



**LOCAL  
DEVELOPMENT  
PILOT PROJECTS**

**PROJETS PILOTES DE  
DÉVELOPPEMENT  
LOCAL**

With the support of:  
**Flanders (Belgium),  
Italy, Slovenia**

Avec le soutien de:  
**Flandre (Belgique),  
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## Activity Report

2003-2015



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## 1 Preliminary remarks

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As part of its cultural heritage activities, the Council of Europe has developed a regional dimension based on the principle that heritage can serve as a catalyst and a mediator for local development policies.

France's experience in respect of its Regional Natural Parks, particularly with regard to the approach to heritage in its broadest sense and the concept of "territory" as a level of intervention which is relevant to matters concerning the quality of life and wellbeing, was an essential source of inspiration at the beginning. The number of pilots increased until 2015 as a result of the co-operation and technical assistance projects launched in the countries of South East Europe which participated in the *Regional Programme on Cultural Heritage in South East Europe* from 2003 onwards.

The LDPP was a pilot programme.<sup>1</sup> It embodies a renewed approach to local development. This is because the LDPP primarily highlights the benefits of active participation by the local population in the management and development of heritage in order to develop territories. In this context, heritage is clearly regarded as a force for the promotion of a development model which offers a means of economic diversification by capitalising on local resources and community dynamism.

All of the activities implemented over this period, both successfully and unsuccessfully, made it possible to develop a different way of thinking about and implementing local development. The duration of this experiment also made it possible for the activity to take account of changes in the Organisation's priorities and the work carried out on a European scale. In fact, the issues raised by territorial development and heritage management at the level of territories have gradually become major challenges for Europe and are now the focus of extensive studies and research. Since it is not the role of the Council of Europe to pursue a pilot programme such as the LDPP on a permanent basis, after several years of activities, which have been half-financed by the beneficiary countries, this report aims to share the experience gained and to encourage other actors to test this approach with a view to enriching the experiment and disseminating what the Secretariat regards as good practice to as many member States as possible.

## 2 Introduction

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### 2.1 Founding principles

The "Local Development Pilot Projects" (LDPP) programme was devised to put into practice the fundamental values of the Council of Europe and establish a participatory approach to the creation of social and economic development projects based on optimisation of the heritage resources of territories. To that end, it relied mainly on the principles of the *Framework Convention on the Value of Cultural Heritage for Society* (Faro Convention) and the *European Landscape Convention* (Florence Convention). Three specific objectives were aimed at:

- using heritage sustainably in targeted actions which respect the traditions and skills of each community, improving cultural diversity and renewing local dynamics;
- fostering a culture of democracy by giving citizens and communities a fundamental role in the processes of defining, deciding and managing their cultural and social environment, with the support of institutions in a context of public action;
- promoting a new approach to development which safeguards social cohesion and inclusion and improves citizens' quality of life.

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<sup>1</sup> The LDPP is designated either as a "programme" when it refers to the overall Council of Europe approach, or as a "project" when it refers to work done in specific territories.

## 2.2 Origin

In 1996 the Slovenian authorities launched a project to safeguard the historic town of Štanjel (Karst region) and made a request for assistance to the Council of Europe under the *Technical Co-operation and Consultancy Programme related to the integrated conservation of cultural and natural heritage*. In this region, from which all karst phenomena around the world take their name, man has had a big impact, shaping a characteristic cultural landscape made up of small, compact urban centres and high-quality vernacular architecture. The initial project was rapidly transformed in order to take account of the social and economic development needs of the entire Karst region. The focus then shifted to revitalising the historic town of Štanjel by integrating it into an approach to territorial development which would be sustainable over the long term.

For the Council of Europe the “Karst Pilot Project” (PKK) became the forerunner to a new development approach and introduced the concept of the territory as a relevant level of action. The project made it possible to formalise, on a simple methodological basis, the necessary institutional and professional dialogue and co-operation between the various stakeholders, be they local and/or national, political or private. This was a new approach in Slovenia at the time and its adoption coincided with the country’s accession to the European Union. A highly centralised country, Slovenia had no intermediate regional level between its national and local authorities; as a result of local government reform rural authorities had insufficient funding and human resources to tackle complex development issues.

Thanks to the LDPP, the ministries were able to trial new forms of co-operation within an Inter-ministerial Committee; co-operation between the municipalities of Divača, Hrpelje-Kozina, Komen, Sežana, Miren-Kostanjevica and Koper was reinforced by creating a Steering Committee; residents and civil society learned how to play their part alongside the institutional partners by participating in inter-disciplinary working groups. The activities were co-ordinated and monitored by a special team, which was subsequently given permanent standing when it became a regional agency under the management of the National Agency for Regional Development (NARD) of the Republic of Slovenia. The Slovenian government in the end adopted a Community Development Plan (CDP) for the Karst region in 2003, opening up operational prospects for the implementation of a medium- and long-term action and investment plan.

## 3 Pilot projects

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### 3.1 Pilot territories

The LDPP was designed as a direct continuation of the experiment conducted in Slovenia. Ten pilot territories, selected jointly by the national authorities and the Council of Europe through a wide consultation process, joined this experiment between 2008 and 2015. Taken together, these territories covered an area of more than 10,000 km<sup>2</sup> and represented over 750,000 inhabitants. A total of 41 municipalities were involved and through the Inter-ministerial Committees over 50 ministries worked together on this programme.

The pilot territories had a number of features in common: they were all rural territories with a strong cultural and/or landscape identity and were experiencing problems with under-development and/or population loss. Some territories were suffering an economic downturn as a result of changes in economic conditions (the end of mining activity in Serbia, the departure *en masse* of the Saxon populations in Romania, the decline of a traditional agricultural model in most cases). Some of the pilot territories had to take decisions in relation to development pressures (an alternative to mass tourism in Croatia), and others apparently had no development prospects due to a lack of national initiatives (“the former Yugoslav Republic of Macedonia”). The case of Cyprus, which came later, is particularly interesting because the public institutions wanted to use this programme to experiment possible ways of implementing the provisions of the new regional planning law regarding civic

participation (the pilot region selected nonetheless shared the main characteristics already mentioned for the other projects).

In committing themselves to the LDPP, the national authorities accepted the constraints inherent in an experiment. They in practice agreed to implement their activities in as flexible a manner as possible, with permanent questioning and constant adjustments to the methodology. The projects were conducted simultaneously with a focus on the regional dimension and the exchange of experience between territories. The specific nature of the experimental approach desired by the Council of Europe secretariat was not always compatible with the urgency or complexity of the situations encountered in the various countries. It sometimes entailed delays, and the principles sometimes clashed with political or institutional constraints, leading in some cases to the suspension of projects between 2011 and 2014:

- In Bosnia and Herzegovina the boundaries of the pilot territory of Donja Dolina-Bardača were from the outset decided primarily on the basis of strictly cultural, or even archaeological, criteria. This proved to be too geographically and economically limited, and did not provide a sufficient critical mass in development terms.
- In Montenegro, the pilot territory of Skadar had to strengthen co-operation between the local and national players involved in the preservation and development of the region around the lake, in connection with the Lake Skadar National Park project. However, the proliferation of disparate economic initiatives prevented the emergence of a long-term vision that would engage all the local communities. A territorial assessment was drawn up but was never validated by the national authorities, and the project ended of its own accord in 2012. The impossibility of working in a cross-border manner with Albania, where part of the lake is located, reinforced the impression of an overall lack of consistency.
- In Romania, the pilot territory of Rupea-Cohalm saw a high level of mobilisation from the Ministry of Culture and other national institutions, which led to excessively centralised project management. Local mobilisation was limited and partial; ultimately, the local authorities were not sufficiently committed over time.
- In Bulgaria, on the contrary, the pilot territory of Strandja saw a high degree of local mobilisation, which was not matched at the national level.
- In Serbia, the pilot territory of Resava-Mlava, backed by many institutional and local actors, suffered above all from a lack of continuity in the management of the process as a result of frequent administrative changes. In the end, the project had to be stopped even though it appeared to cater to a real need at local level.

Although these projects were not completed, they directly contributed to the success of the approach as a whole and their input should be highlighted here.

### 3.2 Successful pilot experiences

Between 2012 and 2015 the LDPP focused on three countries which were firmly committed to developing their projects:

- In Croatia, the pilot territory, the island of Cres, developed an alternative approach to achieving sustainable development in the face of strong pressure from tourism and significant heritage challenges. Mediation, the resolution of conflicts of interest and the involvement of all stakeholders were the factors that made this project successful.
- In "the former Yugoslav Republic of Macedonia" too, the pilot territory of Debar and Reka succeeded in envisaging an alternative answer to the territory's vulnerability in both social and economic terms, combined with a sense of abandonment and isolation. The LDPP guided the stakeholders and helped them contribute their own responses to the main problems affecting the territory. New partnerships and a new approach to co-operation helped to decompartmentalise functions and consider a different way of sharing out responsibilities.
- Cyprus implemented an LDPP project linked to its presidency of the European Union. The pilot territory, which was made up of traditional wine-making villages in the Limassol region, gave rise to a debate on the involvement of local communities and reliance on traditional skills

capable of generating alternative forms of tourism more closely connected with the capacities and identity of the territory. The LDPP helped to develop the national regional planning policy.

Within these territories the LDPP provided the impetus for a development project staggered over a period of 10-15 years and taking the form of a **“Territory Charter”** made up of three components forming the basic structure of the methodology:

- i. To begin with, the **“Territorial diagnosis”** makes an integrated, inter-sectoral overall assessment of the territory's current situation from a socio-economic and heritage viewpoint. It serves as a point of reference which can be used to establish the strategic prospects for the future development project. It describes the territory, the actual situation on the ground, as experienced by all the actors, and the reasons for this situation. It produces a “snapshot” and a “shared vision” which identifies the major challenges.
- ii. The **“Territorial strategy”** then sets out the broad principles, the chosen priorities and the future areas of intervention. This stage is crucial, as it lays down the framework for the actions that will be pursued over the medium and long term and ensures that they are consistent. It forms the core of the project and involves joint construction work by the stakeholders to create a shared concept which will subsequently be implemented by each of the actors.
- iii. The final stage of the process is intended to give concrete expression to the principles and aims identified during the previous stages by developing an **“Operational programme”** for a period of at least three years. This document will evolve and be amended and renegotiated for as long as it is implemented, until the project laid down by the Territory Charter comes into being on the ground. It sets out the broad areas of intervention and the means of implementing the adopted strategy, in the form of specific measures and actions. In terms of organisation, this final stage makes it possible to propose a long-term management method for the development project, adopted both politically and in technical and financial terms.

### 3.3 Main lessons

#### 3.3.1 Factors behind projects

Various, sometimes complementary, factors can lead to the emergence of development projects and trigger a search for alternative paths:

- The limitations of traditional development models: models based on a dominant revenue source (tourism) at the expense of development (Croatia, Cyprus), the decline of industrial activities and impoverishment of local populations (Serbia), territories affected by a mass rural exodus which are losing their human resources and skills (Romania, “the former Yugoslav Republic of Macedonia”, and elsewhere).
- Territories with a very strong heritage value, whether in terms of the natural, cultural or landscape heritage, and whose cultural integrity is threatened by restrictive, compartmentalising policy measures or professional practices: protection and preservation orders, areas where tourism offers the only development prospects, partitioning and application of a sectoral approach devoid of an overall vision, making it impossible to pursue development projects.
- Territories where the very large number of uncoordinated and inconsistent initiatives dilutes, or even cancels out, the impact of these different individual or sectoral investments: competition between projects, opportunism, promotion of specific interests.

These different factors make up an initial set of situations to which the LDPP approach offered the elements of a response for culturally and socially consistent territories, recognised at national level as areas of high heritage value and in need of revitalisation, regeneration and development in order to improve the lives of their populations.

### 3.3.2 Project management aspects requiring vigilance

- The LDPP is a long-term approach, whereas some of the situations encountered require immediate or urgent action. This linkage between the short and the long term, which is inherent in the LDPP, poses a difficulty in terms of policy formulation and the running of projects, especially since elections can cause administrative power to change hands, which does not make things any easier.
- The global, holistic approach taken by the LDPP, which incorporates the various components of the territory and the institutional systems with which it operates, is a complex approach. It necessitates the creation of suitable tools, such as inter-sectoral dialogue bodies (inter-ministerial working groups, local groups of actors, steering committees). Many difficulties experienced can be attributed, at least in part, to the non-involvement of certain key actors.
- The local level is a key component of the mechanism and necessitates the creation of a local operational unit with the resources and means to act independently. The creation of a dedicated, recognised team, operating from premises which are accessible to all, makes the project visible, ties it in more closely with reality and the day-to-day lives of inhabitants, facilitates ownership of the approach by civil society, and leads to dialogue and ethical and democratic behaviours. The creation of such a unit is a key stage in bringing a project alive locally, creating an interface between the local level and the national level and facilitating stakeholder involvement in the project.
- There is a risk of failure when the project involves a too limited number or range of actors or an approach that is excessively dominated by "experts" or over-specialised. The LDPP is intended to promote a culture of democracy which gives citizens and communities a key role in the management of territories. Project management must be able to embody this objective at all times. Earlier experiences with traditional models, which limited participation to a mere "consultation" or which favoured an approach that gave a leading role to experts (private or institutional), failed to encounter the local and/or national responses necessary to drive the project and make it sustainable over time. Projects are often doomed by a lack of engagement and non-recognition of the work among the inhabitants most directly concerned.

### 3.3.3 Emergence of new skills and new concepts

- The LDPP helped to add new concepts and new skills to the sphere of local heritage management. It led to the mobilisation of professionals representing a range of disciplines and the development of new practices within administrative authorities, which also have to deal with EU requirements.
- The creation of an LDPP often first raised the question of the capabilities and responsibilities of the public servants working within the administrative entities concerned. This kind of project calls for general rather than expert skills, a project leadership profile rather than one based on hierarchical authority, and leadership abilities rather than administrative skills. The LDPP promotes the development of these competences by encouraging networking and field visits and by permitting project leaders to undergo training in multiple fields.

### 3.3.4 Specific aspects which form a consistent and new approach

- a. ***Territories are defined by their landscape, cultural and geographic values.*** It is the inhabitants themselves who assert the existence of a territory from the moment when a consensus is reached. The individual becomes an actor and joins a "heritage community" as part of public efforts to transform the territory (in order to improve living conditions and the living environment for the inhabitants).

- b. The *territory is an ideal level of intervention which makes it possible to act in the interests of everyone by transforming the area using local resources and in a way that serves to maintain the cultural identity of the territory concerned*. The LDPP relies on the fact that heritage is a resource for social and economic development, that it is also a shared asset, a factor for wellbeing which must be used in a responsible and sustainable manner, and that society must trust local communities to decide their own future and manage change in accordance with national priorities and in partnership with all the public-sector or private-sector actors at the local, regional or national levels.
- c. The decision to launch an LDPP process entails the initial identification of *obstacles to the development of the territory* and a desire to take action. These obstacles can be social, cultural or institutional in nature. There may not be a consensus as to what changes are necessary; interests may diverge. The structures in place and professional practices may not facilitate approaches that can resolve these situations.
- d. The approach advocated with the LDPP is, above all, a *grassroots project* and the decision to embark upon it must be confirmed and communicated by the local authorities and driven by local actors. Each entity joins in the process of its own free will, and, after a few months or years, this voluntary approach leads to the ratification of a "charter" that lays down the broad aims and the priorities for the development of the territory as collectively defined for a period of 10-15 years.
- e. The adoption of the Territory Charter, along with an investment programme, must take place within a legislative framework and must strengthen the existing institutional framework, although experience has shown that this approach often brings about *changes in these frameworks* in order to accommodate the novelty of the approach, both conceptually (cross-sectoral and integrated approach) and in operational terms. The Charter has no legal force, but it can nonetheless lead to many administrative decisions that can have a legally-binding effect. In particular, it is a significant spatial development and regional planning tool, provided that the Charter can be taken into account at the institutional level.
- f. To implement the LDPP process successfully, the actors within the territory must create *simple but effective management structures* and must have a budget which is sufficient to implement the stages of the process. Confirmation of the practical arrangements which are essential to run such a project for a period of 2-4 years anticipates, in a way, the establishment of permanent structures and investment budgets, which must be confirmed by the end of the project in order to implement the Charter for the agreed period. The LDPP budget must be limited by definition, so as to enable any territory which wants to do so to embark on this path, regardless of its financial resources. The majority of the expenditure goes on hiring a small team of professionals, making offices available and holding meetings during multiple and ongoing consultations, resulting in an estimated overall budget of between €100,000 and €250,000 depending on local circumstances. The financial participation of all the actors involved at the local, regional and national levels is a precondition for success and sustainability.
- g. The LDPP naturally derives its strength from the *mobilisation and engagement of all the actors*, elected representatives, public servants, specialists, experts, leaders of associations, farmers, local retailers, promoters, entrepreneurs, investors, and of course the public as a whole, whether they are permanent or seasonal residents of the territory. This is what makes the LDPP a cultural and social project which generates a social bond, dialogue, and respect for others and for all of the forms of local diversity. The emerging sense of community, as individual actors join in the project, is tantamount to a demand for a different way of living together. The discovery of the multiple skills of community members and the synergies established between them make up a form of "local intelligence". They spring from the territory's identity and enrich it. The validity and success of the LDPP depend on its ability to help these structures emerge, to spark a

desire to act collectively, and to support an effort which is shared and driven by all the actors who, within a heritage community, are attached to their cultural environment, to their lifestyle and to a certain way of living together.

## 4 European challenges versus acquired experience

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An approach such as the LDPP can constitute a response to some of the most important European challenges of our day. The problems raised by territorial development and the heritage management of territories are currently the subject of many studies, much discussion and much research.

Recognition of heritage as a “strategic resource for a sustainable Europe” is a cornerstone of the efforts to promote a new generation of long-term policy models for heritage. In May 2014, the Council of the European Union recognised the expanding role of heritage in its conclusions; sustainable management of heritage is a strategic choice for the 21st century. In July 2014, the European Commission invited EU member States to seek, in public policies at all levels, ways of developing a more integrated and more motivating approach to the preservation and development of heritage. Although the promotion of civic participation in the maintenance and conservation of cultural heritage is nothing new, innovative management and governance models which enable all stakeholders and local communities to be actively involved in “open, participatory, effective and consistent” processes, and even in the development of policies, have been slower to emerge in Europe.

Lastly, at the 6th Council of Europe Conference of Ministers responsible for Cultural Heritage in April 2015, the ministers adopted the Namur Declaration, which calls for a European heritage strategy for the 21<sup>st</sup> century (the “21 Strategy”) to be drawn up by the end of 2016. The guidelines set out in this Declaration identify democratic participation and territorial governance of heritage as areas to be developed.

It is against this general background that projects inspired by the Council of Europe’s LDPP experience can emerge. This experience highlighted the benefits of active participation of the local population and stakeholders in the management and development of heritage for territorial development purposes. Heritage is identified as a driving force in the development of a model that proposes a means of economic diversification by capitalising on local resources and community dynamism. The approach that emerges from the LDPP experience is based on three requirements having their origin in the lessons learned from the LDPP programme, with a view to development projects being created by and for communities:

### 4.1 Mobilising local communities

#### 4.1.1 Addressing the concept of heritage in its broadest sense

Heritage is regarded as both one of the main resources of a territory (which has a social and economic value that can be mobilised to create wealth and combat poverty) and also a central principle that should shape the future consistency of the development project.<sup>2</sup> The territory is the level at which a community can recognise itself, understanding its resources and their potential. This sense of community is an essential contribution to development and an essential extension of public action. To incorporate this concept into local and regional development strategies, it is necessary to:

- Define a territory in terms of its landscape, cultural and geographic values, regardless of existing administrative and institutional boundaries;
- Conduct specific analyses of some parts of this heritage (landscapes, culture) in order to facilitate and support the emergence of a community of interest around the value and

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<sup>2</sup> See the definition of “heritage” in article 2.a of the Framework Convention on the Value of Cultural Heritage for Society: “...a group of resources inherited from the past which people identify, independently of ownership, as a reflection and expression of their constantly evolving values, beliefs, knowledge and traditions. This includes all aspects of the environment resulting from the interaction between people and places through time.”

development of the heritage. Among other things, this approach aids an understanding of the extent of the local resources that can be put to sustainable use.

#### **4.1.2 Viewing heritage as a factor for convergence and innovation**

The project must address the issue of the role of heritage in the development models to be favoured, while supporting diversification of the economy and the optimisation of local resources (green economy, sustainable tourism, social services, local energy sources, and so on). From the outset, heritage is viewed as:

- a factor for convergence which makes it possible to reconcile the various development sectors and transcend the differences between them. The mediation role that can be played by heritage is fundamental;
- a factor for innovation in the various projects that it makes possible or necessary within territories, especially in crisis situations.

#### **4.1.3 Stakeholders – creation of a local group**

Local development cannot be the responsibility of the public authorities alone; it is, in essence, the result of a process of co-operation between actors. Local institutions play a special role here as neighbourhood actors, organisers, mediators and regulators. Development projects based on the heritage resources of a territory are founded on the assumption that there is a community which is formed through a process of “heritagisation”, i.e. through a process of recognising heritage as a shared asset. The mobilisation of local actors is central to the approach as it promotes the effective participation of all those who could act in relation to and for the project. Local ownership of the process is a precondition for the sustainability of the development project. Mobilising communities and supporting their emergence involves:

- Considering the dynamics between stakeholders and introducing the concept of participation not as an end but as a means of fostering development;
- Recognising the existence of a heritage community;
- Affirming an overall vision for the entire community rather than a sum of fragmented needs.
- Creating a formalised heritage narrative which reflects the existence of a shared awareness of what makes a territory.

### **4.2 Engaging communities in the process**

#### **4.2.1 Building good governance to foster local development projects**

Territories' legitimacy to give expression to a social demand and participate in its emergence derives from their organisational arrangements for conveying this kind of demand. Governance which encourages and supports civic mobilisation makes institutions more effective and optimises available resources in order to attract more investment. Recognition of this legitimacy by the State is essential and takes place through the adoption of specific organisational arrangements by local actors within an active civil society alongside local bodies vested with appropriate powers. There is a constant need to invent forms of governance in line with the particular circumstances of a territory:

- the co-drafting of the Territory Charter provides a framework which helps to foster consistency between the actors;
- a community can only identify with a management system which motivates and mobilises it, which also means that simple and transparent systems are necessary;
- multi-actor and multi-level dialogue processes require skills to support them; they are true drivers for implementing development actions. They are the key to engaging actors and making territories attractive.

#### **4.2.2 Conditions for good governance**

When a long-term development project is envisaged, it is of key importance that development actors have a strong local base. Actors must be present within the territory, and the institutions must allow and facilitate the emergence of a collective effort to build the territory. The existence of a real and lasting possibility of initiating a development process within a territory is linked to the institutional capacity to foster the emergence of new actors and different intervention methods. Governance is bound up with the principles of a culture of democracy which is defined:

- on the basis of a set of rules and practices giving all actors a specific role in carrying on development processes;
- by the fact that it fosters debate, consensus building and collective decision-making;
- by the fact that it helps to restore social cohesion while ensuring respect for diversity, the desire to "live together", and a concern for quality in the living environment.

Governance which is effective for all the partners requires an established co-operation framework within which each one has a recognised legitimate place. It is thanks to this framework that experiments become possible, new practices can be developed and new ways of living together can emerge. In a local development project, this translates into:

- Actors who have been trained in this governance process and who contribute new human resources to the project;
- A co-ordination and co-operation instrument, adopted by the actors concerned;
- Newly created bodies, such as an inter-ministerial collaborative platform;
- Specially developed participation tools;
- Actors who are engaged in the projects; the quality of social dialogue;
- Encouragement of institutional adaptations;
- Indicators adopted in order to measure quality of life in the territory;
- A charter which formalises the strategic commitments of the actors and is signed by the heritage community.

#### **4.2.3 Diagnosis of the challenges facing a territory**

A territory is a social structure which reflects the sharing by a community of a number of elements with which it identifies, which it has acquired and which it wishes to convey and share. All territories are unique and shaped by the values specific to them. A territorial development project is the expression of a political will and is motivated by a desire for the common good and the wellbeing of all. To create it, it is necessary:

- To work out how representation will be shared out in the territory and to identify the heritage issues raised by the heritage community;
- To make this approach part of a process of democratic participation, which enables multiple actors to act together and share an ambition;
- To enable each of them to play their part, with no hierarchy of areas of expertise and in a cross-cutting manner;
- To adopt a consensus-based diagnosis which identifies the heritage issues raised by the various development themes and which reflects the concept of heritage as a shared asset (link with the heritage narrative adopted by the community).

#### **4.2.4 Implementation strategy**

A territorial strategy is a transformational tool which identifies the structural changes to be made in order to address the issues. It has five characteristics:

- It is heritage-based, in other words it makes it possible to specify what constitutes the heritage within the territory, the things from which people derive their identity (concept of community) and the role that is given to heritage in the development strategy;

- It is territorialised, that is it identifies the competitive advantages of the territory (specific characteristics) and proposes the sources of economic and sociocultural development that are selected to constitute the heart of the project, making use of the heritage;
- It is integrated and multi-sectoral, or in other words it presents a systemic vision of the territory and identifies the envisaged synergies between sectors and between the various actors.
- It looks to the long term, that is to say it responds to the vision translated into guidelines and objectives;
- It is inclusive and participatory, in other words it shows how this project achieves an ambition for a culture of democracy which helps to rebuild social cohesion.

### **4.3 Sustaining communities and making projects sustainable and innovative**

The concept of local development is linked to the long term. Collective engagement around a project must be sustained by commitments which each actor chooses to make of its own free will, at every moment in the process of developing and implementing the project. It is driven by the action, which generates visible results in terms of the quality of life and wellbeing of local people, but is continually enriched through constant reflection, which encourages innovation and improves the project (concept of adaptation, capacity to call into question). Quality of life and wellbeing are evaluated not in a standardised manner, but according to the territory and the community it embodies, entailing:

- Relying on practices implemented upstream, the experiments carried out on these projects and the lessons learned from them, in order to propose implementing these projects in the long term in a way that is tailored to the particular circumstances of each territory;
- Understanding what territorial innovation is and how it makes it possible to sustain the project over time, including because it develops attractiveness for partners;
- Sharing and exploring practices, proposing actions which make it possible to act in the short term while mobilising over the long term;
- Creating indicators adapted to the specific characteristics of the territories concerned;
- Accessing sources of finance and new partners;
- Continuing to conduct local-level experiments which engage the community in order to test new models and procedures.