



RURITAGE

Heritage for Rural Regeneration

D1.2

RURITAGE Inventory of Lessons Learned

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TECNALIA

D1.2

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List of abbreviations

CNH	Cultural and natural heritage
D	Deliverable
DSS	Decision Support System
KFP	Knowledge Facilitator Partners
KPI	Key Performance Indicators
M	Month
R	Replicator
RHH	Rural Heritage Hub
RM	Role Model
RMA	Role Model Action
SIA	Systemic Innovation Area
WP	Work Package

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Summary

This report is the result of the Task 1.2 (“RURITAGE Inventory of Lessons Learned”) and a continuation of the analysis realised D1.1 (“RURITAGE Practices Repository”) of the data gathered from 13 Role Models (RMs) regarding their successful heritage-led rural regeneration models. In D1.1, the analysis was focused in the whole regeneration process of the RMs, studying their objectives, motivation, needs and barriers using the Community Capitals Framework. In this second stage the best practices from each RM have been analysed from a transversal perspective using 11 cross-cutting issues. These analyses have allowed the identification of 70 common lesson learnt. This abstraction and conceptualisation of the best practices have been included in the lesson learnt repository as replicable specific strategies for replicators.

The document is structured as following:

- The **first chapter** establishes the objectives, contributions of partner and the relation to other activities in the project
- The **second chapter** describes the data gathering strategy, the structure of the levels of analysis, the used methodology, the cross-cutting issues and the structure of the generated database
- The **third chapter** describes the RM Action (RMA) in the Inventory of Best Practices and the stakeholder analysis
- The **fourth chapter** describes the structure and analysis of Inventory of Lesson Learnt
- And finally, the **fifth chapter** draws the conclusions and next steps

I- Introduction

1- Objectives

The Task 1.2 had the aim to complete the Inventory of RURITAGE Best Practices started in Task 1.1 and to build the RURITAGE Inventory of Lessons Learned. The innovative practices (Role Model Actions-RMA) identified in Task 1.1 have been analysed from a transversal perspective (according to 11 cross cutting issues including: business models and investment strategies, governance and regulatory framework, legal aspects and land tenure, technological innovation, social innovation, energy and climate change mitigation and adaptation, Cultural Ecosystem Services perspective, mental wellbeing, tourism and Marketing strategies, cultural and natural heritage preservation and mobility and accessibility issues). The analysis has included their objective, replicability, the barriers that these actions have helped to overcome, involved stakeholders, key elements and capital transference mechanism.

These RMA have been “distilled” to extract replicable lesson learnt and built the Inventory of Lesson Learnt, where these replicable strategies have been characterised establishing their capital transference strategy similarly to the analysis realised in the RMA, establishing the achievement and the required initial and replicability conditions. The Inventory of Lesson Learnt aims to be a rational and ordered organization of all the identified heritage-led rural regeneration solutions. The information and knowledge generated have been structured in spreadsheets format to allow and easy implementation in the RURITAGE Atlas that it is being parallelly developed in task 1.3. By linking it to the Atlas within RURITAGE Resource Ecosystem (WP5), these two linked inventories will be simple, flexible and friendly tools, able to address different level of end users, according to their needs and requirements.

2- Contributions of partners

PARTICIPANT	CONTRIBUTIONS
TEC	Coordination of the task. Development of the deliverable. Coordination of the link with WP1.
UNIBO	Coordination of the link with the whole project. Contributions to the design of the campaign and chapter V.
CE	Contributions to the design of the campaign and chapter V.
CARTIF	Contributions to the design of the campaign and chapter V. Review of the deliverable.
UNESCO	Contributions to the design of the campaign and chapter V. Review of the deliverable.
UOP	Contributions to the design of the campaign and chapter V.
ICLEI	Contributions to the design of the campaign and chapter V.
SAVONIA UAS	Contributions to the design of the campaign and chapter V.
POLITO	Coordination with the ATLAS (T1.3)
NMBU	Contributions to the design of the campaign and chapter V.
ACIR	Contributions to the design of the campaign and chapter V.
BITN	Contributions to the design of the campaign and chapter V.
WESTBIC	Contributions to the design of the campaign and chapter V.
KIBLA	Contributions to the design of the campaign and chapter V.
RMS	Contributions to the design of the campaign, data providers and validation.

Table 1: Contributions of partners

3- Relation to other activities in the project

The knowledge built in this report, together with work carried out in T1.1 (and described in D1.1), has been possible through an exhaustive data gathering where all RM partners involved in RURITAGE provided impressive quantity of data and information to the Knowledge Facilitator Partners (KFPs). This knowledge building phase represent the first step of the RURITAGE project and most of the

other project activities will build on these results. Indeed the 6 Replicators involved in the project will have the opportunity not only to consult and navigate RM Actions and lesson learnt but also to receive direct mentoring from the RMs. WP2 is using this knowledge to create the network relation among RMs and Rs and to foster the capacity building and knowledge exchange within the project, while within WP3 Replicators will bring this knowledge back to their local stakeholders within their Rural Heritage Hub (RRH) and will use this as the base of the co-development of their own heritage-led regeneration strategies.

Concerning the replicability of the RURITAGE paradigm also outside the project consortium, KFPs are using this knowledge also to build the categories and content of the Decision Support System (DSS) within WP5. Indeed, the context, objectives and challenges of the 20 analysed RMs will be used to create different possible scenario within the DSS.

II- Data gathering and analysis strategy

1- Data gathering campaigns

The information analysed in this deliverable has been initially gathered as detailed in D1.1. of the project; a first data gathering campaign was performed to gather essential information from RMs, then a transversal analysis data gathering campaign was made to analyse the cross-cutting issues, and, finally, a gap identification and validation campaign was carried together with the RMs and the KFPs.

1- Summer campaign. July/November 2018: study by SIAs

The objective of this campaign was to gather the information for the RMs that will allow to decipher the processes and changes that have led to rural regeneration within each specific SIA. Each SIA and RM has been studied separately to define the key elements and drivers necessary for the transformation. (see D1.1. for more information).

2- Autumn campaign November 2018 / January 2019: transversal analysis of cross cutting issues

The objective of this campaign was to identify the role and function of cross-cutting themes. The information was gathered through a spreadsheet sent to the RM collecting the missing information. (see D.1.1).

3- Winter campaign. February/May 2019. Gap's identification & validation of Lessons Learnt.

The objective of the winter campaign, which was launched in February 2019 (M9), was to fill the information gaps identified in the analysis of the previous information to complete the analysis from D1.1. and to develop the current deliverable. Therefore, the strategy for information gathering within this campaign was much more targeted. Mainly, bilateral validations were developed and project workshops (Valladolid 19-22 March and Crete 28-30 May) were used for this. The following process was carried on:

RMs were asked to validate and complete:

- The Objective of its RM Actions, considering the identified cross-cutting issues.
- To check and validate the identified Lessons Learnt associated to its RM Actions.
- To check the existence and relevance of cross-cutting issues associated to the Lessons Learnt.

In similar way, Knowledge Facilitator Partners, KFPs, were asked to validate and complete:

- The analysis of the identified Lessons Learnt regarding the replicability, key elements, replicability conditions and capital transference mechanisms of the cross-cutting themes.
- In-depth analysis meetings were carried on with each of the KFP to finish with the gap's identifications and validation process.

2- Levels of analysis

The analysis has been structured in four different levels as it can be seen in Figure 1: SIA level, RM level, RMA level and Lesson Learnt. Each of this level represent a different level of detail and abstractness regarding to the successful process of regeneration of the RM with the objective of provide to the future replicators with information at different stages.

- SIA level: the 6 Systemic Innovation Areas (SIAs) identified from the beginning in RURITAGE represent the highest level of analysis whose intersections constitute a European model of heritage-led rural development. This level of output could be useful in a very early stage of decision making in order to decide the framework where the regeneration process can be developed. The 6 SIA are the followings:
 - SIA 1-Pilgrimage

- SIA2-Sustainable Local Food Production
- SIA3-Migration
- SIA 4 -Art and festivals
- SIA 5-Resilience
- SIA 6 -Integrated Landscape management
- Role Model level: this level analyses the successful heritage-led rural regeneration models from a holistic and multidisciplinary perspective (their objectives, motivation, needs and ways to develop the capitals). This level provides the whole picture of a successful heritage-led process within a specific SIA and allows the replicators to see the process as a whole.
- RM Action level: this level is the more detailed level of the RM analysis. It studies the most relevant specific actions that the RM have carried within their process. The analysis from their objectives and cross-cutting perspective allows the replicator to look for specific best practices for their objectives.
- Lesson Learnt level: this level is the conceptualisation of the knowledge generated in the previous levels and it aims to provide no context -dependant replicable strategies to replicators.

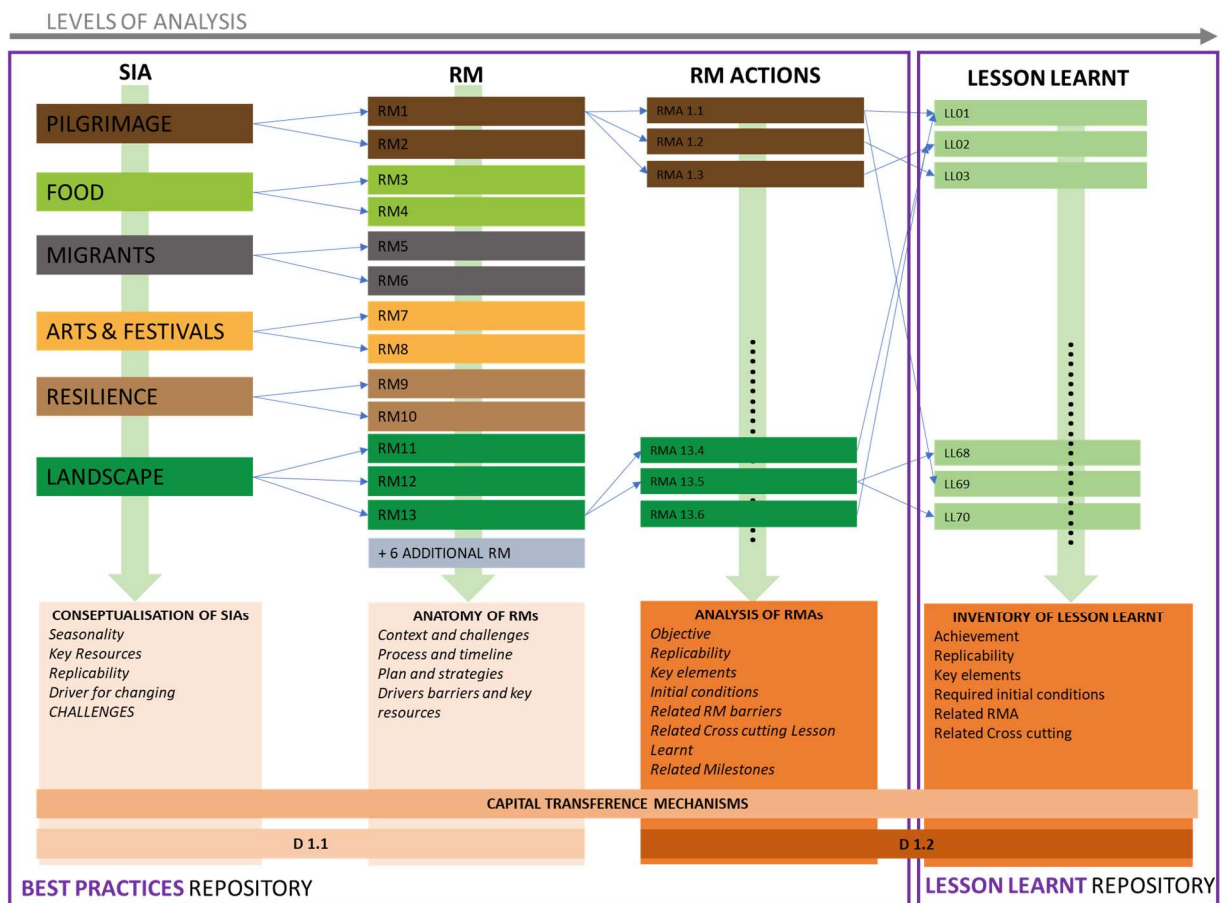


Figure 1: Levels of analysis

In total 6SIAs, 20 RMs, 97 RMAs and 40 LLs have been analysed, characterised, structure and linked. The following figures show a summary of the distribution of the different levels of analysis. The first one shows the distribution of RMA per SIA (see Figure 2).

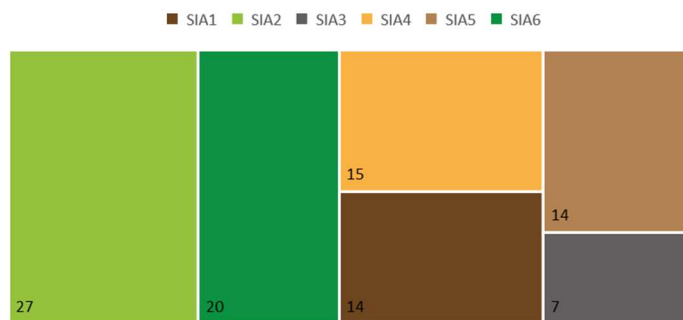


Figure 2 Number of RMA per SIA

Lesson Learnt percentage per SIA (i.e. how many of the identified lesson learnt are addressed by each SIA) can be seen in the next figure (see Figure 3).

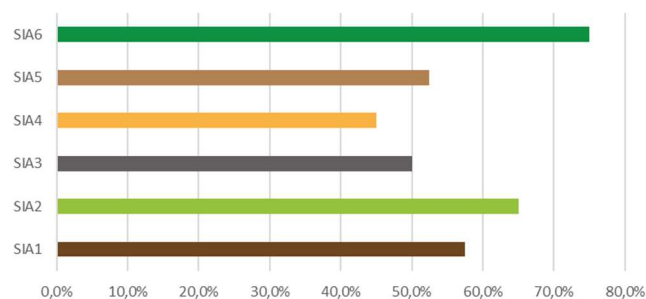


Figure 3 Lesson learnt percentage per SIA

And the next figure shows the total distribution of RM, RMA and LL per SIA (see Figure 4).

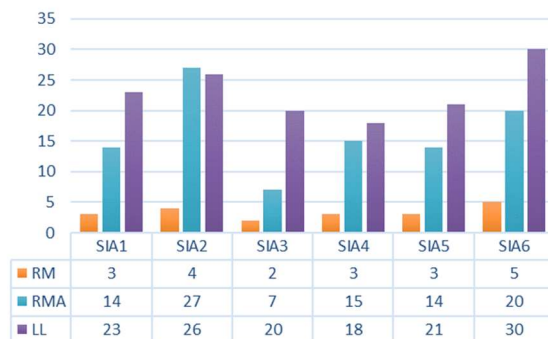


Figure 4 RM, RMA and LL per SIA

3- Capital transference

As explained in D4.1¹, in RURITAGE the Community Capitals Framework have been select as framework for the analysis and conceptualisation of the heritage-led rural regeneration. This framework considers that the growth of all forms of capital (built, natural, social, human, financial and cultural) in a community can create virtuous spirals of development. Therefore, in the analysis of the different levels (SIA, RM, RMA and Lesson Learnt) six capitals have been considered: cultural (including intangible heritage), natural, built (including built cultural heritage), social (including political), human and financial as framework to measure the effectivity of the SIAs, RM and practices as mechanisms of capitals transformation (from the initial stock of capitals to other kind of capitals). For each level the initial capitals are identified (initial), the ones that were developed through the process (developed) and the capitals obtained finally (obtained).

¹ D4.1- KPIs Definition and evaluation procedures

4- Cross-cutting issues

Eleven cross-cutting issues were identified in RURITAGE in order to provide a transversal analysis framework complementary to the holistic perspective used at SIA and RM level. The cross-cutting issues are the following:












CODE	NAME	DESCRIPTION
CC1	 Business models and investment strategies	Considers the financing mechanism of the solutions and the strategies implemented in RMs including innovative financing solutions and alternative access to fund
CC2	 Governance and regulatory framework	Considers emergent models, processes and mechanisms of effective and shared processes of multiscale, top-down and bottom-up governance of CNH
CC3	 Legal aspects and land tenure	Considers ways that proprietary interests in land, ownership and land usage can affect heritage-led regeneration processes
CC4	 Technological innovation	Considers technologies and IT system and tools that have been used in RMs for valorising and better managing CNH
CC5	 Social innovation	Considers most effective citizens engagement strategies, considering both formal (public meetings, surveys, guided visits etc.) and informal (use of social networks by local communities, evidence collected by activists, etc.) processes.
CC6	 Energy and climate change mitigation and adaptation	Considers possible applications of renewable energy sources and climate change adaptation strategies to make rural areas more attractive, liveable, eco-friendly and competitive.
CC7	 Cultural Ecosystem Services (CES)	Considers the services and the benefits provided by the CNH to the local rural communities
CC8	 Mental wellbeing	Considers the mental, physical, social and spiritual dimensions of rural communities in relation with CNH
CC9	 Tourism and Marketing strategies	Considers marketing strategies to place visitor value on rural CNH as part of the overall tourism offer and as opportunity to hard-link cultural heritage, artistic expression and local economic, social development.
CC10	 Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation	Considers the recommendations for improving existing legal and institutional frameworks and tools on cultural and natural heritage.
CC11	 Mobility and accessibility of the areas	Considers accessibility as one of the major barriers for rural development and investigates solutions related to improved accessibility in terms of public transport, shared mobility options and structural barriers to access CNH hotspots

Table 2 Cross-cutting issues

The Figure 5 shows the relationship between the cross-cutting issues and the capital framework:

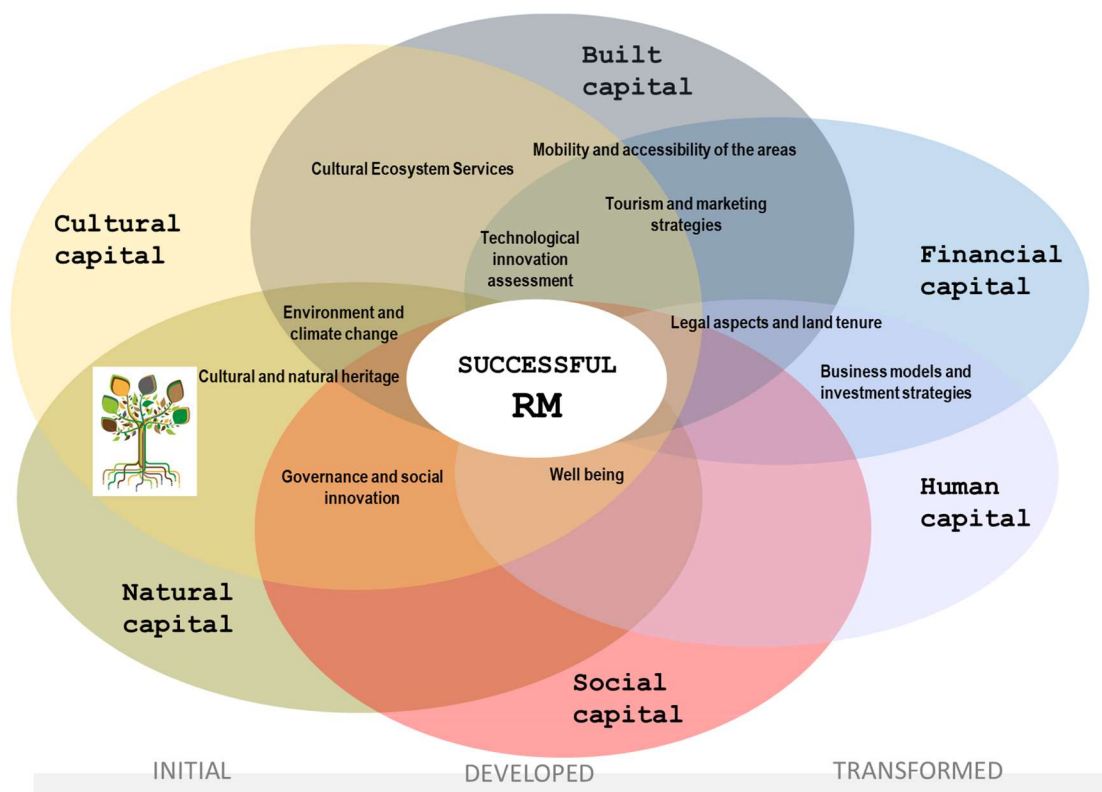


Figure 5 Cross cutting issues within the capital framework,

5- Methodology

The Inventory of Best Practices has been structured in 3 levels of analysis (SIA, RM and RMA), as previously explained. Starting from the data collected in the different data gathering campaigns, information has been synthesized and harmonized, with the objective of extrapolating useful and replicable success factors and use the knowledge base in the DSS.

SIA and RM analysis were described in the previous deliverable D1.1 that was submitted in January (an updated version with additional RMs was submitted in May). SIAs, representing different innovation fields for development strategies, have been characterised to facilitate the knowledge transfer and replication. Each SIA can be identified by their name or by a code, which has been maintained as described in the DoA. The abstraction of the information analysed led to the definition of the replicability potential, defined as medium, medium-high and high, which represents the level of replication easiness. It also defines if the SIA is development-driven or challenge-driven and the seasonality degree. Key resources have been extracted and harmonised, representing the required knowledge and resources to address the strategy. Furthermore, the inventory collects information on the capital transference mechanism, identifying, in general terms, how initial capitals can be transformed, which capitals are developed, and which ones are obtained.

Each RM has been assigned to the main related SIA and a code has been established to facilitate the identification and the link between the different levels. Geographical and economic context have been included as part of the inventory, as well as the barriers encountered and a description of the process, in accordance to milestones defined in a corresponding timeframe. Main challenges and drivers of regeneration were selected from a list of pre-established categories. This information, provided by RMs, once analysed, led to the definition of the replicability potential, classified as Low, Medium-Low, Medium, Medium-High and High and the key resources which represent the characteristic of the RM. Co-benefits were extrapolated from the process description, identifying the positive aspects which were not initially foreseen but contributed to unexpected benefits and the overall success of the regeneration, while knowledge buildings classifies the necessary knowledge needed for the regeneration process. Furthermore, each capital was studied, and their relevance

addressed, identifying, by a short description, the initials, developed and obtained during the process. A list of keywords has been included to facilitate a search process.

In this deliverable the analysis and the Best Practices Inventory is completed at RM Action (RMA) level. A code has also been assigned to the identified 97 RMA being the first number the identificatory of the RM and the second one the number of the Action. A part of the name of the Actions, which indicates in few words its content, its main objective has been included as part of the inventory. According to this information, the replicability potential (Low- Medium-High) has been identified, considering as main indicator the easiness of replicating the action in other contexts. Key elements relevant to and representative of each action and initial conditions necessary to the success of the action implementation have also been identified. Capital transference mechanisms have been addressed by analysing which of the capitals was present in the initial phase, which were developed, and which were obtained. A description of the transference mechanisms has been included. Barriers and milestones identified in the RM analysis have been linked to the RMAs, in order to address the difficulties encountered and the process undertaken within actions, thus giving more specific information. A list of keywords has been included. 186 different stakeholders have been identified and linked to their respective RMAs also. A code has been assigned and their type, subtype, role of the entity in the rural regeneration, their contribution to the process and timing of their engagement has been established. Additionally, in some of the RMAs, a deeper analysis has been carried out regarding the different governance models and stakeholders' roles using the clustering method developed in Nature4Cities (N4C) project regarding governance structures.

The inventory of the Lessons Learnt (LL) was built based on transversal analysis and iterative process. Knowledge Facilitator Partners were asked, starting from the RMAs analysis, to propose some Lessons Learnt, for their corresponding cross-cutting issue and relate them to RMAs. Each of the Lesson Learnt identified which are the main related cross-cutting and other related cross-cutting issues. RM partners were asked to validate the LL as well as the cross-cutting issues for their specific actions. As a result, LL, whose aim is to serve as guidance to replicators, are related to some cross-cutting, while LL assigned to each of the RMAs analysed have specific cross-cutting, depending on their context and achievements. Once the validation process has concluded, a process of harmonisations started. As the first set of LL was built by different Knowledge Facilitator Partners and were addressing different cross-cutting issues, some of them had similar concepts or were complementary. In order to give coherence and provide valuable information to replicators, an analysis was carried on, with the objective of merging similar LL or concepts under the same framework. The result was a final list of 40 Lessons Learnt. Also, in this case, a progressive number is identifying the code of each Lesson Learnt, which is related to RMAs codes. As explained, main and other related cross-cutting are identified on a general basis. The replicability potential has been identified. In this case, only LL with medium, medium-high or high replicability potential have been selected, as it is considered that LL which are somehow easy to replicate will have a major impact. Key elements, which represent the essentials of the LL are listed, as well as the required initial conditions, necessary to replicate the LL. Main achievements obtainable by the application of the LL have also been identified. Concerning the capital transference mechanism, initial, developed and obtained capitals are described, based on the abstraction of the different RMAs achievements and a short description of the transference from capital to capital is provided. A list of keywords has also been included to facilitate the search process.

6- Structure of de DB

The information and knowledge generated in Task 1.1 and Task 1.2 have been structured in spreadsheets format to allow and easy implementation in the RURITAGE Atlas that it is being parallelly developed in task 1.3. following the levels explained in section **¿Error! No se encuentra el origen de la referencia.** 6 ("levels of analysis). The analysis and characterisation of the 6 SIAs, 20 RMs, 97 RMAs and 40 Lesson Learnt have been structured as it can be seen in the following figure (see Figure 6: Structure of the database).

	LEVEL	IDENTIFICATION		LINKS			CHARACTERISATION				PROCESS						KEYWORD		
BEST PRACTICES INVENTORY	SIA	CODE	NAME				REPLICABILITY	KEY RESOURCES	CHALLENGES	DRIVER FOR CHANGING	SEASONALITY	CAPITAL TRANSFERENCE MECHANISM				KEYWORD			
										DEVELOPMENT DRIVEN		RELEVANCE							
										CHALLENGE DRIVEN		INITIAL							
			DEVELOPED																
		SIA X																	
	RM	CODE	NAME	RELATED SIA	SIGNIFICANT CROSS-CUTTING				REPLICABILITY	KEY RESOURCES	CHALLENGES	DRIVERS	CONTEXT	CAPITAL TRANSFERENCE MECHANISM	KNOWLEDGE BUILDING	BARRIERS	CO-BENEFITS	TIMING	KEYWORD
													INITIAL	INITIAL				MILESTONE	
													MAIN ECONOMIC SECTOR	DEVELOPED				YEAR	
			SIZE OF INFLUENCE	OBTAINED	CONCEPTUAL STEP														
		RDX																	
RM ACTION	CODE	NAME	RELATED RM	MAIN CROSSCUTTING	OTHER CROSSCUTTING				REPLICABILITY	KEY ELEMENTS	OBJECTIVES	INITIAL CONDITIONS	CAPITAL TRANSFERENCE MECHANISM			STAKEHOLDERS	RELATED RM BARRIERS	RELATED RM MILESTONE	KEYWORD
													RELATED	INITIAL	TYPE				
													DEVELOPED	ROLE					
		OBTAINED	CONTRIBUTION																
	RMAXX																		
LESSON LEARNT INVENTORY	LESSON LEARNT	CODE	NAME	RELATED RM ACTION	MAIN CROSSCUTTING	OTHER CROSSCUTTING				REPLICABILITY	KEY ELEMENTS	ACHIEVEMENTS	REPLICABILITY CONDITIONS	CAPITAL TRANSFERENCE MECHANISM				KEYWORD	
														RELATED	INITIAL				
														DEVELOPED	OBTAINED				
			DESCRIPTION																
		LLX																	

Figure 6: Structure of the database

The colour code shows the type of information (e.g. free text, categories or keywords) as it can be seen in the following figure:

COLOUR CODE		FREE TEXT
		CATEGORIES
		KEY WORDS

Figure 7: Colour code

A code has assigned to each item in the database (SIA, RM, RMA and LL), and the different levels have been linked in the following way:

- Each RM has been linked with a SIA
- Each RMA has been linked with a specific RM and with the barriers and milestones of this RM that are related to.
- Each LL has been linked with various RMAs
- RM, RMAs and LL are linked with the cross-cutting issues

III- Inventory of Best Practices

Data gathered from 13 Role Models (RMs) regarding their successful heritage-led rural regeneration models and the information provided by other 7 New Role Models, that have been selected through an open call process, were analysed from a holistic and multidisciplinary perspective at a first stage. Objectives, motivation, needs and barriers have been studied for each RM, according to their context and characteristics and the six Systemic innovation Areas (SIAs) has been conceptualised, as described in D1.1. The result of this first analysis was the identification of common features, mechanism for mobilisation of capitals and required resources that will facilitate the replication in other rural areas. This deliverable describes the second step of this analysis where Role Models Actions (RMAs) have been analysed, according to their specific objectives, main key elements and replicability potential.

1- SIA

SIAs are unique and differentiated innovation fields that culturally and naturally rich rural areas can use to define development strategies. To facilitate knowledge transfer and replication, each SIA has been characterised regarding their seasonality degree, the required key resources, their level of replicability, their driver for changing (development-driven and challenge driven), the addressed challenges and the transformation of capitals, as described in D1.1.

2- RM

The analysis of RM, as reported in D1.1 was carried out considering the geographical and economic context and challenges; the process and timeline followed; the plans and strategies of the process as well as their main objectives; the drivers and barriers encountered and the capitals and knowledge building and their transformation.

3- Analysis of RM Actions

The following table summarised the RMA, their replicability, objective and the page of the report where more detailed information can be found.

SIA	CODE	NAME	REPLICABILITY	OBJECTIVE	PAGE
SIA 1	RM1-1	Promote a governance model with the involvement of public and private bodies	HIGH	The union of resources to manage the Camino de Santiago at local, regional and national level, and to improve the involvement of society in general terms	19
	RM1-2	Develop Heritage innovation as Monitoring Heritage System	MEDIUM	Ensure conservation and protection of heritage located in dispersed and depopulation rural areas. Develop and apply new technologies and innovation around heritage	21
	RM1-3	Form a tourism body with the specific charter for developing these resources and attracting tourism	HIGH	Attract tourism to less developed regions and localities and support new, more sustainable forms of development	23
	RM1-4	Promote the restoration of old or unused buildings to offer them as temples, shelters, hotels, restaurants and shops for pilgrims.	MEDIUM	Convert heritage into a cultural and tourist resource of the first order and improve the state of the one associated with the Camino de Santiago	25
	RM1-5	Study and research the historic traces of the pilgrimage routes and the traditions related to them (in literature, historic maps, art, etc.)	HIGH	Increase awareness and knowledge of the area and its heritage	27
	RM1-6	Digitalization of the pilgrimage - through websites, GIS maps, apps.	HIGH	Facilitate knowledge and access to information about the Camino, its history, route and resources, as well as improving its dissemination	29
	RM1-7	Foster training and employment: schools workshop and internships	HIGH	Offer professional training in the restoration of heritage for unemployed youth, support for groups in search of job opportunities and cultural training for those interested in art and heritage	30
	RM1-8	Support local farmers in offering their products to the pilgrims	HIGH	Promote, within and outside the country, brands and companies of quality agricultural and food products as a means of promoting the territory, many of them in the Camino de Santiago itinerary.	31
	RM2-1	Improve services: eco-mobility, Wi-Fi connection, tourism services (hostels, bar & restaurants), signals, maps, radio...	HIGH	Development of pilgrimage route network and related services	32
	RM2-2	Expand the offer, promoting eco-tourism: link the pilgrimage route to other activities (outdoor sports, excursions...)	HIGH	Raising awareness in local community and attracting more visitors	34
	RM2-3	Create a set of guided tours or organized travels, tailored for different targets	HIGH	Boosting the spiritual-religious life and activities at the Csiksomlyo pilgrimage centre	36

SIA	CODE	NAME	REPLICABILITY	OBJECTIVE	PAGE
	RM2-4	Pilgrim's passport: a fidelity card to involve local business into the project and create new business opportunities.	HIGH	Creation of new business opportunities, involvement of local businesses	37
	RM14-1	Connecting all parishes along the route created in the eighteenth century, with the rural areas occupied more recently (CRER project: The Religious Way of the Royal Road)	HIGH	The main focus of this project is to identify cultural assets, describe them, make visual records and gather all this information in the form of a digital map that can guide, in a rich and meaningful way, pilgrims and tourists on the CRER route.	39
	RM14-2	Develop resources and expand tourism, according to the same principles of the Camino de Santiago.	MEDIUM	Inspired by the Camino de Santiago de Compostela, the largest religious tourism route in Brazil covers 32 municipalities in the State of Minas Gerais and six in São Paulo. It includes 3 Archdioceses and 3 Dioceses. It can be travelled by foot, by bike, on horseback or 4x4 off-road, passing by important historical cities, hydromineral resorts, parks, conservation units, rich cultural heritage and exuberant natural landscape.	41
SIA 2	RM3-1	Support local farmers and producers in innovation projects	MEDIUM	The activity is based on dinners in farmhouses in which farmers are actively involved. They bring their own products and they tell their stories to others. The dinner is set up with designer quality environment, professional social media managers and social facilitators. They become friends and start to be in touch. The experience produces collaborations and cooperation projects.	43
	RM3-2	Identify, prioritize and monitor technologies, resources, and skills in the agro-food production of the area	HIGH	Young talents are selected and employed within the process. They are sometimes far away from agriculture. In those case we encourage the cross-fertilization effect. They in fact collaborate by identifying innovations and by applying them to farms which never thought to apply such innovations.	45
	RM3-3	Definition of marketing and communication strategies for the products	HIGH	Farmers, compared to distributors, have never invested into marketing, branding. Nowadays social media strategies allow cheaper strategies. Storytelling results the main communication approach to create a contact between agriculture food products and final customers.	46
	RM3-4	Definition of standards of quality for the selected products	HIGH	The selected products need to have quality standards. We believe those standards are not only from safety and environmental point of view. We aim at promoting the quality of the "story" of the farmer to develop a "true" product.	48
	RM3-5	Promote the environmental sustainability of the agro-food production, packaging and selling	MEDIUM	The perception of a high value product is strictly linked to an appropriate packaging and interpretation of consumers' need. Image, aesthetics and all things related to beauty are fundamental for asking a premium price of products.	49
	RM3-6	Social innovation ideas	HIGH	Social innovation ideas aim at improving quality of life and reducing the marginalization of farmers in agricultural sector. When they are not alone they share information and innovation, they can collaborate or even cooperate. Marketing, branding would benefit of aggregation as well as the sense of community to make remote rural areas still alive.	51
	RM4-1	Promote cooperation and relationship between universities, public entities and local producers, through joint workshops.	HIGH	Frame private and public actor surrounding the Colombian Cultural Coffee Landscape	52
	RM4-2	Develop virtual training courses	HIGH	Provide training to small coffee producers to add value to Colombian coffee production	53
	RM4-3	Create a complete and didactic manual of each tourist place both rural and urban of each municipality.	HIGH	To collate the tourism information of the municipalities in order to promote tourism	55
	RM4-4	Creation of inventories of the CNH characteristics.	HIGH	Unify all characteristics regarding Natural Cultural Landscape of Cultural Coffee Landscape	56
	RM4-5	Define an action plan for the communication of the biodiversity of the area.	HIGH	Promote sense of belonging towards Colombian Cultural Coffee Landscape through biodiversity dissemination	58
	RM4-6	Generate synergies with existing programs that focus on fostering the sense of ownership of young people in the territories.	HIGH	Promote sense of belonging in younger generations towards Colombian Cultural Coffee Landscape	59
	RM4-7	Identify and create an inventory of the access routes to rural areas where coffee is produced.	HIGH	Promote learning about coffee culture through tourism in Cultural Coffee Landscape	61
	RM4-8	Participate in a minimum of two national events of the FCM with the interested parties involved, for the socialization and promotion of the project. Both public and private entities, as well as most local mayors attend these events.	HIGH	Articulate National, Regional and Local Government Entities along with project's results in order to promote local investment	62
	RM4-9	Promote the tourist offer of both municipalities through the design of a tourist route that specifies the restaurants, hotels and shops.	HIGH	Promote local tourism through territorial marketing strategies	63
	RM4-10	Design a calendar of each fair of folk heritage and festivals and fairs to promote tourism.	HIGH	Promote tourism in Colombian Cultural Coffee Landscape through cultural and natural heritage	64
	RM15-1	Constitution of a network of mountain livestock farms interested in adopting agroecological innovations	HIGH	Creation of a local farmer network that aims at reversing the actual production system into a more sustainable one	65

SIA	CODE	NAME	REPLICABILITY	OBJECTIVE	PAGE
	RM15-2	Constitution of an Operational Group (OG) in the framework of the EIP-AGRI	MEDIUM	Creation of a working group where farmers, scientists, experts and local associations work together to strengthen the resilience and sustainability of their farm and rural territories	66
	RM15-3	Run a participatory action-research process	HIGH	Prioritisation and co-definition of target agroecosystem services that will be provided by agroecological innovations, co-identification and definition of technical solutions that will be tested in focus farms	68
	RM15-4	Implementation of agroecological innovations in focus farms	HIGH	Technical solutions (innovations) identified through the participatory action-research process, are tested in focus farms.	70
	RM15-5	Dissemination of good practices	HIGH	Planning events and actions to raise public awareness and publicise good practices to local population and at national and international level	72
	RM15-6	Definition of a Multi-criteria Decision Support System (DSS) for sustainability assessment	MEDIUM	A set of indicators is used for assessing the sustainability of mountain livestock systems as well as the provisioning of ecosystem services	73
	RM15-7	Activate an informational help-desk	HIGH	Spread innovation among a large number of farms	74
	RM15-8	Development of multifunctional farms	HIGH	Agroecology promotes multifunctionality in order to create resilient farms which can better face uncertainties linked to climate change.	75
	RM16-1	Promote a governance model with the involvement of public and private bodies, and also involving the end-users in the process of open innovation.	HIGH	Involving private, public, particulars and end-users into the innovation process	77
	RM16-2	Promote innovation and research development to create new services, products and business opportunities in the rural context	MEDIUM	Generate new businesses in the rural context	78
	RM16-3	Promote the creation of new companies and jobs	HIGH	Improve unemployment rates in the rural context	80
SIA 3	RM5-1	Restoration of old and unused buildings to give hospitality to the migrants (in the future could be converted in facilities for tourists)	MEDIUM	To convert unused buildings in habitable refugee centres	81
	RM5-2	Capacity building activities: Training to migrants and residents related with organic farming, arts, built heritage restoration, traditional crafts and trades, etc.	HIGH	To boost job opportunities for migrants within local businesses	83
	RM5-3	Selection of stakeholders in the Rural Hub related with the local agro-food chain and the creative industries and agreements with such stakeholders to support the integration of migrants.	HIGH	To seek for technical advisors on specific tasks and to improve efficiency on project activities and investments	84
	RM5-4	Facilitate connection with residents with defined activities: FOOD migrant catering- ethnic cuisine catering ART traditional dance, music performance. Synergies to be created with local initiatives on cultural heritage	HIGH	To foster the integration process with local communities	85
	RM5-5	Internship for migrants in local businesses, farms, tourism related activities	HIGH	To boost job opportunities for migrants within local businesses	87
	RM6-1	Developing integration and information programmes for migrants and citizens (to specify)	HIGH	Smoothing and boosting the integration process	89
	RM6-2	Educational programmes and guided tours, specifically tailored for migrants to make them aware of the CNH of the territory.	HIGH	Making the migrants familiar with the new territory by using its CNH	91
SIA 4	RM7-1	Develop an innovative rural touring network as a way of bringing high quality, professional performing arts experiences to rural communities in community spaces	MEDIUM	To provide local venues in rural communities across Somerset systematic opportunities to host high quality professional touring performances; To provide opportunities to tour into rural areas and reach new audiences; To provide rural communities with access to high quality cultural events.	92
	RM7-2	Provide opportunities for all ages and abilities to experience, participate and work in the arts within a predominantly rural context	HIGH	Individuals and groups of all ages living in rural parts of Somerset are actively engaged in a cultural programme in venues local to them; Rural communities have equal access to culture as much as their urban counterparts, meaning there is equality of opportunity.	95
	RM7-3	Develop public and local earned income funding strategies to sustain the rural touring ecology	HIGH	The mid to long term existence of Take Art is secured within a combined public and private funding formula; Take Art provides a secure base to support a rural touring infrastructure in Somerset.	98
	RM7-4	Marketing events in partnership with local villages to attract audience and facilitate greater community wellbeing and inclusion	HIGH	A broad cross section of audiences attend rural touring events within an agreed target framework of an average of 68 audience members per performance.	100
	RM7-5	Promote rural touring opportunities to artists and companies	HIGH	A high quality culturally diverse cross artform programme is offered and then promoted across the rural touring network in Somerset; Provide an economically attractive touring package to touring companies and artists	102
	RM7-6	To increase social capital and resilience by developing informal education resources for volunteer promoters and information for artists	HIGH	More confident and skilled promoters hosting performing arts events successfully; Companies and artists successfully coping with the logistical and technical challenges of rural touring while enjoying its benefits and opportunities.	105

SIA	CODE	NAME	REPLICABILITY	OBJECTIVE	PAGE
	RM7-7	Collaborate with other theatres, arts centres arts programmers in the area to provide a joined up cultural offer	HIGH	Provide a coordinated collective offer to companies and artists to tour across Somerset and the wider South West; To make touring in Somerset and the South West appealing to high quality established companies and artists with a proven artistic track record.	107
	RM8-1	Creation of a set of tourists packs, composed by FOOD related activities (i.e. "Middle Age Menus"), ART (i.e. Middle Age poetry performance), NATURALISTIC Activities, etc.	HIGH	The objective is to promote and increase the following: Local and regional food production based on the given conditions of the area (trout, game, poultry, fruits, honey, etc) and involving stakeholders to develop this field. To create new complex tourist packs utilizing the unique historical and natural heritage, comprising guided tours, medieval handicrafts, re-enactments, falconry, horse riding, etc. To promote outdoor activities, hiking and water sports, thus, supporting the development of eco-tourism. To enhance artistic activities at historical venues (Royal Palace, Citadel).	109
	RM8-2	Promote and support local traditional activities (branding, high quality standards, clustering, internationalization, etc.)	HIGH	The objective is to further strengthen the brand of the International Palace Games and create a complex brand for the settlement itself combining and symbolizing all the values which our town offers.	111
	RM8-3	Networking with other Festivals on the same topic : possibility of joint actions (i.e. Festival passport)	HIGH	The objective is to further enhance the collaboration with other similar historical festivals and possibly create a Festival passport which could enable guests to visit several events easily.	113
	RM8-4	Enhance the narrative of the place and promote the discovering of the territory through history: guided tours, thematic excursions, games, re-enactments.	HIGH	Throughout the year and thus during the festival there are also several opportunities to visit the nearby historical settlements, to go on excursions, participate in guided tours and visit other tourist facilities. The objective is to further develop these heritage-based facilities and activities to be able to offer a real one-of-a-kind experience to all visitors.	115
	RM17-1	Promote a berber tangible and intangible heritage via Art and Festival events, with the involvement of local/regional/national and international public and private bodies	HIGH	Safeguarding of Cultural Heritage by involving all stakeholders in the process	117
	RM17-2	Form a tourism unit (responsible for the tourism circuit) with the specific charter for developing these resources and attracting local tourism.	MEDIUM	Safeguarding of Cultural Heritage via its promotion and dissemination	119
	RM17-3	Promote the restoration of old or unused troglodyte (cave) for the establishment of the First Digital Troglodyte Museum in Matmata in one of the abandoned or non-used troglodytes to create a permanent structure for the digital art related festivals and summer schools.	MEDIUM	Improve unemployment rates via the digitalization of the Cultural Heritage and the safeguarding of vernacular construction techniques	121
	RM17-4	Extend the "Matmata Goes Digital" program.	HIGH	Safeguarding of Cultural Heritage via its promotion and dissemination	123
SIA 5	RM9-1	Organizing training - also using informal education methodology- to improve the resilience of local people (children, adults and elderly people, professionals, public authorities etc..)	HIGH	Increase the knowledge level in respect to disasters through training	124
	RM9-2	Develop interactive exhibitions to attract a broader audience	HIGH	Create visitor's friendly tools for disaster risk mitigation	125
	RM9-3	Development of toolkit for resilient citizens	HIGH	Increase personal resilience of citizens in small communities	127
	RM9-4	Participative mapping of the Heritage Features at risk	HIGH	Safeguarding of natural and cultural heritage through participative activities	128
	RM9-5	Support the definition of guidelines for risk assessment and mitigation actions	HIGH	Better understanding of local risks and mitigation actions	130
	RM10-1	Discover and diffuse the traditional storytelling and superstitions as means to understand the natural environment and to promote the place ownership	HIGH	Gather the information and make available. See if it is possible to determine if the stories and legends preserved and facilitated transfer of vital knowledge leading to increased resilience. To implement this information into various existing and ongoing projects	131
	RM10-2	Promote a participative process in order to create a cohesive resilient community (educational activities and event, monitoring and rescue teams, etc.)	HIGH	The action is well implemented already country-wide. Our aim would be to figure out how/why it developed and if there is a way to explain it in a way that others might start facilitating their own process or adapt selected actions or methods. Ideally we would like to offer education on natural hazard mitigation in our soon-to-come information and educational center located under the Eyjafjöll mountains at Thorvaldseyri.	133
	RM10-3	Promote the awareness of the natural features acting as hazard barriers	HIGH	Spreading the knowledge of natural barriers and landscapes, how to recognize your immediate surroundings and use them in case of hazard. To implement a method to educate visitors and inhabitants on how to do the same and simultaneously teach them to respect the nature and to take mitigating actions in case of naturally occurring hazardous situations (including weather)	135
	RM10-4	Foster the knowledge and awareness of the link between the traditional construction techniques and the natural environment	HIGH	Map unsuitable areas for new construction and vice-versa. Determine how communities and government within our area are mitigating the risks related to new construction and the natural environment. To get an overview of barrier constructions and other mitigative measures that have been implemented.	136

SIA	CODE	NAME	REPLICABILITY	OBJECTIVE	PAGE
	RM19-1	Promote a new governance model with a network of public / private subjects processing an alternative development project for the territory	HIGH	To make institutional and social actors work together with the aim of developing proposals for building sustainable development practices for the Apuan Alps	138
	RM19-2	Promote the awareness of the value of territorial heritage and its potential as a driver of local development	HIGH	To spread the knowledge of the local heritage and its enhancement, aimed at the construction of an integrated project for local development able to overcome the critical issues of the current economic model (focused on the industrial monoculture of marble)	139
	RM19-3	Initiatives for the enhancement and protection of the historical, cultural, natural and local heritage	HIGH	To implement patrimonialization processes and create a new development model based on the enhancement of local heritage	141
	RM19-4	Promotion of forms of economics alternative to the monoculture of marble and creation of a market for local products derived from agro-silvo-pastoral activities	MEDIUM	To guide the transition of the apuan bioregion towards an alternative sustainable development, based on the enhancement of territorial, environmental, cultural, landscape heritage	143
	RM19-5	Investments in the training of personnel in the promotion of the Ecomuseum project of the local assets	MEDIUM	To create job opportunities related to knowledge and enhancement of local heritage	144
	RM20-1	Designating the Sanriku Fukko National Park.	MEDIUM	To protect and promote a certain part of the natural and cultural asset to help its safeguard	145
	RM20-2	Designing "Michinoku Coastal Trail". (Long distance trail)	HIGH	To develop a trail and promote it with the aim of making the place known and therefore obtain income to continue safeguarding it	147
SIA 6	RM11-1	Develop a participative process for the recognition and the evaluation of the cultural and natural heritage features (tangible and intangible)	HIGH	Understanding comprehensive values of the landscape	148
	RM11-2	Design a framework for integrated management	HIGH	Integrated management that both protects CNH and ensures sustainable development	150
	RM12-1	Promote joint actions (also through PPP) to enhance heritage resources and create an internationally recognized brand	MEDIUM	Implementation of a strategic tool (territorial brand) to facilitate the recognition and enhancement of existing heritage resources, the projection international and promotion of this space not only as a tourist destination but as a competitive territory	152
	RM12-2	Establishment of a Social Innovation Laboratory for the valorisation of the CNH	MEDIUM	Implementation of a new working methodology that involves all agents operating in the territory in the decision-making process. The use of social innovation gives greater solidity to the proposals because it incorporates in the final proposal the real needs of the interested agents (population, economic sectors, administrations)	154
	RM12-3	Support the implementation of a regional Heritage Territorial System (STP)	MEDIUM	The Territorial Heritage System (STP) is a legal formula for the management of heritage resources. It is characterized by incorporating an integrated and systemic vision in the management of patrimonial resources. The patrimonial value is inserted in a complex territorial system, therefore its preservation demands to value the constant interactions between the patrimonial values and the physical environment, the economic activity, the society.	156
	RM12-4	Develop strategies to understand and manage changes and interactions between social and ecological systems, including conflict prevention and management of biodiversity	MEDIUM	The lessons learned from a new governance involving different actors highlight the critical points, their concerns and real needs. This knowledge favours the development of more targeted programmes and actions that are received by the recipients as a solution and not as an imposition.	158
	RM12-5	Develop high level training programme for the management of the territory as "cultural landscape" (addressed mainly to professionals, researchers and public bodies staff)	MEDIUM	To enable agents (private, public, economic...) to incorporate a strategic orientation of the actions they undertake linked to heritage resources; the success of these actions requires the development of an innovative vision that needs to stimulate the development of new competences in the actors. These include the incorporation of an integrated vision in management, the development of a culture of collaboration between agents and the inclusion of the population in these processes. This orientation improves the knowledge of heritage resources, increases the perceived value and develops the sense of belonging of the communities promoting their roots.	159
	RM13-1	To set out a strategy and an implementation framework and programme for the sustainable implementation of the Wild Atlantic Way	MEDIUM	To move Ireland and in particular the West of Ireland from a place to come "some day" to a "must visit now" destination.	161
	RM13-2	External Monitoring Group to ensure robust systems in place to ensure that there are no adverse effects on the environment.	HIGH	To ensure that all the direct and indirect environmental effects of the Wild Atlantic Way initiatives and actions are fully assessed to the satisfaction of competent authorities/agencies, the public and visitors.	163
	RM13-3	Local Economic and Community Plan developed for the region	HIGH	To identify and implement actions to strengthen and develop the economic and community dimensions of the County and to reflect and support the implementation of existing and proposed National and Regional spatial, community and economic strategies.	164
	RM13-4	Action Plan for Jobs developed for the region and the State	HIGH	To create the best environment for enterprise and job creation in the region	166
	RM13-5	Strategy to maintain, strengthen and develop a thriving native language speaking (Gaeltacht) community that is defined by language and culture	LOW	The creation of employment and the development on an integrated basis of a modern economic, social and cultural infrastructure in the Gaeltacht region which will ultimately strengthen the position of the Irish language as the predominant Gaeltacht community language.	167
	RM18-1	Carefully selected each of the conservation projects with the focus on adaptive re-use and sustainable	MEDIUM	Foster local economy by focusing on re-use of Cultural Heritage and sustainable development	168

SIA	CODE	NAME	REPLICABILITY	OBJECTIVE	PAGE
		development within regional development strategies.			
	RM18-2	New well-functioned cross-sectoral partnerships created working with multi-problem oriented approaches.	HIGH	Safeguarding of Cultural Heritage by involving all stakeholders in the process	170
	RM18-3	New cultural heritage planning methodology developed, with a starting point in adaptive re-use and its value for regional sustainable development. A trading zone (negotiation model) for building conservation in concert with labour market policy and the construction industry aiming at regional sustainable development.	MEDIUM	Improve unemployment rates safeguarding vernacular construction techniques and re-using existing historic buildings	171
	RM18-4	Common understanding of conservation as an investment and not a cost or burden to the society. Clarification of the return of investments for all participating stakeholders	HIGH	Involving private, public, particulars and end-users into the innovation process and generating new businesses	173
	RM18-5	Restoration and conservation of 100 historic buildings at risk in the region of Halland	LOW	Conservation of Cultural heritage	174
	RM18-6	1.200 unemployed construction workers trained in traditional building techniques & hereby employed in the conservation projects & creation of 300 new jobs in the restored buildings	LOW	Improve unemployment rates safeguarding vernacular construction techniques	175

Table 3 Summary of the RMA

The following tables describe the results of the analysis carried out at RM Action level.

SIA1-PILGRIMAGE

a- RM1 - Camino de Santiago-Way of Saint James (Spain)

RM1-1 Promote a governance model with the involvement of public and private bodies

OBJECTIVE	The union of resources to manage the Camino de Santiago at local, regional and national level, and to improve the involvement of society in general terms.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Cross-regional governance Community engagement Public-private partnership
INITIAL CONDITIONS	<ul style="list-style-type: none"> Values recognition Leadership Participatory approach Institutional support
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of coordination, sectorial division among institutions Lack of shared vision, misalignment of objectives among stakeholders Lack of legislation Lack of a clear definition of the private sector role
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Social innovation

RM1-1 Promote a governance model with the involvement of public and private bodies	
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Technological innovation assessment • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing • Tourism and Marketing strategies • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage • LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being • LL32. Set up a sustainable governance and management model for heritage resources • LL19. Increased Health and Wellbeing services • LL13. Ensure, at least, standard quality internet connection and mobile coverage • LL35. Training on digital technologies • LL37. Engage knowledge partners (universities, research centre, etc.) in the process

Table 4 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
SOCIAL		√	√
FINANCIAL			√
DESCRIPTION			
The identification of CNH, stakeholders and services of the territory and the implementation of a participatory approach leads to a stronger collaboration network.			

Table 5 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Spanish government declared the Santiago Way "Historical Ensemble" which is a recognition of his historic value	1962-1970	National declaration and economic support
Promotion by the Galician Diocese	1982	Promotion through celebration
Declaration by the European Council as the "The First European Itinerary" and the honorific title of "European Major Street"	1987	Official declaration
Development from Galicia of different plans, creating a public society to manage this resource (Xacobeo '93 Plan)	1990-1993	Governance model
National and international Way promotion within great cultural, sporting, artistic and publicity events	1992	International promotion
The French Way is included in the World Heritage List by UNESCO	1993	Extension of the UNESCO declaration
UNESCO extension of declaration as World Heritage Site and other awards	1998 y 2004	International declaration UNESCO
Declaration of the French Way as BIC in Castilla and Leon	1999	Regional declaration
Regional promotion and protection	2004-2020	Integral regional plans
New and current strategic lines	2018-2021	The regional government has approved a new Plan (Plan Xacobeo 2021) to prepare the next Saint Xacobeo Year.

Table 6 Related milestones

RM1-2 Develop Heritage innovation as Monitoring Heritage System	
OBJECTIVE	Ensure conservation and protection of heritage located in dispersed and depopulation rural areas. Develop and apply new technologies and innovation around heritage.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Monitoring Disperse cultural heritage

RM1-2 Develop Heritage innovation as Monitoring Heritage System	
INITIAL CONDITIONS	<ul style="list-style-type: none"> Initial investment Available buildings Openness to innovation
RELATED BARRIERS	<ul style="list-style-type: none"> Bad state of conservation of buildings and routes
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Technological innovation assessment Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Legal aspects and land tenure Social innovation Environment and climate change mitigation and adaptation Mental wellbeing Tourism and Marketing strategies Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL13. Ensure, at least, standard quality internet connection and mobile coverage LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding LL14. Establish mechanisms of periodical monitoring of the status of conservation/preservation/protection

Table 7 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
BUILT	√	√	√
HUMAN		√	√
FINANCIAL		√	
DESCRIPTION			
Investments in information technologies and monitoring leads to more efficient conservation practices, while increase capacities and skills.			

Table 8 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Development from Galicia of different plans, creating a public society to manage this resource (Xacobeo '93 Plan)	1990-1993	Governance model
National and international Way promotion within great cultural, sporting, artistic and publicity events	1992	International promotion
The French Way is included in the World Heritage List by UNESCO	1993	Extension of the UNESCO declaration
UNESCO extension of declaration as World Heritage Site and other awards	1998 y 2004	International declaration UNESCO
Declaration of the French Way as BIC in Castilla and Leon	1999	Regional declaration
Regional promotion and protection	2004-2020	Integral regional plans
New and current strategic lines	2018-2021	The regional government has approved a new Plan (Plan Xacobeo 2021) to prepare the next Saint Xacobeo Year.

Table 9 Related milestones

RM1-3 Form a tourism body with the specific charter for developing these resources and attracting tourism (see Spanish Federation of Associations of Friends of the Camino de Santiago)	
OBJECTIVE	Attract tourism to less developed regions and localities and support new, more sustainable forms of development.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Religious traditions Pilgrimage route Stakeholders collaboration Network governance
INITIAL CONDITIONS	<ul style="list-style-type: none"> Leadership Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of proper infrastructure, in terms of touristic facilities and signposting Bad state of conservation of buildings and routes Lack of shared vision, misalignment of objectives among stakeholders

RM1-3 Form a tourism body with the specific charter for developing these resources and attracting tourism (see Spanish Federation of Associations of Friends of the Camino de Santiago)	
	<ul style="list-style-type: none"> Lack of legislation
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies Mobility and accessibility of the areas
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL26. Take advantage of National/State (and regional) investment in CNH promotion to develop increased tourism and other economic activity at local/regional level LL32. Set up a sustainable governance and management model for heritage resources LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL28. Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision LL11. Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations LL16. Foster and promote sustainable tourism

Table 10 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
NATURAL	√	√	√
BUILT		√	√
FINANCIAL		√	√
DESCRIPTION			
The creation of tourism associations dedicated to the management of the territory helps attracting tourism to less developed areas.			

Table 11 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Development from Galicia of different plans, creating a public society to manage this resource (Xacobeo '93 Plan)	1990-1993	Governance model
National and international Way promotion within great cultural, sporting, artistic and publicity events	1992	International promotion
The French Way is included in the World Heritage List by UNESCO	1993	Extension of the UNESCO declaration
UNESCO extension of declaration as World Heritage Site and other awards	1998 y 2004	International declaration UNESCO
Declaration of the French Way as BIC in Castilla and Leon	1999	Regional declaration
Regional promotion and protection	2004-2020	Integral regional plans
New and current strategic lines	2018-2021	The regional government has approved a new Plan (Plan Xacobeo 2021) to prepare the next Saint Xacobeo Year.

Table 12 Related milestones

RM1-4 Promote the restoration of old or unused buildings to offer them as temples, shelters, hotels, restaurants and shops for pilgrims.	
OBJECTIVE	Convert heritage into a cultural and tourist resource of the first order and improve the state of the one associated with the Camino de Santiago.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> • Reuse of buildings • Public-private partnership • Local economy
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Infrastructure • Available buildings • Entrepreneurship
RELATED BARRIERS	<ul style="list-style-type: none"> • Lack of proper infrastructure, in terms of touristic facilities and signposting • Bad state of conservation of buildings and routes

RM1-4 Promote the restoration of old or unused buildings to offer them as temples, shelters, hotels, restaurants and shops for pilgrims.	
	<ul style="list-style-type: none"> • Depopulation
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Governance and regulatory framework • Legal aspects and land tenure • Social innovation • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL30. Regional investment in redevelopment/ upgrading of disused buildings in CNH areas for relevant uses (economic, tourism, social innovation etc.) • LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.) • LL16. Foster and promote sustainable tourism • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being

Table 13 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
BUILT	√	√	√
FINANCIAL		√	√
DESCRIPTION			
The use of available historic building for pilgrimages services guarantees the safeguarding of the built heritage and improves local economy by offering new business opportunities.			

Table 14 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Declaration by the European Council as the "The First European Itinerary" and the honorific title of "European Major Street"	1987	Official declaration
Development from Galicia of different plans, creating a public society to manage this resource (Xacobeo '93 Plan)	1990-1993	Governance model
National and international Way promotion within great cultural, sporting, artistic and publicity events	1992	International promotion
The French Way is included in the World Heritage List by UNESCO	1993	Extension of the UNESCO declaration
UNESCO extension of declaration as World Heritage Site and other awards	1998 y 2004	International declaration UNESCO
Declaration of the French Way as BIC in Castilla and Leon	1999	Regional declaration
Regional promotion and protection	2004-2020	Integral regional plans
New and current strategic lines	2018-2021	The regional government has approved a new Plan (Plan Xacobeo 2021) to prepare the next Saint Xacobeo Year.

Table 15 Related milestones

RM1-5 Study and research the historic traces of the pilgrimage routes and the traditions related to them (in literature, historic maps, art, etc.)	
OBJECTIVE	Increase awareness and knowledge of the area and its heritage.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Pilgrimage route Religious traditions Knowledge building
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of proper infrastructure, in terms of touristic facilities and signposting
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services Governance and regulatory framework

RM1-5 Study and research the historic traces of the pilgrimage routes and the traditions related to them (in literature, historic maps, art, etc.)	
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Technological innovation assessment • Social innovation • Mental wellbeing • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development • LL37. Engage knowledge partners (universities, research centre, etc.) in the process

Table 16 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
NATURAL	√	√	√
SOCIAL		√	√
DESCRIPTION			
Increased knowledge and shared values of natural and cultural resources leads to an improved sense of ownership and cohesion by the civil society and to a better national/ international recognition.			

Table 17 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Promotion by the Galician Diocese	1982	Promotion through celebration
Regional promotion and protection	2004-2020	Integral regional plans
New and current strategic lines	2018-2021	The regional government has approved a new Plan (Plan Jacobeo 2021) to prepare the next Saint Jacobeo Year.

Table 18 Related milestones

RM1-6 Digitalization of the pilgrimage – through websites, GIS maps, apps.	
OBJECTIVE	Facilitate knowledge and access to information about the Camino, its history, route and resources, as well as improving its dissemination.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Digital heritage Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge Digital skills
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of proper infrastructure, in terms of touristic facilities and signposting
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Mobility and accessibility of the areas Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Technological innovation assessment Social innovation Environment and climate change mitigation and adaptation Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding LL28. Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL11. Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations

Table 19 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
NATURAL	√	√	√
BUILT	√	√	√
DESCRIPTION			
Collection, management, structuration and availability of the resources; information facilitates access to a wider public.			

Table 20 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Regional promotion and protection	2004-2020	Integral regional plans
New and current strategic lines	2018-2021	The regional government has approved a new Plan (Plan Jacobeo 2021) to prepare the next Saint Jacobeo Year.

Table 21 Related milestones

RM1-7 Foster training and employment: schools workshop and internships	
OBJECTIVE	Offer professional training in the restoration of heritage for unemployed youth, support for groups in search of job opportunities and cultural training for those interested in art and heritage
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> Depopulation Lack of a clear definition of the private sector role
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage

Table 22 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
BUILT	√	√	√
HUMAN		√	√
DESCRIPTION			

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
Capacity building in restoration techniques, arts and heritage conservation offers new job possibilities and ensure resources safeguarding in the territory.			

Table 23 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
New and current strategic lines	2018-2021	The regional government has approved a new Plan (Plan Jacobeo 2021) to prepare the next Saint Jacobeo Year.

Table 24 Related milestones

RM1-8 Support local farmers in offering their products to the pilgrims	
OBJECTIVE	Promote, within and outside the country, brands and companies of quality agricultural and food products as a means of promoting the territory, many of them in the Camino de Santiago itinerary.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Promotion and dissemination Local economy Territorial brand
INITIAL CONDITIONS	<ul style="list-style-type: none"> Leadership Entrepreneurship Open society
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of a clear definition of the private sector role Depopulation
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Environment and climate change mitigation and adaptation Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction LL29. Recover and put in value the traditional skills and agricultural and farming methods

Table 25 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		
HUMAN		√	√
SOCIAL		√	
DESCRIPTION			
Taking advantage of the possibilities offered by the touristic development of the area, local economies related to agricultural activities can be promoted as an added value.			

Table 26 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Regional promotion and protection	2004-2020	Integral regional plans
New and current strategic lines	2018-2021	The regional government has approved a new Plan (Plan Jacobeo 2021) to prepare the next Saint Jacobeo Year.

Table 27 Related milestones

b- RM2 - Maria Ut-Mary's way (Romania)

RM2-1 Improve services: eco-mobility, Wi-Fi connection, tourism services (hostels, bar & restaurants), signals, maps, radio...	
OBJECTIVE	Development of pilgrimage route network and related services.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Transport and infrastructure • Stakeholders collaboration • Public-private partnership • Pilgrimage route
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Infrastructure • Available buildings • Entrepreneurship

RM2-1 Improve services: eco-mobility, Wi-Fi connection, tourism services (hostels, bar & restaurants), signals, maps, radio...	
RELATED BARRIERS	<ul style="list-style-type: none"> • Lack of legislation on pilgrimage routes • Lack awareness and vandalism • Safety of the routes due to brown bears and shepherds' dogs
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Technological innovation assessment • Social innovation • Environment and climate change mitigation and adaptation • Mental wellbeing • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL11. Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations • LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions • LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage • LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding • LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.) • LL28. Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision • LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport • LL16. Foster and promote sustainable tourism • LL13. Ensure, at least, standard quality internet connection and mobile coverage

Table 28 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		√
BUILT	√	√	

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
SOCIAL		√	√
DESCRIPTION			
The improvement of services and infrastructure and the involvement of relevant stakeholders leads to the promotion at national and international level of the cultural heritage of the territory and to consequent job improvement.			

Table 29 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
The development and promotion of the vision of Mary's Way	2010	Civil, political and religious actors join their forces
RECOLTIVATUR project	2012	It is a transnational cooperation project

Table 30 Related milestones

RM2-2 Expand the offer, promoting eco-tourism: link the pilgrimage route to other activities (outdoor sports, excursions...)	
OBJECTIVE	Raising awareness in local community and attracting more visitors
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Community engagement Stakeholders collaboration Offer differentiation
INITIAL CONDITIONS	<ul style="list-style-type: none"> Participatory approach Network of resources/ events
RELATED BARRIERS	<ul style="list-style-type: none"> Religious diversity (catholic and orthodox churches) Safety of the routes due to brown bears and shepherds' dogs
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Legal aspects and land tenure Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services

RM2-2 Expand the offer, promoting eco-tourism: link the pilgrimage route to other activities (outdoor sports, excursions...)	
	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction LL16. Foster and promote sustainable tourism LL39. Get the trust of all land tenures and develop the common agreement that give benefits to all partners

Table 31 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
SOCIAL	√	√	√
FINANCIAL		√	√
DESCRIPTION			
Linking cultural and natural resources to other touristic attractors and creating a network of possible offers, helps in avoiding seasonality and promoting and launching the new destination, increasing the possibility of investment.			

Table 32 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
The development and promotion of the vision of Mary's Way	2010	Civil, political and religious actors join their forces
One person is employed to be fully dedicated to the project	2011	Development of Csiksomlyo as sacral pilgrimage centre, route modernising begins

Table 33 Related milestones

RM2-3 Create a set of guided tours or organized travels, tailored for different targets	
OBJECTIVE	Boosting the spiritual-religious life and activities at the Csiksomlyo pilgrimage centre
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Religious traditions Transport and infrastructure Offer differentiation
INITIAL CONDITIONS	<ul style="list-style-type: none"> Entrepreneurship Values recognition Infrastructure
RELATED BARRIERS	<ul style="list-style-type: none"> Lack awareness and vandalism Religious diversity (catholic and orthodox churches) Safety of the routes due to brown bears and shepherds' dogs
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL11. Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction

RM2-3 Create a set of guided tours or organized travels, tailored for different targets	
	<ul style="list-style-type: none"> LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.)

Table 34 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
HUMAN		√	√
FINANCIAL			√
DESCRIPTION			
Propose a touristic offer that generates more incomes to the region.			

Table 35 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
ARS SACRA	2016	The week of sacral arts

Table 36 Related milestones

RM2-4 Pilgrim's passport: a fidelity card to involve local business into the project and create new business opportunities.	
OBJECTIVE	Creation of new business opportunities, involvement of local businesses
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Local economy Community engagement Offer differentiation
INITIAL CONDITIONS	<ul style="list-style-type: none"> Participatory approach Entrepreneurship

RM2-4 Pilgrim's passport: a fidelity card to involve local business into the project and create new business opportunities.	
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of legislation on pilgrimage routes Lack awareness and vandalism
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies Business models and investment strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities and attractors of the territory to increase impact of the actions LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.)

Table 37 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
SOCIAL	√	√	
FINANCIAL		√	√
DESCRIPTION			
Through stakeholder's collaboration and cooperation mechanisms, new business opportunities are identified.			

Table 38 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Introducing Pilgrim's passport	2013	Creation of a fidelity card

Table 39 Related milestones

a- RM14- Digital Sanctuary (Brazil)

RM14-1 Connecting all parishes along the route created in the eighteenth century, with the rural areas occupied more recently (CRER project: The Religious Way of the Royal Road)	
OBJECTIVE	The main focus of this project is to identify cultural assets, describe them, make visual records and gather all this information in the form of a digital map that can guide, in a rich and meaningful way, pilgrims and tourists on the CRER route.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Stakeholders collaboration • Knowledge building • Pilgrimage route • Cross-regional governance
INITIAL CONDITIONS	<ul style="list-style-type: none"> • CNH knowledge • Social memory
RELATED BARRIERS	<ul style="list-style-type: none"> • Rescuing the pre-existing traditions of livestock and agriculture with the tourism activities and pilgrimages of the present. • Need to strengthen the relations between communities and the territory
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Tourism and Marketing strategies • Business models and investment strategies • Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Governance and regulatory framework • Technological innovation assessment • Cultural Ecosystem Services • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being • LL11. Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations • LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding • LL06. Create a 'brand' based on one of the cultural and natural resources and the added valued created

Table 40 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
NATURAL	√		
BUILT	√		
SOCIAL		√	√
DESCRIPTION			
Through the involvement of a network of stakeholders, create and systematize knowledge on available resources to make information accessible to a wider public.			

Table 41 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
CRER Project	2014 until today	The main focus of this project is to identify cultural assets, describe them, make visual records and gather all this information in the form of a digital map that can guide, in a rich and meaningful way, pilgrims and tourists on the CRER route.
Digital Sanctuary	2014 until today	It is a digital multiplatform (digital library, portal and applications) for storage, localization, identification, dissemination and promotion of natural and cultural assets, which integrates official data with the perceptions of local communities, focused on environmental education and heritage, committed to the democratization of information on heritage, community communication and training for a culture of citizenship.

Table 42 Related milestones

RM14-2 Develop resources and expand tourism, according to the same principles of the Camino de Santiago.	
OBJECTIVE	Inspired by the Camino de Santiago de Compostela, the largest religious tourism route in Brazil covers 32 municipalities in the State of Minas Gerais and six in São Paulo. It includes 3 Archdioceses and 3 Dioceses. It can be travelled by foot, by bike, on horseback or 4x4 off-road, passing by important

RM14-2 Develop resources and expand tourism, according to the same principles of the Camino de Santiago.	
	historical cities, hydromineral resorts, parks, conservation units, rich cultural heritage and exuberant natural landscape.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> • Transport and infrastructure • Religious traditions • Offer differentiation • Pilgrimage route
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Infrastructure • Leadership • Initial investment
RELATED BARRIERS	<ul style="list-style-type: none"> • Lack of financial resources • Rescuing the pre-existing traditions of livestock and agriculture with the tourism activities and pilgrimages of the present. • Need to strengthen the relations between communities and the territory
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Legal aspects and land tenure • Social innovation • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction • LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport • LL11. Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations • LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions • LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage

RM14-2 Develop resources and expand tourism, according to the same principles of the Camino de Santiago.	
	<ul style="list-style-type: none"> • LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.) • LL16. Foster and promote sustainable tourism • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being

Table 43 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
NATURAL	√		
BUILT	√	√	√
HUMAN		√	√
FINANCIAL			√
DESCRIPTION			
Exploit the potential of the territory resources to develop a pilgrimage route, with the objective of valorising and safeguarding heritage and increasing tourism and related incomes.			

Table 44 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
CRER Project	2014 until today	The main focus of this project is to identify cultural assets, describe them, make visual records and gather all this information in the form of a digital map that can guide, in a rich and meaningful way, pilgrims and tourists on the CRER route.
Digital Sanctuary	2014 until today	It is a digital multiplatform (digital library, portal and applications) for storage, localization, identification, dissemination and promotion of natural and cultural assets, which integrates official data with the perceptions of local communities, focused on environmental education and heritage, committed to the democratization of information on

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
		heritage, community communication and training for a culture of citizenship.
Guardians of heritage	2018	The YOUNG COMMUNITY AGENTS is a project of formation and social intervention with young people, between 15 and 25 years, of different socio-cultural realities, preparing them to work in their local communities.

Table 45 Related milestones

SIA2- SUSTAINABLE LOCAL FOOD PRODUCTION

b- RM3 – Preserving old traditions for innovating agro-food production in Apulia (Italy)

RM3-1 Support local farmers and producers in innovation projects	
OBJECTIVE	The activity is based on dinners in farmhouses in which farmers are actively involved. They bring their own products and they tell their stories to others. The dinner is set up with designer quality environment, professional social media managers and social facilitators. They become friends and start to be in touch. The experience produces collaborations and cooperation projects.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building Agricultural skills Innovative technologies
INITIAL CONDITIONS	<ul style="list-style-type: none"> Institutional support Initial investment Openness to innovation Participatory approach
RELATED BARRIERS	<ul style="list-style-type: none"> Economic sustainability. Difficulty in raising funds through projects
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Governance and regulatory framework
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Legal aspects and land tenure Technological innovation assessment Environment and climate change mitigation and adaptation Cultural Ecosystem Services Mental wellbeing

RM3-1 Support local farmers and producers in innovation projects	
	<ul style="list-style-type: none"> • Tourism and Marketing strategies • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage • LL24. Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships • LL05. Collaborative approaches to achieve innovative financing solutions and access to funding • LL17. Boost effective leadership, including through agencies, to promote and drive the actions, with strategic vision, enthusiasm and network of contacts • LL01. Adapt agricultural techniques to climate change • LL29. Recover and put in value the traditional skills and agricultural and farming methods • LL34. To define an action plan • LL37. Engage knowledge partners (universities, research centre, etc.) in the process

Table 46 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
HUMAN	√	√	√
SOCIAL	√	√	√
FINANCIAL	√		√
DESCRIPTION			
Starting from the concept of human regeneration in agriculture, innovation projects are promoted based on the cultural and natural capitals and on the traditional skills of the area, with the objective of improving entrepreneurship capacities and involving young professionals.			

Table 47 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Vision into social innovation practice	2015	A team of young professionals and researchers started to think about social regeneration and set up the <i>contadinner</i> practice in order to develop the social innovation regeneration.
Development of the diffused social innovation hub	2018	Reaching the milestone of more than 400 farmers and 400 people from city communities, mid terms objectives in the province of Foggia.

Table 48 Related milestones

RM3-2 Identify, prioritize and monitor technologies, resources, and skills in the agro-food production of the area	
OBJECTIVE	Young talents are selected and employed within the process. They are sometimes far away from agriculture. In those case we encourage the cross-fertilization effect. They in fact collaborate by identifying innovations and by applying them to farms which never thought to apply such innovations.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Mapping of resources • Agricultural skills • Sustainable production
INITIAL CONDITIONS	<ul style="list-style-type: none"> • CNH knowledge • Openness to innovation
RELATED BARRIERS	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Environment and climate change mitigation and adaptation • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Technological innovation assessment • Social innovation • Cultural Ecosystem Services • Mental wellbeing • Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development

RM3-2 Identify, prioritize and monitor technologies, resources, and skills in the agro-food production of the area

	<ul style="list-style-type: none"> • LL01. Adapt agricultural techniques to climate change • LL29. Recover and put in value the traditional skills and agricultural and farming methods • LL33. Sustainable energy production and consumption • LL34. To define an action plan
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Table 49 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
BUILT	√		
HUMAN	√	√	√
DESCRIPTION			
Improve knowledge of the resources and skills of the area to address capacity building activities and cooperation mechanisms.			

Table 50 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Vision into social innovation practice	2015	A team of young professionals and researchers started to think about social regeneration and set up the contadinner practice in order to develop the social innovation regeneration.
Involvement of policy makers	2016	Ministry of agriculture got interested into the regeneration process

Table 51 Related milestones

RM3-3 Definition of marketing and communication strategies for the products	
OBJECTIVE	Farmers, compared to distributors, have never invested into marketing, branding. Nowadays social media strategies allow cheaper strategies. Storytelling results the main communication approach to create a contact between agriculture food products and final customers.
REPLICABILITY	HIGH

RM3-3 Definition of marketing and communication strategies for the products	
KEY ELEMENTS	<ul style="list-style-type: none"> Marketing and communication Territorial brand Local economy
INITIAL CONDITIONS	<ul style="list-style-type: none"> Values recognition Entrepreneurship
RELATED BARRIERS	<ul style="list-style-type: none"> Economic sustainability. difficulty in raising funds through projects
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies Cultural Ecosystem Services
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL06. Create a 'brand' based on one of the cultural and natural resources and the added valued created LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction

Table 52 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		
NATURAL	√		√
HUMAN	√	√	√
FINANCIAL			√
DESCRIP TION			
Promote agricultural products based on traditional skills and improved capacities to sustain local economic activities			

Table 53 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Vision into social innovation practice	2015	A team of young professionals and researchers started to think about social regeneration and set up the contadinner practice in order to develop the social innovation regeneration.

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Development of the diffused social innovation hub	2018	Reaching the milestone of more than 400 farmers and 400 people from city communities, mid terms objectives in the province of Foggia.

Table 54 Related milestones

RM3-4 Definition of standards of quality for the selected products	
OBJECTIVE	The selected products need to have quality standards. We believe those standards are not only from safety and environmental point of view. We aim at promoting the quality of the "story" of the farmer to develop a "true" product.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Quality products Territorial brand
INITIAL CONDITIONS	<ul style="list-style-type: none"> Values recognition Entrepreneurship CNH knowledge
RELATED BARRIERS	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Environment and climate change mitigation and adaptation Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL32. Set up a sustainable governance and management model for heritage resources LL06. Create a 'brand' based on one of the cultural and natural resources and the added valued created LL29. Recover and put in value the traditional skills and agricultural and farming methods

Table 55 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		√

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	√	√	√
FINANCIAL			√
DESCRIPTION			
Improved entrepreneurship capabilities are achieved through capacity buildings and economic growth through the establishment of standard quality.			

Table 56 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Development of the diffused social innovation hub	2018	Reaching the milestone of more than 400 farmers and 400 people from city communities, mid terms objectives in the province of Foggia.

Table 57 Related milestones

RM3-5 Promote the environmental sustainability of the agro-food production, packaging and selling	
OBJECTIVE	The perception of a high value product is strictly linked to an appropriate packaging and interpretation of consumers' need. Image, aesthetics and all things related to beauty are fundamental for asking a premium price of products.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Sustainable production Offer differentiation Awareness
INITIAL CONDITIONS	<ul style="list-style-type: none"> Openness to innovation
RELATED BARRIERS	<ul style="list-style-type: none"> Economic sustainability, difficulty in raising funds through projects
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Technological innovation assessment Social innovation Environment and climate change mitigation and adaptation

RM3-5 Promote the environmental sustainability of the agro-food production, packaging and selling	
	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions LL01. Adapt agricultural techniques to climate change

Table 58 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		√
SOCIAL	√	√	√
DESCRIPTION			
A network of young professionals gets together to cooperate and promote sustainability in the production process			

Table 59 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Vision into social innovation practice	2015	A team of young professionals and researchers started to think about social regeneration and set up the contadinner practice in order to develop the social innovation regeneration.
Involvement of policy makers	2016	Ministry of agriculture got interested into the regeneration process
Development of the diffused social innovation hub	2018	Reaching the milestone of more than 400 farmers and 400 people from city communities, mid terms objectives in the province of Foggia

Table 60 Related milestones

RM3-6 Social innovation ideas	
OBJECTIVE	Social innovation ideas aim at improving quality of life and reducing the marginalization of farmers in agricultural sector. When they are not alone they share information and innovation, they can collaborate or even cooperate. Marketing, branding would benefit of aggregation as well as the sense of community to make remote rural areas still alive.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Social innovation
INITIAL CONDITIONS	<ul style="list-style-type: none"> Participatory approach
RELATED BARRIERS	<ul style="list-style-type: none"> Economic sustainability. difficulty in raising funds through projects
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Technological innovation assessment
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding

Table 61 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
SOCIAL	√	√	√
FINANCIAL	√		√
DESCRIPTION			
Cooperation between the rural and urban communities, citizens engagement and innovative ideas contribute to the social regeneration of the territory and production growth.			

Table 62 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Vision into social innovation practice	2015	A team of young professionals and researchers started to think about social regeneration and set

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
		up the contadinner practice in order to develop the social innovation regeneration.
Involvement of policy makers	2016	Ministry of agriculture got interested into the regeneration process
Development of the diffused social innovation hub	2018	Reaching the milestone of more than 400 farmers and 400 people from city communities, mid terms objectives in the province of Foggia

Table 63 Related milestones

c- RM4 - Coffee production in World Heritage landscape (Colombia)

RM4-1 Promote cooperation and relationship between universities, public entities and local producers, through joint workshops.	
OBJECTIVE	Frame private and public actor surrounding the Colombian Cultural Coffee Landscape
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Knowledge building Stakeholders collaboration Collaborative workspace
INITIAL CONDITIONS	<ul style="list-style-type: none"> Openness to innovation CNH knowledge Collaborative environment
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of public policies of communication and dissemination in the municipalities of the pcc, which thus generates lack of appropriation of the territory by the population. Little participation of rural communities in decision-making processes Migration of native people to cities and loss of sense of belonging from younger
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Legal aspects and land tenure Technological innovation assessment Environment and climate change mitigation and adaptation Cultural Ecosystem Services Tourism and Marketing strategies

RM4-1 Promote cooperation and relationship between universities, public entities and local producers, through joint workshops.	
	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions LL37. Engage knowledge partners (universities, research centre, etc.) in the process

Table 64 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
HUMAN	√	√	√
SOCIAL		√	√
DESCRIPTION			
Activities based on the cooperation and articulation of different stakeholders and coffee producers, including women's organizations, guarantees the safeguarding of the coffee production culture and opens to the identification of new opportunities for job improvement and assistance to producers.			

Table 65 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
The Ministry of Culture calls the departments of Antioquia, Caldas, Risaralda, Quindío, Valle del Cauca and Tolima to articulate initiatives.	2001	Articulation of efforts by local entities with the National Government institutions to strengthen management before UNESCO
Groups are formed with the academic sector, the Regional Autonomous Corporations, municipal and departmental administrations.	2001	Conformation of key actors in the rural regeneration process

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Agreement between the Ministry of Culture and the departments of Caldas, Quindío, Risaralda and Valle del Cauca.	2004 - 2005	Strengthening relations between key actors of the Coffee Cultural Landscape
Agreement between the Ministry of Culture and the National Federation of Coffee Growers FNC.	2007	Articulation of efforts for the preservation of the territory
Ministry of Culture Agreement - Alma Mater Network.	2007	Articulation of efforts between the entities of the National Government and the academic sector
Performance of the first meeting of Cooperatives of Coffee Growers of the PCC	2014	Management of participation spaces for key actors in the process
The Association of Municipalities of the PCC is re-founded	2016	Strengthening of the associations involved in the processes of regeneration and conservation of the territory
Progress is made in the conformation of Municipal Committees of the PCC	2016	Strengthening of the institutions involved in the processes of regeneration and conservation of the territory

Table 66 Related milestones

RM4-2 Develop virtual training courses	
OBJECTIVE	Provide training to small coffee producers to add value to Colombian coffee production
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building
INITIAL CONDITIONS	<ul style="list-style-type: none"> Digital skills
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of financial resources necessary to preserve cultural heritage in rural areas. Migration of native people to cities and loss of sense of belonging from younger
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Technological innovation assessment
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding

Table 67 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
HUMAN	√	√	√
DESCRIPTION			
Training activities and capacity building helps supporting the added value of sustainable practices and traditional culture, maintaining the landscape.			

Table 68 Capital transference mechanisms

RM4-3 Create a complete and didactic manual of each tourist place both rural and urban of each municipality.	
OBJECTIVE	To collate the tourism information of the municipalities in order to promote tourism.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Knowledge building • Offer differentiation • Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> • CNH knowledge • Participatory approach
RELATED BARRIERS	<ul style="list-style-type: none"> • Lack of public policies of communication and dissemination in the municipalities of the PCC, which thus generates lack of appropriation of the territory by the population.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Social innovation • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport • LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions

RM4-3 Create a complete and didactic manual of each tourist place both rural and urban of each municipality.	
	<ul style="list-style-type: none"> • LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage • LL16. Foster and promote sustainable tourism

Table 69 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
BUILT	√		√
FINANCIAL			√
DESCRIPTION			
Building knowledge on the available resources of the territory to attract tourism.			

Table 70 Capital transference mechanisms

RM4-4 Creation of inventories of the CNH characteristics.	
OBJECTIVE	Unify all characteristics regarding Natural Cultural Landscape of Cultural Coffee Landscape
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Mapping of resources
INITIAL CONDITIONS	<ul style="list-style-type: none"> • CNH knowledge • Leadership
RELATED BARRIERS	<ul style="list-style-type: none"> • Lack of public policies of communication and dissemination in the municipalities of the pcc, which thus generates lack of appropriation of the territory by the population.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Technological innovation assessment • Social innovation • Tourism and Marketing strategies

RM4-4 Creation of inventories of the CNH characteristics.	
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL01. Adapt agricultural techniques to climate change

Table 71 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
NATURAL	√	√	√
DESCRIPTION			
Improve and systematize information of resources to protect, appreciate and recognize the values of the coffee production landscape.			

Table 72 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Application for inscription in the World Heritage List of the Historical Center of Salamina, Caldas.	1995	First initiative of the territory in the process of certification as World Heritage
Inclusion of the PCC in the UNESCO Indicative List.	2001	Management for the acceptance of the territory in the list of UNESCO heritage
First application for registration to UNESCO.	2001	Colombian commitment for the preservation of the territory at the international level
Presentation of the second application for registration of the PCC to UNESCO	2004 - 2005	Process of the Colombian Government for the certification of the territory as a world heritage
Consolidation of territorial information	2006	Preparation of the planimetry documents, description and management plan required for the certification processes
Certification of the territory as World Heritage Site by UNESCO	2011	Recognition of the heritage value of the territory by international actors
Approval of Document Conpes 3803 for the sustainability of the PCC	2014	Preparation of policies for the preservation of the Coffee Cultural Landscape

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
The Program for Environmental Sustainability of the PCC is adopted	2015	Design of programs for the regeneration of the territory
The basic guidelines of the new PCC Management Plan are approved	2016	Strengthening territorial management plans

Table 73 Related milestones

RM4-5 Define an action plan for the communication of the biodiversity of the area.	
OBJECTIVE	Promote sense of belonging towards Colombian Cultural Coffee Landscape through biodiversity dissemination
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> Conservation of traditional knowledge and skills
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of financial resources necessary to preserve cultural heritage in rural areas. Migration of native people to cities and loss of sense of belonging from younger
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development

Table 74 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√	√	√
SOCIAL			√
DESCRIPTION			
Safeguarding and protecting the biodiversity of the region to raise awareness on its cultural values as part of the local identity			

Table 75 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Preparation of the communications plan	2009	Dissemination of the process for the certification of the PCC as world heritage among the actors involved in the project
Performance of the first meeting of women producing special coffees of the PCC	2014	Management of participation spaces for key actors in the process

Table 76 Related milestones

RM4-6 Generate synergies with existing programs that focus on fostering the sense of ownership of young people in the territories.	
OBJECTIVE	Promote sense of belonging in younger generations towards Colombian Cultural Coffee Landscape
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Community engagement Synergies with other activities/ programmes
INITIAL CONDITIONS	<ul style="list-style-type: none"> Participatory approach Conservation of traditional knowledge and skills
RELATED BARRIERS	<ul style="list-style-type: none"> Little participation of rural communities in decision-making processes Migration of native people to cities and loss of sense of belonging from younger
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Legal aspects and land tenure Environment and climate change mitigation and adaptation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being LL29. Recover and put in value the traditional skills and agricultural and farming methods LL39. Get the trust of all land tenures and develop the common agreement that give benefits to all partners

Table 77 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
SOCIAL	√	√	√
DESCRIPTION			
Cooperation and networking activities to promote sense of belonging and involve young generations			

Table 78 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Management for the incorporation of the PCC into the programs of candidates for mayors and governorates	2015	Articulation of the guidelines designed in the PCC with the local administrative plans
Mayoralties and governorates include commitments with the PCC in their Territorial Development Plans	2016	Articulation of the guidelines designed in the PCC with the local administrative plans

Table 79 Related milestones

RM4-7 Identify and create an inventory of the access routes to rural areas where coffee is produced.	
OBJECTIVE	Promote learning about coffee culture through tourism in Cultural Coffee Landscape
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Mapping of resources Sustainable production Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of public policies of communication and dissemination in the municipalities of the pcc, which thus generates lack of appropriation of the territory by the population. Little participation of rural communities in decision-making processes
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Mobility and accessibility of the areas Environment and climate change mitigation and adaptation Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Legal aspects and land tenure

RM4-7 Identify and create an inventory of the access routes to rural areas where coffee is produced.	
	<ul style="list-style-type: none"> • Social innovation • Cultural Ecosystem Services • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL11. Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations • LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport • LL28. Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision • LL29. Recover and put in value the traditional skills and agricultural and farming methods • LL16. Foster and promote sustainable tourism • LL27. Official protection of cultural/natural/intangible good by national/international authority

Table 80 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
BUILT		√	√
SOCIAL	√		
FINANCIAL			√
DESCRIPTION			
Valorisation of the cultural resources of the territory and develop access to the areas to promote tourism and economic regeneration			

Table 81 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Review and adjustment of the plans and basic schemes of territorial ordering to adapt them to the PCC Management Plan	2014	Modification of land use plans based on the PCC guidelines

Table 82 Related milestones

RM4-8 Participate in a minimum of two national events of the FCM with the interested parties involved, for the socialization and promotion of the project. Both public and private entities, as well as most local mayors attend these events.	
OBJECTIVE	Articulate National, Regional and Local Government Entities along with project's results in order to promote local investment
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Stakeholders collaboration
INITIAL CONDITIONS	<ul style="list-style-type: none"> Institutional support Collaborative environment
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of public policies of communication and dissemination in the municipalities of the pcc, which thus generates lack of appropriation of the territory by the population. Lack of financial resources necessary to preserve cultural heritage in rural areas.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL26. Take advantage of National/State (and regional) investment in CNH promotion to develop increased tourism and other economic activity at local/regional level

Table 83 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
SOCIAL		√	√
FINANCIAL			√
DESCRIPTION			
Stakeholders articulation, network and cooperation to raise awareness, assist producers and provide financial support			

Table 84 Capital transference mechanisms

RM4-9 Promote the tourist offer of both municipalities through the design of a tourist route that specifies the restaurants, hotels and shops.	
OBJECTIVE	Promote local tourism through territorial marketing strategies
REPLICABILITY	HIGH

RM4-9 Promote the tourist offer of both municipalities through the design of a tourist route that specifies the restaurants, hotels and shops.	
KEY ELEMENTS	<ul style="list-style-type: none"> Local economy Promotion and dissemination Marketing and communication
INITIAL CONDITIONS	<ul style="list-style-type: none"> Entrepreneurship Network of resources/ events
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of financial resources necessary to preserve cultural heritage in rural areas. Lack of public policies of communication and dissemination in the municipalities of the PCC, which thus generates lack of appropriation of the territory by the population.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies Mobility and accessibility of the areas
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL11. Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.) LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL28. Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision LL16. Foster and promote sustainable tourism LL06. Create a 'brand' based on one of the cultural and natural resources and the added valued created

Table 85 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL			√
BUILT		√	
FINANCIAL			√
DESCRIPTION			
Develop touristic routes and knowledge about services to increase the coffee production appreciation and recognition and increase local incomes.			

Table 86 Capital transference mechanisms

RM4-10 Design a calendar of each fair of folk heritage and festivals and fairs to promote tourism.	
OBJECTIVE	Promote tourism in Colombian Cultural Coffee Landscape through cultural and natural heritage
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Promotion and dissemination Marketing and communication Synergies with other activities/ programmes
INITIAL CONDITIONS	<ul style="list-style-type: none"> Network of resources/ events
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of financial resources necessary to preserve cultural heritage in rural areas.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Social innovation Environment and climate change mitigation and adaptation Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL16. Foster and promote sustainable tourism

Table 87 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
FINANCIAL			√
DESCRIPTION			
Network of activities and cultural events to promote tourism.			

Table 88 Capital transference mechanisms

d- RM15- Agroecological innovations, Trento (Italy)

RM15-1 Constitution of a network of mountain livestock farms interested in adopting agroecological innovations	
OBJECTIVE	Creation of a local farmer network that aims at reversing the actual production system into a more sustainable one
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Stakeholders collaboration Technological innovation Sustainable production
INITIAL CONDITIONS	<ul style="list-style-type: none"> Network of resources/ events Openness to innovation
RELATED BARRIERS	<ul style="list-style-type: none"> Strong intergenerational inter-farm conflicts have precluded the formal association to the og of some young farmers. Senior farmers didn't see the opportunity of evolving their conventional farm into a more sustainable livestock system. Bureaucratic procedures added complexity to the process.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Environment and climate change mitigation and adaptation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL03. Bottom-up initiatives can be turn from informal and random experiences to well established ones LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage

RM15-1 Constitution of a network of mountain livestock farms interested in adopting agroecological innovations	
	<ul style="list-style-type: none"> LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being LL29. Recover and put in value the traditional skills and agricultural and farming methods

Table 89 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
SOCIAL		√	√
DESCRIPTION			
Through capacity building, natural and cultural capital are better safeguarded as a result of improved sustainability			

Table 90 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Agroecology is identified as key factor for building sustainable livestock farms	January 2016	Agroecology as the spark to trigger the regeneration process
Local meetings with farmers	April 2016	Participation of young livestock farmers interested in developing a sustainable mountain livestock system
Local meetings with local associations	April 2016	Local associations represent local community
Signature of Rules of Procedure for the EIP-AGRI Operational Group (OG)	27 October 2016	First formal step of constitution of the EIP-AGRI OG with definition of the roles of different stakeholders in the regeneration process

Table 91 Related milestones

RM15-2 Constitution of an Operational Group (OG) in the framework of the EIP-AGRI	
OBJECTIVE	Creation of a working group where farmers, scientists, experts and local associations work together to strengthen the resilience and sustainability of their farm and rural territories

RM15-2 Constitution of an Operational Group (OG) in the framework of the EIP-AGRI	
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Knowledge building Stakeholders collaboration Collaborative workspace
INITIAL CONDITIONS	<ul style="list-style-type: none"> Stakeholders commitment Collaborative environment
RELATED BARRIERS	<ul style="list-style-type: none"> Bureaucratic procedures added complexity to the process. Strong intergenerational inter-farm conflicts have precluded the formal association to the og of some young farmers. Senior farmers didn't see the opportunity of evolving their conventional farm into a more sustainable livestock system.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Social innovation Cultural Ecosystem Services
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Technological innovation assessment Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities and attractors of the territory to increase impact of the actions LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage LL37. Engage knowledge partners (universities, research centre, etc.) in the process

Table 92 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
HUMAN	√	√	√
SOCIAL	√	√	√
DESCRIPTION			
Improved resilience and job creation through the establishment of a collaborative workspace and stakeholders involvement to gain knowledge on traditional process and sustainability.			

Table 93 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Local meetings with farmers	April 2016	Participation of young livestock farmers interested in developing a sustainable mountain livestock system
Local meetings with local associations	April 2016	Local associations represent local community
Start proposal redaction (INVERSION project) for funding	May 2016	A funding opportunity was found in the Rural Development Plan (2014-2020) of the Autonomous Province of Trento. Measure 16 aimed at supporting networking and cooperation between farmers, researchers, local communities in order to boost innovation in agriculture
Signature of Rules of Procedure for the EIP-AGRI Operational Group (OG)	27 October 2016	First formal step of constitution of the EIP-AGRI OG with definition of the roles of different stakeholders in the regeneration process
Formal constitution of EIP-AGRI OG with notarial deed	28 October 2016	Final step of constitution of the EIP-AGRI OG "Agroecology for Trentino"
Submission of the proposal (INVERSION project) for funding	31 October 2016	Search for financial funding to support the EIP-AGRI OG
Approval of the ranking list of projects to be funded	17 January 2017	Proposal approval
Official start of INVERSION project	13 November 2017	Funding approval

Table 94 Related milestones

RM15-3 Run a participatory action-research process	
OBJECTIVE	Prioritisation and co-definition of target agroecosystem services that will be provided by agroecological innovations, co-identification and definition of technical solutions that will be tested in focus farms
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Mapping of resources Participation
INITIAL CONDITIONS	<ul style="list-style-type: none"> Participatory approach CNH knowledge

RM15-3 Run a participatory action-research process	
RELATED BARRIERS	<ul style="list-style-type: none"> Strong intergenerational inter-farm conflicts have precluded the formal association to the og of some young farmers. Senior farmers didn't see the opportunity of evolving their conventional farm into a more sustainable livestock system.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage

Table 95 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		√
SOCIAL	√	√	
DESCRIPTION			
Participatory approaches are used to co-define target services with innovation potential, with the objective of safeguarding the natural landscape			

Table 96 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Co-definition of ecosystem services (workshop)	April 2017	Prioritisation of agroecosystem services which provision is required by stakeholders, co-definition of target agroecosystem services that will be provided by agroecological innovations
State-of-art analysis, co-identification and definition of technical solutions (field days)	May 2017	Deep understanding of focus farms management. Co-identification of customized solutions for animal and crop management
Start the adoption process of agroecological practices in focus farms	May 2017	The identified solutions (innovations) are tested in farms with technical advice

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Co-definition and co-assessment of indicator for sustainability evaluation	March 2019	Indicators are discussed with farmers

Table 97 Related milestones

RM15-4 Implementation of agroecological innovations in focus farms	
OBJECTIVE	Technical solutions (innovations) identified through the participatory action-research process, are tested in focus farms. Major agroecological innovations of particular interest to farmers are: (i) rotational grazing for pasture management; (ii) feeding regime based primarily on pasture and fodder; (iii) systemic management of animal health; (iv) use of functional biodiversity; (v) increase soil cover. The main objective is to increase sustainability and mitigate GHG emissions.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Technological innovation • Sustainable production • Mitigation • Participation
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Entrepreneurship • Openness to innovation
RELATED BARRIERS	<ul style="list-style-type: none"> • Bureaucratic procedures added complexity to the process. • Strong intergenerational inter-farm conflicts have precluded the formal association to the og of some young farmers. Senior farmers didn't see the opportunity of evolving their conventional farm into a more sustainable livestock system.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Governance and regulatory framework • Technological innovation assessment • Social innovation • Tourism and Marketing strategies • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL29. Recover and put in value the traditional skills and agricultural and farming methods • LL01. Adapt agricultural techniques to climate change

RM15-4 Implementation of agroecological innovations in focus farms	
	<ul style="list-style-type: none"> LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL37. Engage knowledge partners (universities, research centre, etc.) in the process

Table 98 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√	√	√
BUILT	√		√
SOCIAL	√	√	√
FINANCIAL		√	√
DESCRIPTION			
Improved capacity of young farmers and implementation of technological innovations to improve resilience and sustainability, diversify farms activities and avoid infrastructure abandonment			

Table 99 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
State-of-art analysis, co-identification and definition of technical solutions (field days)	May 2017	Deep understanding of focus farms management. Co-identification of customized solutions for animal and crop management
Start the adoption process of agroecological practices in focus farms	May 2017	The identified solutions (innovations) are tested in farms with technical advice
Monitoring	May 2017	Recording changes in farm management
Monitoring of animal welfare	March 2018	Recording changes in farm management

Table 100 Related milestones

RM15-5 Dissemination of good practices	
OBJECTIVE	Planning events and actions to raise public awareness and publicise good practices to local population and at national and international level
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Promotion and dissemination Awareness
INITIAL CONDITIONS	<ul style="list-style-type: none"> Participatory approach CNH knowledge
RELATED BARRIERS	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being

Table 101 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL		√	√
SOCIAL	√	√	
DESCRIPTION			
Development of awareness raising activities and promotion of the cultural values of agroecological practices to spread knowledge among the society			

Table 102 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Start dissemination of good practices	October 2017	Local and national events, on-line dissemination (social included), paper publications to spread agroecological practices

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Innovation practices adopted foster farm multifunctionality	November 2018	Farms become more resilient

Table 103 Related milestones

RM15-6 Definition of a Multi-criteria Decision Support System (DSS) for sustainability assessment	
OBJECTIVE	A set of indicators is used for assessing the sustainability of mountain livestock systems as well as the provisioning of ecosystem services
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Sustainability assessment Monitoring
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> Strong intergenerational inter-farm conflicts have precluded the formal association to the og of some young farmers. Senior farmers didn't see the opportunity of evolving their conventional farm into a more sustainable livestock system.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being

Table 104 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	
NATURAL	√	√	
DESCRIPTION			

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
Develop a sustainability monitoring system to ensure cultural and natural safeguarding			

Table 105 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Monitoring	May 2017	Recording changes in farm management
Monitoring of animal welfare	March 2018	Recording changes in farm management

Table 106 Related milestones

RM15-7 Activate an informational help-desk	
OBJECTIVE	Spread innovation among a large number of farms
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Knowledge building Awareness
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge Openness to innovation
RELATED BARRIERS	<ul style="list-style-type: none"> Bureaucratic procedures added complexity to the process.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Environment and climate change mitigation and adaptation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Legal aspects and land tenure Technological innovation assessment Cultural Ecosystem Services Mental wellbeing Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions

RM15-7 Activate an informational help-desk	
	<ul style="list-style-type: none"> LL01. Adapt agricultural techniques to climate change

Table 107 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		√
SOCIAL		√	√
FINANCIAL		√	√
DESCRIPTION			
Support farmers in the establishment of sustainable agroecological practices and diversification of activities and safeguard natural resources			

Table 108 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Activation of an information help-desk	May 2018	Help-desk is conceived as a tool to foster the dissemination of good practices

Table 109 Related milestones

RM15-8 Development of multifunctional farms	
OBJECTIVE	Agroecology promotes multifunctionality in order to create resilient farms which can better face uncertainties linked to climate change. The importance of the multifunctionality approach of agroecology is also considered as a primary sector able not only to produce food, but also to provide services to the environment: biodiversity and landscape conservation, geo-hydrological protection, culture and traditions, i.e. services for the well-being of the population
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Multifunctionality Resilience
INITIAL CONDITIONS	<ul style="list-style-type: none"> Conservation of traditional knowledge and skills Open society

RM15-8 Development of multifunctional farms	
RELATED BARRIERS	<ul style="list-style-type: none"> Bureaucratic procedures added complexity to the process. Strong intergenerational inter-farm conflicts have precluded the formal association to the og of some young farmers. Senior farmers didn't see the opportunity of evolving their conventional farm into a more sustainable livestock system.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Environment and climate change mitigation and adaptation Mental wellbeing Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL29. Recover and put in value the traditional skills and agricultural and farming methods LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development

Table 110 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL		√	√
SOCIAL	√	√	√
FINANCIAL			√
DESCRIPTION			
Cooperative movements and collective property rights are used as strengths to improve resilience, improve ecosystem services and provide landscape and biodiversity conservation and supported by capacity building activities			

Table 111 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Innovation practices adopted foster farm multifunctionality	November 2018	Farms become more resilient

Table 112 Related milestones

e- RM16- Smart Rural Living, Municipio Penela (Portugal)

RM16-1 Promote a governance model with the involvement of public and private bodies, and also involving the end-users in the process of open innovation.	
OBJECTIVE	Involving private, public, particulars and end-users into the innovation process.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Stakeholders collaboration Open innovation Participation
INITIAL CONDITIONS	<ul style="list-style-type: none"> Stakeholders commitment Participatory approach
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of critical mass in these territories Lack of interaction between users and companies
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Governance and regulatory framework
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Cultural Ecosystem Services Mental wellbeing Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being

Table 113 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
SOCIAL		√	√
FINANCIAL		√	
DESCRIPTION			

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
Latent traditions of the territory are discovered and new opportunities, services and products identified through an open innovation model			

Table 114 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Launch of the "Master Plan for Innovation, Competitiveness and Entrepreneurship" (PD-ICE)	2007	Planning the strategy
SRLL was integrated in the European Network of Living Labs (ENoLL)	2010	Creating the open innovation ecosystem
SRLL implementation and dynamization strategy	2011-2014	Creating the model of open innovation

Table 115 Related milestones

RM16-2 Promote innovation and research development to create new services, products and business opportunities in the rural context	
OBJECTIVE	Generate new businesses in the rural context.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> New business models Capacity building
INITIAL CONDITIONS	<ul style="list-style-type: none"> Entrepreneurship Openness to innovation
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of critical mass in these territories Lack of interaction between users and companies
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Technological innovation assessment Social innovation Environment and climate change mitigation and adaptation

RM16-2 Promote innovation and research development to create new services, products and business opportunities in the rural context

RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction • LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding • LL29. Recover and put in value the traditional skills and agricultural and farming methods
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Table 116 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
NATURAL	√	√	√
BUILT	√	√	√
HUMAN		√	√
DESCRIPTION			
Values of the territory are perceived as an opportunity for developing new services and products based on rural innovation, supported by capacity building			

Table 117 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
SRLL was integrated in the European Network of Living Labs (ENoLL)	2010	Creating the open innovation ecosystem
SRLL implementation and dynamization strategy	2011-2014	Creating the model of open innovation
Fab Lab Penela opens to public access	2015	Stimulate creativity and innovation
HIESE incubator opens to public access	2016	Create opportunities to welcome new companies and foster the transfer of technology from universities
Smart Rural Smart Hiese - Structuring Programme to Support Entrepreneurship in Rural Areas	2017-2018	Promoting HIESE (Habitat for Business Innovation in Strategic Sectors)

Table 118 Related milestones

RM16-3 Promote the creation of new companies and jobs	
OBJECTIVE	Improve unemployment rates in the rural context
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Local economy
INITIAL CONDITIONS	<ul style="list-style-type: none"> Entrepreneurship Open society
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of critical mass in these territories
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services
RELATED LESSONS LEARNED	<ul style="list-style-type: none"> LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.)

Table 119 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	√	√	√
FINANCIAL			√
DESCRIPTION			
Capacity building and support in the creation of new companies and jobs to establish the territory as an investment opportunity			

Table 120 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Launch of the "Master Plan for Innovation, Competitiveness and Entrepreneurship" (PD-ICE)	2007	Planning the strategy
Fab Lab Penela opens to public access	2015	Stimulate creativity and innovation
HIESE incubator opens to public access	2016	Create opportunities to welcome new companies and foster the transfer of technology from universities

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Smart Rural Smart Hiese - Structuring Programme to Support Entrepreneurship in Rural Areas	2017-2018	Promoting HIESE (Habitat for Business Innovation in Strategic Sectors)

Table 121 Related milestones

SIA3-MIGRATION

f- RM5 – Migrants hospitality and integration in Asti Province (Italy)

RM5-1 Restoration of old and unused buildings to give hospitality to the migrants (in the future could be converted in facilities for tourists)	
OBJECTIVE	To convert unused buildings in habitable refugee centres
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Built heritage Traditional construction skills Funding
INITIAL CONDITIONS	<ul style="list-style-type: none"> Available buildings Institutional support
RELATED BARRIERS	<ul style="list-style-type: none"> Bureaucracy and the general slow pace of the public administration in dealing with innovative projects Difficulties in getting together several small municipalities and their representatives, often with different political views. Coordinating profit, non-profit and public entities for the planning
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Business models and investment strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Legal aspects and land tenure Technological innovation assessment Environment and climate change mitigation and adaptation Cultural Ecosystem Services Mental wellbeing Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas

RM5-1 Restoration of old and unused buildings to give hospitality to the migrants (in the future could be converted in facilities for tourists)

RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL30. Regional investment in redevelopment/ upgrading of disused buildings in CNH areas for relevant uses (economic, tourism, social innovation etc.) • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being • LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage • LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions • LL24. Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships • LL05. Collaborative approaches to achieve innovative financing solutions and access to funding • LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.) • LL34. To define an action plan • LL40. Use economic incentives (e.g. lower tax, lower renting fees if the use of building/land fits in the overall management goals) to private property owners or tenants
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Table 122 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	
BUILT	√	√	
HUMAN			√
SOCIAL			√
DESCRIPTION			
Initial built heritage can be restored through traditional skills to improve immigrants living conditions and community cohesion			

Table 123 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Migrants hospitality	2014	Gratuitous loan for premises

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Building restoration	2014-2017	Direct involvement of the refugees hosted
Building restoration	2015-2016	Direct involvement of the refugees hosted

Table 124 Related milestones

RM5-2 Capacity building activities: Training to migrants and residents related with organic farming, arts, built heritage restoration, traditional crafts and trades, etc.	
OBJECTIVE	To boost job opportunities for migrants within local businesses
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building Intangible heritage
INITIAL CONDITIONS	<ul style="list-style-type: none"> Conservation of traditional knowledge and skills CNH knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> Market problems for new products developed (high-quality plates, corn flours, wine) Bureaucracy and the general slow pace of the public administration in dealing with innovative projects Difficulties in getting together several small municipalities and their representatives, often with different political views.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Environment and climate change mitigation and adaptation Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Technological innovation assessment Cultural Ecosystem Services Mental wellbeing
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL21. Integration of vulnerable groups in local value chain LL29. Recover and put in value the traditional skills and agricultural and farming methods LL33. Sustainable energy production and consumption LL34. To define an action plan LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development

Table 125 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		
HUMAN		√	√
FINANCIAL			√
DESCRIPTION			
Existing traditional skills and knowledge can be transforming in better jobs and economic boost through capacity building			

Table 126 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Migrants hospitality	2014	Gratuitous loan for premises
Building restoration	2014-2017	Direct involvement of the refugees hosted
Rural area rehabilitation	2015-2018	Direct involvement of the refugees hosted
"8 file" (traditional corn) cultivation	2015	Traditional agro-food heritage
Wine-making activities	2017	Traditional agro-food heritage, involvement of the refugees hosted
Building restoration	2015-2016	Direct involvement of the refugees hosted
Plan of territory maintenance	2016-2018	Direct involvement of the refugees hosted
Ceramic laboratory	2016-2018	Traditional ceramic handcrafting, involvement of victims of human trafficking
Courses in catering and Piedmontese cuisine	2018	Local culinary traditions, involvement of refugees

Table 127 Related milestones

RM5-3 Selection of stakeholders in the Rural Hub related with the local agro-food chain and the creative industries and agreements with such stakeholders to support the integration of migrants.	
OBJECTIVE	To seek for technical advisors on specific tasks and to improve efficiency on project activities and investments
REPLICABILITY	HIGH

RM5-3 Selection of stakeholders in the Rural Hub related with the local agro-food chain and the creative industries and agreements with such stakeholders to support the integration of migrants.	
KEY ELEMENTS	<ul style="list-style-type: none"> Stakeholders collaboration Integration policy
INITIAL CONDITIONS	<ul style="list-style-type: none"> Open society Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> Difficulties in getting together several small municipalities and their representatives, often with different political views. Coordinating profit, non-profit and public entities for the planning
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL03. Bottom-up initiatives can be turn from informal and random experiences to well established ones LL21. Integration of vulnerable groups in local value chain

Table 128 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN			√
SOCIAL	√	√	
FINANCIAL			√
DESCRIPTION			
An initial social capital can be transformed in economic boost and inhabitants wellbeing through stakeholders collaboration			

Table 129 Capital transference mechanisms

RM5-4 Facilitate connection with residents with defined activities: FOOD migrant catering- ethnic cuisine catering ART traditional dance, music performance. Synergies to be created with local initiatives on cultural heritage	
OBJECTIVE	To foster the integration process with local communities
REPLICABILITY	HIGH

RM5-4 Facilitate connection with residents with defined activities: FOOD migrant catering- ethnic cuisine catering ART traditional dance, music performance. Synergies to be created with local initiatives on cultural heritage	
KEY ELEMENTS	<ul style="list-style-type: none"> Integration policy Synergies with other activities/ programmes Local economy
INITIAL CONDITIONS	<ul style="list-style-type: none"> Participatory approach Open society
RELATED BARRIERS	<ul style="list-style-type: none"> Difficulties in getting together several small municipalities and their representatives, often with different political views. Coordinating profit, non-profit and public entities for the planning
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Environment and climate change mitigation and adaptation Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL03. Bottom-up initiatives can be turn from informal and random experiences to well established ones LL21. Integration of vulnerable groups in local value chain LL36. Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector)

Table 130 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL			√
NATURAL	√	√	√
HUMAN		√	
SOCIAL			√
DESCRIPTION			
A initial natural capital can be used as a link between communities, improving cultural capital and social capitals by fostering human relationships and sustainable way of life			

Table 131 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Migrants hospitality	2014	Gratuitous loan for premises
Building restoration	2014-2017	Direct involvement of the refugees hosted
Rural area rehabilitation	2015-2018	Direct involvement of the refugees hosted
"8 file" (traditional corn) cultivation	2015	Traditional agro-food heritage
Cultural events	2016	Asti Teatro (local theatre festival)
Wine-making activities	2017	Traditional agro-food heritage, involvement of the refugees hosted
Building restoration	2015-2016	Direct involvement of the refugees hosted
Plan of territory maintenance	2016-2018	Direct involvement of the refugees hosted
Ceramic laboratory	2016-2018	Traditional ceramic handcrafting, involvement of victims of human trafficking
Courses in catering and Piedmontese cuisine	2018	Local culinary traditions, involvement of refugees

Table 132 Related milestones

RM5-5 Internship for migrants in local businesses, farms, tourism related activities	
OBJECTIVE	To boost job opportunities for migrants within local businesses
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building Local economy
INITIAL CONDITIONS	<ul style="list-style-type: none"> Institutional support Entrepreneurship Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> Bureaucracy and the general slow pace of the public administration in dealing with innovative projects Coordinating profit, non-profit and public entities for the planning
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies Social innovation Environment and climate change mitigation and adaptation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework

RM5-5 Internship for migrants in local businesses, farms, tourism related activities	
	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL21. Integration of vulnerable groups in local value chain LL36. Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector) LL16. Foster and promote sustainable tourism

Table 133 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN		√	√
FINANCIAL	√		
DESCRIPTION			
Local economy and activities can be used to outreach migrants and join them to the community			

Table 134 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
"8 file" (traditional corn) cultivation	2015	Traditional agro-food heritage
Wine-making activities	2017	Traditional agro-food heritage, involvement of the refugees hosted
Plan of territory maintenance	2016-2018	Direct involvement of the refugees hosted
Ceramic laboratory	2016-2018	Traditional ceramic handcrafting, involvement of victims of human trafficking
Courses in catering and Piedmontese cuisine	2018	Local culinary traditions, involvement of refugees

Table 135 Related milestones

g- RM6 - Boosting migrant integration with nature in Lesvos Island (Greece)

RM6-1 Developing integration and information programmes for migrants and citizens (to specify)	
OBJECTIVE	Smoothing and boosting the integration process
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Knowledge building Capacity building
INITIAL CONDITIONS	<ul style="list-style-type: none"> Open society Participatory approach Institutional support
RELATED BARRIERS	<ul style="list-style-type: none"> The special conditions the migrant are leaving in camps in large numbers and having different social, economic and cultural background Difficulties were encountered as many translations had to be done in up to 3 different languages and the groups have different backgrounds.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Social innovation Tourism and Marketing strategies Mobility and accessibility of the areas
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Technological innovation assessment Environment and climate change mitigation and adaptation Mental wellbeing Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL21. Integration of vulnerable groups in local value chain LL19. Increased Health and Wellbeing services LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL28. Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision LL13. Ensure, at least, standard quality internet connection and mobile coverage

Table 136 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN		√	√
SOCIAL		√	√
DESCRIPTION			
Developing programmes for migrants and citizens makes the community together			

Table 137 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Collaboration	15/03/2016	Collaboration Natural History Museum of the Lesvos Petrified Forest, the management body of Lesvos Island UNESCO Global Geopark and international and Greek non-profit, non-governmental organizations
First educational activity (trial phase)	13/05/2016	Organization and implementation of the first educational activity (trial phase)
First educational activity (implementation phase)	25/05/2016	Completion and implementation of the first educational activity (final phase)
Second educational activity (trial phase)	30/05/2016	Organization and implementation of the second educational activity (trial phase)
Second educational activity (final phase)	10/05/2016	Completion and implementation of the second educational activity (final phase)
Third educational activity (trial phase)	20/05/2016	Organization and implementation of the third educational activity (trial phase)
Third educational activity (final phase)	30/05/2016	Completion and implementation of the third educational activity (final phase)

Table 138 Related milestones

RM6-2 Educational programmes and guided tours, specifically tailored for migrants to make them aware of the CNH of the territory.	
OBJECTIVE	Making the migrants familiar with the new territory by using its CNH

RM6-2 Educational programmes and guided tours, specifically tailored for migrants to make them aware of the CNH of the territory.	
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Promotion and dissemination Capacity building Integration policy
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge Participatory approach Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> Difficulties were encountered as many translations had to be done in up to 3 different languages and the groups have different backgrounds
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Mental wellbeing Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Technological innovation assessment Environment and climate change mitigation and adaptation Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL21. Integration of vulnerable groups in local value chain LL36. Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector) LL13. Ensure, at least, standard quality internet connection and mobile coverage

Table 139 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		
NATURAL	√		
HUMAN		√	√
SOCIAL		√	√
DESCRIPTION			

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
Promoting Cultural and Natural capitals of a territory makes the immigrant know and understand their new territory as well as make them protect it			

Table 140 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Collaboration	15/03/2016	Collaboration Natural History Museum of the Lesvos Petrified Forest, the management body of Lesvos Island UNESCO Global Geopark and international and Greek non-profit, non-governmental organizations
First educational activity (trial phase)	13/05/2016	Organization and implementation of the first educational activity (trial phase)
First educational activity (implementation phase)	25/05/2016	Completion and implementation of the first educational activity (final phase)
Second educational activity (trial phase)	30/05/2016	Organization and implementation of the second educational activity (trial phase)
Second educational activity (final phase)	10/05/2016	Completion and implementation of the second educational activity (final phase)
Third educational activity (trial phase)	20/05/2016	Organization and implementation of the third educational activity (trial phase)
Third educational activity (final phase)	30/05/2016	Completion and implementation of the third educational activity (final phase)

Table 141 Related milestones

SIA4-ART & FESTIVALS

h- RM7 - Take Art: Sustainable Rural Arts Development (UK)

RM7-1 Develop an innovative rural touring network as a way of bringing high quality, professional performing arts experiences to rural communities in community spaces	
OBJECTIVE	To provide local venues in rural communities across Somerset systematic opportunities to host high quality professional touring performances; To provide opportunities to tour into rural areas and reach new audiences; To provide rural communities with access to high quality cultural events.

RM7-1 Develop an innovative rural touring network as a way of bringing high quality, professional performing arts experiences to rural communities in community spaces

REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> • Synergies with other activities/ programmes • Promotion and dissemination • Intangible heritage
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Leadership • Stakeholders commitment • Open society
RELATED BARRIERS	<ul style="list-style-type: none"> • Financial support from the local government offices was very small at the beginning • Concept difficult to understand • To offer an artistic programme that had integrity and not just to offer entertainment • Artists preferred higher status touring to theatres; they were not committed to the concept
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Social innovation • Governance and regulatory framework • Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Legal aspects and land tenure • Cultural Ecosystem Services • Mental wellbeing • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being • LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport • LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction • LL24. Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships • LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions • LL17. Boost effective leadership, including through agencies, to promote and drive the actions, with strategic vision, enthusiasm and network of contacts

RM7-1 Develop an innovative rural touring network as a way of bringing high quality, professional performing arts experiences to rural communities in community spaces

	<ul style="list-style-type: none"> LL38. Negotiate the use and ownership among property owners and users, and to reach a win-win status
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Table 142 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
NATURAL	√		√
BUILT	√	√	√
HUMAN	√	√	
SOCIAL	√	√	√
DESCRIPTION			
Taking advantage of the traditions, settings and facilities offered by the rural environment and active individuals and groups, arts events reach the rural communities through high quality professional performances.			

Table 143 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Initial Take Art project funding from South West Arts and the 6 Somerset local authorities	1987-1990	Research proposal to establish rural touring in Somerset carried out in 1986 funded by South West Arts. Curiosity and interest from local government offices helped by the research proposal.
Start of 3 year funding packages with South West Arts and the 6 Somerset local authorities through to the late 2000's starting with the first 3 year package 1990 to 1993	1990-1993	The initial 3 year project 1987-1990 was successful and showed that the rural touring model could work in Somerset rural areas. Villages chose to be part of the network and artists were found. Financial model accepted by the 6 local government offices.
Formation of the National Rural Touring Forum as a representative body for the 25 or so rural touring	1997	Informal meetings took place between rural touring agencies in the south west and central England

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
agencies in England and Wales and in addition a regional relationship with the rural touring agencies in the south west		which culminated in the creation of a new national charity and limited company.
Publication of 'Only Connect' by Francois Matarasso commissioned by the National Rural Touring Forum in 2003	2003	Until this point, the history, story and methodology of rural touring had not been documented and to a large extent was invisible.
Rural Touring Dance Initiative - promoting contemporary dance in rural areas	2015-2021	Take Art, along with 3 other partners, feel that there is an opportunity to promote new and exciting contemporary dance in rural areas. The Place, the most significant dance agency in England, based in London became interested in becoming a partner.
Locomotor Project - south west rural touring agencies promoting international work	2018-2020	The touring agencies in the south west of England often join together to make rural tours across their geographic areas making more touring opportunities available and attractive to artists and companies.
SPARSE - Supporting & Promoting the Arts in Rural Settlements of Europe	2018-2021	Take Art has made relationships with a number of European colleagues who have shown an interest in its rural touring model. The partners also want to create a European Rural Touring Network to be a champion and advocate for rural touring across Europe.

Table 144 Related milestones

RM7-2 Provide opportunities for all ages and abilities to experience, participate and work in the arts within a predominantly rural context	
OBJECTIVE	Individuals and groups of all ages living in rural parts of Somerset are actively engaged in a cultural programme in venues local to them; Rural communities have equal access to culture as much as their urban counterparts, meaning there is equality of opportunity.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Culture for all • Promotion and dissemination

RM7-2 Provide opportunities for all ages and abilities to experience, participate and work in the arts within a predominantly rural context	
INITIAL CONDITIONS	<ul style="list-style-type: none"> Participatory approach Collaborative environment
RELATED BARRIERS	<ul style="list-style-type: none"> Concept difficult to understand To offer an artistic programme that had integrity and not just to offer entertainment
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Mental wellbeing Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Social innovation Cultural Ecosystem Services
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being

Table 145 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
SOCIAL		√	√
DESCRIPTION			
Equal opportunities for urban and rural communities to access to culture by involving networks of artists			

Table 146 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Start of 3 year funding packages with South West Arts and the 6 Somerset local authorities through to the late 2000's starting with the first 3 year package 1990 to 1993	1990-1993	The initial 3 year project 1987-1990 was successful and showed that the rural touring model could work in Somerset rural areas. Villages chose to be part of the network and artists were found.

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
		Financial model accepted by the 6 local government offices
Formation of the National Rural Touring Forum as a representative body for the 25 or so rural touring agencies in England and Wales and in addition a regional relationship with the rural touring agencies in the south west	1997	Informal meetings took place between rural touring agencies in the south west and central England which culminated in the creation of a new national charity and limited company.
Publication of 'Only Connect' by Francois Matarasso commissioned by the National Rural Touring Forum in 2003	2003	Until this point, the history, story and methodology of rural touring had not been documented and to a large extent was invisible.
Somerset Thrive: a Somerset arts development project 2007 to 2010	2007-2010	Project grant available to arts organisations and venues across Somerset to develop a set of working practices that would improve the arts ecology and to support sustainable arts activity into the future through new structures developed by the partners.
Rural Touring Dance Initiative - promoting contemporary dance in rural areas	2015-2021	Take Art, along with 3 other partners, feel that there is an opportunity to promote new and exciting contemporary dance in rural areas. The Place, the most significant dance agency in England, based in London became interested in becoming a partner.
Locomotor Project - south west rural touring agencies promoting international work	2018-2020	The touring agencies in the south west of England often join together to make rural tours across their geographic areas making more touring opportunities available and attractive to artists and companies.
SPARSE - Supporting & Promoting the Arts in Rural Settlements of Europe	2018-2021	Take Art has made relationships with a number of European colleagues who have shown an interest in its rural touring model. The partners also want to create a European Rural Touring Network to be a champion and advocate for rural touring across Europe.

Table 147 Related milestones

RM7-3 Develop public and local earned income funding strategies to sustain the rural touring ecology	
OBJECTIVE	The mid to long term existence of Take Art is secured within a combined public and private funding formula; Take Art provides a secure base to support a rural touring infrastructure in Somerset.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Funding Public-private partnership
INITIAL CONDITIONS	<ul style="list-style-type: none"> Initial investment Entrepreneurship
RELATED BARRIERS	<ul style="list-style-type: none"> Financial support from the local government offices was very small at the beginning Artists preferred higher status touring to theatres; they were not committed to the concept
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Technological innovation assessment Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL20. Innovative revenue models for CNH facilities, to maximise income and minimise costs, including efficient use of technology for income generation LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage

Table 148 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	√	√	√
FINANCIAL		√	√
DESCRIPTION			
Mentoring activities for promoters and active groups provide confidence and positive growth environment, securing funding strategies by regular investments			

Table 149 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Initial Take Art project funding from South West Arts and the 6 Somerset local authorities	1987-1990	Research proposal to establish rural touring in Somerset carried out in 1986 funded by South West Arts. Curiosity and interest from local government offices helped by the research proposal.
Start of 3 year funding packages with South West Arts and the 6 Somerset local authorities through to the late 2000's starting with the first 3 year package 1990 to 1993	1990-1993	The initial 3 year project 1987-1990 was successful and showed that the rural touring model could work in Somerset rural areas. Villages chose to be part of the network and artists were found. Financial model accepted by the 6 local government offices.
Formation of the National Rural Touring Forum as a representative body for the 25 or so rural touring agencies in England and Wales and in addition a regional relationship with the rural touring agencies in the south west	1997	Informal meetings took place between rural touring agencies in the south west and central England which culminated in the creation of a new national charity and limited company.
Publication of 'Only Connect' by Francois Matarasso commissioned by the National Rural Touring Forum in 2003	2003	Until this point, the history, story and methodology of rural touring had not been documented and to a large extent was invisible.
Somerset Thrive: a Somerset arts development project 2007 to 2010	2007-2010	Project grant available to arts organisations and venues across Somerset to develop a set of working practices that would improve the arts ecology and to support sustainable arts activity into the future through new structures developed by the partners.
Reduction in Somerset local government funding for the arts and Take Art 2011 and as a consequence Take Art had to change its business model and this impacted on its rural touring project.	2011	Nationally there was increasing pressure on local government bodies to reduce arts funding. As a result Take Art had to reorganise as a business and one effect was a reduction in our rural touring programme and involved villages. More income from the villages who promoted shows as well as reducing our core staff.
Rural Touring Dance Initiative - promoting contemporary dance in rural areas	2015-2021	Take Art, along with 3 other partners, feel that there is an opportunity to promote new and exciting

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
		contemporary dance in rural areas. The Place, the most significant dance agency in England, based in London became interested in becoming a partner.
Locomotor Project - south west rural touring agencies promoting international work	2018-2020	The touring agencies in the south west of England often join together to make rural tours across their geographic areas making more touring opportunities available and attractive to artists and companies.
SPARSE - Supporting & Promoting the Arts in Rural Settlements of Europe	2018-2021	Take Art has made relationships with a number of European colleagues who have shown an interest in its rural touring model. The partners also want to create a European Rural Touring Network to be a champion and advocate for rural touring across Europe.

Table 150 Related milestones

RM7-4 Marketing events in partnership with local villages to attract audience and facilitate greater community wellbeing and inclusion	
OBJECTIVE	A broad cross section of audiences attend rural touring events within an agreed target framework of an average of 68 audience members per performance.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Marketing and communication Participation
INITIAL CONDITIONS	<ul style="list-style-type: none"> Participatory approach Network of resources/ events
RELATED BARRIERS	<ul style="list-style-type: none"> To offer an artistic programme that had integrity and not just to offer entertainment
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Mental wellbeing Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services Tourism and Marketing strategies

RM7-4 Marketing events in partnership with local villages to attract audience and facilitate greater community wellbeing and inclusion	
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction

Table 151 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	√	√	√
FINANCIAL		√	√
DESCRIPTION			
Involvement of active groups, artists and local communities and development of tailored marketing strategies to increase audience.			

Table 152 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Initial Take Art project funding from South West Arts and the 6 Somerset local authorities	1987-1990	Research proposal to establish rural touring in Somerset carried out in 1986 funded by South West Arts. Curiosity and interest from local government offices helped by the research proposal.
Start of 3 year funding packages with South West Arts and the 6 Somerset local authorities through to the late 2000's starting with the first 3 year package 1990 to 1993	1990-1993	The initial 3 year project 1987-1990 was successful and showed that the rural touring model could work in Somerset rural areas. Villages chose to be part of the network and artists were found. Financial model accepted by the 6 local government offices.
Formation of the National Rural Touring Forum as a representative body for the 25 or so rural touring agencies in England and Wales and in addition a regional relationship with the rural touring agencies in the south west	1997	Informal meetings took place between rural touring agencies in the south west and central England which culminated in the creation of a new national charity and limited company.

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Publication of 'Only Connect' by Francois Matarasso commissioned by the National Rural Touring Forum in 2003	2003	Until this point, the history, story and methodology of rural touring had not been documented and to a large extent was invisible.
Somerset Thrive: a Somerset arts development project 2007 to 2010	2007-2010	Project grant available to arts organisations and venues across Somerset to develop a set of working practices that would improve the arts ecology and to support sustainable arts activity into the future through new structures developed by the partners.
Rural Touring Dance Initiative - promoting contemporary dance in rural areas	2015-2021	Take Art, along with 3 other partners, feel that there is an opportunity to promote new and exciting contemporary dance in rural areas. The Place, the most significant dance agency in England, based in London became interested in becoming a partner.
Locomotor Project - south west rural touring agencies promoting international work	2018-2020	The touring agencies in the south west of England often join together to make rural tours across their geographic areas making more touring opportunities available and attractive to artists and companies.
SPARSE - Supporting & Promoting the Arts in Rural Settlements of Europe	2018-2021	Take Art has made relationships with a number of European colleagues who have shown an interest in its rural touring model. The partners also want to create a European Rural Touring Network to be a champion and advocate for rural touring across Europe.

Table 153 Related milestones

RM7-5 Promote rural touring opportunities to artists and companies	
OBJECTIVE	A high quality culturally diverse cross artform programme is offered and then promoted across the rural touring network in Somerset; Provide an economically attractive touring package to touring companies and artists
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Promotion and dissemination

RM7-5 Promote rural touring opportunities to artists and companies	
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Leadership • Entrepreneurship
RELATED BARRIERS	<ul style="list-style-type: none"> • Concept difficult to understand • The road network is not good and area big. • Artists preferred higher status touring to theatres; they were not committed to the concept
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Governance and regulatory framework • Social innovation • Cultural Ecosystem Services • Tourism and Marketing strategies • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Legal aspects and land tenure • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL24. Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships • LL17. Boost effective leadership, including through agencies, to promote and drive the actions, with strategic vision, enthusiasm and network of contacts

Table 154 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
SOCIAL	√	√	√
DESCRIPTION			
Provide opportunities to local artists, through the development of a rural touring network, to innovate in the cultural offer and ensure culture reaches rural areas.			

Table 155 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Initial Take Art project funding from South West Arts and the 6 Somerset local authorities	1987-1990	Research proposal to establish rural touring in Somerset carried out in 1986 funded by South West Arts. Curiosity and interest from local government offices helped by the research proposal.
Start of 3 year funding packages with South West Arts and the 6 Somerset local authorities through to the late 2000's starting with the first 3 year package 1990 to 1993	1990-1993	The initial 3 year project 1987-1990 was successful and showed that the rural touring model could work in Somerset rural areas. Villages chose to be part of the network and artists were found. Financial model accepted by the 6 local government offices.
Formation of the National Rural Touring Forum as a representative body for the 25 or so rural touring agencies in England and Wales and in addition a regional relationship with the rural touring agencies in the south west	1997	Informal meetings took place between rural touring agencies in the south west and central England which culminated in the creation of a new national charity and limited company.
Publication of 'Only Connect' by Francois Matarasso commissioned by the National Rural Touring Forum in 2003	2003	Until this point, the history, story and methodology of rural touring had not been documented and to a large extent was invisible.
Somerset Thrive: a Somerset arts development project 2007 to 2010	2007-2010	Project grant available to arts organisations and venues across Somerset to develop a set of working practices that would improve the arts ecology and to support sustainable arts activity into the future through new structures developed by the partners.
Rural Touring Dance Initiative - promoting contemporary dance in rural areas	2015-2021	Take Art, along with 3 other partners, feel that there is an opportunity to promote new and exciting contemporary dance in rural areas. The Place, the most significant dance agency in England, based in London became interested in becoming a partner.
Locomotor Project - south west rural touring agencies promoting international work	2018-2020	The touring agencies in the south west of England often join together to make rural tours across their geographic areas making more touring

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
		opportunities available and attractive to artists and companies.
SPARSE - Supporting & Promoting the Arts in Rural Settlements of Europe	2018-2021	Take Art has made relationships with a number of European colleagues who have shown an interest in its rural touring model. The partners also want to create a European Rural Touring Network to be a champion and advocate for rural touring across Europe.

Table 156 Related milestones

RM7-6 To increase social capital and resilience by developing informal education resources for volunteer promoters and information for artists	
OBJECTIVE	More confident and skilled promoters hosting performing arts events successfully; Companies and artists successfully coping with the logistical and technical challenges of rural touring while enjoying its benefits and opportunities.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building
INITIAL CONDITIONS	<ul style="list-style-type: none"> Participatory approach Open society
RELATED BARRIERS	<ul style="list-style-type: none"> To offer an artistic programme that had integrity and not just to offer entertainment
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Environment and climate change mitigation and adaptation Mental wellbeing
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL24. Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships

Table 157 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	√	√	√
SOCIAL	√	√	√
DESCRIPTION			
A stable rural touring program leads to new opportunities and increased confidence of promoters and artists.			

Table 158 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Initial Take Art project funding from South West Arts and the 6 Somerset local authorities	1987-1990	Research proposal to establish rural touring in Somerset carried out in 1986 funded by South West Arts. Curiosity and interest from local government offices helped by the research proposal.
Formation of the National Rural Touring Forum as a representative body for the 25 or so rural touring agencies in England and Wales and in addition a regional relationship with the rural touring agencies in the south west	1997	Informal meetings took place between rural touring agencies in the south west and central England which culminated in the creation of a new national charity and limited company.
Reduction in Somerset local government funding for the arts and Take Art 2011 and as a consequence Take Art had to change its business model and this impacted on its rural touring project.	2011	Nationally there was increasing pressure on local government bodies to reduce arts funding. As a result Take Art had to reorganise as a business and one effect was a reduction in our rural touring programme and involved villages. More income from the villages who promoted shows as well as reducing our core staff.
Rural Touring Dance Initiative - promoting contemporary dance in rural areas	2015-2021	Take Art, along with 3 other partners, feel that there is an opportunity to promote new and exciting contemporary dance in rural areas. The Place, the most significant dance agency in England, based in London became interested in becoming a partner.

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Locomotor Project - south west rural touring agencies promoting international work	2018-2020	The touring agencies in the south west of England often join together to make rural tours across their geographic areas making more touring opportunities available and attractive to artists and companies.
SPARSE - Supporting & Promoting the Arts in Rural Settlements of Europe	2018-2021	Take Art has made relationships with a number of European colleagues who have shown an interest in its rural touring model. The partners also want to create a European Rural Touring Network to be a champion and advocate for rural touring across Europe.

Table 159 Related milestones

RM7-7 Collaborate with other theatres, arts centres arts programmers in the area to provide a joined up cultural offer	
OBJECTIVE	Provide a coordinated collective offer to companies and artists to tour across Somerset and the wider South West; To make touring in Somerset and the South West appealing to high quality established companies and artists with a proven artistic track record.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Synergies with other activities/ programmes • Local economy
INITIAL CONDITIONS	<ul style="list-style-type: none"> • CNH knowledge • Network of resources/ events
RELATED BARRIERS	<ul style="list-style-type: none"> • Financial support from the local government offices was very small at the beginning • Artists preferred higher status touring to theatres; they were not committed to the concept • To offer an artistic programme that had integrity and not just to offer entertainment
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Governance and regulatory framework • Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Legal aspects and land tenure • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services

RM7-7 Collaborate with other theatres, arts centres arts programmers in the area to provide a joined up cultural offer	
	<ul style="list-style-type: none"> • Tourism and Marketing strategies • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions • LL17. Boost effective leadership, including through agencies, to promote and drive the actions, with strategic vision, enthusiasm and network of contacts • LL38. Negotiate the use and ownership among property owners and users, and to reach a win-win status

Table 160 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
SOCIAL	√	√	√
DESCRIPTION			
Cultural offer is managed and coordinated to provide unique opportunities and quality performances to artists and companies with the objective of increasing confidence in the event.			

Table 161 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Somerset Thrive: a Somerset arts development project 2007 to 2010	2007-2010	Project grant available to arts organisations and venues across Somerset to develop a set of working practices that would improve the arts ecology and to support sustainable arts activity into the future through new structures developed by the partners.
Rural Touring Dance Initiative - promoting contemporary dance in rural areas	2015-2021	Take Art, along with 3 other partners, feel that there is an opportunity to promote new and exciting

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
		contemporary dance in rural areas. The Place, the most significant dance agency in England, based in London became interested in becoming a partner.

Table 162 Related milestones

i- RM8- The Living Village of the Middle Age, Visegrad (Hungary)

RM8-1 Creation of a set of tourists packs, composed by FOOD related activities (i.e. "Middle Age Menus"), ART (i.e. Middle Age poetry performance), NATURALISTIC Activities, etc.	
OBJECTIVE	The objective is to promote and increase the following: 1) Local and regional food production based on the given conditions of the area (trout, game, poultry, fruits, honey, etc) and involving stakeholders to develop this field; 2) To create new complex tourist packs utilizing the unique historical and natural heritage, comprising guided tours, medieval handicrafts, re-enactments, falconry, horse riding, etc. To promote outdoor activities, hiking and water sports, thus, supporting the development of eco-tourism. To enhance artistic activities at historical venues (Royal Palace, Citadel).
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Synergies with other activities/ programmes • Promotion and dissemination • Stakeholders collaboration
INITIAL CONDITIONS	<ul style="list-style-type: none"> • CNH knowledge • Network of resources/ events • Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> • Temporary or permanent lack of financial capacities and lack of available national and international funds • Permanent lack of human resources because of the size of the town (1830 inhabitants) • Lack of up-to-date development strategies
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Tourism and Marketing strategies • Business models and investment strategies • Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Governance and regulatory framework • Technological innovation assessment • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing

RM8-1 Creation of a set of tourists packs, composed by FOOD related activities (i.e. "Middle Age Menus"), ART (i.e. Middle Age poetry performance), NATURALISTIC Activities, etc.	
	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL20. Innovative revenue models for CNH facilities, to maximise income and minimise costs, including efficient use of technology for income generation LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction LL28. Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision LL11. Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations LL16. Foster and promote sustainable tourism LL13. Ensure, at least, standard quality internet connection and mobile coverage

Table 163 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
BUILT	√		√
HUMAN		√	√
SOCIAL	√	√	√
FINANCIAL			√
DESCRIPTION			
Taking advantage of the cultural, natural and built resources of the area to built a new and enhanced cultural offer, engaging citizens and stakeholders to provide economic growth			

Table 164 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Definition of the Danube Bend and Visegrád as a high priority recreational area	1957	Basis of the further development process
Foundation of the modern Pilis Park Forestry	1969	Creating a centre for a complex industrial, educational, recreational purposes prompting heritage and environmental protection
Opening of Lepence spa	1977	Outstanding recreational facility, attraction
Visegrád regained its rank of town	2000	Strengthening the image and position
Foundation of a municipal company (Pro Visegrád Nonprofit Ltd.)	2004	Creating a responsible company for organising and financing the festival in cooperation with several stakeholders
Foundation of the Tourist Association of Visegrád (TDM)	2010	Improving and coordinating the marketing activity, promoting the brands of the town and region at several touristic events in Hungary and abroad

Table 165 Related milestones

RM8-2 Promote and support local traditional activities (branding, high quality standards, clustering, internationalization, etc.)	
OBJECTIVE	The objective is to further strengthen the brand of the International Palace Games and create a complex brand for the settlement itself combining and symbolizing all the values which our town offers.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Marketing and communication Intangible heritage Traditional skills
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge Entrepreneurship Open society
RELATED BARRIERS	<ul style="list-style-type: none"> Temporary or permanent lack of financial capacities and lack of available national and international funds Lack of up-to-date development strategies

RM8-2 Promote and support local traditional activities (branding, high quality standards, clustering, internationalization, etc.)	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Tourism and Marketing strategies • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Technological innovation assessment • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being • LL06. Create a 'brand' based on one of the cultural and natural resources and the added value created • LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport • LL29. Recover and put in value the traditional skills and agricultural and farming methods • LL13. Ensure, at least, standard quality internet connection and mobile coverage • LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development

Table 166 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
SOCIAL	√	√	
FINANCIAL			√
DESCRIPTION			
Promote the cultural and traditional activities of the area through the involvement of related enterprises and the community in general, with the objective of strengthening the territorial brand and ensure financial stability by the diversification of the offer			

Table 167 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Involving local citizens and interested enterprises in the event	Continuously from the beginning of the 1990's	Crucial factor of development, regeneration and maintainability
Construction of a grandstand system for 2600 guests	1994	Better infrastructure, more comfortable circumstances
Foundation of a municipal company (Pro Visegrád Nonprofit Ltd.)	2004	Creating a responsible company for organising and financing the festival in cooperation with several stakeholders
Foundation of the Tourist Association of Visegrád (TDM)	2010	Improving and coordinating the marketing activity, promoting the brands of the town and region at several touristic events in Hungary and abroad
EFFE Label	2015	International recognition
Structural changes regarding the venues and organization of the International Palace Games, initiation of new programme elements	2016	Renewal, developments, more calculable budget

Table 168 Related milestones

RM8-3 Networking with other Festivals on the same topic: possibility of joint actions (i.e. Festival passport)	
OBJECTIVE	The objective is to further enhance the collaboration with other similar historical festivals and possibly create a Festival passport which could enable guests to visit several events easily.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Synergies with other activities/ programmes • Stakeholders collaboration • Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Network of resources/ events • Collaborative environment
RELATED BARRIERS	<ul style="list-style-type: none"> • Permanent lack of human resources because of the size of the town (1830 inhabitants) • Lack of up-to-date development strategies

RM8-3 Networking with other Festivals on the same topic: possibility of joint actions (i.e. Festival passport)	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Legal aspects and land tenure Technological innovation assessment Environment and climate change mitigation and adaptation Cultural Ecosystem Services Mental wellbeing Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction LL13. Ensure, at least, standard quality internet connection and mobile coverage

Table 169 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
HUMAN		√	√
FINANCIAL			√
DESCRIPTION			
Create a network of festivals with same characteristics by bringing together different stakeholders to facilitate communication and dissemination activities and increase participation			

Table 170 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Establishing relations and networking with other re-enactment groups and medieval festivals all over Europe	Continuously from the beginning of the 1990's	Crucial factor of development, regeneration and maintainability
Involving local citizens and interested enterprises in the event	Continuously from the beginning of the 1990's	Crucial factor of development, regeneration and maintainability
Live TV broadcasting	1993-96	Opportunity to reach a wide public.
Accessing to C.E.F.M.H.	2010	International recognition, new relations
EFFE Label	2015	International recognition
Structural changes regarding the venues and organization of the International Palace Games, initiation of new programme elements	2016	Renewal, developments, more calculable budget

Table 171 Related milestones

RM8-4 Enhance the narrative of the place and promote the discovering of the territory through history: guided tours, thematic excursions, games, re-enactments.	
OBJECTIVE	Throughout the year and thus during the festival there are also several opportunities to visit the nearby historical settlements, to go on excursions, participate in guided tours and visit other tourist facilities. The objective is to further develop these heritage-based facilities and activities to be able to offer a real one-of-a-kind experience to all visitors.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Promotion and dissemination Knowledge building Local economy
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge Network of resources/ events Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> Permanent lack of human resources because of the size of the town (1830 inhabitants) Lack of up-to-date development strategies
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation

RM8-4 Enhance the narrative of the place and promote the discovering of the territory through history: guided tours, thematic excursions, games, re-enactments.	
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Technological innovation assessment • Social innovation • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development • LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport • LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions • LL28. Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision • LL16. Foster and promote sustainable tourism • LL13. Ensure, at least, standard quality internet connection and mobile coverage

Table 172 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
HUMAN		√	√
SOCIAL	√	√	√
FINANCIAL			√
DESCRIPTION			
Bringing together the values of the territory to create a more complete offer, providing benefits to local communities, job improvement and economic growth.			

Table 173 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Definition of the Danube Bend and Visegrád as a high priority recreational area	1957	Basis of the further development process
Palace Games organized for the first time in the royal palace	1985	Heritage based cultural initiative to address a wide public
Visegrád regained its rank of town	2000	Strengthening the image and position
The large-scale reconstruction works finished in the royal palace	2000	More attractive venue
Structural changes regarding the venues and organization of the International Palace Games, initiation of new programme elements	2016	Renewal, developments, more calculable budget
Establishing relations and networking with other re-enactment groups and medieval festivals all over Europe	Continuously from the beginning of the 1990's	Crucial factor of development, regeneration and maintainability

Table 174 Related milestones

j- RM17- Troglodite village (Tunisia)

RM17-1 Promote a berber tangible and intangible heritage via Art and Festival events, with the involvement of local/regional/national and international public and private bodies	
OBJECTIVE	Safeguarding of Cultural Heritage by involving all stakeholders in the process.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Stakeholders collaboration Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge Stakeholders commitment Social memory
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of financial support, activities are organised on a voluntary basis
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Cultural Ecosystem Services

RM17-1 Promote a berber tangible and intangible heritage via Art and Festival events, with the involvement of local/regional/national and international public and private bodies	
	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions LL28. Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision LL16. Foster and promote sustainable tourism LL13. Ensure, at least, standard quality internet connection and mobile coverage

Table 175 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
BUILT	√		√
SOCIAL	√	√	√
DESCRIPTION			
Starting from the strong values and identity of the Berber culture and the participation of different stakeholders, promotion and dissemination activities are foreseen as contributors to a more inclusive society.			

Table 176 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Concept phase	2015	Deal with each other in accordance with the principles of civilian human behaviour: acceptance of dissent and freedom of expression and positive dialogue established by the cinema.

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Development of events and curricula	2017	Valorisation of the public space in all its components: nature, history, habits, lifestyle, according to the techniques of the audiovisual narrative
On-site events	2017	Contribute to identify the originality of life in Matmata and the value of audio visual components as well as irrigated and valued according to the language of cinema superior to the stereotyped
Dissemination& Communication	2017-2018	Contribute to the transfer and production of a local image in step with the reality that contributes to enhancing public space and accelerating local and national development.
Publication	2018	The festival organizes a production competition for short films according to topics targeted by the trainers according to well-defined objectives (women, traditions, life in troglodytes, childhood, nature.

Table 177 Related milestones

RM17-2 Form a tourism unit (responsible for the tourism circuit) with the specific charter for developing these resources and attracting local tourism.	
OBJECTIVE	Safeguarding of Cultural Heritage via its promotion and dissemination.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Local economy Stakeholders collaboration Collaborative workspace
INITIAL CONDITIONS	<ul style="list-style-type: none"> Leadership Institutional support
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of financial support, activities are organised on a voluntary basis
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Tourism and Marketing strategies

RM17-2 Form a tourism unit (responsible for the tourism circuit) with the specific charter for developing these resources and attracting local tourism.	
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.) LL16. Foster and promote sustainable tourism LL06. Create a 'brand' based on one of the cultural and natural resources and the added valued created

Table 178 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
SOCIAL	√	√	√
FINANCIAL			√
DESCRIPTION			
Management and valorisation of the tangible and intangible cultural heritage through the establishment of a responsible body, with the aim of attracting tourism and bringing economic growth to the region			

Table 179 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
On-site events	2017	Contribute to identify the originality of life in Matmata and the value of audio visual components as well as irrigated and valued according to the language of cinema superior to the stereotyped

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Dissemination& Communication	2017-2018	Contribute to the transfer and production of a local image in step with the reality that contributes to enhancing public space and accelerating local and national development.
Publication	2018	The festival organizes a production competition for short films according to topics targeted by the trainers according to well-defined objectives (women, traditions, life in troglodytes, childhood, nature.

Table 180 Related milestones

RM17-3 Promote the restoration of old or unused troglodyte (cave) for the establishment of the First Digital Troglodyte Museum in Matmata in one of the abandoned or non-used troglodytes to create a permanent structure for the digital art related festivals and summer schools.	
OBJECTIVE	Improve unemployment rates via the digitalization of the Cultural Heritage and the safeguarding of vernacular construction techniques.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> • Traditional construction skills • Innovative technologies • Digital heritage • Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Available buildings • Initial investment
RELATED BARRIERS	<ul style="list-style-type: none"> • Lack of financial support, activities are organised on a voluntary basis
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Tourism and Marketing strategies • Cultural Ecosystem Services • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Technological innovation assessment • Social innovation • Mental wellbeing

RM17-3 Promote the restoration of old or unused troglodyte (cave) for the establishment of the First Digital Troglodyte Museum in Matmata in one of the abandoned or non-used troglodytes to create a permanent structure for the digital art related festivals and summer schools.

RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL32. Set up a sustainable governance and management model for heritage resources • LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.) • LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being
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Table 181 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
BUILT	√		√
HUMAN		√	√
SOCIAL	√	√	√
FINANCIAL			√
DESCRIPTION			
Training activities and improved skills in digital technologies to create a stable cultural program and ensure a location through the restoration of old traditional architecture to attract national and international tourism			

Table 182 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Development of events and curricula	2017	Valorisation of the public space in all its components: nature, history, habits, lifestyle, according to the techniques of the audiovisual narrative
On-site events	2017	Contribute to identify the originality of life in Matmata and the value of audio visual components as well as irrigated and valued according to the language of cinema superior to the stereotyped

Table 183 Related milestones

RM17-4 Extend the "Matmata Goes Digital" program.	
OBJECTIVE	Safeguarding of Cultural Heritage via its promotion and dissemination.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> Collaborative environment
RELATED BARRIERS	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Technological innovation assessment Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding

Table 184 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
FINANCIAL			√
DESCRIPTION			
Expand the program to reach a more stable economic environment and better safeguard the traditional culture			

Table 185 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Design phase	2016	Contribute to the training of young people on image techniques and make them objects of free expression.

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Raining/skills development	2018	Film training workshops for young people from Matmata in the field of image: Cinema language; Scenario; Photography; Film analysis; Installation

Table 186 Related milestones

SIA5-RESILIENCE

k- RM9- Teaching culture for learning resilience in Crete (Greece)

RM9-1 Organizing training - also using informal education methodology - to improve the resilience of local people (children, adults and elderly people, professionals, public authorities etc..)	
OBJECTIVE	Increase the knowledge level in respect to disasters through training
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building Resilience
INITIAL CONDITIONS	<ul style="list-style-type: none"> Open society Resilience knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of information regarding sustainable tourism Lack of support from local authorities The area was large and local confrontations slower down the development of a common image and identity for the tourism product. Massive tourism methodologies and practices were very strong to be overpassed.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Technological innovation assessment Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Environment and climate change mitigation and adaptation Cultural Ecosystem Services Mental wellbeing Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being

RM9-1 Organizing training - also using informal education methodology - to improve the resilience of local people (children, adults and elderly people, professionals, public authorities etc..)

	<ul style="list-style-type: none"> • LL05. Collaborative approaches to achieve innovative financing solutions and access to funding • LL35. Training on digital technologies • LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage
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Table 187 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
SOCIAL	√	√	√
DESCRIPTION			
Improve social, cultural and natural capitals through capacity building			

Table 188 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Development of Psiloritis geopark	2000	The decision of Municipalities to establish geopark
Designation as European Geopark	2001	The AKOMM SA Local Development Ass.
Establishment of Anogia Environmental education centre	2009	Local authorities
Implementation of RACCE project	2010	Natural History Museum

Table 189 Related milestones

RM9-2 Develop interactive exhibitions to attract a broader audience	
OBJECTIVE	Create visitor's friendly tools for disaster risk mitigation
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Innovative technologies • Digital heritage
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Initial investment

RM9-2 Develop interactive exhibitions to attract a broader audience	
	<ul style="list-style-type: none"> • Collaborative environment
RELATED BARRIERS	<ul style="list-style-type: none"> • The area was large and local confrontations slower down the development of a common image and identity for the tourism product. • Introduction of the new product on the market was difficult. • Lack of support from local authorities
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Technological innovation assessment • Social innovation • Environment and climate change mitigation and adaptation • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL36. Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector) • LL35. Training on digital technologies • LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding

Table 190 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
BUILT		√	
FINANCIAL			√
DESCRIPTION			
Promotion of CNH and more economic revenue through new technologies			

Table 191 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Implementation of RACCE project	2010	Natural History Museum

Table 192 Related milestones

RM9-3 Development of toolkit for resilient citizens	
OBJECTIVE	Increase personal resilience of citizens in small communities
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Knowledge building • Resilience • Community engagement
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Open society • Resilience knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> • Lack of information regarding sustainable tourism • Lack of support from local authorities • Massive tourism methodologies and practices were very strong to be overpassed.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Environment and climate change mitigation and adaptation • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Technological innovation assessment • Social innovation • Cultural Ecosystem Services • Mental wellbeing • Tourism and Marketing strategies • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL29. Recover and put in value the traditional skills and agricultural and farming methods • LL31. Improve resilience of natural and cultural environments against natural hazards • LL02. Apply IT technologies for natural and cultural heritage promotion and safeguarding

Table 193 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN		√	√
SOCIAL		√	√
DESCRIPTION			
Improve social and human resilience through innovative methodologies to make accessible knowledge			

Table 194 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Implementation of RACCE project	2010	Natural History Museum

Table 195 Related milestones

RM9-4 Participative mapping of the Heritage Features at risk	
OBJECTIVE	Safeguarding of natural and cultural heritage through participative activities
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Knowledge building Participation Mapping of resources
INITIAL CONDITIONS	<ul style="list-style-type: none"> Social memory Leadership Participatory approach
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of support from local authorities The area was large and local confrontations slower down the development of a common image and identity for the tourism product.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Environment and climate change mitigation and adaptation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Legal aspects and land tenure Social innovation Mental wellbeing

RM9-4 Participative mapping of the Heritage Features at risk	
	<ul style="list-style-type: none"> Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL32. Set up a sustainable governance and management model for heritage resources LL36. Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector) LL31. Improve resilience of natural and cultural environments against natural hazards

Table 196 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		√
BUILT		√	
HUMAN			√
SOCIAL	√		√
DESCRIPTION			
Improve social, natural and human resilience through knowledge building (mapping)			

Table 197 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Development of Psiloritis geopark	2000	The decision of Municipalities to establish geopark
Designation as European Geopark	2001	The AKOMM SA Local Development Ass.
Implementation of RACCE project	2010	Natural History Museum

Table 198 Related milestones

RM9-5 Support the definition of guidelines for risk assessment and mitigation actions	
OBJECTIVE	Better understanding of local risks and mitigation actions
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Knowledge building • Mitigation • Resilience
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Resilience knowledge • Participatory approach
RELATED BARRIERS	<ul style="list-style-type: none"> • Lack of information regarding sustainable tourism • Lack of support from local authorities • The area was large and local confrontations slower down the development of a common image and identity for the tourism product. • Introduction of the new product on the market was difficult.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Environment and climate change mitigation and adaptation • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Governance and regulatory framework • Legal aspects and land tenure • Cultural Ecosystem Services • Tourism and Marketing strategies • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • L22. Invest in safety to make safe for tourists even the places less accessible • LL31. Improve resilience of natural and cultural environments against natural hazards • LL10. Definition of the natural and cultural heritage management plan

Table 199 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		√
BUILT		√	
HUMAN			√
SOCIAL	√		√
DESCRIPTION			

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
Improve social, natural and human resilience through knowledge building			

Table 200 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Designation as European Geopark	2001	The AKOMM SA Local Development Ass.

Table 201 Related milestones

I- RM10- Natural hazards as intangible CNH for human resilience in South Iceland (Iceland)

RM10-1 Discover and diffuse the traditional storytelling and superstitions as means to understand the natural environment and to promote the place ownership	
OBJECTIVE	Gather the information and make available. See if it is possible to determine if the stories and legends preserved and facilitated transfer of vital knowledge leading to increased resilience. To implement this information into various existing and ongoing projects
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Intangible heritage Promotion and dissemination Community engagement
INITIAL CONDITIONS	<ul style="list-style-type: none"> Social memory CNH knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> Unforgiving landscape Limited capacity, unorganised, individual leaders Lack of governmental institutions overseeing and managing cultural heritage
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Technological innovation assessment Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services

RM10-1 Discover and diffuse the traditional storytelling and superstitions as means to understand the natural environment and to promote the place ownership	
	<ul style="list-style-type: none"> Mental wellbeing
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction LL29. Recover and put in value the traditional skills and agricultural and farming methods LL13. Ensure, at least, standard quality internet connection and mobile coverage

Table 202 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
HUMAN			√
SOCIAL	√	√	√
DESCRIPTION			
Use cultural and social capital in form of local knowledge in order to improve social and human capitals			

Table 203 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
The founding of Skógar Museum	1949	Cultural heritage
Kirkjubæjarstofa - Research and Cultural Centre	1997	Culture & research
Köttlusetur - Centre of Culture and Tourism	2010	Culture & tourism
Katla UNESCO Global Geopark	2010	Geology, culture, education and tourism

Table 204 Related milestones

RM10-2 Promote a participative process in order to create a cohesive resilient community (educational activities and event, monitoring and rescue teams, etc.)	
OBJECTIVE	The action is well implemented already country-wide. Our aim would be to figure out how/why it developed and if there is a way to explain it in a way that others might start facilitating their own process or adapt selected actions or methods. Ideally, we would like to offer education on natural hazard mitigation in our soon-to-come information and educational center located under the Eyjafjöll mountains at Thorvaldseyri. .
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Stakeholders collaboration • Participation • Monitoring
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Open society • Leadership • Participatory approach • Collaborative environment
RELATED BARRIERS	<ul style="list-style-type: none"> • Lack of coordination in rescue activities-overcome through new guidelines and planning procedures • Unforgiving landscape • Limited capacity, unorganised, individual leaders • Uncertain funding
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Social innovation • Governance and regulatory framework • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Legal aspects and land tenure • Technological innovation assessment • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing • Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being • LL05. Collaborative approaches to achieve innovative financing solutions and access to funding • LL19. Increased Health and Wellbeing services • LL31. Improve resilience of natural and cultural environments against natural hazards

RM10-2 Promote a participative process in order to create a cohesive resilient community (educational activities and event, monitoring and rescue teams, etc.)

	<ul style="list-style-type: none"> LL13. Ensure, at least, standard quality internet connection and mobile coverage LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL17. Boost effective leadership, including through agencies, to promote and drive the actions, with strategic vision, enthusiasm and network of contacts
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Table 205 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
SOCIAL	√	√	√
DESCRIPTION			
Improve initial social capital through participation			

Table 206 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Founding of Icelandic Meteorological Office.	1920	Monitoring, research, reporting
Founding of Slysavarnafélag Íslands. (The Icelandic Association of accident prevention)	1928	Lives lost at sea
Founding of the Department of Civil Protection and Emergency Management	1962	Emergency management
Founding of Landssamband hjálparveita skáta ("National Association of boyscout rescue teams" in 1971) and Landssamband flugbjörgunarsveita (National Association of Air Rescue in 1974)	1971	National rescue team association (volunteer based)
Merger of two associations to form Landsbjörg - ICE-SAR (Icelandic Association for Search And Rescue)	1999	Crisis response
SAFE TRAVEL	2010	Hazard information service.
LAVA Centre	2016	Iceland Volcano & Earthquake Center

Table 207 Related milestones

RM10-3 Promote the awareness of the natural features acting as hazard barriers	
OBJECTIVE	Spreading the knowledge of natural barriers and landscapes, how to recognize your immediate surroundings and use them in case of hazard. To implement a method to educate visitors and inhabitants on how to do the same and simultaneously teach them to respect the nature and to take mitigating actions in case of naturally occurring hazardous situations (including weather)
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> • Knowledge building • Awareness • Capacity building
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Resilience knowledge • Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> • Unforgiving landscape • Poor infrastructure • Small population, small-scale business
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Environment and climate change mitigation and adaptation • Tourism and Marketing strategies • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Technological innovation assessment • Social innovation • Cultural Ecosystem Services • Mental wellbeing • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development • L22. Invest in safety to make safe for tourists even the places less accessible • LL31. Improve resilience of natural and cultural environments against natural hazards • LL13. Ensure, at least, standard quality internet connection and mobile coverage

Table 208 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
SOCIAL		√	
DESCRIPTION			
Improve initial natural capital making it more resilient through awareness and cultural capital (traditional and innovative knowledge)			

Table 209 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Founding of Icelandic Meteorological Office.	1920	Monitoring, research, reporting
Constructional guidelines - hazards	2012	Construction and the natural environment

Table 210 Related milestones

RM10-4 Foster the knowledge and awareness of the link between the traditional construction techniques and the natural environment	
OBJECTIVE	Map unsuitable areas for new construction and vice-versa. Determine how communities and government within our area are mitigating the risks related to new construction and the natural environment. To get an overview of barrier constructions and other mitigative measures that have been implemented.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Traditional construction skills Capacity building Mapping of resources Awareness
INITIAL CONDITIONS	<ul style="list-style-type: none"> Conservation of traditional knowledge and skills
RELATED BARRIERS	<ul style="list-style-type: none"> Small population, small-scale business Poor infrastructure Lack of coordination in rescue activities-overcome through new guidelines and planning procedures Lack of governmental institutions overseeing and managing cultural heritage

RM10-4 Foster the knowledge and awareness of the link between the traditional construction techniques and the natural environment	
	<ul style="list-style-type: none"> Uncertain funding
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Environment and climate change mitigation and adaptation Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Technological innovation assessment Social innovation Cultural Ecosystem Services Mental wellbeing Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL36. Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector) LL31. Improve resilience of natural and cultural environments against natural hazards LL13. Ensure, at least, standard quality internet connection and mobile coverage

Table 211 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
NATURAL	√		√
BUILT		√	
DESCRIPTION			
Improve initial natural capital making it more resilient through cultural capital (traditional construction techniques)			

Table 212 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Founding of Icelandic Meteorological Office.	1920	Monitoring, research, reporting
Protection of Álfaversgígar pseudocraters	1975	Natural volcanic features
Constructional guidelines - hazards	2012	Construction and the natural environment

Table 213 Related milestones

m- RM19- Ecomuseum Alpi Apuane (Italy)

RM19-1 Promote a new governance model with a network of public / private subjects processing an alternative development project for the territory	
OBJECTIVE	To make institutional and social actors work together with the aim of developing proposals for building sustainable development practices for the Apuan Alps
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Stakeholders collaboration Network governance
INITIAL CONDITIONS	<ul style="list-style-type: none"> Openness to innovation Institutional support Collaborative environment
RELATED BARRIERS	<ul style="list-style-type: none"> Some people still defend the current unsustainable economic model, in which the marble excavation activities play an important role
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Governance and regulatory framework
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Cultural Ecosystem Services Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being LL32. Set up a sustainable governance and management model for heritage resources

Table 214 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
SOCIAL	√	√	
FINANCIAL			√
DESCRIPTION			
Develop economic capital through social capital (network governance)			

Table 215 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Creation of the facebook group "Salviamo le Apuane"	2010	Active participation, awareness of the value of local heritage
Birth of the Ecomuseum of the Apuan Alps	2015	Abundance of patrimonial resources, environmental sensitivity of local administrations, active citizenship

Table 216 Related milestones

RM19-2 Promote the awareness of the value of territorial heritage and its potential as a driver of local development	
OBJECTIVE	To spread the knowledge of the local heritage and its enhancement, aimed at the construction of an integrated project for local development able to overcome the critical issues of the current economic model (focused on the industrial monoculture of marble)
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Knowledge building Promotion and dissemination Awareness Local economy
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge Participatory approach
RELATED BARRIERS	<ul style="list-style-type: none"> Some people still defend the current unsustainable economic model, in which the marble excavation activities play an important role

RM19-2 Promote the awareness of the value of territorial heritage and its potential as a driver of local development	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Tourism and Marketing strategies • Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Governance and regulatory framework • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being • LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development • LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport • LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction • LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions

Table 217 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	
FINANCIAL			√
DESCRIPTION			
Develop economic capital through the appreciation of CHN			

Table 218 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Organization of the 6th annual conference "Ritorno ai Sistemi economici Locali"	2016, 21-22 october	New sustainable economies, sharing of experiences
Research project "A Territorial Information System / SIT on the local heritage of the Apuan Alps for the development of the supply chain agriculture-crafts-tourism-culture"	2017-2018	Identification of patrimonial elements
Elaboration of the community map of Regnano	2017-2018	Local heritage, participation
Elaboration of the community map of Pulica	2017-2018	Local heritage, participation
Elaboration of the community map of Verni	2017-2018	Local heritage, participation
Elaboration of the community map of Vergemoli	2017-2018	Local heritage, participation

Table 219 Related milestones

RM19-3 Initiatives for the enhancement and protection of the historical, cultural, natural and local heritage	
OBJECTIVE	To implement patrimonialization processes and create a new development model based on the enhancement of local heritage
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Knowledge building Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> Some people still defend the current unsustainable economic model, in which the marble excavation activities play an important role
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Legal aspects and land tenure Social innovation Environment and climate change mitigation and adaptation Mental wellbeing

RM19-3 Initiatives for the enhancement and protection of the historical, cultural, natural and local heritage	
	<ul style="list-style-type: none"> Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL32. Set up a sustainable governance and management model for heritage resources LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.) LL31. Improve resilience of natural and cultural environments against natural hazards LL27. Official protection of cultural/natural/intangible good by national/international authority LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development

Table 220 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
NATURAL	√	√	√
DESCRIPTION			
Improve the cultural and natural capital through the protection and promotion			

Table 221 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Project Places of Heart FAI: Pizzo d'Uccello e Circo Glaciale del Solco di Equi	2015	Landscape, natural heritage
Project "Discover in freedom the Ecomuseum of the Apuan Alps"	2016	Local heritage, tourist circuits
PIT (Integrated Territorial Project) of the Apuan Bioregion	2017	Local heritage, resilience, contrast to climate change
Creation of community cooperatives	2018	Local heritage, small communities, depopulation
Enhancement of the ancient road system of Volto Santo	2018-2019	Cultural heritage, historical paths, pilgrimage

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
PIT (Integrated Territorial Project) TEA and PIT A.P.U.A.N.E. (Azioni Per Unire Aziende/Amministrazioni, Natura, Economia/Ecologia)	2018-2019	Depopulation, local heritage, tourism

Table 222 Related milestones

RM19-4 Promotion of forms of economics alternative to the monoculture of marble and creation of a market for local products derived from agro-silvo-pastoral activities	
OBJECTIVE	To guide the transition of the Apuan bioregion towards an alternative sustainable development, based on the enhancement of territorial, environmental, cultural, landscape heritage
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> New business models Sustainable production
INITIAL CONDITIONS	<ul style="list-style-type: none"> Entrepreneurship Openness to innovation
RELATED BARRIERS	<ul style="list-style-type: none"> Some people still defend the current unsustainable economic model, in which the marble excavation activities play an important role
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Environment and climate change mitigation and adaptation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL29. Recover and put in value the traditional skills and agricultural and farming methods

Table 223 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		
FINANCIAL		√	√
DESCRIPTION			
Improve economic capital through diversity and new business models			

Table 224 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Composition of a group of farms that team up in the production of local products	2014-2015	Local food production, cooperation
Sales System of the Apuan Alps	2016	Short supply chain, cooperation
Call "Piccoli Comuni Montani"	2017	Moving goods and people

Table 225 Related milestones

RM19-5 Investments in the training of personnel involved in the promotion of the Ecomuseum project and of the local assets	
OBJECTIVE	To create job opportunities related to knowledge and enhancement of local heritage
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building Local economy
INITIAL CONDITIONS	<ul style="list-style-type: none"> Initial investment Entrepreneurship
RELATED BARRIERS	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Cultural Ecosystem Services
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Mental wellbeing Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development

Table 226 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	√	√	√
SOCIAL	√	√	√
DESCRIPTION			
Improve social and human capitals through capacity building			

Table 227 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Activation of specific projects of Regional Civil Service (SCR) or National Service (SCN) dedicated to the Ecomuseum and its activities	2016-2017-2018	Professional training, unemployment, local heritage
Agritec Training Courses and Agribusiness Apuan Alps Bioregion	2018	Professional training, unemployment, local heritage
University stages	2017-2018	Professional training, local heritage

Table 228 Related milestones

n- RM20- Heritage recovery after disasters (Japan)

RM20-1 Designating the Sanriku Fukko National Park.	
OBJECTIVE	To protect and promote a certain part of the natural and cultural asset to help its safeguard.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Official designation Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge Institutional support
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of population awareness, as priority was given to rebuilt daily life activities
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework

RM20-1 Designating the Sanriku Fukko National Park.	
	<ul style="list-style-type: none"> • Legal aspects and land tenure • Social innovation • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing • Tourism and Marketing strategies • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • L22. Invest in safety to make safe for tourists even the places less accessible • LL36. Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector) • LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development • LL10. Definition of the natural and cultural heritage management plan

Table 229 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	
NATURAL	√	√	
HUMAN			√
SOCIAL			√
DESCRIPTION			
Develop a region by its listing			

Table 230 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
The occurrence the Great East Japan Earthquake	March 11,2011	Disaster occurrence
Establishment of Sanriku Fukko National Park	May 24,2013	Outstanding natural beauty, history culture
Extension of Sanriku Fukko National Park	March 31,2015	Outstanding natural beauty

Table 231 Related milestones

RM20-2 Designing "Michinoku Coastal Trail". (Long distance trail)	
OBJECTIVE	To develop a trail and promote it with the aim of making the place known and therefore obtain income to continue safeguarding it.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Promotion and dissemination Participation Marketing and communication
INITIAL CONDITIONS	<ul style="list-style-type: none"> Social memory Participatory approach Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of population awareness, as priority was given to rebuilt daily life activities
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Business models and investment strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Legal aspects and land tenure Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services Mental wellbeing Tourism and Marketing strategies Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> L22. Invest in safety to make safe for tourists even the places less accessible LL36. Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector) LL31. Improve resilience of natural and cultural environments against natural hazards LL27. Official protection of cultural/natural/intangible good by national/international authority LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL10. Definition of the natural and cultural heritage management plan LL06. Create a 'brand' based on one of the cultural and natural resources and the added valued created

Table 232 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
BUILT		√	
FINANCIAL		√	
DESCRIPTION			
Develop a region by promoting activities that while don't hurt the cultural and natural heritage they serve as a financial income			

Table 233 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
The occurrence the Great East Japan Earthquake	March 11,2011	Disaster occurrence
MOE started setting the trail"	November 29,2013	Outstanding natural beauty, history culture
MOE complete the trail setting."	March 31,2019(Schedule)	Outstanding natural beauty, history culture

Table 234 Related milestones

SIA6- INTEGRATED LANDSCAPE MANAGEMENT

o- RM11- A CNH-led approach in Austrått manorial landscape (Norway)

RM11-1 Develop a participative process for the recognition and the evaluation of the cultural and natural heritage features (tangible and intangible)	
OBJECTIVE	Understanding comprehensive values of the landscape
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Participation Knowledge building
INITIAL CONDITIONS	<ul style="list-style-type: none"> Open society Leadership

RM11-1 Develop a participative process for the recognition and the evaluation of the cultural and natural heritage features (tangible and intangible)	
	<ul style="list-style-type: none"> • CNH knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> • Local residents lack of guidance on restoring/renovating their houses in the protected area • Lack of protection acts for this type of cultural heritage in Norway
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Social innovation • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Business models and investment strategies • Governance and regulatory framework
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Legal aspects and land tenure • Technological innovation assessment • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing • Tourism and Marketing strategies • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage • LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being • LL24. Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships • LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development • LL32. Set up a sustainable governance and management model for heritage resources • LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.) • LL11. Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations • LL35. Training on digital technologies • LL34. To define an action plan • LL12. Discover economic values of traditional food (e.g. traditional fish processing, historical orchards and fruit production) and use it as a way to protect historical landscapes • LL24. Official protection of cultural/natural/intangible good by national/international authority

Table 235 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
SOCIAL		√	
DESCRIPTION			
Improve cultural and natural capitals through social capital (participation)			

Table 236 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
FRAGLA research project started	2014	Generating new knowledge on the history and values of the Austrått landscape
Relocating the houses in the noise zone	2015	Evaluating, conserving and reusing historical houses
Protection zones of Austrått landscape	2015	The area is formally protected

Table 237 Related milestones

RM11-2 Design a framework for integrated management	
OBJECTIVE	Integrated management that both protects CNH and ensures sustainable development
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Integrated management
INITIAL CONDITIONS	<ul style="list-style-type: none"> Leadership Institutional support Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> Local residents lack of guidance on restoring/renovating their houses in the protected area Lack of protection acts for this type of cultural heritage in norway Financial and human resources (e.g. As long as there is no gardener we will not propose a restauration, means it might delay the regeneration process)
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation

RM11-2 Design a framework for integrated management	
	<ul style="list-style-type: none"> • Mobility and accessibility of the areas
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Legal aspects and land tenure • Technological innovation assessment • Social innovation • Cultural Ecosystem Services • Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL34. To define an action plan • LL28. Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision • LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport • LL10. Definition of the natural and cultural heritage management plan • LL38. Negotiate the use and ownership among property owners and users, and to reach a win-win status

Table 238 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL			√
NATURAL			√
SOCIAL	√	√	
FINANCIAL		√	
DESCRIPTION			
Joining stakeholders' and institutions' efforts to protect CNH			

Table 239 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
NATO airbase started to establish in Ørland	2012	Population in Ørland is expected to increase by 40%

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Walking paths creation, lake restoration	2014	Better connection among places of interests and public facilities
Relocating the houses in the noise zone	2015	Evaluating, conserving and reusing historical houses
Protection zones of Austrått landscape	2015	The area is formally protected

Table 240 Related milestones

p- RM12- Douro cultural landscape, driver for economic and social development (Spain)

RM12-1 Promote joint actions (also through PPP) to enhance heritage resources and create an internationally recognized brand	
OBJECTIVE	Implementation of a strategic tool (territorial brand) to facilitate the recognition and enhancement of existing heritage resources, the projection international and promotion of this space not only as a tourist destination but as a competitive territory
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> • Public-private partnership • Territorial brand • Stakeholders collaboration • Social innovation
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Collaborative environment • Network of resources/ events • Openness to innovation
RELATED BARRIERS	<ul style="list-style-type: none"> • Direct commitment from the enterprises (concerning both resources and economic contributions) which has reduced the amount of entities linked to the project during the process. • The deployment of the lines of action of the strategic plan over such an extensive territory, with such a variety of actors and agents is very complex and would require a broader technical management office. • The innovative nature of the of the project (facilitating business agent) requires the definition of channels of dialogue and formulas of action that do not have previous references, at least in our closest territorial context.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Social innovation • Business models and investment strategies • Cultural Ecosystem Services

RM12-1 Promote joint actions (also through PPP) to enhance heritage resources and create an internationally recognized brand	
	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Technological innovation assessment Environment and climate change mitigation and adaptation Mental wellbeing Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage LL24. Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships LL32. Set up a sustainable governance and management model for heritage resources LL34. To define an action plan LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL06. Create a 'brand' based on one of the cultural and natural resources and the added value created

Table 241 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
SOCIAL	√	√	
FINANCIAL			√
DESCRIPTION			
Improve economic capital through social capital (stakeholders collaboration)			

Table 242 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Creation of the "Association of Cultural Heritage Entities of Castille and León" (Asociación de Entidades de Patrimonio Cultural de Castilla y León -AEPC)	December 2013	Leadership in the launch of the initiative, Sta. María La Real Foundation; critical mass to form a sector of business activity; Previous collaborative relationships among companies
Integration of AEPC and most of its members into cluster AEICE, creation of the "heritage" group of work	March 2014	Group of enterprises interested in re- launching their activity following a planned process
Presentation of the Duero Douro Strategic Plan	April 2016	The joint work allows to design a road map; economic help and funding allows a professional dedication to these works, constitution of the Duero Douro Technical Office

Table 243 Related milestones

RM12-2 Establishment of a Social Innovation Laboratory for the valorisation of the CNH	
OBJECTIVE	Implementation of a new working methodology that involves all agents operating in the territory in the decision-making process. The use of social innovation gives greater solidity to the proposals because it incorporates in the final proposal the real needs of the interested agents (population, economic sectors, administrations)
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> • Social innovation • Stakeholders collaboration • Participation
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Open society • Stakeholders commitment • Participatory approach
RELATED BARRIERS	<ul style="list-style-type: none"> • The deployment of the lines of action of the strategic plan over such an extensive territory, with such a variety of actors and agents is very complex and would require a broader technical management office. • The innovative nature of the of the project (facilitating business agent) requires the definition of channels of dialogue and formulas of action that do not have previous references, at least in our closest territorial context.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Social innovation

RM12-2 Establishment of a Social Innovation Laboratory for the valorisation of the CNH	
	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Environment and climate change mitigation and adaptation Cultural Ecosystem Services Mental wellbeing Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being LL32. Set up a sustainable governance and management model for heritage resources LL34. To define an action plan LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development

Table 244 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
NATURAL	√		√
SOCIAL		√	√
DESCRIPTION			
Improve natural and cultural capitals through social capital (social innovation)			

Table 245 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Creation of the "Association of Cultural Heritage Entities of Castilla and León" (Asociación de Entidades de Patrimonio Cultural de Castilla y León -AEPC)	December 2013	Leadership in the launch of the initiative, Sta. María La Real Foundation; critical mass to form a sector of business activity; Previous collaborative relationships among companies

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
“Historias Inspiradoras (Inspirational stories) by Douro Douro” award	April 2018	Value the activity of enterprises around heritage is a priority, daily work of the Office allows to discover talent that is commonly hidden

Table 246 Related milestones

RM12-3 Support the implementation of a regional Heritage Territorial System (STP)	
OBJECTIVE	The Territorial Heritage System (STP) is a legal formula for the management of heritage resources. It is characterized by incorporating an integrated and systemic vision in the management of patrimonial resources. The patrimonial value is inserted in a complex territorial system, therefore its preservation demands to value the constant interactions between the patrimonial values and the physical environment, the economic activity, the society.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Knowledge building Legal framework
INITIAL CONDITIONS	<ul style="list-style-type: none"> Institutional support Network of resources/ events CNH knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> Direct commitment from the enterprises (concerning both resources and economic contributions) which has reduced the amount of entities linked to the project during the process. The deployment of the lines of action of the strategic plan over such an extensive territory, with such a variety of actors and agents is very complex and would require a broader technical management office. The innovative nature of the of the project (facilitating business agent) requires the definition of channels of dialogue and formulas of action that do not have previous references, at least in our closest territorial context.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Governance and regulatory framework
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Legal aspects and land tenure Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services Mental wellbeing

RM12-3 Support the implementation of a regional Heritage Territorial System (STP)	
	<ul style="list-style-type: none"> Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being LL05. Collaborative approaches to achieve innovative financing solutions and access to funding LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development LL14. Establish mechanisms of periodical monitoring of the status of conservation/preservation/protection LL10. Definition of the natural and cultural heritage management plan

Table 247 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL			√
NATURAL			√
SOCIAL	√	√	
DESCRIPTION			
Fostering the CNH resources by an improved governance model that integrates the systemic vision of the site			

Table 248 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Creation of the "Association of Cultural Heritage Entities of Castilla and León" (Asociación de Entidades de Patrimonio Cultural de Castilla y León -AEPC)	December 2013	Leadership in the launch of the initiative, Sta. María La Real Foundation; critical mass to form a sector of business activity; Previous collaborative relationships among companies
First EU funded research projects	May 2017	The work of the Technical Office allows constant dedication; the established alliances generate opportunities

Table 249 Related milestones

RM12-4 Develop strategies to understand and manage changes and interactions between social and ecological systems, including conflict prevention and management of biodiversity	
OBJECTIVE	The lessons learned from a new governance involving different actors highlight the critical points, their concerns and real needs. This knowledge favors the development of more targeted programmes and actions that are received by the recipients as a solution and not as an imposition.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Biodiversity Stakeholders collaboration
INITIAL CONDITIONS	<ul style="list-style-type: none"> Knowledge in environmental governance Participatory approach
RELATED BARRIERS	<ul style="list-style-type: none"> The deployment of the lines of action of the strategic plan over such an extensive territory, with such a variety of actors and agents is very complex and would require a broader technical management office.
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Legal aspects and land tenure Social innovation Environment and climate change mitigation and adaptation Mental wellbeing Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL32. Set up a sustainable governance and management model for heritage resources LL10. Definition of the natural and cultural heritage management plan

Table 250 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		√
SOCIAL		√	
DESCRIPTION			

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
Improve social and natural capitals through stakeholders collaboration			

Table 251 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Presentation of the Duero Douro Strategic Plan	April 2016	The joint work allows to design a road map; economic help and funding allows a professional dedication to these works, constitution of the Duero Douro Technical Office

Table 252 Related milestones

RM12-5 Develop high level training programme for the management of the territory as "cultural landscape" (addressed mainly to professionals, researchers and public bodies staff)	
OBJECTIVE	To enable agents (private, public, economic...) to incorporate a strategic orientation of the actions they undertake linked to heritage resources; the success of these actions requires the development of an innovative vision that needs to stimulate the development of new competences in the actors. These include the incorporation of an integrated vision in management, the development of a culture of collaboration between agents and the inclusion of the population in these processes. This orientation improves the knowledge of heritage resources, increases the perceived value and develops the sense of belonging of the communities promoting their roots.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building Integrated management Knowledge building Strategic planning
INITIAL CONDITIONS	<ul style="list-style-type: none"> Knowledge in CNH management Open society Collaborative environment
RELATED BARRIERS	<ul style="list-style-type: none"> The innovative nature of the of the project (facilitating business agent) requires the definition of channels of dialogue and formulas of action that do not have previous references, at least in our closest territorial context.

RM12-5 Develop high level training programme for the management of the territory as "cultural landscape" (addressed mainly to professionals, researchers and public bodies staff)	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Tourism and Marketing strategies • Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Cultural Ecosystem Services • Mental wellbeing • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNED	<ul style="list-style-type: none"> • LL05. Collaborative approaches to achieve innovative financing solutions and access to funding • LL07. Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport • LL25. Take advantage from traditional events and make the typical characteristics of the area (food&wine, handcraft, traditions) a tourist attraction • LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions

Table 253 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
HUMAN		√	
SOCIAL		√	
DESCRIPTION			
Improve cultural capital through capacity building			

Table 254 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
"Historias Inspiradoras (Inspirational stories) by Duero Douro" award	April 2018	Value the activity of enterprises around heritage is a priority, daily work of the Office allows to discover talent that is commonly hidden

Table 255 Related milestones

q- RM13- The Northern Headlands area of Ireland's Wild Atlantic Way (Ireland)

RM13-1 To set out a strategy and an implementation framework and programme for the sustainable implementation of the Wild Atlantic Way	
OBJECTIVE	To move Ireland and in particular the West of Ireland from a place to come "some day" to a "must visit now" destination.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Strategic planning Promotion and dissemination
INITIAL CONDITIONS	<ul style="list-style-type: none"> Institutional support CNH knowledge
RELATED BARRIERS	<ul style="list-style-type: none"> Agreement on route identification. While only a minor barrier some revisions to the initial routes were necessary based on community and stakeholder inputs
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Tourism and Marketing strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Legal aspects and land tenure Technological innovation assessment Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services Mental wellbeing Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL26. Take advantage of National/State (and regional) investment in CNH promotion to develop increased tourism and other economic activity at local/regional level LL05. Collaborative approaches to achieve innovative financing solutions and access to funding LL34. To define an action plan LL32. Set up a sustainable governance and management model for heritage resources

RM13-1 To set out a strategy and an implementation framework and programme for the sustainable implementation of the Wild Atlantic Way	
	<ul style="list-style-type: none"> • LL06. Create a 'brand' based on one of the cultural and natural resources and the added value created • LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage • LL13. Ensure, at least, standard quality internet connection and mobile coverage • LL10. Definition of the natural and cultural heritage management plan

Table 256 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
SOCIAL		√	√
FINANCIAL		√	
DESCRIPTION			
Developing a social and financial long-term strategy that promotes cultural values			

Table 257 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Proposition and Brand Development	2012	Assessment of target markets, benchmarking against other key destination routes, provide visitors with clear expectations of the experience
Identification of route	2012	Establishment of four regional steering groups, review existing driving routes, stakeholder and community consultation, publish route master plan
Delivery of Discovery Points	2013	Undertake audit of all Discovery Points Identify minimum work possible to develop Discovery Points. Prepare infrastructure and interpretative plans for Discovery Points. Stakeholder and community consultation. Undertake development of infrastructural work

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Selling Wild Atlantic Way Experiences and Marketing/Communications - 2013/2014	2013-2014	Fáilte Ireland hosted a series of workshops with businesses on the delivery and packaging of Wild Atlantic Way experiences. Preparation of Marketing and Communications Plan. Preparation of digital content. Development of relevant marketing collateral.

Table 258 Related milestones

RM13-2 External Monitoring Group to ensure robust systems in place to ensure that there are no adverse effects on the environment.	
OBJECTIVE	To ensure that all the direct and indirect environmental effects of the Wild Atlantic Way initiatives and actions are fully assessed to the satisfaction of competent authorities/agencies, the public and visitors.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Monitoring Impact assessment
INITIAL CONDITIONS	<ul style="list-style-type: none"> Knowledge in impact modelling Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> Agreement on route identification. While only a minor barrier some revisions to the initial routes were necessary based on community and stakeholder inputs
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Environment and climate change mitigation and adaptation Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Legal aspects and land tenure Social innovation Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL16. Foster and promote sustainable tourism LL14. Establish mechanisms of periodical monitoring of the status of conservation/preservation/protection

Table 259 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	√		√
BUILT		√	
DESCRIPTION			
Managing the natural heritage through the control and monitoring			

Table 260 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
An external monitoring group comprising of local authorities, community development groups, environmental groups agencies and departments was set up to oversee and guide the monitoring process	2013	To work with and demonstrate to stakeholders that FI were committed to the sustainable development of the Wild Atlantic Way, and to be able to pre-empt and avoid environmental effects in the future should they occur. Ensure robust systems in place to ensure that there were no adverse effects on the environment.

Table 261 Related milestones

RM13-3 Local Economic and Community Plan developed for the region	
OBJECTIVE	To identify and implement actions to strengthen and develop the economic and community dimensions of the County and to reflect and support the implementation of existing and proposed National and Regional spatial, community and economic strategies.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Local economy Strategic planning
INITIAL CONDITIONS	<ul style="list-style-type: none"> CNH knowledge Leadership Institutional support
RELATED BARRIERS	<ul style="list-style-type: none"> Agreement on route identification. While only a minor barrier some revisions to the initial routes were necessary based on community and stakeholder inputs
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Business models and investment strategies Social innovation

RM13-3 Local Economic and Community Plan developed for the region	
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL08. Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions LL34. To define an action plan LL04. Build sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage

Table 262 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
SOCIAL	√		√
FINANCIAL		√	
DESCRIPTION			
Improve and upgrade the cultural and natural heritage safeguarding by developing effective financial strategies			

Table 263 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Donegal County Council Local Economic and Community Plan 2016-2022. Public consultation focus-groups and publishing of Plan	2016	The purpose of the Plan is to identify and implement actions to strengthen and develop the economic and community dimensions of the County and to reflect and support the implementation of existing strategies.

Table 264 Related milestones

RM13-4 Action Plan for Jobs developed for the region and the State	
OBJECTIVE	To create the best environment for enterprise and job creation in the region
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Local economy Strategic planning Job creation
INITIAL CONDITIONS	<ul style="list-style-type: none"> Leadership Entrepreneurship
RELATED BARRIERS	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Social innovation Cultural Ecosystem Services Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL34. To define an action plan LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage

Table 265 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	√		√
SOCIAL	√		√
FINANCIAL		√	
DESCRIPTION			
Improve social and human capitals of a territory by developing action plans			

Table 266 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Action Plan for Jobs for North East / North West 2015-2017. Public consultation focus groups and publishing of Plan	2015	The Government's 2015 Action Plan includes a commitment to develop and publish a suite of Regional Action Plans for Jobs to support enterprise growth and job creation in the regions.

Table 267 Related milestones

RM13-5 Strategy to maintain, strengthen and develop a thriving native language speaking (Gaeltacht) community that is defined by language and culture	
OBJECTIVE	The creation of employment and the development on an integrated basis of a modern economic, social and cultural infrastructure in the Gaeltacht region which will ultimately strengthen the position of the Irish language as the predominant Gaeltacht community language.
REPLICABILITY	LOW
KEY ELEMENTS	<ul style="list-style-type: none"> Intangible heritage Native language
INITIAL CONDITIONS	<ul style="list-style-type: none"> Conservation of traditional knowledge and skills Institutional support
RELATED BARRIERS	
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Business models and investment strategies Governance and regulatory framework
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Cultural Ecosystem Services Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL34. To define an action plan LL26. Take advantage of National/State (and regional) investment in CNH promotion to develop increased tourism and other economic activity at local/regional level LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.) LL16. Foster and promote sustainable tourism LL05. Collaborative approaches to achieve innovative financing solutions and access to funding

RM13-5 Strategy to maintain, strengthen and develop a thriving native language speaking (Gaeltacht) community that is defined by language and culture

	<ul style="list-style-type: none"> LL15. Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development
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Table 268 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√	√	√
SOCIAL	√	√	√
DESCRIPTION			
Safeguard the immaterial heritage of a territory by creating jobs related to its promotion			

Table 269 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Strategy to maintain, strengthen and develop a thriving native language speaking (Gaeltacht) community that is defined by language and culture	2017	Údarás na Gaeltachta Strategic Plan 2018-2020
Tourism Management Development Scheme opened by Údarás na Gaeltachta	2017	The Tourism Management Development Scheme will support a range of strategic tourism projects in the Gaeltacht to assist those projects to add to their management, marketing, development and administrative capabilities.

Table 270 Related milestones

r- RM18- Halland Model (Sweden)

RM18-1 Carefully selected each of the conservation projects with the focus on adaptive re-use and sustainable development within regional development strategies.	
OBJECTIVE	Foster local economy by focusing on re-use of Cultural Heritage and sustainable development.
REPLICABILITY	MEDIUM

RM18-1 Carefully selected each of the conservation projects with the focus on adaptive re-use and sustainable development within regional development strategies.	
KEY ELEMENTS	<ul style="list-style-type: none"> • Reuse of buildings • Local economy • Strategic planning
INITIAL CONDITIONS	<ul style="list-style-type: none"> • Available buildings • Initial investment
RELATED BARRIERS	<ul style="list-style-type: none"> • No cooperation experience between ch and construction industry and labor market sector • Lack of financing mechanism and unclear return of investments • No planning of adaptive re-use of historic buildings
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Governance and regulatory framework • Business models and investment strategies • Social innovation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Legal aspects and land tenure • Technological innovation assessment • Environment and climate change mitigation and adaptation • Cultural Ecosystem Services • Mental wellbeing • Tourism and Marketing strategies • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage • LL24. Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships • LL34. To define an action plan

Table 271 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
BUILT		√	
HUMAN	√		√
DESCRIPTION			

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
Buildings re-use leads to new business opportunities and maintains traditional buildings techniques			

Table 272 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Halland Model Research project	2000-2009	Research project, papers, PhD Thesis

Table 273 Related milestones

RM18-2 New well-functioned cross-sectoral partnerships created working with multi-problem oriented approaches.	
OBJECTIVE	Safeguarding of Cultural Heritage by involving all stakeholders in the process.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Stakeholders collaboration
INITIAL CONDITIONS	<ul style="list-style-type: none"> Open society Stakeholders commitment
RELATED BARRIERS	<ul style="list-style-type: none"> Weak regional cohesion No cooperation experience between ch and construction industry and labor market sector
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies Social innovation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL05. Collaborative approaches to achieve innovative financing solutions and access to funding LL23. Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage

Table 274 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
FINANCIAL		√	
DESCRIPTION			

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
Investments from different sectors creates partnership based on culture.			

Table 275 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Cognitive Keynesianism: Heritage conservation as a platform for structural anti-cyclic policy. The case of the Halland Region, Sweden - Publication of the project in an international scientific journal	2017	Paper
Presentation of the project and planning similar projects in China	2010-2019	Conferences, meetings
Presentation of the project and planning similar projects in Singapore	2015-2018	Conferences, meetings
Presentation of the project and planning similar projects in Vietnam	2016-2018	Conferences, meetings
Changes EU Heritage Plus project	2014-2018	Research project, conferences, seminars, papers
Fields of Creative Powers project	2010-2019	Integration of the HM concepts into Innovation strategies
Halland Model Research project	2000-2009	Research project, papers, PhD Thesis

Table 276 Related milestones

RM18-3 New cultural heritage planning methodology developed, with a starting point in adaptive re-use and its value for regional sustainable development. A trading zone (negotiation model) for building conservation in concert with labour market policy and the construction industry aiming at regional sustainable development.	
OBJECTIVE	Improve unemployment rates safeguarding vernacular construction techniques and re-using existing historic buildings.
REPLICABILITY	MEDIUM
KEY ELEMENTS	<ul style="list-style-type: none"> Job creation Reuse of buildings
INITIAL CONDITIONS	<ul style="list-style-type: none"> Institutional support Stakeholders commitment

RM18-3 New cultural heritage planning methodology developed, with a starting point in adaptive re-use and its value for regional sustainable development. A trading zone (negotiation model) for building conservation in concert with labour market policy and the construction industry aiming at regional sustainable development.	
RELATED BARRIERS	<ul style="list-style-type: none"> No craftsmen trained in traditional building techniques
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Environment and climate change mitigation and adaptation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Technological innovation assessment Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL33. Sustainable energy production and consumption

Table 277 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
BUILT	√	√	√
HUMAN		√	
DESCRIPTION			
Cultural activities and traditional skills in conservation techniques are improved through the involvement of business contributing to sustainable development.			

Table 278 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Cognitive Keynesianism: Heritage conservation as a platform for structural anti-cyclic policy. The case of the Halland Region, Sweden - Publication of the project in an international scientific journal	2017	Paper
Presentation of the project and planning similar projects in China	2010-2019	Conferences, meetings
Presentation of the project and planning similar projects in Singapore	2015-2018	Conferences, meetings

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Presentation of the project and planning similar projects in Vietnam	2016-2018	Conferences, meetings
Changes EU Heritage Plus project	2014-2018	Research project, conferences, seminars, papers
Fields of Creative Powers project	2010-2019	Integration of the HM concepts into Innovation strategies
Halland Model Research project	2000-2009	Research project, papers, PhD Thesis

Table 279 Related milestones

RM18-4 Common understanding of conservation as an investment and not a cost or burden to the society. Clarification of the return of investments for all participating stakeholders	
OBJECTIVE	Involving private, public, particulars and end-users into the innovation process and generating new businesses.
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> New business models
INITIAL CONDITIONS	<ul style="list-style-type: none"> Entrepreneurship Initial investment
RELATED BARRIERS	<ul style="list-style-type: none"> Lack of financing mechanism and unclear return of investments
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Governance and regulatory framework
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage

Table 280 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
BUILT	√		√
FINANCIAL		√	
DESCRIPTION			

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
Involvement of different business sectors as investors, taking advantage of high level of craftsmanship for better conservation strategies and techniques.			

Table 281 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Cognitive Keynesianism: Heritage conservation as a platform for structural anti-cyclic policy. The case of the Halland Region, Sweden - Publication of the project in an international scientific journal	2017	Paper
Presentation of the project and planning similar projects in China	2010-2019	Conferences, meetings
Presentation of the project and planning similar projects in Singapore	2015-2018	Conferences, meetings
Presentation of the project and planning similar projects in Vietnam	2016-2018	Conferences, meetings
Changes EU Heritage Plus project	2014-2018	Research project, conferences, seminars, papers
Fields of Creative Powers project	2010-2019	Integration of the HM concepts into Innovation strategies
Halland Model Research project	2000-2009	Research project, papers, PhD Thesis

Table 282 Related milestones

RM18-5 Restoration and conservation of 100 historic buildings at risk in the region of Halland	
OBJECTIVE	Conservation of Cultural heritage.
REPLICABILITY	LOW
KEY ELEMENTS	<ul style="list-style-type: none"> Reuse of buildings
INITIAL CONDITIONS	<ul style="list-style-type: none"> Available buildings Initial investment
RELATED BARRIERS	<ul style="list-style-type: none"> No cooperation experience between ch and construction industry and labor market sector No craftsmen trained in traditional building techniques

RM18-5 Restoration and conservation of 100 historic buildings at risk in the region of Halland	
	<ul style="list-style-type: none"> No planning of adaptive re-use of historic buildings
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> Business models and investment strategies
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> Social innovation Tourism and Marketing strategies
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> LL30. Regional investment in redevelopment/ upgrading of disused buildings in CNH areas for relevant uses (economic, tourism, social innovation etc.) LL09. Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.)

Table 283 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
BUILT		√	
DESCRIPTION			
Traditional skills are enhanced through buildings restoration.			

Table 284 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Halland Model Research project	2000-2009	Research project, papers, PhD Thesis

Table 285 Related milestones

RM18-6 1.200 unemployed construction workers trained in traditional building techniques & hereby employed in the conservation projects & creation of 300 new jobs in the restored buildings	
OBJECTIVE	Improve unemployment rates safeguarding vernacular construction techniques.
REPLICABILITY	LOW
KEY ELEMENTS	<ul style="list-style-type: none"> Capacity building Local economy
INITIAL CONDITIONS	<ul style="list-style-type: none"> Conservation of traditional knowledge and skills

RM18-6 1.200 unemployed construction workers trained in traditional building techniques & hereby employed in the conservation projects & creation of 300 new jobs in the restored buildings	
	<ul style="list-style-type: none"> • Entrepreneurship
RELATED BARRIERS	<ul style="list-style-type: none"> • No cooperation experience between CH and construction industry and labor market sector • Lack of financing mechanism and unclear return of investments • No craftsmen trained in traditional building techniques
MAIN CROSS-CUTTING	<ul style="list-style-type: none"> • Social innovation • Governance and regulatory framework • Environment and climate change mitigation and adaptation • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER CROSS-CUTTING	<ul style="list-style-type: none"> • Business models and investment strategies • Legal aspects and land tenure • Technological innovation assessment • Cultural Ecosystem Services • Mental wellbeing • Tourism and Marketing strategies • Mobility and accessibility of the areas
RELATED LESSONS LEARNT	<ul style="list-style-type: none"> • LL18. Implementation of participatory approach and involvement of local people, including private owners, from early stage • LL29. Recover and put in value the traditional skills and agricultural and farming methods • LL34. To define an action plan

Table 286 Characterisation of the RM Action and related cross-cutting

CAPITAL TRANSFERENCE MECHANISM			
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	√		√
SOCIAL	√	√	√
DESCRIPTION			
Promote training activities on traditional buildings techniques to ensure cooperation and stable labor market.			

Table 287 Capital transference mechanisms

RELATED MILESTONES		
MILESTONE	YEAR	CONCEPTUAL STEP
Halland Model Research project	2000-2009	Research project, papers, PhD Thesis

Table 288 Related milestones

4- Stakeholder analysis

186 different stakeholders have been identified and linked to their respective RM action in the Inventory of Best Practices. A code has been assigned and their type, subtype, role of the entity in the rural regeneration, their contribution to the process and timing of their engagement has been established.

Additionally, in 29 of the RM Actions, a deeper analysis has been carried out regarding the different governance models and stakeholders' roles using the clustering method developed in Nature4Cities (N4C) project regarding governance structures. Although, this methodology was developed for regeneration processes based on Nature Based Solutions, it has been considered that it is also applicable for the heritage-led rural regeneration processes considered in RURITAGE, since, both types of processes share the complexity of stakeholders to be engaged and the need of social innovation and learning environments. A detailed description of the background of the method can be found in the public deliverable from N4C² D1.2 "Typology of Implementation Models". The clustering method is developed based on the idea that governance models that can be found in literature cannot be packed in clearly delimited boxes. Governance is a map of spectrums where the different models coexist in different degrees regarding some key axes³. Four dimensions were considered to define the typology of governance models:

1. **Polycentric vs. monocentric governance:** One of the most important current trends in governance is the shift from centralized control to the incorporation of lower-level administrative units and social groups into more democratic decision-making processes.
2. **Initiating actor:** One classical way to characterize the governance structures considers the main actors promoting and interacting within the governance structures. The stakeholders are classified in three main sectors: government, community and market. The initiative will come from one of these sectors and this will be one of the key parameters that will determine the nature and rules of the arrangement and the overall management of the action.
3. **Levels of participation:** The intensity of participation can be classified according to the range of parties included in the decision-making process, the intensity and direction of information flows and the level of influence in the decisions to be made⁴.
4. **Governance concepts and steering modes for clustering:** The governance framework and its capacity to tie different areas and levels of government, has been identified as a critical factor for the success of integrated interventions⁵. Glavovic, mainly based on the work of Hartley, differentiates three broad conceptions of governance that theoretically have evolved sequentially but in practice co-exist, overlap and compete⁶: "*Traditional public administration*", "*New Public Management*" and "*Networked Governance*". Van der Steen et al. added a fourth governance concept: "*Societal Resilience*"⁷. These four concepts have been used to make the clustering of the types of governance models (see Figure 3): government –led traditional governance models (Cluster 1), market-oriented governance models (Cluster 2), community-based governance models (Cluster 4) and collaborative governance models (Cluster 5). Two additional key dimensions are the degree of involvement of public actors (government) vs. private sectors (communities and markets)⁸ together with the hierarchical/non-hierarchical distinction. Using these two axes, Hall⁹ classifies four frameworks of governance regarding their steering modes. This classification provides the fifth cluster: private-private partnership that considers all governance models between community

² www.nature4cities.eu

³ C. Michael Hall, "A typology of governance and its implications for tourism policy analysis," J. Sustain. Tour., vol. 19, no. 4-5, pp. 437-457, 2011.

⁴ E. Kochskämper, E. Challies, J. Newig, and N. W. Jager, "Participation for effective environmental governance? Evidence from Water Framework Directive implementation in Germany, Spain and the United Kingdom," J. Environ. Manage., vol. 181, pp. 737-748, 2016.

⁵ AEIDL, "Urban development in the EU: 50 projects supported by the European Regional Development Fund during the 2007-13 period," 2013.

⁶ B. C. Glavovic, "Coastal innovation imperative," Sustain., vol. 5, no. 3, pp. 934-954, 2013.

⁷ M. Van der Steen, J. Scherpenisse, and M. van Twist, Sedimentatie in sturing. Systeem brengen in netwerkend werken door meervoudig organiseren. NSOB, 2015.

⁸ M. Van der Steen, J. Scherpenisse, M. Hajer, O.-J. van Gerwen, and S. Kruitwagen, Learning by doing. 2015.

⁹ C. Michael Hall, "A typology of governance and its implications for tourism policy analysis," J. Sustain. Tour., vol. 19, no. 4-5, pp. 437-457, 2011.

and market sectors. Based on the previous references and in the triangle connecting government, market, and community, also used by Lemos and Agrawal¹⁰, a framework for governance model analysis and clustering was developed in N4C project (see Figure 3).

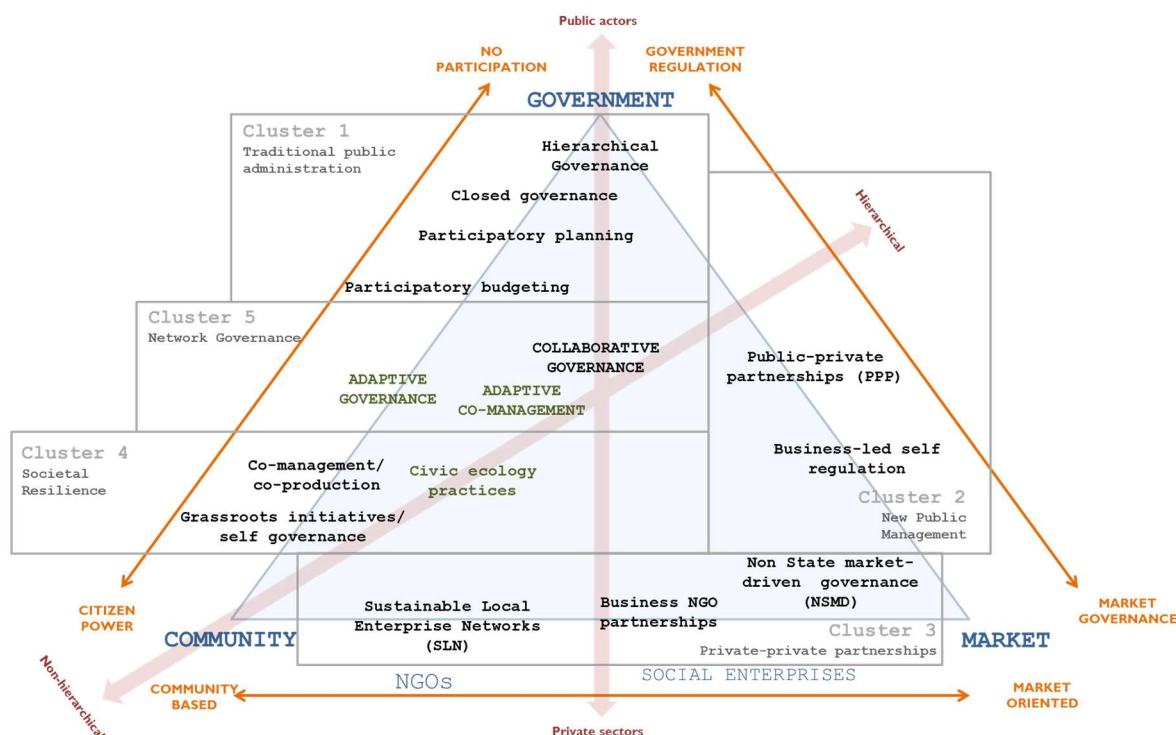


Figure 8: Mapping and clustering of governance models based on N4C method¹¹

The identified governance models are not static or definitive. They can coexist in the same initiatives or change during the different stages of the projects. The Figure 3 shows different governance models clustered in 5 clusters and distributed according to the involved actors (government, community and market), their position in the spectrum from high to low government involvement and their level of participation.

Traditional public administration cluster comprises government- and producer-oriented governance models. With different levels of low-moderate participation, the community role is mainly to be a client while the role of the government is to be the commander. The needs and problems are defined by professionals and since a key goal is to maintain stability they are uncertainty averse. New Public Management and Private-private partnerships clusters are based on the idea that the involvement of market actors in environmental collaboration is to overcome the inefficiencies of government action by injecting competitive pressures through market actors that are regarded as capable of achieve bigger profitability in the utilization of environmental resources¹². The different models for this kind of arrangements could be placed in a spectrum that goes from an almost fully public sector governance to an almost private sector governance. Societal Resilience comprises the governance models in the higher steps of the participation ladder when communities have the power for planning and managing without (almost) intermediaries. The Network Governance instead, aims to add the community and local voices to environmental governance models supported by the government with the hope to solve complex problems and allowing a more equitable allocation of benefits¹³

¹⁰ M. C. Lemos and A. Agrawal, "Environmental Governance," *Annu. Rev. Environ. Resour.*, vol. 31, no. 1, pp. 297–325, 2006.

¹¹ Nature4Cities project, D1.2 Implementation Models, 2017

¹² *Ibid.*

¹³ *Ibid.*


























RMA		Involved actors			level of participation	polycentric/monocentric	bottom up/top down	Governance cluster
		government	community	private sector				
RM1-1	Promote a governance model with the involvement of public and private bodies	YES	YES	YES	HIGH	POLYCENTRIC	TOP DOWN	NETWORK GOVERNANCE
RM1-2	Develop Heritage innovation as Monitoring Heritage System	YES	NO	YES	LOW	MONOCENTRIC	TOP DOWN	NEW PUBLIC MANAGEMENT
RM2-1	Improve services: eco-mobility, Wi-Fi connection, tourism services (hostels, bar & restaurants), signals, maps, radio...	YES	YES	YES	HIGH	POLYCENTRIC	BOTTOM UP	SOCIETAL RESILIENCE
M2-2	Expand the offer, promoting eco-tourism: link the pilgrimage route to other activities (outdoor sports, excursions...)	YES	YES	YES	HIGH	POLYCENTRIC	BOTTOM UP	SOCIETAL RESILIENCE
RM2-3	Create a set of guided tours or organized travels, tailored for different targets	YES	YES	YES	HIGH	POLYCENTRIC	BOTTOM UP	SOCIETAL RESILIENCE
RM4-1	Promote cooperation and relationship between universities, public entities and local producers, through joint workshops.	YES	YES	YES	HIGH	POLYCENTRIC	BOTTOM UP	NETWORK GOVERNANCE
RM4-2	Develop virtual training courses	YES	YES	YES	HIGH		BOTTOM UP	NETWORK GOVERNANCE
RM4-4	Creation of inventories of the CNH characteristics.	YES	NO	NO	LOW	MONOCENTRIC	TOP DOWN	TRADITIONAL PUBLIC ADMINISTRATION
RM4-6	Generate synergies with existing programs that focus on fostering the sense of ownership of young people in the territories.	YES	YES	YES	MEDIUM	POLYCENTRIC	TOP DOWN	NETWORK GOVERNANCE
RM5-1	Restoration of old and unused buildings to give hospitality to the migrants (in the future could be converted in facilities for tourists)	YES	YES	NO	HIGH	POLYCENTRIC	BOTTOM UP	SOCIETAL RESILIENCE
RM5-2	Capacity building activities: Training to migrants and residents related with organic farming, arts, built heritage restoration, traditional crafts and trades, etc.	YES	YES	NO	HIGH	POLYCENTRIC	BOTTOM UP	NETWORK GOVERNANCE
RM5-4	Facilitate connection with residents with defined activities: FOOD migrant catering- ethnic cuisine catering ART traditional dance, music performance. Synergies to be created with local initiatives on cultural heritage	YES	YES	NO	HIGH	POLYCENTRIC	BOTTOM UP	SOCIETAL RESILIENCE
RM5-5	Internship for migrants in local businesses, farms, tourism related activities	YES	YES	YES	HIGH	POLYCENTRIC	BOTTOM UP	NETWORK GOVERNANCE
RM6-1	Developing integration and information programmes for migrants and citizens (to specify)	NO	YES	NO	HIGH	POLYCENTRIC	BOTTOM UP	SOCIETAL RESILIENCE
RM6-2	Educational programmes and guided tours specifically tailored for migrants to make them aware of the CNH of the territory.	NO	YES	NO	HIGH	POLYCENTRIC	BOTTOM UP	SOCIETAL RESILIENCE
RM7-1	Develop an innovative rural touring network as a way of bringing high quality, professional performing arts	YES	YES	YES	HIGH	POLYCENTRIC	BOTH	NETWORK GOVERNANCE

	experiences to rural communities in community spaces							
RM7-2	Provide opportunities for all ages and abilities to experience, participate and work in the arts within a predominantly rural context	YES	YES	YES	HIGH	POLYCENTRIC	TOPDOWN	NETWORK GOVERNANCE
RM7-3	Develop public and local earned income funding strategies to sustain the rural touring ecology	YES	YES	YES	HIGH	POLYCENTRIC	TOP DOWN	NETWORK GOVERNANCE
RM7-4	Marketing events in partnership with local villages to attract audience and facilitate greater community wellbeing and inclusion	YES	YES	YES	MEDIUM	POLYCENTRIC	TOP DOWN	NETWORK GOVERNANCE
RM7-5	Promote rural touring opportunities to artists and companies	YES	YES	YES	MEDIUM	POLYCENTRIC	TOP DOWN	NETWORK GOVERNANCE
RM7-6	To increase social capital and resilience by developing informal education resources for volunteer promoters and information for artists	YES	YES	YES	MEDIUM	POLYCENTRIC	BOTTOM UP	NETWORK GOVERNANCE
RM7-7	Collaborate with other theatres, arts centres arts programmers in the area to provide a joined up cultural offer	YES	YES	YES	HIGH	POLYCENTRIC	TOP DOWN	NETWORK GOVERNANCE
RM9-1	Organizing training - also using informal education methodology- to improve the resilience of local people (children, adults and elderly people, professionals, public authorities etc..)	YES	YES	NO	MEDIUM	MONOCENTRIC	TOP/DOWN	TRADITIONAL PUBLIC ADMINISTRATION
M9-2	Develop interactive exhibitions to attract a broader audience	YES	YES	NO	MEDIUM	MONOCENTRIC	TOP/DOWN	TRADITIONAL PUBLIC ADMINISTRATION
M9-3	Development of toolkit for resilient citizens	YES	YES	NO	MEDIUM	MONOCENTRIC	TOP/DOWN	TRADITIONAL PUBLIC ADMINISTRATION
M9-4	Participative mapping of the Heritage Features at risk	YES	YES	NO	MEDIUM	MONOCENTRIC	TOP/DOWN	TRADITIONAL PUBLIC ADMINISTRATION
M10-1	Discover and diffuse the traditional storytelling and superstitions as means to understand the natural environment and to promote the place ownership	YES	YES	NO	HIGH	MONOCENTRIC	TOP DOWN	TRADITIONAL PUBLIC ADMINISTRATION
M10-2	Promote a participative process in order to create a cohesive resilient community (educational activities and event, monitoring and rescue teams, etc.)	YES	YES	NO	HIGH	POLYCENTRIC	BOTTOM UP	SOCIETAL RESILIENCE

Table 289: Analysis of governance structure

IV- Inventory of Lesson Learnt

The following table summarised the LL structuring them in 7 clusters: governance and collaboration, business & financing mechanisms, identity & branding, new & old technologies, sustainability, safety & inclusion, knowledge building and legal framework.

CODE	LESSONS LEARNT	CLUSTER	CC	REPLICABILITY	PAGE
LL01	Adapt agricultural techniques to climate change	NEW & OLD TECHNOLOGIES		HIGH	209
LL02	Apply IT technologies for natural and cultural heritage promotion	NEW & OLD TECHNOLOGIES		MEDIUM-HIGH	210
LL03	Bottom-up initiatives can be turn from informal and random experiences to well established ones	GOVERNANCE AND COLLABORATION		MEDIUM	182
LL04	Build sense of belonging, individual and community self-confidence and increased autonomy through CNH	IDENTITY & BRANDING	 	MEDIUM-HIGH	202
LL05	Collaborative approaches to achieve innovative financing solutions and access to funding	BUSINESS & FINANCING MECHANISMS	 	MEDIUM-HIGH	192
LL06	Create a 'brand' based on one of the cultural and natural resources and the added valued created	IDENTITY & BRANDING	 	HIGH	204
LL07	Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport	IDENTITY & BRANDING		MEDIUM-HIGH	206
LL08	Create synergies and foster a collaborative approach with other organizations, programmes or local activities and attractors of the territory to increase impact of the actions	GOVERNANCE AND COLLABORATION	  	MEDIUM-HIGH	185
LL09	Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.)	BUSINESS & FINANCING MECHANISMS	 	MEDIUM	194
LL10	Definition of the natural and cultural heritage management plan	KNOWLEDGE BUILDING		HIGH	227
LL11	Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations	SUSTAINABILITY, SAFETY & INCLUSION		MEDIUM-HIGH	215
LL12	Discover economic values of traditional food (e.g. traditional fish processing, historical orchards and fruit production) and use it as a way to protect historical landscapes	BUSINESS & FINANCING MECHANISMS	 	HIGH	195
LL13	Ensure, at least, standard quality internet connection and mobile coverage	SUSTAINABILITY, SAFETY & INCLUSION		HIGH	217
LL14	Establish mechanisms of periodical monitoring of the status of conservation/preservation/protection	KNOWLEDGE BUILDING		HIGH	228
LL15	Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development	KNOWLEDGE BUILDING		MEDIUM-HIGH	229
LL16	Foster and promote sustainable tourism	SUSTAINABILITY, SAFETY & INCLUSION	 	HIGH	218
LL17	Boost effective leadership, including through agencies, to promote and drive the actions, with strategic vision, enthusiasm and network of contacts	GOVERNANCE AND COLLABORATION		MEDIUM-LOW	186

CODE	LESSONS LEARNT	CLUSTER	CC	REPLICABILITY	PAGE
LL18	Implementation of participatory approach and involvement of local people, including private owners, from early stage	GOVERNANCE AND COLLABORATION		HIGH	187
LL19	Increased Health and Wellbeing services	SUSTAINABILITY, SAFETY & INCLUSION		MEDIUM	219
LL20	Innovative revenue models for CNH facilities, to maximise income and minimise costs, including efficient use of technology for income generation	BUSINESS & FINANCING MECHANISMS		MEDIUM	196
LL21	Integration of vulnerable groups in local value chain	NEW & OLD TECHNOLOGIES		HIGH	211
LL22	Invest in safety to make safe for tourists even the places less accessible	SUSTAINABILITY, SAFETY & INCLUSION		MEDIUM	220
LL23	Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage	BUSINESS & FINANCING MECHANISMS		MEDIUM-HIGH	197
LL24	Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships	GOVERNANCE AND COLLABORATION		HIGH	189
LL25	Take advantage from traditional events and make the typical characteristics of the area (a site, food & wine, handcraft, traditions) a tourist attraction	IDENTITY & BRANDING		MEDIUM-HIGH	208
LL26	Take advantage of National/State (and regional) investment in CNH promotion to develop increased tourism and other economic activity at local/regional level	BUSINESS & FINANCING MECHANISMS		HIGH	199
LL27	Official protection of cultural/natural/intangible good by national/international authority	LEGAL FRAMEWORK		HIGH	232
LL28	Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision	SUSTAINABILITY, SAFETY & INCLUSION		HIGH	221
LL29	Recover and put in value the traditional skills and agricultural and farming methods	NEW & OLD TECHNOLOGIES		HIGH	213
LL30	Regional investment in redevelopment/ upgrading of disused buildings in CNH areas for relevant uses (economic, tourism, social innovation etc.)	BUSINESS & FINANCING MECHANISMS		MEDIUM-HIGH	200
LL31	Improve resilience of natural and cultural environments against natural hazards	SUSTAINABILITY, SAFETY & INCLUSION		MEDIUM	223
LL32	Set up a sustainable governance and management model for heritage resources	GOVERNANCE AND COLLABORATION		MEDIUM-HIGH	190
LL33	Sustainable energy production and consumption	SUSTAINABILITY, SAFETY & INCLUSION		HIGH	224
LL34	To define an action plan	LEGAL FRAMEWORK		HIGH	233
LL35	Training on digital technologies	NEW & OLD TECHNOLOGIES		MEDIUM	214
LL36	Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector)	GOVERNANCE AND COLLABORATION		HIGH	225
LL37	Engage knowledge partners (universities, research centre, etc.) in the process	KNOWLEDGE BUILDING		HIGH	231

CODE	LESSONS LEARNT	CLUSTER	CC	REPLICABILITY	PAGE
LL38	Negotiate the use and ownership among property owners and users, and to reach a win-win status	LEGAL FRAMEWORK		MEDIUM-HIGH	235
LL39	Get the trust of all land tenures and develop the common agreement that give benefits to all partners	LEGAL FRAMEWORK		MEDIUM-HIGH	236
LL40	Use economic incentives (e.g. lower tax, lower renting fees if the use of building/land fits in the overall management goals) to private property owners or tenants	LEGAL FRAMEWORK		MEDIUM	237

Table 290: Inventory of Lessons Learnt Summary

The following tables describe the results of the analysis carried out at Lesson Learnt level. 40 LL have been conceptualised from the data gathered from the RM.

1- GOVERNANCE AND COLLABORATION

LESSON LEARNT CODE		LL 03	
LESSON LEARNT NAME		Bottom-up initiatives can be turn from informal and random experiences to well established ones	
RELATED RM ACTION		RM15-1; RM5-3; RM5-4	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Governance and regulatory framework 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies Social innovation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
REPLICABILITY		MEDIUM	
KEY ELEMENTS		<ul style="list-style-type: none"> Active citizenship Entrepreneurship attitude Strong roots within the territory Citizens engagement 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Institutionalisation Establishment of bottom-up practices 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Active citizenship Common understanding of the CNH values 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN		Improved skills, new knowledge	Establishment of enterprises involved in heritage-led projects

LESSON LEARNT CODE		LL 03	
LESSON LEARNT NAME		Bottom-up initiatives can be turn from informal and random experiences to well established ones	
SOCIAL	Active citizenship	Citizens' and participants' feeling of ownership	Citizens engagement, social cohesion
DESCRIPTION			
Active citizenship and a common understanding of the CNH value are the two main characteristics that will support the replicability process. By giving support to citizens to develop new activities/actions, citizens engagement will improve, as well as citizens ownership of the results			

Table 291 Capital transference mechanism

LESSON LEARNT CODE		LL 08	
LESSON LEARNT NAME		Create synergies and foster a collaborative approach with other organizations, programmes or local activities and attractors of the territory to increase impact of the actions	
RELATED RM ACTION		RM2-1; RM2-2; RM2-3; RM2-4; RM14-2	
		RM3-5; RM4-1; RM4-3; RM15-7; RM15-2	
		RM5-1	
		RM7-1; RM7-7; RM8-1; RM8-2; RM8-3; RM8-4	
		RM19-2	
		RM12-1; RM12-5; RM13-3	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies Cultural Ecosystem Services Tourism and Marketing strategies 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Social innovation Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Linking and clustering activities for resources valorisation and promotion Identity and branding Willingness to cooperate among stakeholders Regulatory framework and legal instruments Expertise on participative mechanisms 	

LESSON LEARNT CODE		LL 08	
LESSON LEARNT NAME		Create synergies and foster a collaborative approach with other organizations, programmes or local activities and attractors of the territory to increase impact of the actions	
		<ul style="list-style-type: none"> • Collaborative environment/ network 	
ACHIEVEMENTS		<ul style="list-style-type: none"> • Increased economic development, spin-off in enterprise, job retention and employment creation • Increased attractiveness and tourism • Economies of scale as a larger cluster initiative that can benefit from income creation and cost reductions to improve sustainability • More impactful activities • Synergies and cost-saving • Creation of a differentiated touristic offer to reach a bigger target • Creation of networks 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> • Range of activities that add value to CNH areas and can be clustered and promoted together • Collaborative branding approach that can benefit the overall CNH area and its economy • Willingness to cooperate with other organizations or similar programmes • Creation of a touristic network with all the attractors of the territory 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Range of CNH with potential for cluster approaches to development and promotion	CNH potential developed in collaborative manner across various sectors; Identification of the territory attractors	Successful collaborative CNH activities; Creation of a touristic network
HUMAN	Capacities of staff to create, exploit and sustain synergies; Motivated stakeholders in rural regions	Staff capacity building; Fostering of collaborative working amongst stakeholder groups to facilitate collective actions; Training	Improved capacities/qualifications; Successful collaborative CNH actions amongst stakeholders; Qualified workers on tourism
SOCIAL	Unemployed people with less knowledge of tourism	Collaboration network	Effective synergies

LESSON LEARNT CODE		LL 08	
LESSON LEARNT NAME		Create synergies and foster a collaborative approach with other organizations, programmes or local activities and attractors of the territory to increase impact of the actions	
FINANCIAL	Investment schemes that can support collaborative approaches to CNH development and promotion	Accessing of relevant funding mechanisms for collaborative development and promotion of CNH	Securing and successful investment of secured funds
DESCRIPTION			
Effective synergies can be developed through existing of networks (or creation of new ones) of organizations with common interests or similar programmes, which in turn will increase the impact of actions implemented. Thanks to this integration all the attractors form a network and increase the wealth generated			

Table 292 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 17	
LESSON LEARNT NAME		Boost effective leadership, including through agencies, to promote and drive the actions, with strategic vision, enthusiasm and network of contacts	
RELATED RM ACTION		RM3-1	
		RM7-1; RM7-5; RM7-7	
		RM10-2	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Governance and regulatory framework Social innovation 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Legal aspects and land tenure 	
REPLICABILITY		MEDIUM-LOW	
KEY ELEMENTS		<ul style="list-style-type: none"> Leadership capabilities 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Well-defined leader and promoter (towards institutions and towards civil society) Improved communication 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Existence of a leader and promoter 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED

LESSON LEARNT CODE		LL 17	
LESSON LEARNT NAME		Boost effective leadership, including through agencies, to promote and drive the actions, with strategic vision, enthusiasm and network of contacts	
HUMAN	Identify the leader or promoter	Higher commitment to promote and drive the action	Increased impact of action
DESCRIPTION			
Identifying and engaging the promoter, who can be the real driver of the action, will result in more impactful actions			

Table 293 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE	LL 18
LESSON LEARNT NAME	Implementation of participatory approach and involvement of local people, including private owners, from early stage
RELATED RM ACTION	RM1-1; RM1-7
	RM4-1; RM15-1; RM15-2; RM15-3; RM15-6; RM16-1
	RM9-1; RM9-4; RM10-2; RM19-1
	RM11-1; RM12-1; RM13-3; RM13-4; RM18-6; RM18-4
MAIN RELATED CROSSCUTTING	<ul style="list-style-type: none">• Social innovation• Legal aspects and land tenure
OTHER RELATED CROSSCUTTING	<ul style="list-style-type: none">• Governance and regulatory framework• Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none">• Participatory governance model• Willingness to cooperate among stakeholders• Collaborative environment/ network• Guidance through the process
ACHIEVEMENTS	<ul style="list-style-type: none">• Participatory decision-making• Transparent process• Broader range of ideas and perspectives brought into the decision making process• Increased sense of ownership• Trust-building among participants of the process• Increased sense of ownership

LESSON LEARNT CODE		LL 18	
LESSON LEARNT NAME		Implementation of participatory approach and involvement of local people, including private owners, from early stage	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> • Social cohesion • Willingness to cooperate from public and private bodies and local community • Transparency policy • Identification of the participation activities promoter 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	Capacities of staff to collaborative work and to overcome traditional work organization	Improved skills, new knowledge	Improved professional and social capacities
SOCIAL	Existing collaboration network; community interested in participating	Citizens' and participants' feeling of ownership	Wider and more consistent collaboration network; citizens engagement, social cohesion
FINANCIAL		Capacities to overcome traditional procedures for the promotion of new businesses	Establishment of enterprises involved in heritage-led projects
DESCRIPTION			
A participatory process can be effectively implemented by building a stronger collaboration network and collaborative capacities among staff. Management of the participation activities and process is needed.			

Table 294 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 24	
LESSON LEARNT NAME		Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships	
RELATED RM ACTION		RM3-1	
		RM5-1	
		RM7-1; RM7-5; RM7-6;	
		RM11-1; RM18-1; RM12-1	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> • Governance and regulatory framework 	

LESSON LEARNT CODE		LL 24	
LESSON LEARNT NAME		Long-term vision to build confidence among stakeholders and continuous communication to create long-lasting relationships	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> • Business models and investment strategies • Social innovation • Cultural Ecosystem Services 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> • Tailored communication • Shared vision 	
ACHIEVEMENTS		<ul style="list-style-type: none"> • Well established and long-lasting relationships with key stakeholders • Trust-building among participants of the process • Higher probability of new projects/actions to be started 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> • Willingness to keep communication active • Time resources to allocate 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Communication customs		Adapted communication customs
BUILT	Infrastructure and communication channels	Improved communication channels	
SOCIAL	Communication skills		Social cohesion
DESCRIPTION			
Continuous communication with stakeholders can result in long-lasting relationships if this is done taking into consideration the local communication habits and customs and taking advantage of the most effective channels identified			

Table 295 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 32	
LESSON LEARNT NAME		Set up a sustainable governance and management model for heritage resources	
RELATED RM ACTION		RM1-1; RM1-3	
		RM3-4	

LESSON LEARNT CODE		LL 32	
LESSON LEARNT NAME		Set up a sustainable governance and management model for heritage resources	
		RM17-1; RM17-3	
		RM9-4; RM19-1; RM19-3	
		RM11-1; RM12-1; RM12-2; RM12-4; RM13-1	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Governance and regulatory framework Cultural Ecosystem Services 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Social innovation Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Resources knowledge and values understanding Inventory/ mapping of resources Participatory governance model Local production and quality standards Regulatory framework and legal instruments Access control 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Increased value of the resources Community grows together and participation is enhanced Shared vision, coordinated actions and definition of responsibilities 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> At least one motivated actor (government, local association, industry, private sector, etc.) as the main responsible of the project; recognized role of this actor in the territory to build trust around the project. General recognition of the potential value of heritage as a source of development and regeneration 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Identified CH		Better preserved / exploited heritage
NATURAL	Identified NH		Better preserved / exploited heritage
HUMAN	Motivated person	Capacity building for people involved in the safeguarding and valorising heritage (i.e. tourist	New participatory governance models set up; Public people private

LESSON LEARNT CODE		LL 32	
LESSON LEARNT NAME		Set up a sustainable governance and management model for heritage resources	
		guide, natural guide, museum guide, park managers, etc.)	partnership; new collaboration forms and schemes
SOCIAL		Increasing awareness on the value and the potential of better and stronger collaboration; participatory process building	Building trust and recognition of the value of the territory; increased sense of belonging; social cohesion ; social cohesion through collaboration among different groups of stakeholders and citizens
FINANCIAL		Identification of financial resources in place and possible future financial development	Job creation; enhanced value of the heritage; Better and more responsible use of available resources; new business models and financial scheme
DESCRIPTION			
<p>One motivated actor (it could be the government or any other stakeholder in the territory) can boost this process. The initially identified CH and NH will be at the basis of new development and management strategies. The model developed can boost job creation through better uses of available resources and can increase social cohesion through the implementation of collaborative governance scheme. Always starting from an identification and recognition of CNH, capacity building is at the core of this process. Building skills to safeguard and valorize heritage is the first step to move from a mere preservation trough an active role of the heritage into local strategies.</p>			

Table 296 Lesson learnt description and capital transference mechanism

2- BUSINESS & FINANCING MECHANISMS

LESSON LEARNT CODE		LL 05	
LESSON LEARNT NAME		Collaborative approaches to achieve innovative financing solutions and access to funding	
RELATED RM ACTION		RM3-1	
		RM5-1	
		RM9-1; RM10-2	

LESSON LEARNT CODE		LL 05	
LESSON LEARNT NAME		Collaborative approaches to achieve innovative financing solutions and access to funding	
		RM12-3; RM12-5; RM13-1; RM13-5; RM18-2	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Governance and regulatory framework Social innovation 	
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Willingness to cooperate among stakeholders Involvement of the private sector Local community benefits from the action Shared vision Financing tools and funding mechanisms Financial support from the private sector 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Local community trained Overall improvement in wellbeing Reduction in cost of services that would otherwise be incurred in (e.g. restoration of building by migrants and for migrants) Inclusion of vulnerable groups 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Integration programmes/private sector involvement Development of common project ideas with stakeholders and finding best financing tool Engagement of local stakeholders and collaborators and private sector with donations 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	Stakeholder engagement; Human resources available	Fostering collaborative work among stakeholder groups to facilitate collective actions; Increased skills	Successful collaboration; Integration into value chain
SOCIAL		Social inclusion	Better coverage of social needs
FINANCIAL	Increasing funding from the private sector	Accessing of relevant funding mechanisms for collaborative development and promotion of CNH; Costs reduction	Successful funding from the private sector; Job creation and economic growth

LESSON LEARNT CODE	LL 05
LESSON LEARNT NAME	Collaborative approaches to achieve innovative financing solutions and access to funding
DESCRIPTION	
A "win-win" situation is created when vulnerable groups (e.g. migrants) provide a service for either public or private sector while their integration in the society is being promoted and jobs are generated.	

Table 297 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 09	
LESSON LEARNT NAME		Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.)	
RELATED RM ACTION		RM1-4; RM2-1; RM2-3; RM2-4; RM14-2	
		RM4-9; RM16-3	
		RM5-1	
		RM17-2; RM17-3	
		RM19-3	
		RM11-1; RM13-5; RM18-5	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none">Business models and investment strategiesTourism and Marketing strategies	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none">Cultural Ecosystem Services	
REPLICABILITY		MEDIUM	
KEY ELEMENTS		<ul style="list-style-type: none">Entrepreneurship attitude	
ACHIEVEMENTS		<ul style="list-style-type: none">Increased economic developmentNew touristic destinations and attractorsNew touristic destinations and attractorsJob retention and employment creation	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none">Take advantage of policies for tourism entrepreneurship and identify potential tourist destinations where companies can be developed	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED

LESSON LEARNT CODE		LL 09	
LESSON LEARNT NAME		Create companies and start-ups in cultural services and products (hotels, restaurants, museums, handcraft, etc.)	
HUMAN	Unemployed people with less knowledge of tourism	Training and capacity building	New entrepreneurs and qualified workers on tourism
SOCIAL		Tourism as a good key of development	New touristic destinations
DESCRIPTION			
Developing a touristic destination is a good way to develop the land and to increase the wealth			

Table 298 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 12	
LESSON LEARNT NAME		Discover economic values of traditional food (e.g. traditional fish processing, historical orchards and fruit production) and use it as a way to protect historical landscapes	
RELATED RM ACTION		RM11-1	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Tourism and Marketing strategies 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Inventory/ mapping of resources Knowledge building 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Farmers acquire knowledge on new species, techniques and production processes Valuing and protecting local heritage 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Willingness to identify new and non-formal heritage resources Farmers openness to new techniques and approaches 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	Agricultural and food resources		More resilient and sustainable landscapes

LESSON LEARNT CODE		LL 12	
LESSON LEARNT NAME		Discover economic values of traditional food (e.g. traditional fish processing, historical orchards and fruit production) and use it as a way to protect historical landscapes	
HUMAN		Capacity building	Skilled people on sustainable food production and landscape conservation
DESCRIPTION			
Traditional agriculture techniques, through capacity building and training, can lead to a better conservation of natural landscape and improved sustainability.			

Table 299 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 20	
LESSON LEARNT NAME		Innovative revenue models for CNH facilities, to maximise income and minimise costs, including efficient use of technology for income generation	
RELATED RM ACTION		RM7-3; RM8-1	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Technological innovation assessment Tourism and Marketing strategies 	
REPLICABILITY		MEDIUM	
KEY ELEMENTS		<ul style="list-style-type: none"> Revenue modelling Use of new technologies or innovative techniques 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Increased revenues, 'profitability', and sustainability, development of new services, economic spin-off, job retention etc. 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Revenue modelling potential for the CNH facility Technologies to support revenues from CNH facilities and services, e.g. cashless systems, repeat subscriptions, bundling packages, pay-per-use fees etc. 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED

LESSON LEARNT CODE		LL 20	
LESSON LEARNT NAME		Innovative revenue models for CNH facilities, to maximise income and minimise costs, including efficient use of technology for income generation	
CULTURAL	Development potential identified for unique CNH	CNH potential developed	Successful CNH project activities
HUMAN	Motivated stakeholder groups in rural regions	Stakeholder group operational plans for development of CNH	Successful operational plans delivered
FINANCIAL	Commercialisation potential identified for unique CNH	Business and financial modelling developed for rural CNH initiatives	Successful implementation of operational and financial plans for CNH
DESCRIPTION			
Unique CNH potential is analysed, identified and developed through a participatory approach with relevant stakeholders to guarantee successful operational and financial plans			

Table 300 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 23	
LESSON LEARNT NAME		Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage	
RELATED RM ACTION		RM1-1; RM1-2; RM1-3; RM2-1; RM14-2	
		RM3-1; RM4-1; RM4-3; RM4-9; RM16-1	
		RM5-1; RM5-3	
		RM7-1; RM7-3; RM8-3; RM17-1; RM17-2	
		RM19-1	
		RM12-1; RM12-3; RM13-1; RM13-3; RM13-4; RM18-1; RM18-2	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies Governance and regulatory framework Social innovation 	
OTHER RELATED CROSSCUTTING			
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Involvement of the private sector Participatory governance model Collaborative environment/ network Shared vision 	

LESSON LEARNT CODE		LL 23	
LESSON LEARNT NAME		Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage	
		<ul style="list-style-type: none"> • Entrepreneurship attitude • Regulatory framework and legal instruments • Oriented policies and political commitment • Public-private investments 	
ACHIEVEMENTS		<ul style="list-style-type: none"> • Open innovation • Participatory decision-making • Shared vision, coordinated actions and definition of responsibilities • Local businesses provided with regulatory and/or financial support • Increased revenues, 'profitability', and sustainability, development of new services, economic spin-off, job retention etc. • Social needs coverage • Inclusion of vulnerable groups • Tourism visibility 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> • Enabling a participatory action-research process with public and private bodies, as well as also involving the end-users. • Recognition of the complementary role of other partners • Regulatory and financial frameworks to stimulate local businesses and attract investors • Increase the private-public relationships with focused policy 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Shared recognition of the CNH value		Improvements in the management of the CNH
BUILT	Infrastructure for business operation	Building restoration	Improvement of built CH
HUMAN	End user/customer involvement and public-private partnerships involvement	Public-private partnerships; Know-how transfer to/from vulnerable groups; People understand that relationships between public and private can be advantageous	Successful collaboration; Increased capacities and skills of staff

LESSON LEARNT CODE		LL 23	
LESSON LEARNT NAME		Involvement of private and third sector in cultural heritage in order to optimize business model, answer to social needs and effectively manage heritage	
SOCIAL	Existing formal/informal collaborations	Establishment of the partnership and the shared vision/goal; Social inclusion	public-private partnership set; Improvements in the management of the CNH Better coverage of social needs Policy that support relationships between public and private
FINANCIAL	Helping to find suitable public funding; Financial and regulatory incentives	Funds research	Job creation and economic growth; Investments to improve public-private relationships
DESCRIPTION			
<p>The identification of the CNH is the starting point, together with the recognition of some formal or informal collaborations between public-private organisations. Just if the public and private collaborate virtuously, several ways of development can be followed. The establishment of the partnership and the shared vision/goal leads to improvements in the management of the CNH. Social needs, such as integration of vulnerable groups, better covered due to involvement of private enterprises and process boosted by facilitation of financial and regulatory incentives (funding and supporting programmes, etc.)</p>			

Table 301 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 26	
LESSON LEARNT NAME		Take advantage of National/State (and regional) investment in CNH promotion to develop increased tourism and other economic activity at local/regional level	
RELATED RM ACTION		RM1-3	
		RM4-8	
		RM13-1; RM13-5	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	

LESSON LEARNT CODE		LL 26	
LESSON LEARNT NAME		Take advantage of National/State (and regional) investment in CNH promotion to develop increased tourism and other economic activity at local/regional level	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Oriented policies and political commitment Economic and touristic potential analysis 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Increase public knowledge/awareness of CNH, leading to increase visitors for tourism and cultural facilities Increased economic development, spin-off in enterprise, job retention and employment creation Job retention and employment creation 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Commitment of the relevant stakeholders/national state agencies, identification of customer and end user needs; economical conditions; dissemination & communication 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Market potential identified for unique CNH	CNH potential developed	Successful CNH project activities
NATURAL	Market potential identified for unique CNH	CNH potential developed	Successful CNH project activities
HUMAN	Interested stakeholders	Mobilisation of Stakeholder group to lead CNH development activities	Pro-active stakeholder group
FINANCIAL	Investment schemes that can target the promotion of CNH	Identification of relevant funding mechanisms, influencing of relevant policy to target CNH potential	Successful bids/securing of finance for regional development and promotion
DESCRIPTION			
Identification of financial and investment schemes and policies that can be used to develop the economic potential of CNH			

Table 302 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 30	
LESSON LEARNT NAME		Regional investment in redevelopment/ upgrading of disused buildings in CNH areas for relevant uses (economic, tourism, social innovation etc.)	
RELATED RM ACTION		RM1-4	
		RM5-1	
		RM18-5	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Legal aspects and land tenure Social innovation 	
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Reuse of heritage buildings and infrastructure Public-private investments 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Reusing available resources Increased productive use of existing built environment Increased economic development, spin-off in enterprise, job retention and employment creation 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Available buildings and infrastructure with potential for development Regional investment/funding mechanisms with focus on capital investment in CNH projects 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Development potential identified for unique CNH	CNH potential developed	Successful CNH project activities
BUILT	Landmark buildings, disused infrastructure with potential for CNH use	Planning and design activities and strategies	Completed redevelopment projects to promote CNH
HUMAN	Motivated stakeholder groups in rural regions	Mobilisation of Stakeholder group to lead CNH development activities	Pro-active stakeholder groups
FINANCIAL	Investment schemes that can target the redevelopment of disused buildings and relevant infrastructure	Identification of relevant funding mechanisms to upgrade buildings/infrastructure, influencing of relevant policy to target CNH potential	Securing and successful investment of secured funds

LESSON LEARNT CODE	LL 30
LESSON LEARNT NAME	Regional investment in redevelopment/ upgrading of disused buildings in CNH areas for relevant uses (economic, tourism, social innovation etc.)
DESCRIPTION	
Disused buildings are upgraded through a shared and collaborative action plan, involving the public and private sector and the citizenship, to secure investment strategies	

Table 303 Lesson learnt description and capital transference mechanism

3- IDENTITY & BRANDING

LESSON LEARNT CODE	LL 04
LESSON LEARNT NAME	Build sense of belonging, individual and community self-confidence and increased autonomy through CNH
RELATED RM ACTION	RM1-1; RM1-4; RM14-1; RM14-2 RM3-6; RM4-6; RM15-1; RM15-5; RM15-6; RM16-1 RM5-1 RM7-1; RM7-2; RM8-1; RM8-2; RM17-3 RM9-1; RM10-2; RM19-1; RM19-2; RM19-5 RM11-1; RM12-2; RM12-3; RM13-3
MAIN RELATED CROSSCUTTING	<ul style="list-style-type: none"> Social innovation Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER RELATED CROSSCUTTING	<ul style="list-style-type: none"> Governance and regulatory framework Cultural Ecosystem Services Mental wellbeing Tourism and Marketing strategies
REPLICABILITY	MEDIUM-HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Knowledge sharing Promotion and dissemination Participatory governance model Willingness to cooperate among stakeholders Citizens engagement Involvement of the private sector Collaborative environment/ network

LESSON LEARNT CODE		LL 04	
LESSON LEARNT NAME		Build sense of belonging, individual and community self-confidence and increased autonomy through CNH	
ACHIEVEMENTS		<ul style="list-style-type: none"> • Increased awareness of local community • Preservation of traditions • Community grows together and participation is enhanced • Transparent process • Empowerment and decision-making skills, strengthening of citizens • Valuing and protecting local heritage • Reusing available resources • Reinstalling pride for local heritage with local communities 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> • Participatory governance model • Long-term vision • Historic monument in need of a new function • Interest of community in integrating this monument into the social fabric 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Knowledge of CH	Increased knowledge of CH	Valorisation of CH and built of sense of belonging; stronger social cohesion through new common shared space in the community
NATURAL	Knowledge of NH	Increased knowledge of NH	Valorisation of NH and built of sense of belonging
BUILT	Historic monument in need of a new function; Interest of community in integrating monuments into the social fabric	Start restauration / reuse process of monument that will receive a new use	
HUMAN	Capacities of decision-makers to balance the mixture of bottom-up and top-down actions	Involvement of local skilled workers in restauration and reuse process	Job opportunities for locals
SOCIAL		Knowledge sharing; Stakeholder cooperation; Inclusion of local communities in the process of	Strong involvement of local community; Improved decision-making process

LESSON LEARNT CODE		LL 04	
LESSON LEARNT NAME		Build sense of belonging, individual and community self-confidence and increased autonomy through CNH	
		deciding for what the monument will be used	
DESCRIPTION			
<p>A well-informed local community that shares and promotes knowledge about CNH reflects in a higher chances of increasing sense of belonging among them</p> <p>Mixing bottom-up and top-down approaches tends to optimize the decision-making process by being more transparent and acquiring insights from a wider range of stakeholders</p> <p>Social investment of the local community in the protection, but also re-valuation of their local heritage</p>			

Table 304 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE	LL 06
LESSON LEARNT NAME	Create a ‘brand’ based on one of the cultural and natural resources and the added valued created
RELATED RM ACTION	RM14-1
	RM3-3; RM3-4; RM4-9
	RM8-2; RM17-2
	RM20-2
	RM12-1; RM13-1
MAIN RELATED CROSSCUTTING	<ul style="list-style-type: none">• Cultural Ecosystem Services• Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
OTHER RELATED CROSSCUTTING	<ul style="list-style-type: none">• Business models and investment strategies• Mobility and accessibility of the areas
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none">• Linking and clustering activities for resources valorisation and promotion• Identity and branding• Local production and quality standards• Use of traditional/ artisanal techniques
ACHIEVEMENTS	<ul style="list-style-type: none">• Increased value of the resources• Increased attractiveness and tourism

LESSON LEARNT CODE		LL 06	
LESSON LEARNT NAME		Create a 'brand' based on one of the cultural and natural resources and the added value created	
		<ul style="list-style-type: none"> • More local economic opportunities 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> • Identification of main strengths of the territory • Multi-stakeholders willingness and collaboration • Both top down and bottom-up approaches possible • Openness of different stakeholders to be grouped into one brand 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Identified CH	Grouping of different elements (local products, gastronomy, cultural/natural experiences, ...) under a common brand that reflects the region	Local brand representing the region in its entirety which can be used nationally and internationally for promotion
NATURAL	Identified NH		
HUMAN	Openness of different stakeholders to be grouped into one brand	Capacity building for creating a recognized brand and sustainable tourism offer	
SOCIAL		Creation of new jobs through the brand	More local jobs
FINANCIAL	Budget available for starting the process of building the brand and the marketing strategy	Creation of new business building on this brand	More business in the area, tourism development
DESCRIPTION			
<p>Identification of CNH and determining the link between the different aspects of the brand is the main starting point. The strength of the territory and the main tourist attractors are the base of any brand/marketing strategy creation. The process often involves both public and private actors and is both top-down and bottom up. It should be carefully set in order to avoid trade-off regarding unsustainable tourism.</p>			

Table 305 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 07	
LESSON LEARNT NAME		Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport	
RELATED RM ACTION		RM1-3; RM1-6; RM2-1; RM2-2; RM2-3; RM2-4; RM14-2	
		RM3-5; RM4-3; RM4-7; RM4-9; RM4-10	
		RM6-1	
		RM7-1; RM8-1; RM8-2; RM8-4	
		RM19-2	
		RM11-2; RM12-5	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Tourism and Marketing strategies 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies Mobility and accessibility of the areas 	
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Linking and clustering activities for resources valorisation and promotion Develop experiences based on nature Knowledge building Offer differentiation Collaborative environment/ network Take advantage of tourism for local economy improvement 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Increased value of the resources Increased attractiveness and tourism Accessibility improved Increased attractiveness and tourism Creation of a differentiated touristic offer to reach a bigger target Increased attractiveness and tourism Creation of networks 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Identification and enhancement of the strengths of the territory and make them available Multi-stakeholders willingness and collaboration Both top down and bottom-up approaches possible Openness of the different stakeholders to cooperate 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED

LESSON LEARNT CODE		LL 07	
LESSON LEARNT NAME		Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport	
CULTURAL	Tangible and Intangible heritage to be reached; Identification of the attractors	Classification and evaluation of the attractors	Network of different cluster attractors
NATURAL	Natural sites to be reached; Identification of the attractors	Classification and evaluation of the attractors	Better environmental conditions; Network of different cluster attractors
BUILT	Buildings and sites to be reached		Better conditions of the built assets
HUMAN	network of stakeholders to be involved	Capacity building for creating a recognized brand and sustainable tourism offer; Increased capacity building in designing integrated solutions	Creation and promotion of a macro touristic destination
SOCIAL	One or more local actors (public or private) interested in developing the tourism potential of the territory	Building up a multi-stakeholders collaboration to boost the tourist offer; Increased collaboration in designing integrated solutions	Defined network and collaboration scheme; Better living conditions
FINANCIAL	Budget available for starting the process of building the brand and the marketing strategy		Job creation, tourism development, new business models
DESCRIPTION			
<p>Identification of CNH is the main starting point. Thanks to the analysis of the territory the land will have a multi-thematic touristic offer. The strength of the territory and the main tourist attractors are the base of any brand/marketing strategy creation. The process often involves both public and private actors and is both top-down and bottom up. It should be carefully set in order to avoid trade-off regarding unsustainable tourism. Win-win solutions based on sustainable mobility produce benefits on local economy, the environment making the territory more attractive and services more efficient.</p>			

Table 306 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 25	
LESSON LEARNT NAME		Take advantage from traditional events and make the typical characteristics of the area (a site, food & wine, handcraft, traditions) a tourist attraction	
RELATED RM ACTION		RM1-8; RM2-2; RM2-3; RM14-2	
		RM3-3; RM3-5; RM4-10; RM16-2	
		RM7-1; RM7-4; RM8-1; RM8-3	
		RM10-1; RM19-2	
		RM12-5	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Cultural Ecosystem Services Tourism and Marketing strategies 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Uniqueness of the resource/ event Destination capacity (beds, hotels, restaurants, etc..) Collaborative environment/ network Take advantage of tourism for local economy improvement 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Increased attractiveness and tourism Increased sense of ownership Promotion of local skills 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Recognition of the main features of the festival and their publication and dissemination Identification and enhancement of the principal characteristics of the territory and creation of a network of tourism attraction 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Identify the territory characteristics; events	Improvement of the characteristics and events	Born of excellences strictly linked to the territory; growth and evolution of the event
HUMAN	Handcraft activities, traditions, food productions	Growth and evolution of the knowledge of characteristics and events	Born of important touristic attractor; Marketing and communication plan of the traditional event

LESSON LEARNT CODE		LL 25	
LESSON LEARNT NAME		Take advantage from traditional events and make the typical characteristics of the area (a site, food & wine, handcraft, traditions) a tourist attraction	
SOCIAL	Less social relationships	Organization of the traditional events for local people	Development of the town/village thanks to the new attractor
DESCRIPTION			
Initially the events are only local and involve few people. Thanks to the communication and the strengthening of the festivals, these become a real touristic attractor. Thanks to a search for the identity of the place important touristic attractions can be developed			

Table 307 Lesson learnt description and capital transference mechanism

4- NEW & OLD TECHNOLOGIES

LESSON LEARNT CODE		LL 01	
LESSON LEARNT NAME		Adapt agricultural techniques to climate change	
RELATED RM ACTION		RM3-1; RM3-2; RM3-5; RM4-4; RM15-4; RM15-7	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Environment and climate change mitigation and adaptation 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Technological innovation assessment Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Inventory/ mapping of resources Vulnerability and risks assessment Knowledge building Use of new technologies or innovative techniques 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Farmers acquire knowledge on new species, techniques and production processes Analysis of the production potential Development of optimized sustainable techniques for the whole production process 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		Farmers openness to new techniques and approaches	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED

LESSON LEARNT CODE		LL 01	
LESSON LEARNT NAME		Adapt agricultural techniques to climate change	
CULTURAL	Traditional techniques	Knowledge building on new species, techniques and production processes	Updated traditional techniques
NATURAL	Agricultural resources		More resilient and sustainable agriculture
HUMAN		Farmers capacity building	Better qualifications
FINANCIAL			More sustainable agricultural business model
DESCRIPTION			
The initial agriculture resources can be more efficiently used through the adaptation of the traditional techniques and capacity building of the farmers.			

Table 308 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 02	
LESSON LEARNT NAME		Apply IT technologies for natural and cultural heritage promotion	
RELATED RM ACTION		RM1-2; RM1-6; RM2-1; RM14-1	
		RM3-6; RM4-2; RM16-2	
		RM17-3; RM17-4	
		RM9-2; RM9-3	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Technological innovation assessment Tourism and Marketing strategies 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Use of new technologies or innovative techniques Promotion and dissemination Digital space/platform Expertise on digital and technological tools Maintenance capacities 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Use of modern technologies Accessibility improved 	

LESSON LEARNT CODE		LL 02	
LESSON LEARNT NAME		Apply IT technologies for natural and cultural heritage promotion	
		<ul style="list-style-type: none"> • Remote access • Tourism visibility 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> • Investments in IT • Openness to link the old (heritage) with the new technologies 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Presence of a heritage element (cultural, natural)	Development of methodology to digitize cultural heritage element	Fully digitized record of different heritage elements
NATURAL	Presence of a heritage element (cultural, natural)	Development of methodology to digitize natural heritage element	
BUILT		Development of methodology to digitize built heritage element	New SMEs further developing IT tools
HUMAN	Access to technological expertise	IT training; Local skilled IT workers to develop technologies and/or digitalization process of heritage element	More and/or better trained IT specialists in the region
FINANCIAL		Funds research; development of new business	Investments in IT; More business opportunities to integrate the digitized record in for example tourism products
DESCRIPTION			
Thanks to the investments the technologies can be improved and used, and the work become more efficient. Investment in people and technologies also leads to an investment in the heritage and other industries.			

Table 309 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 21	
LESSON LEARNT NAME		Integration of vulnerable groups in local value chain	
RELATED RM ACTION		RM5-2; RM5-3; RM5-4; RM5-5; RM6-1; RM6-2	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> • Social innovation 	

LESSON LEARNT CODE		LL 21	
LESSON LEARNT NAME		Integration of vulnerable groups in local value chain	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Mental wellbeing 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> • Regulatory framework and legal instruments • Collaborative environment/ network • Social inclusion 	
ACHIEVEMENTS		<ul style="list-style-type: none"> • Migration pressure alleviation • Boosting of local economy and decrease of unemployment rates • Social needs coverage 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> • Regulatory and financial frameworks to support integration of vulnerable groups 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Traditional know-how	Integration of traditional and new know-how from migrants	
BUILT		Buildings restored by and for hosting migrants	Better maintenance of cultural and historic buildings
HUMAN		Capacity building activities (trainings and educational programmes)	Trained and skilled vulnerable groups
SOCIAL		Vulnerable groups integration, coverage of social needs	Social cohesion
FINANCIAL		New companies, start-ups created	Job creation and economic growth
DESCRIPTION			
The integration of vulnerable groups, and in particular of migrants, through capacity building activities and inclusive programmes will both cover certain social needs while generates economic growth and social cohesion into a given region.			

Table 310 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 29	
LESSON LEARNT NAME		Recover and put in value the traditional skills and agricultural and farming methods	
RELATED RM ACTION		RM1-8	
		RM3-1; RM3-2; RM3-4; RM4-6; RM4-7; RM15-1; RM15-4; RM15-8; RM16-2	
		RM5-2	
		RM8-2	
		RM9-3; RM10-1; RM19-4	
		RM18-6	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Environment and climate change mitigation and adaptation 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Social innovation Cultural Ecosystem Services Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Inventory/ mapping of resources Vulnerability and risks assessment Knowledge building Regulatory framework and legal instruments Promotion and dissemination 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Promotion of local skills Regions are prepared against globalization 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Quality products and traditional skills in agricultural and food process techniques 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Traditional techniques	Knowledge building on innovation projects and processes	Traditions recovery and revival
NATURAL	Agricultural resources		Sustainable agriculture
HUMAN		Capacity building, networking	Branding and improved quality
FINANCIAL			New business opportunities
DESCRIPTION			

LESSON LEARNT CODE	LL 29
LESSON LEARNT NAME	Recover and put in value the traditional skills and agricultural and farming methods
Capacity building and networking are used to recover traditional skills related to agricultural and farming techniques, creating local brands and including innovative approaches as means to deliver high quality products	

Table 311 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 35	
LESSON LEARNT NAME		Training on digital technologies	
RELATED RM ACTION		RM1-1;	
		RM9-1; RM9-2	
		RM11-1	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none">Technological innovation assessment	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none">Social innovationTourism and Marketing strategiesCultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation	
REPLICABILITY		MEDIUM	
KEY ELEMENTS		<ul style="list-style-type: none">TrainingExpertise on digital and technological toolsCombine modern technology with traditional practices	
ACHIEVEMENTS		<ul style="list-style-type: none">Interactive applications for education and 'learning by doing'Storytelling to promote heritageReturning and learning from traditional methods and materials	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none">Good internet connection and a supporting programme that fosters rural population engagement	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Traditional knowledge		Traditional knowledge promotion and preservation
NATURAL		Natural heritage appreciation	Natural heritage safeguarding
HUMAN			Improved digital skills

LESSON LEARNT CODE		LL 35	
LESSON LEARNT NAME		Training on digital technologies	
SOCIAL	Social cohesion		Extend social cohesion among rural communities, not necessarily close to each other, but sharing common interests
FINANCIAL	Limited variety of business models		A wide variety of business models, not only linked to local resources
DESCRIPTION			
Just providing the means to access training resources is not enough, there should be a programme that shows the benefits for people that increase their digital skills.			

Table 312 Lesson learnt description and capital transference mechanism

5- SUSTAINABILITY, SAFETY & INCLUSION

LESSON LEARNT CODE		LL 11	
LESSON LEARNT NAME		Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations	
RELATED RM ACTION		RM1-3; RM1-6; RM2-1; RM2-3; RM14-1; RM14-2	
		RM4-7; RM4-9	
		RM8-1	
		RM11-1	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Mobility and accessibility of the areas 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Tourism and Marketing strategies Environment and climate change mitigation and adaptation 	
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Sustainable, shared and dedicated transport Willingness to cooperate among stakeholders Citizens engagement Involvement of the private sector Public investment 	

LESSON LEARNT CODE		LL 11	
LESSON LEARNT NAME		Develop and improve transportation to make places accessible and to facilitate the launch of new touristic destinations	
ACHIEVEMENTS		<ul style="list-style-type: none"> • Accessibility improved • New touristic destinations and attractors 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> • Openness of the different stakeholders to cooperate • Openness to share • Definition of transport needs in accordance with public administrations 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Intangible heritage to be reached (temporary events, festivals, etc)		Improved cultural experience
NATURAL	Natural sites to be reached		Better environmental conditions
BUILT	Buildings and sites to be reached		Better conditions of the built assets
HUMAN	Private transportations; network of stakeholders to be involved	Accessibility studies; increased capacity building in designing integrated solutions	
SOCIAL	Communities involved/affected by the event	Local communities provide transport services /share vehicles	Better living conditions
FINANCIAL		Funds research	Investments in public transportations; new business models
DESCRIPTION			
<p>Designing alternative mobility solutions by engaging local stakeholders and people ensures to better experience the temporary events and produces benefits on local economy and the environment, making the territory more attractive and services more efficient. Thanks to the development of a transportations network touristic destination will born and the local people will have a surplus too.</p>			

Table 313 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 13	
LESSON LEARNT NAME		Ensure, at least, standard quality internet connection and mobile coverage	
RELATED RM ACTION		RM1-1; RM1-2; RM2-1	
		RM6-1; RM6-2	
		RM8-1; RM8-2; RM8-3; RM8-4	
		RM10-1; RM10-2; RM10-3; RM10-4	
		RM13-1	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Technological innovation assessment 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Social innovation Tourism and Marketing strategies 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Social innovation Engage of youth population Use of non-intrusive technologies 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Products promotion and selling on the Internet Participatory tools for citizen Visitors involvement in local activities Trade-off among living a real experience without technology aids, and the necessary dissemination in social networks through visitors' shared pictures and comments Benefits for local population due to migrants do increase the population and raise the investment of technological companies 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Technological infrastructure 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Cultural heritage not widely known		Cultural heritage promotion on internet
NATURAL		Co-monitoring of natural heritage	
SOCIAL	Loss of youth population	Increase the attractiveness of rural areas for youths; Involvement in local activities	Reduced digital gap among urban and rural areas
FINANCIAL	Local markets		Local products promotion and selling on the internet

LESSON LEARNT CODE	LL 13
LESSON LEARNT NAME	Ensure, at least, standard quality internet connection and mobile coverage
DESCRIPTION	
Technological development will make internet connection and mobile coverage cheaper and easier to reach any kind of rural areas, reducing required investment in infrastructures from companies and administrations	

Table 314 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 16	
LESSON LEARNT NAME		Foster and promote sustainable tourism	
RELATED RM ACTION		RM1-3; RM1-4; RM2-1; RM2-2; RM14-2;	
		RM4-3; RM4-7; RM4-9; RM4-10;	
		RM5-5;	
		RM8-1; RM8-4; RM17-2;	
		RM13-2; RM13-5	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none">• Tourism and Marketing strategies• Environment and climate change mitigation and adaptation	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none">• Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation• Mobility and accessibility of the areas	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none">• Inventory/ mapping of resources• Vulnerability and risks assessment• Shared vision• Willingness to cooperate among stakeholders	
ACHIEVEMENTS		<ul style="list-style-type: none">• Tourists arrive the site but do not threat it• Promotion of local skills• Local producers share living with tourism focused entrepreneurs	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none">• Cultural resources attractive for tourists• Network of resources• Infrastructure	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Cultural activities, local traditions	Promotion of events, coordination with other initiatives	Offer expanded

LESSON LEARNT CODE		LL 16	
LESSON LEARNT NAME		Foster and promote sustainable tourism	
NATURAL	Natural routes, trails	Assessment on the impacts of tourism on the environment, promotion of sustainable activities	More eco and sustainable tourism practices
BUILT	Infrastructure	Improve services, prepare infrastructure, digitization	better conservation of buildings and trails
HUMAN		Inclusion of migrants in tourism activities, creation of associations and definition of responsibilities	Organised and coordinated activities
FINANCIAL		Involvement of local business	New business opportunities
DESCRIPTION			
Expand tourism offer by improving infrastructure and services and foster the link with other activities, creating digital content and promoting cultural routes related to traditions, food, religion and historic events			

Table 315 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 19	
LESSON LEARNT NAME		Increased Health and Wellbeing services	
RELATED RM ACTION		RM1-1	
		RM6-1	
		RM10-2	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Mental wellbeing 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies Social innovation 	
REPLICABILITY		MEDIUM	
KEY ELEMENTS		<ul style="list-style-type: none"> Identify social services need Citizens engagement Monitoring 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Increased services for local communities and tourists Integrated approach to services Integrated communities 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> A health and wellbeing resource that has the potential to be shared and enhanced Key stakeholder to manage the approach 	

LESSON LEARNT CODE		LL 19	
LESSON LEARNT NAME		Increased Health and Wellbeing services	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Cultural resources		Improved resource
HUMAN	One or more stakeholder (public or private) with knowledge of health and wellbeing issues	Skilled/knowledge of health and wellbeing issues developed	Improved health and wellbeing services for local communities
SOCIAL	Suitable/engaging community	Skill development and investment	Improved knowledge and resources
DESCRIPTION			
<p>The process identifies services and resources that can be shared between communities. It requires a key facilitator to work between the various providers (public and private) of health and wellbeing services. The shared services approach can improve not only the services but also social cohesion between different groups of service users. It however requires a strong sustainable management approach in order to maintain services.</p>			

Table 316 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 22	
LESSON LEARNT NAME		Invest in safety to make safe for tourists even the places less accessible	
RELATED RM ACTION		RM9-5; RM10-3; RM20-1; RM20-2	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Mobility and accessibility of the areas 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Mental wellbeing Tourism and Marketing strategies Environment and climate change mitigation and adaptation 	
REPLICABILITY		MEDIUM	
KEY ELEMENTS		<ul style="list-style-type: none"> Public investment 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Safety on the touristic sites 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Risks assessment and strategies to prevent them 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	Little knowledge of risks	Risk training	Take on risks with safety

LESSON LEARNT CODE		LL 22	
LESSON LEARNT NAME		Invest in safety to make safe for tourists even the places less accessible	
FINANCIAL	Less safety instruments	Risk analysis	Investments to prevent risks
DESCRIPTION			
Thanks to the investments the previously dangerous places can be enjoyed in complete safety			

Table 317 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE	LL 28
LESSON LEARNT NAME	Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision
RELATED RM ACTION	RM1-3; RM1-6; RM2-1
	RM4-7; RM4-9
	RM6-1
	RM8-1; RM8-4
	RM11-2
MAIN RELATED CROSSCUTTING	<ul style="list-style-type: none">Mobility and accessibility of the areas
OTHER RELATED CROSSCUTTING	<ul style="list-style-type: none">Social innovationCultural Ecosystem ServicesMental wellbeingTourism and Marketing strategiesCultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
REPLICABILITY	HIGH
KEY ELEMENTS	<ul style="list-style-type: none">Accessibility for allPromotion and disseminationSpecific policies for the promotion of public transport
ACHIEVEMENTS	<ul style="list-style-type: none">Accessibility improvedSustainable tourismIncreased attractiveness and tourism
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS	<ul style="list-style-type: none">Established contacts with disabled people associationsOpenness of the owner of the building/site to interveneTechnological systems/platforms available

LESSON LEARNT CODE		LL 28	
LESSON LEARNT NAME		Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision	
		<ul style="list-style-type: none"> Engagement of local transport providers in giving proper information Openness of the transport providers Presence of a minimum level of transport service 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Local traditions and intangible heritage to be discovered	Accessibility of CH will increase identity and sense of belonging; increased possibility to live in a given territory, reducing depopulation	Increased experiences of CH; preservation of old traditions
NATURAL	Sites to be made accessible and reached (CH attractions)		Increased experiences of NH; alternative ways of discovering the territory, better environmental conditions
BUILT	Buildings and paths to be made accessible and reached (CH attractions)		Increased possibilities in visiting a building/site; alternative ways of discovering the territory
HUMAN	Local authorities in charge of ensuring minimum mobility services		
SOCIAL	Local communities and people asking for transport services in the area	Associations and local authorities build solutions together; local community and services are mobilized to cooperate together; increased social inclusion and relationships	More cohesive, inclusive and vibrant community; better living conditions
FINANCIAL	Initial budget to cover the lost earning	Increased number of visitors can help improving the services for all; alternative business models	New business models about mobility
DESCRIPTION			

LESSON LEARNT CODE	LL 28
LESSON LEARNT NAME	Promote access to all ages and abilities and ensure fruition of cultural resources to all, including transport and online information provision
Use, cultural value recognition and attractiveness of a building/site is increased by the possibility to access this asset by all. The collaboration in designing solutions increase the sense of ownership towards these sites. Fostering alternative ways of moving around and discovering the territory produce positive effects on landscape, natural environment and on liveability. Local communities could be strengthened and kept in rural areas by ensuring minimum connections through public transport thus maintaining and preserving local CNH	

Table 318 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 31	
LESSON LEARNT NAME		Improve resilience of natural and cultural environments against natural hazards	
RELATED RM ACTION		RM9-3; RM9-4; RM9-5; RM10-2; RM10-3; RM10-4; RM19-3; RM20-2	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Environment and climate change mitigation and adaptation 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
REPLICABILITY		MEDIUM	
KEY ELEMENTS		<ul style="list-style-type: none"> Vulnerability and risks assessment Training Preparedness Inventory/ mapping of resources 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Heritage and risk mapped and assessed Increased awareness of local community 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Heritage at risk Citizens awareness 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Traditions and techniques to face natural hazards	Dissemination and awareness on past experiences, mapping of heritage at risk	Promotion and awareness of past experiences and risk assessment procedures

LESSON LEARNT CODE		LL 31	
LESSON LEARNT NAME		Improve resilience of natural and cultural environments against natural hazards	
NATURAL	Heritage at risk	Promote awareness of natural resources as protection against natural hazards	Natural landscape protected
BUILT	Heritage at risk	Knowledge building on resilient construction techniques and environment	More resilient and sustainable constructions
HUMAN		Training and education	Improved resilience of people
SOCIAL		Participative processes to build resilient communities	social cohesion improved, promotion of mitigation actions
DESCRIPTION			
Improved resilience of heritage and communities through risk mapping and guidelines for mitigation actions. Participatory mechanisms and storytelling enable the direct involvement of citizens to raise awareness.			

Table 319 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 33	
LESSON LEARNT NAME		Sustainable energy production and consumption	
RELATED RM ACTION		RM3-2	
		RM5-2	
		RM18-3	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Environment and climate change mitigation and adaptation 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Technological innovation assessment Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Energy production and consumption trend analysis Guidance on energy efficiency and sustainability Knowledge building Awareness raising and campaigns 	

LESSON LEARNT CODE		LL 33	
LESSON LEARNT NAME		Sustainable energy production and consumption	
ACHIEVEMENTS		<ul style="list-style-type: none"> New model of energy production is enabled Towards auto-sustainable regions and sites 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Buildings re-use or restoration Political commitment 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
NATURAL	Favourable landscape for energy production	Awareness on local consumption trends and new models of energy production	Increased renewable energy share
BUILT	Unused buildings or with upgrade potential	Knowledge building on sustainable construction techniques	Re-use of historic buildings
HUMAN	Technological knowledge	Support to decision-making mechanisms, capacity building on innovative sustainable solutions	Better planning, increased sustainable techniques
FINANCIAL		Industry involvement and networking	Improved business and market offer
DESCRIPTION			
Energy efficiency and sustainable practices improved through planning, sustainable construction techniques and inclusion of renewable energies			

Table 320 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 36	
LESSON LEARNT NAME		Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector)	
RELATED RM ACTION		RM5-4; RM5-5; RM6-2;	
		RM9-2; RM9-4; RM10-4; RM20-1; RM20-2	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies Tourism and Marketing strategies 	

LESSON LEARNT CODE		LL 36	
LESSON LEARNT NAME		Transform prevention against natural calamity and integration process into local development opportunities (creation of a geologic museum, companies, integration of migrants in the agro-food and tourism sector)	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> • Social innovation • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> • Turning difficulties into opportunities 	
ACHIEVEMENTS		<ul style="list-style-type: none"> • Increased attractiveness and tourism • Tourism visibility • Increased economic development, spin-off in enterprise, job retention and employment creation 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> • Invest in advanced technologies to study the calamities and educate the tourists in order to have a safe vacation 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
HUMAN	Unemployed people with less knowledge of risks	Risk prevention training	Employed and formed people
FINANCIAL		Creation of place that can become a touristic attractor	Born of a safe touristic destination
DESCRIPTION			
What was a negative externality becomes an opportunity thanks to this operation.			

Table 321 Lesson learnt description and capital transference mechanism

6- KNOWLEDGE BUILDING

LESSON LEARNT CODE		LL 10	
LESSON LEARNT NAME		Definition of the natural and cultural heritage management plan	
RELATED RM ACTION		RM9-5; RM20-1; RM20-2	
		RM11-2; RM12-3; RM12-4; RM13-1	

LESSON LEARNT CODE		LL 10	
LESSON LEARNT NAME		Definition of the natural and cultural heritage management plan	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Governance and regulatory framework Legal aspects and land tenure 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Expertise on conservation and valorisation Protocols establishment 	
ACHIEVEMENTS		<ul style="list-style-type: none"> More integrated management plan Ability to intervene more adequate and more quickly 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Presence of a management plan for the heritage element 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Presence of a management plan for the heritage element	Development of a management plan for the heritage element (cultural, natural and/or built)	Better maintenance, protection and conservation of the heritage element (cultural, natural and/or built)
NATURAL	Presence of a management plan for the heritage element	Development of a management plan for the heritage element (cultural, natural and/or built)	Better maintenance, protection and conservation of the heritage element (cultural, natural and/or built)
BUILT	Presence of a management plan for the heritage element	Development of a management plan for the heritage element (cultural, natural and/or built)	Better maintenance, protection and conservation of the heritage element (cultural, natural and/or built)
DESCRIPTION			
Set-up of a management plan for the heritage element			

Table 322 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 14	
LESSON LEARNT NAME		Establish mechanisms of periodical monitoring of the status of conservation/preservation/protection	
RELATED RM ACTION		RM1-2	
		RM12-3; RM13-2	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Legal aspects and land tenure Technological innovation assessment Environment and climate change mitigation and adaptation 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Monitoring Protocols establishment 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Better assessment of the status of the heritage element Possibility to intervene in time when extra conservation measures need to be taken 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Monitoring framework or openness to develop and implement one 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Monitoring framework or openness to develop and implement one	Develop monitoring system for heritage element (cultural, natural and/or built)	Existence of a well-performing monitoring system for heritage element (cultural, natural and/or built)
NATURAL		Develop monitoring system for heritage element (cultural, natural and/or built)	Better preservation of the heritage element (cultural, natural and/or built)
DESCRIPTION			
Integration of a monitoring system in the heritage conservation and preservation			

Table 323 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE	LL 15
LESSON LEARNT NAME	Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development
RELATED RM ACTION	RM1-5; RM2-2 RM3-2; RM4-4; RM4-5; RM15-4; RM15-8 RM5-2 RM8-2; RM8-4 RM9-4; RM10-1; RM10-2; RM10-3; RM10-4; RM19-2; RM19-3; RM19-5; RM20-1; RM20-2 RM11-1; RM12-1; RM12-2; RM12-3; RM13-5
MAIN RELATED CROSSCUTTING	<ul style="list-style-type: none"> Cultural Ecosystem Services
OTHER RELATED CROSSCUTTING	<ul style="list-style-type: none"> Social innovation Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation
REPLICABILITY	MEDIUM-HIGH
KEY ELEMENTS	<ul style="list-style-type: none"> Resources knowledge and values understanding Inventory/ mapping of resources Participatory recognition of resources values Awareness raising and campaigns Citizens engagement Regulatory framework and legal instruments Willingness to cooperate among stakeholders Inclusion of heritage resources in territorial management plans Take advantage of intangible heritage for local economy improvement
ACHIEVEMENTS	<ul style="list-style-type: none"> Valuing and protecting local heritage Increased sense of ownership Increased value of the resources Increased attractiveness and tourism Integrated territorial management More cohesive and resilient communities
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS	<ul style="list-style-type: none"> Willingness to identify new and non-formal heritage resources, human capital needed Identified CNH resources, skilled person to boost the process

LESSON LEARNT CODE		LL 15	
LESSON LEARNT NAME		Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development	
		<ul style="list-style-type: none"> • Interest and openness of local community into their heritage • Presence of a valued tradition/intangible heritage 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Heritage resources identified; presence of a valued tradition/intangible heritage	Develop awareness among local communities about the presence of the heritage element (cultural, natural and/or built); Valorisation of local intangible heritage and preservation of it	Strong awareness and appreciation of heritage element; seeing the value of a local tradition
NATURAL	Natural heritage identified; awareness of its value among some members of the community	Develop a stronger social cohesion among local communities through the heritage element	Strong awareness and appreciation of heritage element
BUILT	Built heritage identified	Increased knowledge among local communities and stakeholders about the heritage element	Presence of new local businesses which created their business around the heritage element
HUMAN	Facilitator needed; local population to identify the capitals	Capacity and skills building of the facilitator; Capacity building - people trained for mapping; Integration of indigenous knowledge into local knowledge system	Skilled people on cultural heritage resources and management
SOCIAL		Awareness raising and knowledge building on the value of the heritage; Set-up knowledge transfer process to keep intangible heritage alive across the community and across generations	Recognized value of the heritage; increased sense of belonging; social cohesion; Developed awareness and social cohesion around the identified capitals

LESSON LEARNT CODE		LL 15	
LESSON LEARNT NAME		Identify heritage resources (formal and informal), foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development	
FINANCIAL		Creation of products/business linked to increased awareness of heritage element	Valorisation of the identified heritage
DESCRIPTION			
<p>This process starts build on the recognition and the mapping of cultural and natural heritage, both tangible and intangible, formal and informal. It could involve either a bottom up or top down approach of recognition and awareness raising. Social cohesion can be boosted around recognized values and through a participatory process, valuing the tradition, not just as a tradition, but showing how it contributes to better social cohesion or resilience in the local community. This process lead to get more knowledge of the territory, of the potential of its heritage resources and to a sustainable management approach.</p>			

Table 324 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 37	
LESSON LEARNT NAME		Engage knowledge partners (universities, research centre, etc.) in the process	
RELATED RM ACTION		RM1-1; RM1-5	
		RM3-1; RM4-1; RM15-2; RM15-4	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Governance and regulatory framework 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Technological innovation assessment Cultural Ecosystem Services 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Knowledge building Collaborative environment/ network Combine modern technology with traditional practices Participatory governance model 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Creation of networks Integrated approach to services Open innovation Use of modern technologies 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> At least one motivated actor (government, local association, industry, private sector, etc.) 	

LESSON LEARNT CODE		LL 37	
LESSON LEARNT NAME		Engage knowledge partners (universities, research centre, etc.) in the process	
		<ul style="list-style-type: none"> • Common understanding of the CNH values • Enabling a participatory action-research process with public and private bodies, as well as also involving the end-users. • Increase the private-public relationships with focused policy 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Traditional techniques and cultural resources	Knowledge building on innovation projects and processes	Updated traditional techniques
HUMAN	Capacities of staff to collaborative work	Knowledge sharing; training	Better understanding of CNH; improved skills
FINANCIAL		Funds research	Collaborative projects enabled and stable financial mechanisms
DESCRIPTION			
Cultural resources can be better understood, transformed and values enhanced through a collaborative approach involving different knowledge partners			

Table 325 Lesson learnt description and capital transference mechanism

7- LEGAL FRAMEWORK

LESSON LEARNT CODE		LL 27	
LESSON LEARNT NAME		Official protection of cultural/natural/intangible good by national/international authority	
RELATED RM ACTION		RM4-7	
		RM19-3; RM20-2	
		RM11-1	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> • Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> • Business models and investment strategies • Governance and regulatory framework • Legal aspects and land tenure • Cultural Ecosystem Services 	

LESSON LEARNT CODE		LL 27	
LESSON LEARNT NAME		Official protection of cultural/natural/intangible good by national/international authority	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Regulatory framework and legal instruments Willingness to cooperate among stakeholders Inventory/ mapping of resources Public-private investments 	
ACHIEVEMENTS		<ul style="list-style-type: none"> More local economic opportunities Increased attractiveness and tourism Use backdrop of heritage element for major events 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Presence of a heritage element (cultural, natural) 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
CULTURAL	Presence of a heritage elements	Submission of request/dossier to receive official protection status for cultural heritage element to national/international authority	Official protection status of cultural heritage element by national/international authority obtained
NATURAL	Presence of a heritage elements	Submission of request/dossier to receive official protection status for natural heritage element to national/international authority	Official protection status of natural heritage element by national/international authority obtained
BUILT	Presence of a heritage elements	Submission of request/dossier to receive official protection status for built heritage element to national/international authority	Official protection status of built heritage element by national/international authority obtained
DESCRIPTION			
Giving value to the heritage element and making a legislative effort to protect it			

Table 326 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 34	
LESSON LEARNT NAME		To define an action plan	
RELATED RM ACTION		RM3-1; RM3-2	
		RM5-1; RM5-2	

LESSON LEARNT CODE		LL 34	
LESSON LEARNT NAME		To define an action plan	
		RM11-1; RM11-2; RM12-1; RM12-2; RM13-3; RM13-4; RM13-5; RM18-1; RM18-6	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Governance and regulatory framework 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Business models and investment strategies Legal aspects and land tenure Technological innovation assessment Social innovation Environment and climate change mitigation and adaptation Cultural Ecosystem Services Mental wellbeing Tourism and Marketing strategies Cultural and natural heritage (both tangible and intangible) safeguarding, appreciation and interpretation Mobility and accessibility of the areas 	
REPLICABILITY		HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Timeframe definition Shared vision Willingness to cooperate among stakeholders Entrepreneurship attitude Regulatory framework and legal instruments 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Shared vision, coordinated actions and definition of responsibilities Stakeholders committed Local businesses provided with regulatory and/or financial support Increased economic development, spin-off in enterprise, job retention and employment creation Social needs coverage Integration of vulnerable groups into local value chain/social inclusion/higher social inclusiveness 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> To agree on timeline and priorities To have a budget for the implementation phase Regulatory and financial frameworks to stimulate local businesses and attract investors 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED

LESSON LEARNT CODE		LL 34	
LESSON LEARNT NAME		To define an action plan	
CULTURAL	CH resources exploitable for economic return	More CH resources identified	Better safeguarding of CH
NATURAL	NH resources exploitable for economic return	More NH resources identified	Better safeguarding of NH
SOCIAL	Ideas on actions to implement	New partnerships, new actions	Shared vision; Improvements in the management of the CNH Enhanced well-being
FINANCIAL	Financial incentives (tax reductions, etc)	New companies and business models	Local economic growth
DESCRIPTION			
The definition of an action plan requires to share common ideas among the stakeholders on what should be done to improve the management of the CNH. Regulatory and financial incentives allow for the attraction of private investors and the creation of new businesses, which will take advantage of the CNH resources both already available and to be unlocked.			

Table 327 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 38	
LESSON LEARNT NAME		Negotiate the use and ownership among property owners and users, and to reach a win-win status	
RELATED RM ACTION		RM7-1; RM7-7	
		RM11-2	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Legal aspects and land tenure 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Social innovation Governance and regulatory framework Business models and investment strategies 	
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Willingness to cooperate among stakeholders Participatory governance model 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Shared vision, coordinated actions and definition of responsibilities Social needs coverage 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Openness of property owners Regulatory and financial frameworks to support negotiations 	

LESSON LEARNT CODE		LL 38	
LESSON LEARNT NAME		Negotiate the use and ownership among property owners and users, and to reach a win-win status	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
SOCIAL	Property owners	Participatory approach	Public-private partnership; Improvements in the management of the CNH
FINANCIAL		Incentives, new business models	Improved investment capacity
DESCRIPTION			
The involvement of private owners and users, through participatory mechanisms and communication strategies, as well as through financial incentives and new business models, can contribute to the overall management of the resource,			

Table 328 Lesson learnt description and capital transference mechanism

LESSON LEARNT CODE		LL 39	
LESSON LEARNT NAME		Get the trust of all land tenures and develop the common agreement that give benefits to all partners	
RELATED RM ACTION		RM2-2	
		RM4-6	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Legal aspects and land tenure 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Social innovation 	
REPLICABILITY		MEDIUM-HIGH	
KEY ELEMENTS		<ul style="list-style-type: none"> Tailored communication Participatory governance model 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Creation of networks Community grows together and participation is enhanced 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> At least one motivated actor (government, local association, industry, private sector, etc.) as the main responsible of the project; recognized role of this actor in the territory to build trust around the project. Active citizenship 	

Table 329 Lesson Learnt characterisation

CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
SOCIAL		Participatory approach, increase awareness on the potential of stronger collaboration	Policy that support relationships between public and private; social cohesion
DESCRIPTION			
Common agreements are reached through continuous participatory mechanisms and political support.			

LESSON LEARNT CODE		LL 40	
LESSON LEARNT NAME		Use economic incentives (e.g. lower tax, lower renting fees if the use of building/land fits in the overall management goals) to private property owners or tenants	
RELATED RM ACTION		RM5-1	
MAIN RELATED CROSSCUTTING		<ul style="list-style-type: none"> Legal aspects and land tenure 	
OTHER RELATED CROSSCUTTING		<ul style="list-style-type: none"> Governance and regulatory framework Business models and investment strategies 	
REPLICABILITY		MEDIUM	
KEY ELEMENTS		<ul style="list-style-type: none"> Regulatory framework and legal instruments Oriented policies and political commitment 	
ACHIEVEMENTS		<ul style="list-style-type: none"> Social needs coverage Reusing available resources 	
REQUIRED INITIAL CONDITIONS/ REPLICABILITY CONDITIONS		<ul style="list-style-type: none"> Openness of property owners Buildings re-use or restoration 	
CAPITAL RM	INITIAL	DEVELOPED	OBTAINED
BUILT	Unused buildings or with upgrade potential	Building restoration	Improvement of built CH
SOCIAL		Owners and local authorities are mobilized to cooperate together	Better coverage of social needs, increased social inclusion
FINANCIAL		Financial incentives	Collaborative projects and financial mechanisms

LESSON LEARNT CODE	LL 40
LESSON LEARNT NAME	Use economic incentives (e.g. lower tax, lower renting fees if the use of building/land fits in the overall management goals) to private property owners or tenants
DESCRIPTION	
The use of financial incentives to private owners contributes to their involvement and cooperation and aims at better preserving the built heritage and improve social cohesion.	

Table 330 Lesson learnt description and capital transference mechanism

VI- Conclusions and next steps

This report, together with D1.3 and D1.4, is the final step in the knowledge building stage of the RURITAGE project (WP1). This deliverable is the result of the study of the data and information provided by 20 RMs in the summer, autumn and winter campaign. The collected data and information have been remarkable in quantity and quality, but its heterogeneity has been a challenge that has been addressed with a complex process of harmonisation to provide a robust and useful database.

The multilevel analysis of the RMs (at SIA, RM and RMA level) has shown that the heritage-led processes are mainly organic, developed more as an evolutive process than a strictly “engineered” plan, where strategic plans are combined with unexpected circumstances. The analysis of this second stage confirms the conclusions of the first stage regarding that the successful processes in many cases are the result of stakeholders taking advantage of opportunities given by external factors and aligning them with the planned process. Therefore, the identified different actions usually are not consecutive in the process and different typology of actions (knowledge building actions, governance actions, financing actions...) coexist in the same timeline. It also confirms the importance of an official denomination of the cultural or natural heritage of the case as a triggering action of the regeneration process, together with the need of addressing common challenges that arose in the last years in Europe (e.g. ageing of population, depopulation and unemployment).

The study of the governance models of 29 of the RM actions have demonstrated that the more usual types of governance models are the ones with a high level of community participation, with a special incidence of network governance (45%) and societal resilience models (18%). Collaborative (93% of the cases have a high or medium level of participation), multisector and polycentric (80% of the cases) governance models have been the more usual governance models for rural heritage-led processes. Although top-down and bottom-up approaches are equally represented, most of the cases rely in a strong collaboration between the public administration and the community. The introduction of the private sector in the processes is a challenge that is not so well documented.

The result of the analysis has shown more complex processes than initially expected. Although the complexity of analysed processes poses a challenge in the development of the DSS, it also offers a bigger flexibility and therefore enhances its replicability potential. Parallely to this task a first light version of the DSS have been developed in WP5 using the information of D1.1. and the first version of the database. In further versions of the DSS the information structured in this D1.2 has to be made accessible to the current and future replicators. The structure of the database allows a first decision making level where the user could navigate the different levels having a first idea of possible actions and examples. But the richness of the gathered and analysed data could allow also a more complex decision making where the replicator can find a “twin” RM (e.g. a RM that match their objectives and initial conditions) or the DSS could offer a different combination of actions (lesson learnt) giving the baseline and objectives of the replicator. The Lesson learnt description and capital transference mechanism addressed in the different levels could be a way to support the decision maker in the different levels and stages. As stated in previous analysis, the initial capitals are core to the regeneration process, therefore a good understanding of the resources of the territory is essential to find the most suitable actions of valorisation, improvement and development. The process of harmonisation of the vocabulary used in the database and the extracted keywords could offer another entry point to the information of the database.

The next steps of the work developed in this task will continue in WP5 where the DSS and the Replicator Toolbox is going to be developed. Further development of the DSS could guide future explorations of the data collected in summer and autumn campaigns.