourism and cultural stakeholders to prioritise related needs and opportunities.

4.5.4. Part 1 – Cultural and tourism key agents' viewpoint

As mentioned, an electronic questionnaire was conducted with cultural and tourism stakeholders active in the region. This work aimed to identify needs and opportunities related to the RELIGHT project. Based on the responses received, a tree of problems and opportunities was drawn and shared with the participants (**Figure 22**). They also used a Venn diagram to key and influential stakeholders mapping in this area of cultural pilots' implementation (**Figure 23**).

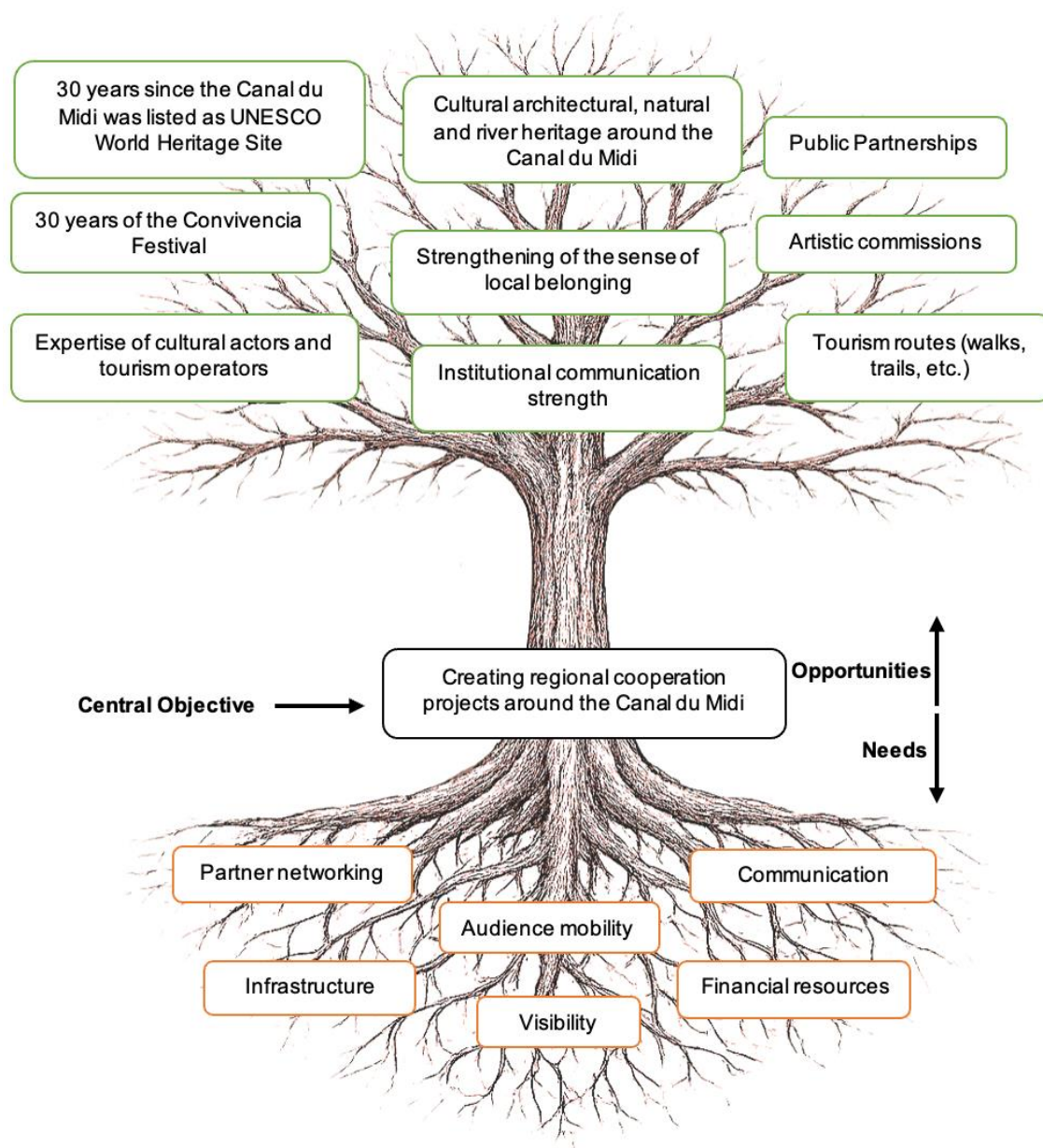


Figure 22. Needs and Opportunities Tree by the cultural key agents in Canal du Midi, France.

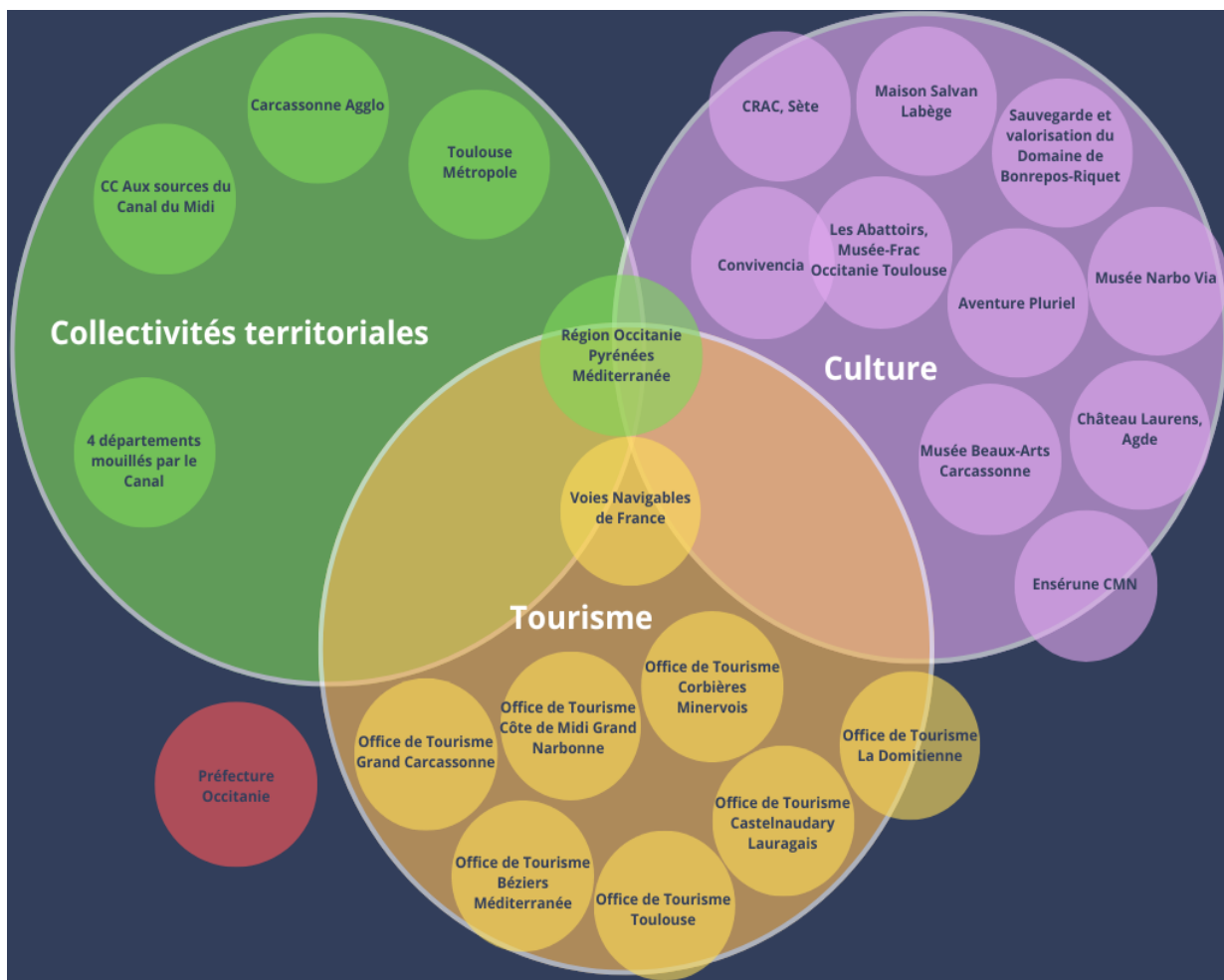


Figure 23. Relationships and general importance of agents for Canal du Midi, France.

4.5.5. Part 2 – Multi-Stakeholders' viewpoints

4.5.5.1. Purpose and objectives

The purpose of this session was to prioritise and build agreement on the most important needs and opportunities related to the RELIGHT project in the Canal du Midi.

4.5.5.2. Session process

As explained earlier, in this area of cultural pilots' implementation, Multi-Stakeholder Workshops were held online. During the session, participants discussed the needs and opportunities and tried to prioritise needs and assessments (**Tables 22** and **23**).

Table 22. Needs for creating cooperative projects and new methodologies around the Canal du Midi, France.

NEEDS	POST-IT NOTES
Enhancing visibility and communication	• Lack of visibility for cultural activities along the Canal du Midi. • Need for shared tools: joint communication, route mapping, shared materials (leaflets, programmes, platforms). • Networking between stakeholders to avoid isolation and enhance the visibility of initiatives.
Appropriate infrastructure and logistics	• Lack of infrastructure to host or promote artistic projects (exhibition spaces, access, signage, equipment). • Need for mobility solutions to connect villages located 1–2 km from the Canal and facilitate public transport (soft mobility, north/south connections).
Structuring partnerships	• Request for broader collaborations: museums, local authorities, medical and social institutions, tourism operators, VNF, heritage organisations. • Need for joint development of integrated tourist and cultural programmes and itineraries.
Material, human and financial support	• Need for technical support (equipment loans, expertise, mediation support). • Request for pooling of human resources (time, skills, volunteering). • Need for funds to consolidate local projects and ensure their sustainability.
Expanding audiences and access throughout the year	• Need for activities outside the tourist season to meet local demand and strengthen regional identity. • Interest in including new audiences: young people, medical and social services users, and residents of the hinterland.
Close coordination with local specificities	• Need to take into account the constraints of the municipalities and sites concerned (distance from the canal, accessibility, existing heritage). • Need for consistency with existing initiatives (Canal Festival, municipal projects, artist residencies, heritage sites).

Table 23. Opportunities to create cooperative projects and new methodologies around the Canal du Midi in France.

OPPORTUNITIES	POST-IT NOTES
Revival and expansion of Horizons d'Eaux	- Capitalising on solid experience. - Opportunity to improve visibility and continuity of the route. - Alignment with the 30th anniversary of UNESCO classification and the 30th anniversary of the Convivencia festival.
Promotion of mobile equipment and devices	- Opportunity to use and promote: - the Marie-Thérèse (boat), - the Narbo-mobile, - the mobile touchscreen gallery, - the future travelling art library. - These tools make it possible to reach villages, remote audiences, and sites that are high up or in remote locations.
Development of extended cultural itineraries	- Shared interest in connecting the Canal and the hinterland (museums, agricultural estates, heritage villages). - Potential for creating themed itineraries: landscape, industrial heritage, visual arts, crafts, music, etc.
Educational and social initiatives	- Opportunity to further integrate school groups, young people and medical and social groups. - Interest in collaborations with ISDAT or artist residencies.
Extension of the cultural season	- Contemporary art is not dependent on summer: the possibility of extending the programme into autumn or spring. - Beneficial for areas with moderate activity outside the season.
Promotion of UNESCO heritage	- The Canal du Midi provides a unifying framework for promoting universal values: heritage, ecology, cultural coexistence, and transmission. - Culture becomes a vehicle for cohesion and international visibility.

Participants agree on the need to promote the Canal du Midi better and to strengthen communication around cultural projects. They share a desire to network and work together with local stakeholders, including villages near the Canal. There is consensus to develop initiatives that extend beyond the summer season to reach residents and tourists year-round. All recognise the value of mobile facilities (boats, art libraries, travelling galleries) in reaching a diverse audience across the region. Finally, there is broad agreement on the objectives of the RELIGHT program: sustainable, reproducible projects rooted in heritage (**Table 24**).

4.5.5.3. Agreements/disagreements

Table 24. Final Agreed Priorities, Needs & Opportunities in Canal du Midi, France.

KEY AGREEMENTS	POST-IT NOTES
Importance of promoting the Canal du Midi more effectively	All participants recognise the Canal's major potential as a cultural, tourist and heritage asset, and agree on the need to raise its profile, particularly in the context of the 30th anniversary of its UNESCO listing.
Need for networking	There was a broad consensus on the importance of creating or strengthening structured networking between cultural, tourism, heritage and institutional stakeholders to avoid fragmentation of initiatives.
Willingness to co-develop projects	The partners agree on the relevance of co-constructed projects, developed in consultation with local authorities, cultural institutions and local stakeholders, in line with the RELIGHT programme methodology.
Need to improve communication	There is general agreement on the current lack of visibility for existing actions (exhibitions, itineraries, events) and on the need for a collective communication effort.
Shared interest in initiatives that extend beyond the summer season	All agree on the opportunity to extend projects beyond the summer to enhance year-round appeal, meet the needs of residents and support the sustainability of cultural initiatives.
Desire to connect the Canal and the hinterland	Consensus on the importance of not limiting oneself to the Canal itself but connecting nearby villages and cultural sites (1–2 km away) and working on soft mobility to link them.
Strong openness to collaboration	Museums, festivals, art centres, travelling boats and tourist organisations have expressed their willingness to participate, pool resources or host projects as part of RELIGHT or Horizons d'Eaux.
Shared interest in mobile devices	Agreement on the potential of existing devices (mobile touchscreen gallery, Narbo-mobile, Marie-Thérèse, travelling art library) to reach new audiences and spread throughout the region.
Importance of including a diversity of audiences	Agreement on the value of integrating schoolchildren, young people, tourists, residents, and possibly medical and social audiences into an inclusive dynamic.

4.6. Communauté de Communes Sud-Hérault, FRANCE

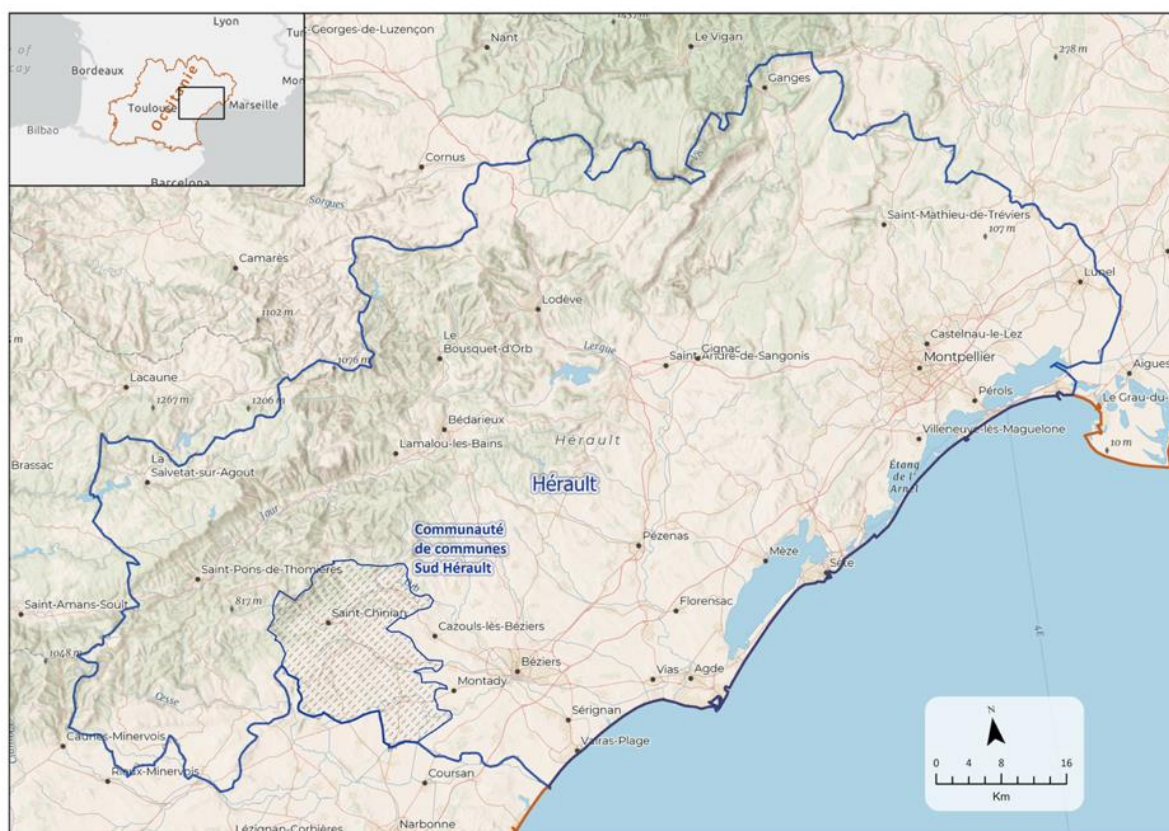


Figure 24. Communauté de Communes Sud-Hérault, France.

4.6.1. Communauté de Communes Sud-Hérault: sessions overview

Territory and location: Communauté de Communes Sud-Hérault.

Date(s) and location of activities:

Focus Group Discussion (FGD)1: 17 December 2025.

Focus Group Discussion (FGD) 2: 7 January 2026.

Focus Group Discussion (FGD) 3: 13 January 2026.

Location of activities: Online

Facilitator: Eric Mangion, Fond Regional d'Art Contemporain – Occitanie Montpellier

Important note: In this territory, the University of Coimbra's proposed method was modified by the coordinators to suit their circumstances. As they stated, it was very difficult to bring together the key actors for two reasons. First, they were unaware of the RELIGHT project, and some did not understand why I was asking them about a project that was not related to them. Second, most of these key agents are very busy and not very available, especially at the end of the year. That is why Fond Regional d'Art Contemporain – Occitanie Montpellier organized three roundtables for both locations. The Fond Regional d'Art Contemporain – Occitanie Montpellier designed questions to achieve the objectives and provided them to the key agents. Then, they held online meetings and collected their opinions on the questions. By summarizing the opinions raised in these meetings, the facilitators tried to achieve the desired objectives of this phase of the project.

4.6.2. Purpose and objectives

Create a shared, clear understanding of what RELIGHT's stakeholders require and what development opportunities exist in culture and tourism. Gather the needs, expectations, and opportunities expressed by the territory's stakeholders to feed the Problem Tree and the Venn Diagram of the Communauté de Communes Sud-Hérault.

4.6.3. Implementation process

To achieve the objectives of this phase of the project, and considering the constraints faced by the pilot managers and stakeholders, online group meetings were used as a method. A mix of tourism and cultural stakeholders attended these meetings. A total of three meetings were held, and the project facilitator organised and produced the expected outputs for this phase based on the topics raised during the meetings.

4.6.4. Part 1 – Identifying the Needs and Opportunities

In this regard, first, a problem-opportunity tree was developed (**Figure 25**). In the next step, a list of needs and opportunities was identified (**Tables 25** and **26**). The participants also introduced the most important stakeholders and the roles of each in the identified opportunities, using a Venn diagram. In the last step, using the qualitative method and discussions from the three meetings, the most important needs and opportunities related to the RELIGHT project in the region were prioritised.

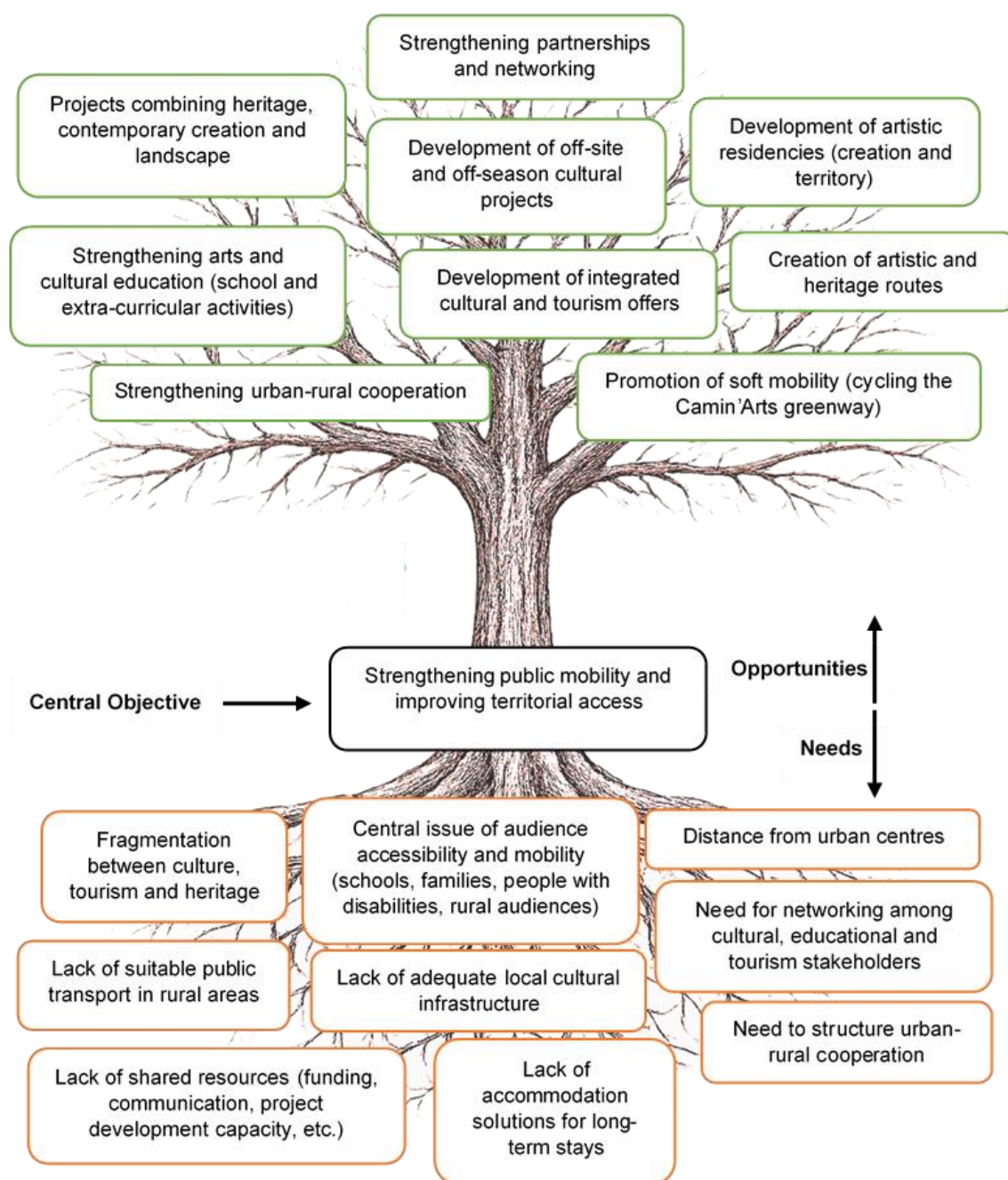


Figure 25. Needs and Opportunities Tree by the focus groups for Communauté de Communes Sud-Hérault, France.

Table 25. List of needs to strengthen public mobility and improve territorial access from the focus groups for Communauté de Communes Sud-Hérault, France.

NEEDS	POST-IT NOTES
Remoteness from urban centres;	• Remoteness from urban centres;
Problems of accessibility and mobility	• Problems of accessibility and mobility for the public (schoolchildren, families, the disabled, rural residents);
Separation between culture, tourism and heritage;	• Separation between culture, tourism and heritage;
Need for networking	• Need for networking between cultural, educational and tourism operators;
Lack of local cultural infrastructure	• Lack of local cultural infrastructure that is adapted;
Need for structured urban-rural cooperation	• Need for structured urban-rural cooperation;
Lack of public transport	• Lack of public transport that is adapted to the rural environment;
Lack of shared resources	• Lack of shared resources (funding, communication, project engineering, etc.);
Shortfall of accommodation	• Shortfall of accommodation solutions for long stays.

Table 26. List of opportunities to strengthen public mobility and improve territorial access from the focus groups for Communauté de Communes Sud-Hérault, France.

OPPORTUNITY	POST-IT NOTES
Promotion of soft mobility	• Promotion of soft mobility (bicycle, green route Camin'Arts)
Creation of artistic and heritage itineraries	• Creation of artistic and heritage itineraries
Strengthening of urban-rural cooperation	• Strengthening of urban-rural cooperation
Development of cultural projects	• Development of cultural projects outside the city and out of season
Projects combining	• Projects combining heritage, contemporary creation and landscape
Strengthening of Artistic and Cultural Education	• Strengthening of Artistic and Cultural Education
Strengthening of partnerships and networking	• Strengthening of partnerships and networking
Development of integrated cultural and tourist offers	• Development of integrated cultural and tourist offers
Development of artistic residencies	• Development of artistic residencies

4.6.5. Part 2 – Stakeholders' mapping

As mentioned earlier, in some sessions, participants tried to identify the key stakeholders and their relationships with opportunities. They put the “Communauté de Communes Sud-Hérault” at the core of a convergence of cultural and heritage actors, tourism stakeholders, territorial and institutional partners, and educational actors. The project aims to foster cross-sector cooperation to develop the site as a place for transmission, experimentation and openness, serving cultural, educational and territorial development in the long term (**Figure 26**).

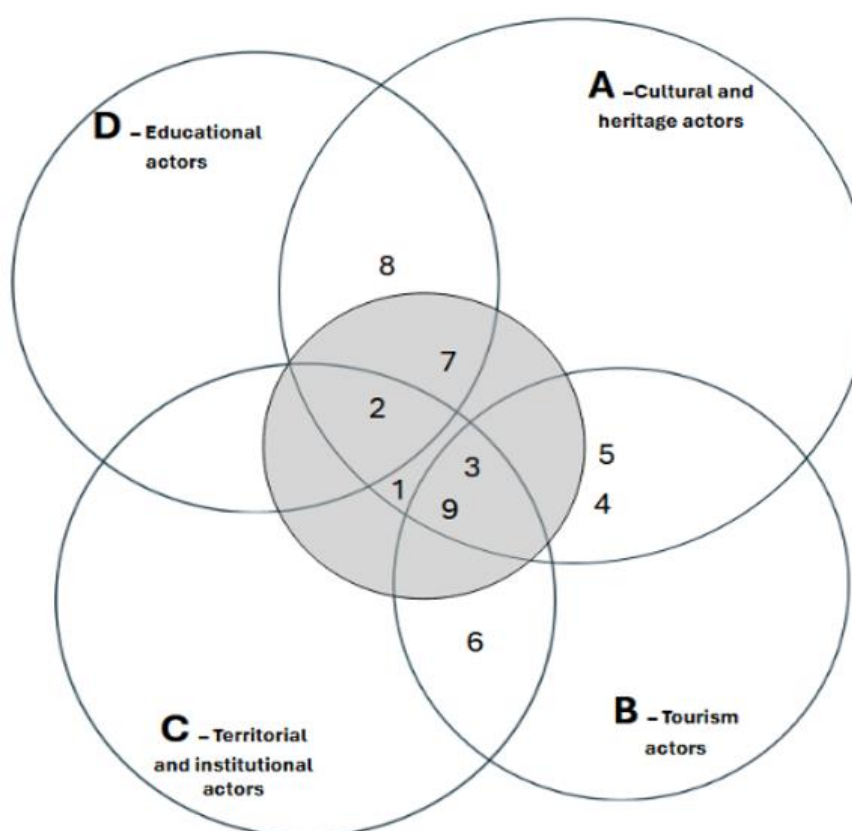


Figure 26. Key stakeholders and their relations with the opportunities in Communauté de Communes Sud-Hérault, France.

4.6.5.1. Key actors identified

- Cultural and heritage actors (A)
- Tourism actors (B)
- Territorial and institutional actors (C)
- Educational actors (D)

4.6.5.2. Relationships and Interactions between the actors

- The Venn Diagram highlights the Communauté de Communes Sud-Hérault as a space where cross-sector and complementary collaborations emerge. At the centre of the diagram are highly transversal opportunities involving all actors. These interactions reflect a shared commitment to cooperation, networking and long-term collaboration.
- Strong relationships between cultural and tourism actors support the creation of integrated cultural and tourism offerings, including artistic and heritage itineraries that enrich the experience of discovering the territory.
- Relationships between tourism and institutional actors emphasise the importance of sustainable mobility and accessibility, which are central to the sustainable development of the Communauté de Communes Sud-Hérault.

4.6.5.3. Role of key agents in addressing the opportunities

- Educational actors (D) focus on the development and reinforcement of arts and cultural education, learning activities and cultural partnerships (Opportunities 2, 3).
- Cultural and heritage actors (A) are mainly responsible for artistic residencies, contemporary creation, exhibitions and cultural content production (Opportunities 4, 5, 8)
- Territorial and institutional actors (C) support cooperation, networking, governance and urban-rural cooperation (Opportunities 1, 6, 9)
- Tourism actors (B) contribute to the development of integrated cultural and tourism offerings and the promotion of sustainable mobility (Opportunities 4, 6)
- Shared opportunities located at the intersection of all actors include strengthening partnerships and networking, development of artistic residencies and reinforcement of cultural education (Opportunities 1, 2, 3, 7, 9)

4.6.6. Part 3 – Prioritising the needs and opportunities

In this part, a formal Multi-Stakeholder Workshop with quantitative matrix scoring was not conducted. However, priorities were identified through a series of focus group discussions with key stakeholders and the use of analytical tools (Problem Tree and Venn Diagram). These exchanges enabled a qualitative assessment and prioritisation of needs and opportunities, forming a shared understanding among participants (**Tables 27** and **28**).

Table 27. Prioritization of needs related to Communauté de Communes Sud-Hérault, France.

NEEDS	PRIORITY
Accessibility and mobility constraints (lack of suitable public transport, difficulties for school groups and rural audiences)	1
Lack of accommodation solutions for long stays (educational projects, residencies, cultural programmers)	2
Lack of clarity and integration between heritage, contemporary creation, education and tourism	3
Operational and logistical constraints for outreach and off-site activities	4
Climate-related constraints impacting mobility, outdoor activities and audience attendance	5

Table 28. Prioritisation of opportunities related to Communauté de Communes Sud-Hérault, France.

OPPORTUNITIES	PRIORITY
Development of soft mobility solutions (cycling, greenways, Camin'Arts) to improve accessibility and sustainability	1
Development of outreach and off-site cultural actions to reach new audiences (schools, villages, associations)	2
Strengthening arts and cultural education (ACE) and long-term engagement with school audiences	3
Development of artistic residencies (creative and territorial) as tools for mediation and territorial development	4
Development of integrated cultural and tourism offers linking heritage, landscape and contemporary art	5

4.7. Lozère, FRANCE



Figure 27. Location of Lozère, France.

4.7.1. Lozère: sessions overview

Territory and location: Lozère, France.

Date(s) and location of activities:

Focus Group Discussion (FGD)1: 17 December 2025.

Focus Group Discussion (FGD) 2: 7 January 2026.

Location of activities: Online.

Facilitator: Eric Mangion, Fond Regional d'Art Contemporain – Occitanie Montpellier.

Important note: In this territory, the University of Coimbra's proposed method was modified by the coordinators to suit their circumstances. As they stated, it was very difficult to bring together the key actors for two reasons. First, they were unaware of the RELIGHT project, and some did not understand why I was asking them about a project that was not related to them. Second, most of these key agents are very busy and not very available, especially at the end of the year. That is why Fond Regional d'Art Contemporain – Occitanie Montpellier organized three roundtables for both locations. The Fond Regional d'Art Contemporain – Occitanie Montpellier designed questions to achieve the objectives and provided them to the key agents. Then, they held online meetings and collected their opinions on the questions. By summarizing the opinions raised in these meetings, the facilitators tried to achieve the desired objectives of this phase of the project.

4.7.2. Purpose and objectives

To create a shared and clear understanding of the needs, expectations and opportunities identified by RELIGHT's key agents, in relation to the territorial triptych of culture, tourism and rurality in the Lozère.

4.7.3. Implementation Process

To achieve the objectives of this phase of the project and considering the constraints faced by the pilot managers and stakeholders, two online group meetings were used as a method. A mix of tourism and cultural stakeholders attended these meetings. Then the project facilitator organised and produced the expected outputs for this phase based on the topics raised during the meetings.

In this regard, first, a problem-opportunity tree was developed (**Figure 28**). In the next step, a list of needs and opportunities was identified (**Tables 29** and **30**). The participants also introduced the most important stakeholders and the roles of each in the identified opportunities, using a Venn diagram. In the last step, using the qualitative method and

discussions from the three meetings, the most important needs and opportunities related to the RELIGHT project in the region were prioritised.

4.7.4. Part 1 – Identifying the Needs and Opportunities

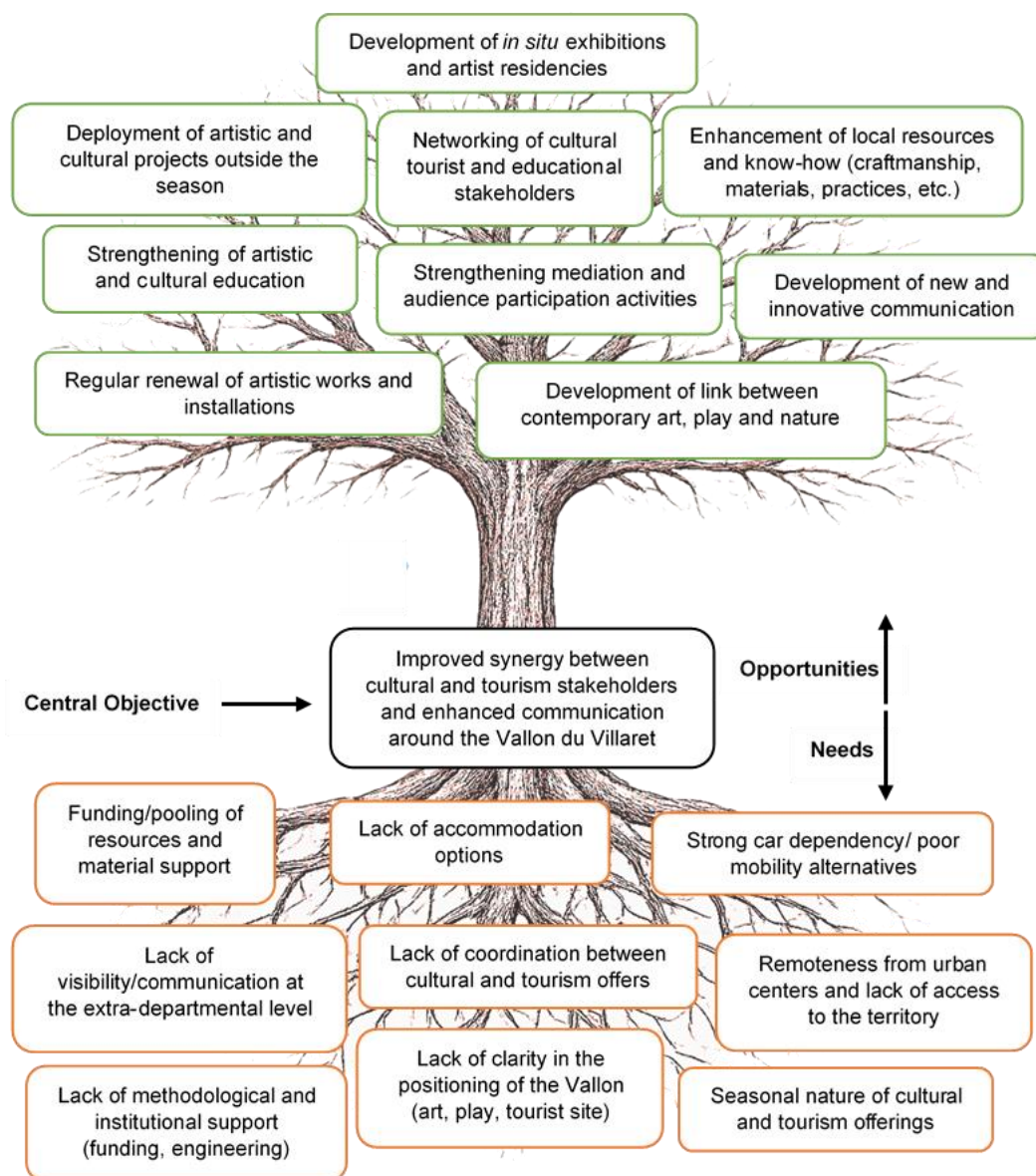


Figure 28. Needs and Opportunities Tree by the focus groups for Lozère, France.

Table 29. List of needs to improve synergy between cultural and tourism stakeholders and enhance communication around Lozère, France.

NEEDS	POST-IT NOTES
Strong car dependency.	Strong car dependency / poor mobility alternatives.
Remoteness from urban centres.	Remoteness from urban centres and lack of access to the territory.
Lack of accommodation.	Lack of accommodation options.
Seasonality in activities.	Seasonal nature of cultural and tourist offerings.
Lack of coordination of cultural and tourist offers.	Lack of coordination of cultural and tourist offers.
Lack of visibility.	Lack of visibility/communication at the extra-departmental level.
Lack of methodological and institutional support.	Lack of methodological and institutional support (funding, engineering).
Lack of clarity in the positioning of the Vallon.	Lack of clarity in the positioning of the Vallon (art, play, tourist site).
Limited pooling of resources and material support.	Limited pooling of resources and material support.

Table 30. List of opportunities to improve synergy between cultural and tourism key agents and enhanced communication around Lozère, France.

OPPORTUNITY	POST-IT NOTES
Communication development	• Development of new and innovative communication
Development of in situ artist residencies	• Development of in situ artist residencies
Networking	• Networking of cultural, tourist and educational stakeholders
Development of the link between contemporary art, play and nature	• Development of the link between contemporary art, play and nature
Deployment of artistic and cultural projects	• Deployment of artistic and cultural projects outside the season
Regular renewal of artistic works and installations	• Regular renewal of artistic works and installations
Enhancement of local resources	• Enhancement of local resources and know-how (craftsmanship, materials, practices, etc.)
Strengthening of Artistic and Cultural Education (ACE)	• Strengthening of Artistic and Cultural Education (ACE)
Strengthening of mediation and audience participation activities	• Strengthening of mediation and audience participation activities

4.7.5. Part 2 – Stakeholders' mapping

As mentioned earlier, in two online sessions, participants tried to identify the key agents and their relationships with opportunities. They put the Lozère at the heart of a convergence of cultural and heritage actors, key tourism agents, territorial and institutional partners, and educational actors. The project aims to foster cross-sector cooperation to develop the site as a place for transmission, experimentation and openness, serving cultural, educational and territorial development in the long term (**Figure 29**).

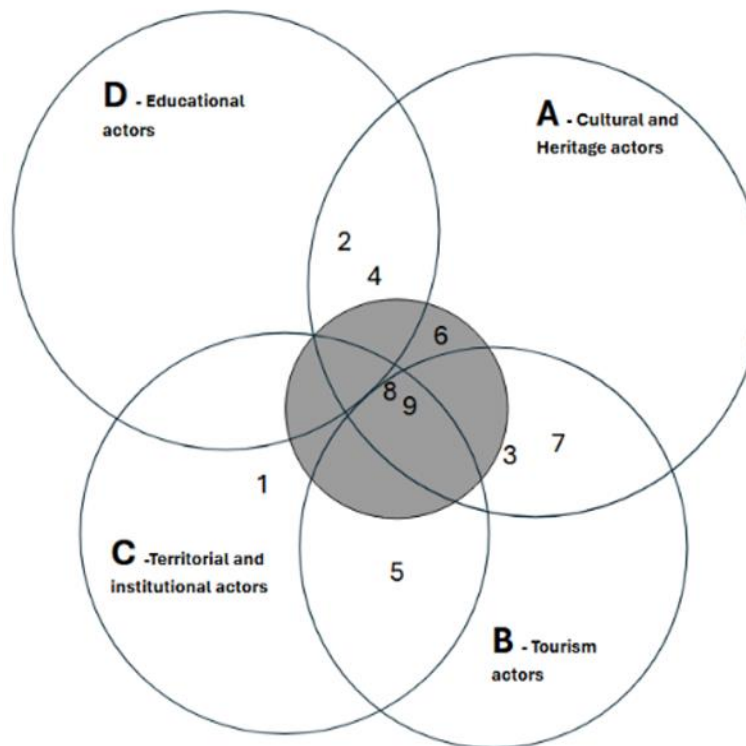


Figure 29. Key stakeholders and their relations with the opportunities in Lozère, France.

4.7.6. Key actors identified

- Cultural and heritage actors (A)
- Tourism actors (B)
- Territorial and institutional actors (C)
- Educational actors (D)

4.7.7. Part 1 – Relationships and Interactions between the key agents

- The Venn Diagram highlights the relationships and interactions between the different categories of actors involved in the Lozère project.
- The largest overlaps are observed among cultural and heritage actors, tourism actors, and educational actors, indicating strong collaboration on artistic programming, audience development, mediation activities, and visitor experience.
- The central overlap involving all actor groups reflects a shared commitment to developing integrated cultural, educational and tourism initiatives rooted in the territory.
- Institutional and territorial actors intersect with all other groups, indicating their key roles in coordination, governance, funding, and long-term strategic planning.
- Smaller overlaps point to areas where collaboration exists but could be further strengthened, particularly in cross-sector communication and long-term cooperation mechanisms.
- Overall, the diagram depicts a multi-actor ecosystem where collaboration is already established but can be further strengthened to ensure sustainable, coherent project development.

4.7.8. Role of actors in addressing the opportunities

Each group of actors contributes to the opportunities according to their field of expertise:

- A.** Cultural and heritage actors are mainly responsible for opportunities related to artistic creation, cultural programming, heritage interpretation and site-specific artistic projects (opportunities 3, 6, 7, 9).
- B.** Tourism actors contribute to opportunities linked to visitor experience, tourism development, promotion of the territory and sustainable tourism strategies (opportunities 5, 7, 8).
- C.** Territorial and institutional actors are responsible for governance, coordination, funding support, territorial development and public policies (opportunities 1, 5, 8).
- D.** Educational actors mainly address opportunities related to arts and cultural education, audience development and educational outreach (opportunities 2, 4, 6).

Shared opportunities at the intersection of several circles (especially 6, 8, and 9) require cross-sector collaboration among cultural, educational, tourism, and institutional actors.

4.7.9. Part 3 – Prioritising the needs and opportunities

In this part, a formal Multi-Stakeholder Workshop with quantitative matrix scoring was not conducted. However, priorities were identified through a series of focus group discussions with key stakeholders and the use of analytical tools (Problem Tree and Venn Diagram). These exchanges enabled a qualitative assessment and prioritisation of needs and opportunities, forming a shared understanding among participants (**Tables 31** and **32**). The analysis highlights communication and positioning as key challenges for the Lozère. Despite a strong artistic, cultural and landscape identity, the site lacks clarity and readability in how its mission and offer are perceived by audiences and stakeholders. Additional needs relate to accessibility, mobility, and the limited coordination between cultural, tourism, educational and institutional actors. At the same time, there is strong potential to improve synergy between cultural and tourism stakeholders, strengthen territorial visibility, and develop integrated cultural, touristic and educational approaches rooted in local heritage and contemporary creation.

Table 31. Prioritisation of needs related to Lozère, France.

NEEDS	PRIORITY
Lack of visibility, communication and clarity in the positioning of the Lozère (art, play, tourism site)	1
Limited accessibility and mobility (remoteness from urban centres, car dependency, lack of alternatives)	2
Lack of coordination between cultural and tourism offers	3
Lack of accommodation options and seasonality of cultural and tourism activities	4
Lack of shared resources and institutional support (funding, engineering, methodology)	5

Table 32. Prioritisation of opportunities related to Lozère, France.

OPPORTUNITIES	PRIORITY
Networking of cultural, tourism and educational stakeholders	1
Development of artistic and cultural projects outside the main season	2
Strengthening mediation and audience participation activities	3
Development of in situ exhibitions and artist residencies	4
Development of innovative communication and better links between contemporary art, play and nature	5

5. Final Considerations

As mentioned, this activity was carried out as a participatory assessment involving key agents across seven territories. Given what was done in practice, the process can be analysed into three parts: the implementation and methodology, as well as the findings.

5.1. Methodological implementation and adaptation

During the implementation of the participatory needs assessment across the territories of the cultural pilots, several partners encountered practical challenges and contextual constraints that affected the application of the initially proposed methodology.

- These challenges were mainly related to:
- availability and engagement of stakeholders,
- geographical dispersion of participants,
- time and resource limitations,
- and local organisational conditions.

As a result, some partners introduced adaptations to the methodology to ensure effective participation and data collection. These adjustments included, for example:

- merging originally planned stakeholder groups into a single focus group,
- conducting online sessions instead of in-person meetings,
- using the questionnaire and phone interview,
- and adapting the format or structure of discussions to better fit local contexts.

Despite these variations, all partners maintained the core principles of the methodology, particularly the participatory approach and the objective of identifying stakeholder needs in a structured and comparable way. The adaptations did not alter the substance of the collected data, but rather enabled a more feasible, context-sensitive implementation.

Importantly, this flexibility proved to be a strength rather than a limitation. It allowed each territory to respond to its specific conditions while still contributing to a shared analytical framework. The consistency of the results across territories, as highlighted in the comparative analysis, confirms that the methodology remained robust and reliable, even when adapted.

5.2. Findings and results comparative analysis

A comparison of key agents' needs across the areas of cultural pilots' implementation shows strong convergence on a common set of challenges, despite their geographic and organisational differences. Most territories share similar priorities, particularly in coordination among stakeholders, communication and visibility, and the integration of the culture and tourism sectors. This indicates that the challenges faced are not isolated but rather systemic across all regions. At the same time, some differences emerge regarding specific territorial conditions. For example, needs related to infrastructure, mobility and accessibility are more prominent in rural or low-density areas, where physical access and connectivity remain key barriers. In contrast, other territories place greater emphasis on territorial identity and branding, reflecting a need to better position themselves in competitive tourism markets. Another important difference concerns resources and capacities.

While all territories recognise the importance of funding and human resources, the intensity of this need varies, suggesting different levels of institutional maturity and support structures. Similarly, seasonality and economic development concerns are more critical in territories that depend heavily on tourism. Despite these variations, the overall picture shows that most needs are shared across multiple territories, creating strong potential for transnational cooperation, knowledge exchange and joint solutions. The similarities across regions reinforce the need to address these challenges through a common strategic framework while still allowing for local adaptation.

Based on this comparative analysis, the 10 strategic themes identified at the end of the process represent a synthesis of the most recurrent and structurally important needs across all territories (**Table 33**). These themes should not be seen as separate areas of intervention, but rather as interconnected dimensions of a single development model. For example, improving governance and coordination creates the conditions for better integration between culture and tourism, which in turn supports the development of more attractive and coherent tourism products. Similarly, strengthening communication and territorial identity enhances the visibility of these products, while infrastructure and resources enable their implementation. The inclusion of themes such as community engagement and sustainable territorial development also reflects a shift in perspective: stakeholders are not only seeking economic growth, but also aiming to ensure that development is inclusive, balanced and respectful of local heritage and communities. Overall, the 10 strategic themes provide a structured and actionable framework that translates diverse stakeholder needs into a coherent set of priorities. They can guide future actions, support decision-making and ensure that interventions remain aligned with both local realities and shared project objectives.

Table 33. Strategic thematic of needs between the territories

Thematic Needs	1. Campoo	2. Vale do Cõa	3. Gironde – Entre-Deux-Mers	4. Lot – Aveyron	5. Canal du Midi	6. Communauté de Communes Sud-Hérault	7. Lozère
Strategic governance	1	1	1	0	0	1	0
Coordination and networking between stakeholders	1	0	1	1	1	1	0
Communication, marketing and territorial visibility	1	0	1	1	1	0	1
Territorial identity and branding	1	1	0	0	0	0	0
Integration between culture and tourism sectors	1	1	1	1	1	1	1
Development of integrated cultural-tourism products	1	0	1	0	0	0	0
Infrastructure, mobility and accessibility	1	0	1	1	1	1	1
Resources and capacities	1	1	1	1	1	1	1
Community engagement and audience development	1	1	1	1	1	0	
Sustainable territorial development	1	1	0	0	0	0	1

1 = theme identified in the territory

0 = theme not explicitly highlighted

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Document identification

Group of tasks	GT1 Strategy Design and Action Plan
Activity	A 1.2 Participatory diagnostic report of the territorial needs and opportunities
Deliverable	D 1.2.1 Needs and Opportunities Report A report that gathers the identified and prioritised needs among the urban and rural key agents involved in the value chain cultural, tourism, and the civil society organisations. The report has a dual local and transnational perspective and will identify opportunities for cooperation and participation.
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Coordinator	Claudete Oliveira Moreira (https://orcid.org/0000-0002-9188-191X)
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Specific objective	4.6 Strengthen the role of culture and sustainable tourism in economic development, social inclusion, and social innovation.
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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.

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