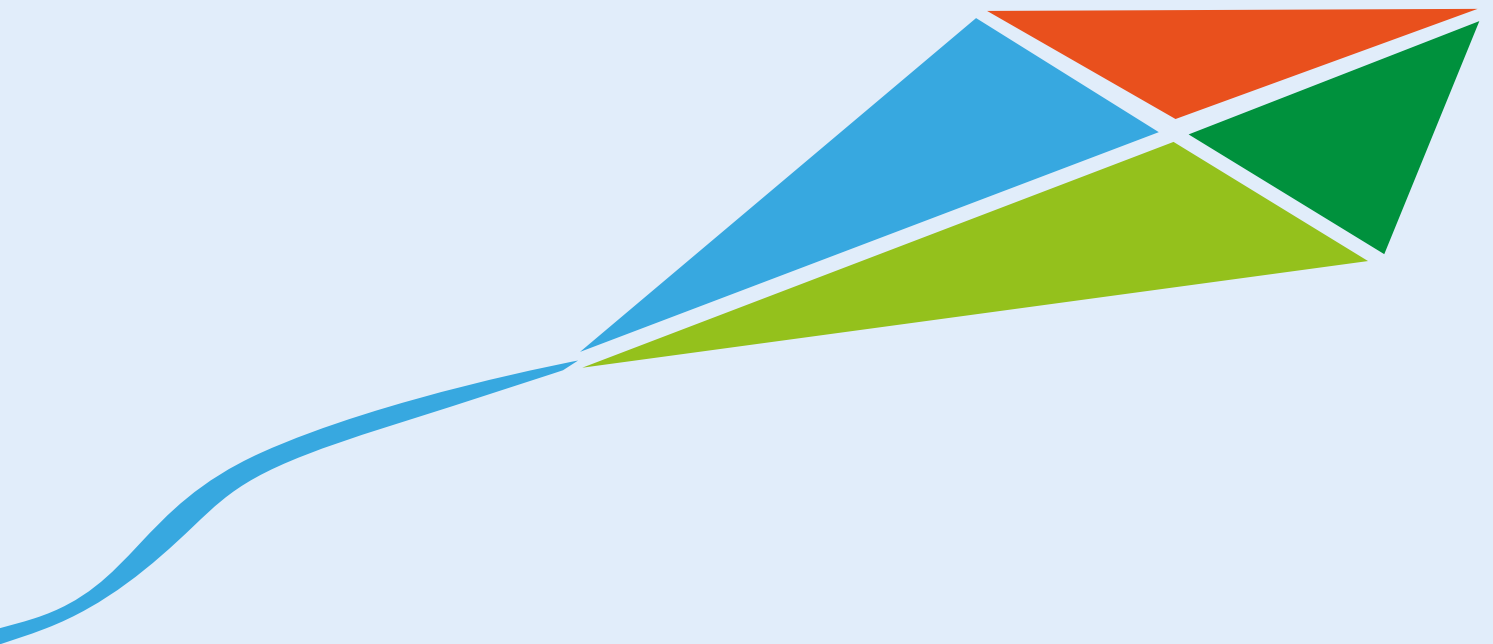




SYMBIOS PROJECT

INITIATIVES

in favour of inclusive territories



XUNTA DE GALICIA

Symbios Project

Initiatives in favour of inclusive territories

Xunta de Galicia
Consellería de Traballo e Benestar
Dirección Xeral de Familia e Inclusión

Santiago de Compostela, 2015



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Galician Official School of Social Workers - CODTS

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INTRODUCTION

Symbios Project examines the existing relation between demographic crisis, and social and territorial exclusion, by identifying experiences that aim to promote social inclusion and generate employment that could mitigate demographic shrinking effects, as well as offer a sufficient social services provision. This could increase future expectations in population areas in demographic risk zones.

Symbios seeks to identify criteria to improve welfare services, and, therefore, the necessary innovation to provide high quality services to vulnerable territories, favouring a intelligent, sustainable, and inclusive design of the territory.

The analysis of new approaches and experiences pursues -at a regional, transregional, and transnational level- to define methodological guidelines for the development of a social inclusion strategy adapted to the territories in which the demographic crisis is more pronounced and poverty more extensive and diffused.

From Symbios' perspective, the demographic crisis is not only, or mainly, a problem related to the birth rate. It also affects the labour market, reconciliation, mobility, ICTs, immigration planning, social inclusion, as well as social, health care, educational public services. It has a territorial dimension: it affects sustainability, life quality, and balance between territories.

Symbios identifies territorial exclusion as a vulnerable factor that, together with other factor, may lead to a situation of social exclusion. Due to where they live, some people find it difficult to develop a lie project comparable to the one that would be possible to develop in other territories. An important part of the origin of social inclusion is related to the territory, and it should be tackled from this perspective and not only by/from individual factors. Therefore, an intervention from a territorial perspective is needed.

1

SYMBIOSIS'S PERSPECTIVE

The Symbios Project examines the existing relation between demographic crisis, and social and territorial exclusion, by identifying experiences that aim to promote social inclusion and generate employment that could mitigate demographic shrinking effects, as well as offer a sufficient social services provision. This could increase future expectations in population areas in demographic risk zones.

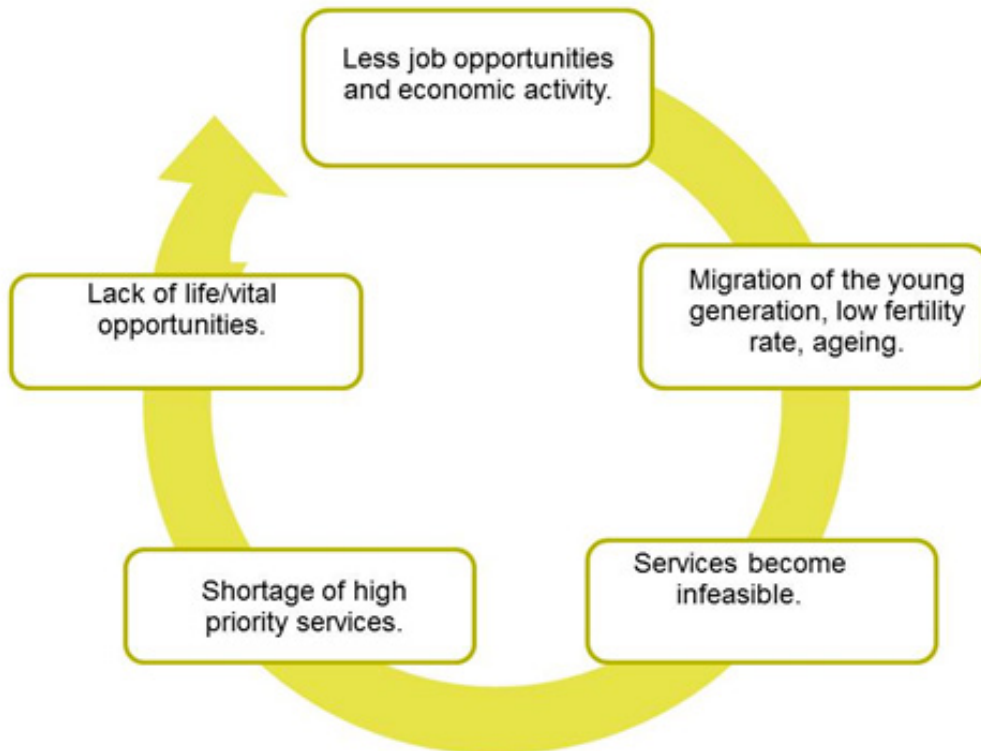
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Territorial exclusion circle



The territorial exclusion circle starts from a situation of demographic decline and nourishes of the reduction of services and equipment. This situation of imbalance reinforces the migration of the young generation, which leads to an increment of the situations of inequality.

In order to reverse this decline dynamic, it is possible to intercede in a few or some of its links: creating job opportunities and economic activity, counteracting younger generation migration, guaranteeing access and sustainability of first necessity services, and offering life opportunities.

In the present inform, experiences will be organised according to their contribution on breaking that pernicious circle. Furthermore, learnings from those experiences are also organise; these are learnings which inspire new skilled social and territorial inclusion dynamics.

2

ANALYSED EXPERIENCES

The analysis of local and European experiences, is carried out in a second phase of the Symbios Project. The first phase focused on the study and academic reflection on tendencies and their effects.

After the celebration of the First Symbios Project Technical Seminar, in September 2013, a new phase focussed on identifying real experiences that were helping to increase inclusion and life quality in demographic crisis contexts. Once the methodology was finished and the interview guide was designed, field work was carried out, essentially, between November 2013 and June 2014.

As initiatives were known and studied, information about them was uploaded in the project's web, which has a specific space for them. Through the web, it was possible to make these initiatives visible and make them known. There are a total of about 50 initiatives gathered, shared by the project partner entities. These initiatives are from Galicia and other parts of Spain, as well as from other regions of the European Union.



2.1 Fieldwork

Galician experiences were gathered through visits and interviews. An open interview was the methodology used to study initiatives. Interviews, about one hour and a half long, although they were adapted depending on the project and interviewees, were done in the entities promoters' headquarters of each experience.

They started with a presentation of the Symbios Project and the study which was been carried out. Then, the guideline that can be consulted in this document was followed in an open way. A visit to the facilities would usually complement the interview. All the information provided was collected during the interview and the rest of the visit.

Before the interview, information was gathered through the project's website and other sources, so that it was possible to have some previous knowledge of the project, and identification and contact details.

2.2 Selection criteria

Initiatives from society were given priority to. These could be of an associative nature, such as social entrepreneurs, especially cooperatives. Initiatives from local Administration together with other agents were also included, although in a smaller percentage.

Criteria for initiative selection was inspired by the European 2020 Strategy. Therefore, the selected initiatives were initiatives with inclusion, sustainability, and intelligence features. There were many inclusion projects that were gathered through self-employment. All of those had their own approaches on the area of innovation, new technology, and sustainability. As well, projects related to inclusion that work on improving the quality of life of people and vulnerable population groups in depopulated rural areas: especially the elderly, but also the young generation and disabled people, among others. Cultural and informational projects that offer a vision of rural areas as an opportunity space were also gathered, or that they play an informational role of positive experiences that are shared by the Symbios Project.

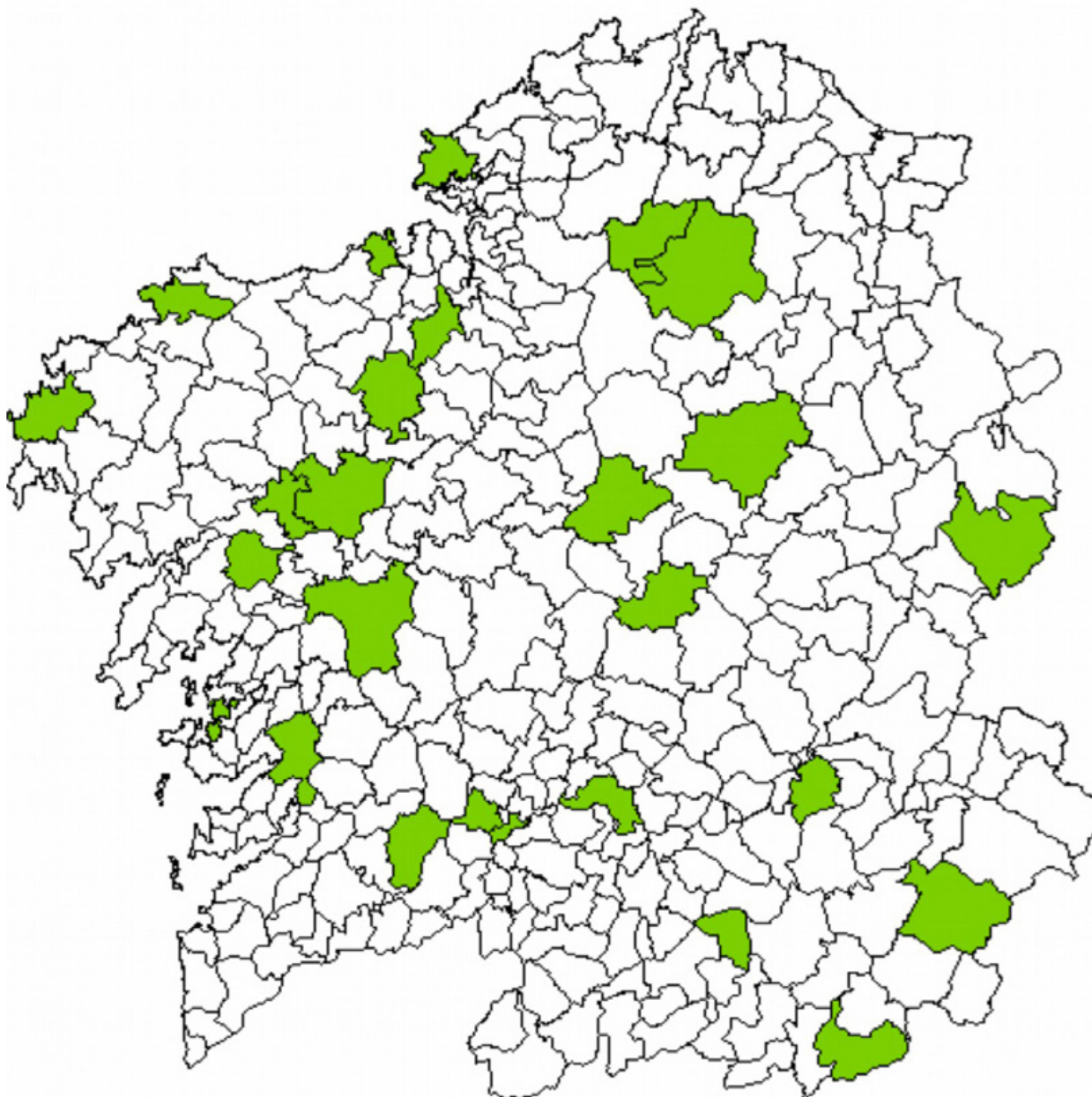
Initial references of these initiatives came from two sources. In the first place, by knowing directly or indirectly members of its working group, on the experienced they had in the Galician Administration and in contact with other different networks, as well as by pay attention to information in the media or in diverse forums during the months previously mentioned. In second place, each contact could offer, at the same time, other interesting recommendations.

We could see that there are many different initiatives and in the project we only reach a few of them. However, we were able to cover a wide variety of initiatives, which allow us to systematise/structure/organise the learnings that we needed to gather.

This report, therefore, will focus on the Galician and North Portuguese experiences that we could visit and interview. These experiences are mainly promoted by eleven non-profit associations, a foundation, eight social economy entities (principally cooperatives), six public entities, four universities or support research centres, an initiative which is part of a social marketing programme by private companies, and five entrepreneurship projects carried out independently.

In any case, one of the most shared characteristic of these initiatives was that different agents participated in them, so the number of them is much higher, as it will be shown in this study.

Initiatives Distribution by Councils



Nota 1. Initiatives AFAOR, Asociación Antonio Gandoy, Cova da Terra, Rede de Escolas na Nube, and Granxa Familiar, the indicated council is where their initiative's headquarters is, although they intervene in other councils.

Note 2. Initiatives Mi Avizor, SERGAS Consulta telefónica, Plan Galicia Saudable, and Vivir Aquí (TVG) have as their Project field the whole Galician area, thus they are not indicated in the map.

Note 3. Initiatives Geraz con Querença, and ITI Peneda Gêres are carried out in Portugal, therefore, they are not indicated in the map.

Initiatives*	Ownership	Activity	Location
A Carqueixa (The Yellow Broom)	Cooperative (Social Economy)	Livestock farming. Commercialisation and support to stock breeders	Cervantes, Lugo (Galicia)
Abella Lupa (Lupa the Bee)	Agrarian Transformation Company (Social Economy)	Apiculture. Self-employment	Covelo, Pontevedra
AFAOR	Non-profit association.	Support services for Alzheimer's patients.	Ourense
Aldea do Couto (Couto's Village)	Foundation (Eduardo Pondal)	Integral restoration and sustainable village project	Ponteceso, A
AMIPA	Non-profit association	Inclusion of persons with disabilities.	Padrón
Apicultura Viana do Bolo (Viana do Bolo's Apiculture)	Self-initiative or family-initiative	Apicultura. Self-employment	Viana do Bolo, Ourense
Arqueixal	Self-initiative or family-initiative	Stockbreeding, processing and tourism. Self-employment	Palas de Rei, Lugo
Asociación Antonio Gandoy	Non-profit association	Primary education. Self-employment	Lugo
Aurora del Camino (Aurora of the Way)	Cooperative (Social Economy)	Rural Tourism. Self-employment	Muxía, A Coruña
Campo da Braña (Brañas Fields)	Self-initiative or family-initiative	Rural Tourism. Self-employment	Cervantes, Lugo
Casa Romualdo (Romualdo's House)	Self-initiative or family-initiative	Rural Tourism. Self-employment	Taboada, Lugo
CDR Ancares	Non-profit association	Social services, services for the community and energising	Cervantes, Lugo
CDR O Viso	Non-profit association	Social services, services for the community and energising	Sarreus, Ourense
CDR Portas Abertas (CDR Open Doors)	Non-profit association	Social services, services for the community and energising	Vilardevós, Ourense
Centro ocupacional Vilalba (Occupational Centre Vilalba)	Foundation.	Inclusion of persons with disabilities	Vilalba, Lugo
Como cabras (Like Goats)	Cooperative (Social Economy)	Cattle breeding and artisan dairy processing. Self-employment	Castro Caldelas, Ourense
Cooperativa do Ribeiro	Cooperative (Social Economy)	Viticulture. Social action	Ribadavia, Ourense

Initiatives*	Ownership	Activity	Location
Cova da Terra (Earth's Cave)	Non-profit association	Fair trade and responsible consumption	Lugo
Dinamización Xermade (Xermade's Energizing)	Public (City Council).	Community social services and energizing	Xermade, Lugo
Estruming Days	Private company	Promotion and dissemination of rural initiatives	Pontevedra
Fademur Antoxos (Fademur's Tastes)	Cooperative (Social Economy)	Social and labour inclusion in the field of social services	Carballeda de Avia, Ourense
Feiraco	Cooperative (Social Economy)	Dairy industry. Promotion of women in rural areas	Ames, A Coruña
GDR As Mariñas	Non-profit association	Local development	Abegondo, A Coruña
Geraz com Querença	University	Local development	Geraz de Lima, Portugal
Granxa familiar (Family Farm)	University	ICT for the direct commercialization of small agricultural productions	Santiago, A Coruña
Horsal	Cooperative (Social Economy)	Vegetable gardening Promoting self-employment	Cambados, Pontevedra
ITI Peneda-Gêres	Public (Portuguese Government)	Environment care and local development	Terras de Bouro, Portugal
Mercado de la cosecha (Harvest Market)	Private Company	Promotion and dissemination of rural initiatives	A Coruña
Mi Avizor (Vigilant Eye)	University	ICT for dependent persons assistance	Santiago, A Coruña
Monte Cabalar (Cabalar's Forest)	Cooperative (Social Economy)	Integral forest management	A Estrada, Pontevedra
Plan Galicia Saudable (Healthy Galicia Plan)	Public (Xunta de Galicia)	Promoting healthy lifestyle through sports	Santiago, A Coruña
Proxecto Esmelle (Esmelle's Project)	Non-profit association	Local development	Ferrol, A Coruña
Racataplán	Self-initiative or family-initiative	Sustainable textile manufacturing. Self-employment	Viana do Bolo, Ourense

Initiatives*	Ownership	Activity	Location
Rede de escolas na nube (Network of Schools on the Cloud)	University (support centre for research CESGA)	Primary education and new technologies	Santiago, A Coruña
Sementeira (Sowing)	Non-profit association	Social and labour inclusion	Ordes, A Coruña
SERGAS Consulta telefónica (Phone Consultation in Primary Health Care)	Public (Autonomous Body)	Health care services through ICT	Santiago, A Coruña
Son d'aldea (I'm a Villager)	Non-formal community initiative	Promotion and dissemination of initiatives in rural areas	Palas de Rei, Lugo
Vivir aquí -TVG (Living Here -TVG)	Public (Autonomous Body)	Promotion and dissemination of initiatives in rural areas	Santiago, A Coruña

*Click here to visit the initiative's website

3

PARTICIPATION AND COLLABORATION MODELS
BETWEEN AGENTS

In this section the role played by the Administration in the studied initiatives will be analysed, as well as the adoption of strategies encouraged by entities of a cooperative or associative nature.

Participation and collaboration between the institutional, organisational, and individual level is the key to overcome exclusion. Symbios' perspective considers necessary to create answers that will stop territorial exclusion's vicious circle, acting from different rings of the chain, in order to change it into a virtuous circle of inclusion. To achieve this, it is necessary to promote *simbiotic* relations between different departments and levels of Public Administration (public action's transversability), academic research, and citizenship's participation.



3.1 Social participation in public action

Public initiatives were studied more in depth in the third phase of the Symbios Project. This had as a consequence that only few of them were selected. Four of them were selected due to offer a relevant development of participative governance: ITI Peneda-Gêres, 'Centro Ocupacional de Vilalba' (Occupational Centre Vilalba), 'Plan Galicia saudable' (Healthy Galicia Plan), and the promotion of cultural activities by the Council of Xermade.

The initiative ITI Peneda-Gêres is an intervention for the environmental conservation of the natural park with the same name by the Portuguese Government. In this intervention, the community of the area is the main asset. Landscape configuration and ecosystem balance cannot be separated from human activity. By direct payments to the population, agricultural, shepherded, and forestry methods that are environmentally responsible are supported, in addition to promote a provision of services by local organisations.

Measure design comes from a participatory structure, in which different local agents, cooperative and community forestry are represented. It is an example of bottom-up planning. It takes into account local necessities and potential. It responds to a territory based planning that does not understand the conservation of natural heritage as something isolated, but that it is open to economic and social necessities in order to integrate conservation in transversal or integral sustainable development policies.

Another example of initiatives in which the public sector plays an important role is in 'Centro Ocupacional de Vilalba'. The 'Fundación para a protección de discapacitados psíquicos Vilalba' (Foundation for psychic disabled people's caring Vilalba), in Terra Cha, was constituted in 1998 under the management of the Social Services Department of Vilalba's Council. The foundation is a private legal form, under municipal control. From 2011, a labour inclusion project has started. It is related to the use of forestry biomass as combustible.

The characteristic relation model of this centre is collaboration between different departments of the municipality Administration: transversability. One important aspect of this initiative is the coordination between the different agents. The Administration involved professionals from different areas. Equipment and facilities from the different entities were used, which facilitated the project's development.

To carry out the project of forestry biomass use the 'Asociación Forestal de Galicia' (Galicia's Forestry Association) was involved for technical collaboration, due the experience and knowledge of this association on this area. It is a professional and business association. Therefore, knowledge on social inclusion and knowledge on the professional area of forestry could be combine. Thus, a technical support which facilitates municipal personnel to orient correctly the inclusion initiative in the forestry sector.

'Plan Galicia Saudable' (Healthy Galicia Plan) counted with the participation of different associations and companies through two key moments: plan design and plan implementation. The plan was promoted by Xunta de Galicia, coordinated by the General Secretary Office for Sport. The plan was conceived as a government action, from which all Departments design their measures to improve population's health and quality of life. Therefore, it includes an transversal character, as Local Administration plays the main role, as it is closer to citizenship.

During design process, different working spaces were created. In these spaces were present public and scientific institutions, and associations. Afterwards, other departments of Xunta de Galicia were also contacted in order to constitute an Interdepartmental Commission in which all departments that could be linked to health matters, as well as education, sport, labour, urban planning, transport, communication, and any physical activity of the citizenship were represented.

It also incorporates diverse entities related to the area of sports, cultural associations, and neighbour associations, which were a way to reach population. Many associations are adhered to the plan and participate actively in the design and development of activities. This relation model allows to optimise resources. Centres and entities that add to the plan offer their equipment.

In fact, the Healthy Exercise Promoting Units (UPES), are referential units for the promotion of physical activity that, independently to its location -local, educational, business, health, social or sport-help and look after citizenship on relation to regular and adequate healthy physical activity. UPES introduce the plan in the territory.

Its goal is to use in a different way the existing resources without introducing new resources or making new investments: to optimise existing resources, creating synergies and small networks in different fields of action. UPES philosophy draws from the premise of networking, sharing resources and facilitating, through joint action, an increase on citizenships healthy physical activity. UPES objective is to reach the 100% of the population, offering to each age group, according to their possibilities and interests, good quality physical activity, personalize and orientated to improve citizenship's health.

'Plan Galicia Saudable' (Healthy Galicia Plan) is an example of participatory governance, related to transversability, agent and knowledge integration and the criteria of efficient expenditure, by supporting itself by creating a network of entities and resources.

Lastly, Xermades's Council is an example of participative design on its cultural and leisure activities, aiming to adequate resources to population's necessities and a high efficiency on their use.

The participatory process is supported by organisation that are the backbone of community, and, through them, questionnaires are used in order to channelling direct demands from the citizenship. In addition to cover population's needs, the process also energises

the community, by achieving increasing their activity on these activities. Due to a reality of scattered and low population, it aims to distribute activities in different parishes, in groups, so that they can be used by most people as possible.

The initiative allows to provide services to rural population, without the need of moving to other areas. It had positive effects on socialization, health, and leisure. From 2006 until the present moment the activities chosen by citizens were diverse, including educational activities, informational lectures, sport, cultural and craft activities, and different events of which the intergenerational meetings stand out.

Following the participatory governance model, the council takes over an energizer role of local agents, collaborating with associations and taking into account citizenship to design an efficient offer that attends population's necessities using available resources.



Concello de Xermade

3.2 No-governmental initiatives with public financial support

Collaboration between Public Administration and social organizations can take place on this type of initiatives.

AMIPA is an example of this type of relation. This association has direct knowledge of necessities that disabled persons might have, and it assumes responsibility to provide services. The Administration acknowledges and supports this role, establishing authorised technical criteria in/on its inclusion strategy for disabled persons and granting 56% of its funding.

AMIPA also represents a collaboration between different levels of the Administrations, in which:

- Local Administration supports the territory and collaborates with its technical staff and annual funding.
- Provincial Council, which is above the municipal level, provides financial support for facilities maintenance.
- Autonomic Administration provides financial support for specified services, such as the occupational centre, among other aids. This collaboration is delimited by a service management agreement.

AMIPA, which is constituted by family members of disabled persons, is the main agent in this collaboration network. The association looks for necessary connections and collaborations to carry out its commitment. This is done bearing in mind the community, as AMIPA wants its functional diversity to be visible, as well as a positive evaluation of it. It is also the association, as well as the family that comprise the association, who assumes a significant part of the necessary funding and the risk involved in loans needed for its activity.

In relation to the inclusive aspect of the participatory processes, AMIPA establishes decision-making spaces for disabled persons, who can contribute to design their own personal attention project. Therefore, it incorporates the inclusive factor of participation, by giving voice to sectors that are usually marginalised from it.

Therefore, it is a bottom-up initiative, sector-specific, which focuses on necessities and participation of disabled persons and their families. Thus, it represents a response for and from

a specific sector: it is not a comprehensive coverage inclusive community strategy of all factors that influence on exclusion.

In its model, an associative and technical role prevail. Participatory processes stand out, due to its associative formula, which guarantees an ideal channelling of partners' necessities.



Tension between associative nature and inclusive legal requirements

AMIPA's relational and collaborative model is an important success factor. However, it also presents tensions or contradictions. Since the formalization of the agreement for the provision of services with the Autonomic Administration, the associative role is on a secondary level set aside by professionalization requirements and the regulations of the service. For instance, the number of persons attended by AMIPA was reduced to just 24. This means that its scope was reduced.

This tension between associative dynamics and professionalization, with a strong technical focus of services, can be detected in other initiatives, such as 'Centro de Desenvolvimento Rural O Viso' (Rural Development Centre O Viso).

CDR O Viso is a non-profit association which assembles community response to different necessities that arose in the parish of Lodoselo, in the council of Sarreaus. Its activities are diverse, and cover putting into value rural culture (especially community spirit), promoting self-employment initiatives, and addressing the needs of the population, among others.



The elderly are the priority group for urgent action, as a result of the demographic dynamic and their important necessities. CDR O Viso manages community housing and a day care centre, both used by the elderly.

The two key agents for this project are citizenship and technical staff. Its driving force and the predominant model is community cooperation. As services were implemented, technical role became more important. In fact, some tensions between both roles can be detected:

"At the present moment, community action to participate at the board meetings is limited due to lack of technical knowledge. In this type of organisation, hired staff have to carry out an important amount of work, and other staff members are volunteers. These last ones, sometimes do not have enough training to carry out their job, as the organisation has grown and more difficulties need to be overcome. However, there is also a feeling that the organisation's grass-root members are not as present as they used to. Previously, every member would participate, not now they feel that they have no ideas to provide in meetings: 'You know what needs to be done'."

"On the other hand, some technical staff do not feel comfortable with people coming and going as if it was their own home. However, 'it is their home', they can come and go when they please. Some of them even go to the community house because they feel bored at home. This is sometimes disturbing for the technical staff, but it is our model."

[CDR O Viso, Sarreaus, 2013]

In this initiative, hiring technical staff reduced participation level and volunteering in the association.

Other of the difficulties is related to services funding and their impact on staff stability. Highly financial dependence on annual public grants cause instability on the services provided, a factor that works against equipment maintenance:

“Good professionals find other jobs. There are steady job offers that the organisation is not able to compete against. The organisation works thanks to annual subsidies, and it is never possible to be certain if they will obtain a subsidy the following year. Therefore, sometimes they train people who eventually leave, although many of them are still helping the organisation when it is needed.”

[CDR O Viso, Sarreaus, 2013]

Autonomy and horizontality in their relation with the Administration

Conversely, CDR Ancares represents a different response, as it eludes that tension between associative or community leadership and technical or legal demands. In collaboration with Cáritas, seeking a greater level of autonomy, so that its working methodology is not devaluated due to the bureaucratic requirements needed to provide approved services by the Administration. CDR considers that these requirements do not bear in mind territorial characteristics, as well the people who use those services.

Together with Cáritas, ‘axudas ao asentamento’ (helps for settlers) are provided, so that the elderly who want to stay at their home can stay as their necessities are paid attention to. Differentiator elements of this service, in comparison with programmes aimed to provide help at their homes, come from listening to what the elderly from Ancares want.

1. Necessities defined by the elderly are cover: for them it might be more needed to chop wood than to clean windows; or do part of gardening work that requires more physical strength, so that they can still do the one that requires less and keep doing this activity; just as two examples. It is also common to accompany them to the medical centre, or to do paper work, which usually involves transport.
2. The person who offers this support is chosen by the elderly, not assigned to them. It is someone they can trust, usually neighbours that they already known and have a good relationship with. In this way, community has a leading role, local livelihoods are generated, migrations are reduced, and it is facilitated that a bond and caring relation are closer and continuous.

People who offer this support receive constant training. Training is offered by the same programme. These services have different financial funds: aids from Xunta de Galicia, from the Income Tax, and small donations from program’s users (on the basis of each user’s possibilities).

Hence, it provides two different responses to the relation between associative entities and Administration, when it comes to provide public services. The first one means to assume the provision of that service under Administration’s conditions: tensions between associative nature and professionalization occur. The second one, without refusing State’s aid, seeks for self-managed spaces, so that its inclusive nature and the community’s leading role are not lost.

A third type of response is carried out by ‘Sementeira’ (Sowing), as it provides a non-standardized service, or intervention. It is a project aimed to assist families suffering from economic deprivation, and/or in a situation of social exclusion. It aims to provide

these families the opportunity to participate in a social project, and to provide them with a support tool for their economic sustainability through vegetable farming for their own consumption. Sementeira's main objectives are: creating a land bank for cultivation and self-consumption, making a training plan designed for the agricultural sector, and job opportunities.



Its relation with the Administration contemplates creating a formal body which would comprehend different agents: a management committee. This body will manage and control the programme. It will consist of members of Cáritas Parroquial of Ordes, representatives of Ordes Council, representatives of the Community of Ordes, which belongs to a centre dedicated to inform women, (Centro de Información á Muller), representatives of the 'Asociación de Desenvolvemento da Comarca de Ordes' (Development Association of the Region of Ordes), as some examples. Others could be incorporated according to their knowledge on the field.

Thus, members provide their knowledge, so that they participate on monitoring and decision making for the project. This formula allows coordination of different resources in the territory, a global or transversal view, and benefit from different knowledge; it is closely related to participatory governance.

'Sementeira' (Sowing) does not avoid its relation with the Administration, but makes it one of its collaborators. It is a horizontal relation in which specific methodologies are, or specific associative dynamics, are not given up.

3.3 Community initiatives

CDR O Viso's intervention model takes as a base the territory and the community. It is not sectorial, as it could be the case of AMIPA, but responds to different community necessities. Grass-root organisation it is main node that activates response and seeks for opportunities, according to emerging necessities. Its field of action and working collectives of the CDR are diverse.

This community model of integral intervention is a territorial based one. It is also present in CDR 'Portas Abertas' (CDR Open Doors), and CDR Ancares. In addition to this aspect, they share a tendency to forge ahead and put into value communitarian/grass-root tradition: participatory models, and joint problem-solving. These features are characteristic of rural citizenship, of which communitarian work, open boards, mutual help on agrarian work, etc.

CDR Ancares's goal is to be on the side of people and work on obtaining a better life quality. In addition, it is also determine not to let the area 'die'. Therefore, we seek for sources for economic activity. It is an integral project which covers social, economic, and educational aspects, etc. It is integral, as it emerged from the community, and is going to be carried out by the community.

[CDR Ancares, Cervantes, 2014]

CDR 'Portas Abertas' (CDR Open Doors) is also an example of this, as it considers community organisation from the 1970s as the seed of the CDR:

Since the late 70s, as a result of the impulse of local priests, different villages in the area of Vilardevós were organised to fix streets, build water supplies, and to cover other common necessities, aiming to dignify life in rural areas. Supply and sewage work were carried out by neighbours and supported by Agricultural Extension which was dependent on the Agriculture Ministry and furnished plumbing and other materials.

During the 80s, they were still working with population, observing methodology, evaluate and act. Open councils, 'alcaldes de barrio' (neighbourhood mayors), and commissions channelled responses to these necessities of the community. However, the power of the Administration increased and these institutions declined, and the present model of neighbouring associations and forestry communities.

[CDR Portas Abertas, Vilardevós, 2014]



To vindicate community culture as an identity element has two dimensions: it is part of a territory that which is attempted to be preserved and be put into value, and, at the same time, it is part of a substantial work methodology of these rural development centres. In fact, their intervention model places in a central space community participation.

Moreover, it provides its own participative methodology, by using culture related devices and the disposition of people in those territories. Some elements of their own participative methodology are:

Prioritize a personal relationship: Meetings are not always the most direct and accessible devise for people; they might even be considered artificial. On the contrary, a personal and direct relationship is generally considered more adequate; thus, it is needed to take it into

account all opinions and contributions that can be gather in this informal way. This is done by CDR O Viso:

It is not the board who detects and channels necessities. The whole community plays a role: any member can detect a problem and ask for services through the working staff or some other member of the organisation, in a direct way. Meetings are not very successful because issues can be discussed at any time, therefore meetings sometimes seem as something artificial.

There are very specific programs that settle and make the helping network stronger (...). There is someone in each village who notices if one neighbour is in need of something, such as food necessities, or to make sure that one neighbour takes his or her medication.

[CDR O Viso, Sarreaus, 2013]

Go where people are: In CDR Ancares experience, technical staff develops a community methodology which has as its main characteristic be close to people and listen to them.



In order to do so, due to the scattered and isolated population in Cervantes, it is necessary for people who develop a technical function to develop a continuous community work outside their offices, so that they can be in touch with people.

The project is coordinated by a team of four people. They have a technical function but follow a community methodology. This group meets every morning to do managing work and coordination, and in the afternoon they work in direct contact with population by going to different centres around the area.

[CDR Ancares, Cervantes, 2014]

Community leadership: It is understood that the community should lead necessities identification, as well as seek for their solutions, without being substituted by technical staff or public personnel. This way of acting results, as it might seem logical, in an increase of self-esteem. As we will see in other sections, esteem

for the own culture and livelihood is a determinant factor to understand abandonment in rural areas and to revert it.

The main subject is the community: we are next to the people and we listen to their needs, but who seeks for solutions and develop them are the people. For instance, people from the community are the ones who provide home help service, and they carry this out the way it is needed; children are the ones who write theatre scripts for the plays they perform. The cooperative also functions in this way. If there is no prominence of the community there will be no solutions. We are who facilitate, we create possibilities.

[CDR Ancares, Cervantes, 2014]

Community organizations and democratic culture

One of the most normalise participation forms is the one produced in organizations of a democratic nature: non-profit associations, cooperatives, forestry communities... Internal democracy has its main channelling in social bodies and in informative transparency. Members' meetings are the highest body of decision and in them every member can participate equally.

This internal democracy channels demands and necessities of members/partners and mobilizes their implication in the solution of problems. In addition to social bodies regulated by the legislation of these legal forms of social economy, there is space for innovation and the creation of bodies, or instruments, suited for every collective. For instance, in AMIPA's assemblies parents are who participate in assembles, but Groups for siblings were also created in order to channelling specific contributions, from a different and valuable role.



As we could observe in the first chapter, there are many studied initiatives that have a democratic structure. Some are framed in social market economy: they are democratic companies, most of them cooperatives. Others are non-profit associations or foundations.

These entities are a scenery of the forging of a democratic culture. For instance, in the case of 'Abella Lupa' (Lupa the Bee), the associative trajectory of its members makes them very active in the forestry community, where they transmit horizontal forms of organisation and decision making, by supporting them/themselves in the democratic nature of these entities. Opposite to a local culture that considers there only are a few references, or only negative references, this entity brings up to date in the forestry community horizontal relationship

models, encouraging active participation of all people, transparency, fulfilment of agreements, etc.

In this sense, in Ancares it can be noticed the coexistence of two confronted organisations models.

Leadership can have a very positive function, as long as it is a good leadership. There are also community leaders: people who organise, who encourage initiatives. If leadership encourages participation, it is done democratically, and it is carried out by kind people, it would always have a highly positive role. On the contrary, there is also the type of leadership of people who only look for an enrichment opportunity, the leadership of 'caciques' (overlords). Unfortunately, in the mountain areas this type of leadership is frequent, as it is a dependent territory. However, this is changing.

[CDR Ancares, Cervantes, 2014]

3.4 Community support and solidarity

There are some sector-specific initiatives: they do not seek to cover the necessities of the whole community, but focus on a collective or on specific problems. However, although they are more specific, they also need to be in touch with the rest of the community, in order to raise awareness or make visible their field of work; both to mobilise support and to involve the community.

How they establish contact and to seek social support are interesting for this study. Internal participation analysis is completed, in the entity, by analysing social participation that the organisation is able to activate outside the organisation; this has an external nature.

It is possible to distinguish two main strategies: seeking direct contact with people, by using, for example, public spaces; mobilising through collaborating with other social organisations. An instance of the first strategy could be AMIPA, as it is present in the town of Padron's market, as a way to make visible disability and to make it visible by responsible consumption.



AFAOR

An instance of the second strategy could be AFAOR, which is supported by Cooperativa do Riveiro and, through the help of the cooperative, it is able to reach a wide grass-root.

The implication of the cooperative AFAOR has different roles. On the one hand, it carries out a contribution of resources (economic, facilities, or staff). On the other hand, it achieves to bring together its grass-root to participate in AFAOR's activities. Two types of mobilisation stand out: society in general terms, in order to support AFAOR's work through activities such as races or competitions, etc.; and the mobilisation of families that one of its member is an Alzheimer's patient, so that they can inform them of their services or to provide them.

Both roles are relevant for the work of AFAOR. It is possible to indicate that this collaboration allows to mobilise resources that in other relation models would not exist. Therefore, it optimises network use and collaboration, having as a result an improvement on their efficiency.

Volunteering is an specific and intense method of social implication. Among other analysed initiatives, non-profit nature are the ones which resort to volunteers to realise their objectives. For AMIPA, volunteering is an opportunity for visualizing and social commitment with disability. For CDR Ancares volunteering is also important, for example, in the activities it carries out for children. There are not many children (there are only 84 schoolers in the whole council) and there is a situation of scattered populations, which means that there is an isolation and socialization problem for children.

Thanks to the help of volunteer supervisors, leisure activities are organised once a week, so that children can get together. From January to June, after school, meetings are organised in different villages. The location chosen is close to different homes, and it is also where the school bus leaves them. After the activity, the supervisor or one parent takes them home. This type of volunteering allows to offer a response to a specific isolation problem, by only using the valuable resource of personal commitment.

There are continuity and discontinuity elements between traditional community works and the most up to date volunteering. This is the reason why, some projects, such as Esmelle, clearly identifies that volunteering work on architectural heritage restoration encouraged through neighbourly associations, recover traditional community work which is still vivid in the local memory.

Community and volunteering work are the essence of the project. Neighbourly volunteering makes it purposeful. Its continuity, as in other initiatives, is complicated, as it needs to be assured by making people participate in it.

[Proxecto Esmelle, Ferrol, 2014]

However, in other initiatives, such as CDR 'Portas Abertas' (CDR Open Doors), volunteering is generally carried out by young people in an urban area. Its volunteering activities outside the community bond.

At the present moment participation changed: rural community networks was destroyed and a situation of political confrontation was adopted in relations among neighbours. On the other hand, we have enough volunteers for the activities carried out in Verín. An instance are the activities with children in summer, which are thought to make conciliation easier.

[CDR Portas Abertas, Vilardevós, 2014]

3.5 Entrepreneurial collaboration

Private companies are developing social action measures. These are included in their marketing strategy, or as part of business management based on ethic and social responsibility criteria, which have a positive impact in their image and public standing.

Different Galician companies that incorporate their territorial identity as differentiating factor and label, develop the project 'Mercado de la Cosecha' (Harvest Market), which seeks disseminating innovative and sustainable proposes in rural areas, as well as promoting collaborative activities, and encourage the development of tools that would help to promote innovative initiatives of a high potential.

This project, which is presented in more detail in other sections of this study, is an action of general interest developed by a private company. An exercise of support to social initiatives which, in this case, is shared by other important companies, such as Hijos de Rivera, R (a Galician communications company), and Gadis.

On the other hand, the collaboration carried out by Cooperativa do Ribeiro with the Association AFAOR is also an exercise of social collaboration. In this case, the cooperative supports their work by funding, providing their staff to organise events, disseminating AFAOR's activities among its social grass-root, and by getting on the market a line of wines to raise money: 'Viña Costeira Rural Alzheimer' (Viña Costeira Rural Alzheimer's). Therefore, this is model of social action in the business sector, which puts into practice a very old principle: the principle of cooperatives and interest for the community.

3.6 Dynamic networks

In addition to the relations with the Administration and other relations with citizenship, it is also analysed the degree in which different initiatives take part of wide networks that helps them to access information, training, participate in debates, etc. There are different types of networks and not all of them are of formal initiatives. In the first place, there will be analysed informal networks that have a positive *transmission effect* on disseminating innovative alternatives and energising new experiences.

Transmission networks

Arqueixal is an economic initiatives that integrates an ecological cattle farm which manages 30 hectares; the traditional production of cheese, yogurt, and fresh milk: an agrotourism activity; and initiatives to recover rural cultural heritage of the area. Its main feature is commitment to agroecology adapted to the territory, traditional landscape, and smallholding structure of land.

Arqueixal is in the region of Ulloa. In this area it is possible to find other initiatives that share its Arqueixal's philosophy. This is the case of Milhulloa, which produces and commercialises ecological medicinal plants, as well as 'Granxa Maruxa' (Maruxa's Farm), which produces biscuits with dairy products from its farm, among others instances. The density of experiences in a territory introduces encouragement and mutual support dynamics which make the territory more attractive for new projects, as Arqueixal estates. If isolation or exceptionality can leave some projects like in an island in the middle of a decline territory, when there is a high level of

connection between different projects, there is an improvement and a higher influence towards the rest of the community. As redes de proximidade, a conexión en espazos de encontro e a ideación conxunta de solucións ou proxectos son, polo tanto, factores relevantes de dinamización rural.

Proximity networks, meeting places to get in touch, and joint thinking of solutions or projects, are, therefore, relevant factors for rural energising.

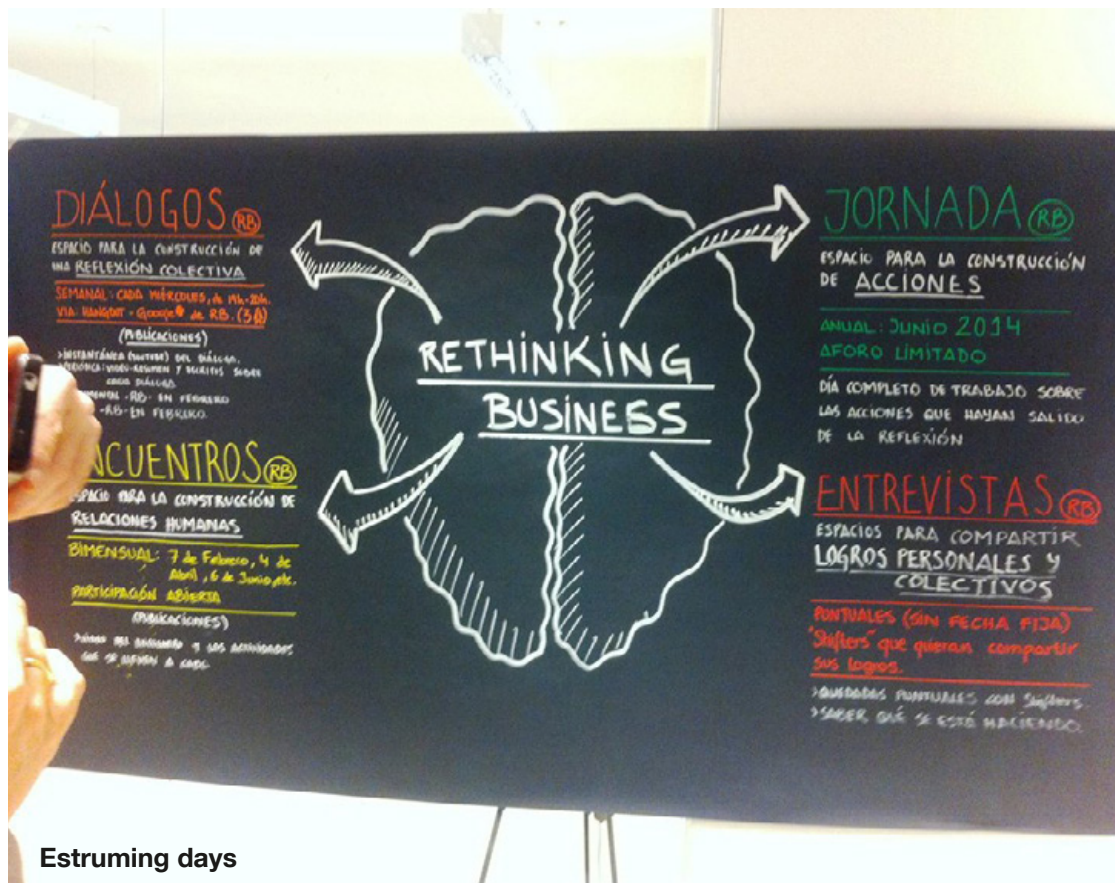
This type of non-formal networks, are also promoted, at a more wide territorial scale, by other initiatives, such as 'Mercado de la Cosecha' (Harvest Market) and Estrumming Days. As it was previously mentioned, Mercado de la Cosecha is an entrepreneurial social initiative of different important Galician companies. In order to promote Galician rural development, they develop different meeting spaces and to disseminate innovative and sustainable economic initiatives that will put into value rural resources.

This is done by performing different events and dissemination through the Internet. One of these events are the 'Parladoiros', which consists of meetings in which a selection of entrepreneurs share experiences with a diverse crowd. All interventions are available online. Another event is a music festival in which products are presented, and it is carried out in a rural scenary: 'Festival da Luz' (Light Fest), in Boimorto.

'Mercado de la Cosecha' (Harvest Market) facilitates general and mutual knowledge of different economic initiatives. This connection and social protection generates a fertile breeding for new entrepreneurs, as well as reinforce existing entrepreneurs with their knowledge.

Estruming Days organises meetings and workshops, so that economic experiences in rural areas can be known. These are experiences concerning traditional and ecological production, that look for 'zero-mile' suppliers and short-circuits of commercialization, which blend urban and rural culture. In these meetings, co-working methodologies focused on the thinking of new projects are developed. Estruming Days' main objective is not to disseminate experiences, but their effective collaboration, as a workshop of new ideas and initiatives. In these session, interested persons in undertaking a project also participate, as they can find inspiring ideas and have the opportunity of a direct and close exchange with already consolidated activities.

Another interesting *transmission* network, is the one created around 'A Cova da Terra' (The Earth's Cave). It is an association of development cooperation, initially focused on fair trade and it commercialised local ecological products, promoting responsible consumption in the city of Lugo.



As it is the distributor of small local productions, it also became a location of reference and information for entrepreneurs interested in this type of projects. In order to strengthen this role, in 2012 and 2013, it developed a project that included the guide *How to make ecological and fair rural areas*, which is available online, and it also carried out workshops to promote entrepreneurial activities in different rural location throughout Galicia.

The guide explains what ecological production is and it provides legal information, marketing and financial channels, support resources, and different successful experiences, among other contained. It is especially address to the younger generation, and it promotes knowledge of experiences, and it offers systematized and ordered information that is useful for people who wants to undertake sustainable and responsible agrarian projects.

Workshops allowed that people who already were working on projects could network and share information. It also helped to develop projects in a starting phase. Many of the workshop's participates were people who returned to rural areas and wanted to have a livelihood resource there.

**II Xornadas
O rural quere xente**
3, 4, 5 e 6 de Xullo
Ernes (Negueira de Muñiz)

Xoves recibimento **Asemblea organizativa** Tertulia sobre o neorruralismo en Negueira
Venres **OBRADOIROS** Compostos químicos das plantas
Visita ó apiario Pasta de dentes e limpiador multiusos natural
MESAS DE DEBATE Educación no rural Montes comunais
Sábado
OBRADOIROS Visita ó apiario Horta sostible e de baixo rendemento Hugelkulture
Produción de Pleurotus **MESAS DE DEBATE** Bioconstrución
Decreceamento/Simbiose rural urbano
Domingo **MESAS DE DEBATE**
Economía feminista **Conclusiones** **En calquera momento**
Xogos e espazos para cativos **Xogos no encoro** Malabares e moito máis!

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Cova da Terra

A continuation of this programme is 'Alternativas na escola' (Alternatives at School), which wants fifteen and sixteen year old boys and girls to get to know innovative and sustainable rural livelihoods, so that they can also evaluate these alternatives.

A Cova da Terra also collaborates with other initiatives, such as lectures 'O rural galego quere xente' (Rural Galicia Wants People), which also aims for joint promotion.

Analysed experiences in relation to mutual knowledge and contagion work through informal networks and gatherings in which innovative initiatives, which are also of a strong ecological nature, and that give power to young people (around 30 years of age) with a high academic level and in relation to urban areas.

Formal networks

In addition to the dynamism of the informal networks, to be part of formal networks and associations means to have access to information and to common shared resources.

Most of these networks are sectorial. For instance, 'Abella Lupa' (Lupa the Bee) belongs to the Galician Association of Apiculture (AGA). Amipa is partner of FADEMGAL FEAPS Galicia. Rural Development Centres (CDR) O Viso and 'Portas Abertas' (Open Doors) belong to the Confederation of Rural Development Centres (COCEDER), and CDR Ancares belongs to the Solidarity Action Collectives (CAS), as some examples.



3.7 Creation of Models

Participatory models and models of collaboration between

- 1) The Administration (or any other entity), by itself, has a limited ability to influence inclusion. This ability increases when **collaborations with social and private initiatives** are created and action is taken **from different Administration levels**.
- 2) **Transversal actions** are a key element to increase influence. It is necessary to link the formulation and development of actions to different departments of the same administrative level, furthering commitment and co-responsibility on strategies or specific projects.
- 3) **Multilevel Government**. The same articulation needs to be established between different levels of the Local Administration, due to its proximity with the citizenship: articulation of actions on the territory, from the closest public sphere of influence.
- 4) **Social Organisation's** key elements can contribute in these interventions. To collaborate with social associations and entities should allow to use these elements and to amplify their capacity of incidence. The following stand up:
 - 4.1. **Direct knowledge of necessities**. These are social necessities, as well as the characteristics of the action's addressee.
 - 4.2. **Technical knowledge**: there are organizations which possess specific technical knowledge which is important to incorporate.

- 4.3. **Innovative potential**: on a direct contact with reality basis, they tend to detect new necessities before the Administration and to put into practice new intervention ways.
- 4.4. **Own resources**: these can be equipment, fundraising, or volunteering, among others.
- 5) Participation on the design of new strategies and programmes** by different departments and Administration levels, and by different significant agents for the area of activity. This allows to better adapt resources to necessities and to promote a higher effectiveness when these are used. It also allows to reach a higher degree of commitment and implication of the population, as population is heard and part of the process.
- 6) Participation when articulation the programmes** contributes to achieve a higher efficiency.
- 6.1. It is one of the strategies that allows **to reach all the population of a territory of high scattered population**, as it supports itself in different public and private entities, so that there is always one near to each beneficiary person. This collaboration can be articulated by creating a network through a formal adhesion decree that allows the integration of agents of a different profile.
- 6.2. The provision of public services by partners entities punts into value their knowledge and resources. However, it is necessary to avoid a **loss of the associative dynamics** in the professionalization process of the association.
- 7) Intervention models** should place **the community at the centre**, value its role and promote its capacities. In order to do that it is important to:
- 7.1. **To consider the community as an asset**, for example when designing environmental protection and landscape configuration. The community looks after the territory; this task needs to be recognised, for example, through direct payments.
- 7.2. Put into value **community tradition** and local knowledge: ‘volunteering’ work connected to a sense of belonging, meetings to deal with common problems, mutual help, knowledge, community vision, etc.
- 7.3. To give priority to **personal relations**, which will be possible due to the low number of population and due to ties of mutual trust.
- 7.4. To **go where people are**, instead of creating *ad hoc* artificial spaces for participation.
- 7.5. To support associative entities such as **schools of participation**, democracy, and co-responsibility.
- 8) Networking** is one of the most interesting and flexible collaboration elements.
- 8.1. To establish meetings and to favour direct contact and exchanges increases **innovation** and energizing.
- 8.2. A number of existing initiatives that work encouraging participation in exchange spaces and networking, generate a positive **active dynamic** of mutual support and emerging of new initiatives by a *contagious effect*.
- 8.3. **Internet** is a complementary tool, as it reinforces the previously mentioned elements.

8.4. **Formal networks** are also relevant to/for information and resource access, mutual support and channelling of the interlocution with the Administration.

9) Entrepreneurship's collaboration can also be an important asset. Its role is not only related to funding, but it also develops its own initiatives and provides non-financial support, such as the dissemination of other innovative projects.

4

INITIATIVES PROMOTING EMPLOYMENT

To get a livelihood in rural areas is one of the determinant factors to fix population. In our welfare system, to increase employability is an element that generates opportunities for an active and positive position against different dimensions of social inclusion. Therefore, many of the selected experiences are focused on self-employment.



4.1 Diversified livelihoods

Livelihoods analysis in rural areas does not always fit the criteria with which employment is understood. Employment analysis places in the centre entrepreneurship or self-employment. Without completely escaping from this scheme, in rural areas there are more diverse livelihoods, more flexible, at different working times depending on the season, without established working days, or with payments in kind, as an addition to the household income.

Por iso consideramos máis adecuado falar da necesidade de ter medios de vida no rural, sen identificar esta necesidade exclusivamente coa de ter un emprego.

A conxunción de diversas actividades como medios de vida é un trazo habitual. Un exemplo de diversificación é Arqueixal. Susténtase en catro piares: 1) A produción de leite, con 35 vacas e custodia de 30 ha de terreo. 2) A transformación de produtos, que se basea na produción de queixos, iogures e outros derivados. 3) O ecoagroturismo activo, cun conxunto de casas que pertencen á iniciativa. 4) A cultura do coñecemento baseada na tradición, onde se fan actividades coma o Son da Aldea, o ciclo do liño, as mallas...

Therefore, it can be considered more adequate to talk about the necessity of livelihoods in rural areas, without identifying this necessity exclusively with being employed.

The conjunction of diverse activities as livelihoods is a common feature. One example of diversification is Arqueixal. It rests upon three pillars: 1) Dairy production (35 cows and 30 ha of land). 2) Product processing, which is based in cheese productions, yogurts, and other dairy products. 3) Active ecoagrotourism (a total of three houses that belong to this initiative). 4) Knowledge culture based on tradition, in which activities such as 'Son d'aldea' (I'm a Villager), the flax cycle, "as Malas" (a traditional activity to separate gran from chaff)...



When this project started, in the late 80's, the mainstream technical discourse was to build large specialised livestock farms, which would have the latest machinery and be dependent on extern consumables. However, Arqueixal, decided to work on a smaller dimension, as well as on an ecological

productions, and diversified activities.

It grown progressively and diversifying its activities. It is an example of local development in small volume, as economy used to be in the past. At the present moment, it is confirmed that our model of promoting endogenous resources, minimising dependency, and committing to small-scale tradition, is more efficient to survive and overcome the present crisis. Right now, sustainable models are being heralded, but we have always done so.

[Arqueixal, Palas de Rei, 2014]

Arqueixal's farming model includes different key elements for its viability: 1) As milk production produces low prizes in origin, Arqueixal assumes traditional processing of dairy products and produces cheese and yogurt. 2) It competes in market emphasizing the quality of its products, as it obtained the designation of Origin Arzúa Ulloa and the label of "ecological production". 3) Its products are commercialised in short-circuits of commercialization.

An effort is made in direct and local selling, especially in channel zero (production-consumption) and channel 1 (production-intermediary-consumption).

[Arqueixal, Palas de Rei, 2014]

4) Its productive model generates positive externalities on the landscape, ecological conservation, and on preserving traditional use, which all of them are valuable elements to offer ecoagroturistic services.

This is called 'positive smallholding', in order to break with the idea that smallholding farming is not profitable. The land division into parcels maintains landscape, biodiversity, it also allows better plague control, etc. It generates positive externalities.

The centre where Arqueixal is settled used to be uninhabited. It was considered an opportunity to recover the area. Many houses were recovered, a 'parladoiro' (a place for encounter) that acts as a meeting centre was built, and a haystack was turned into a house. Green building criteria were followed, recovering traditional building techniques, but supported by modernity too. It was highly important to use autochthonous materials and accessible local resources. Houses are energetically autonomous. Solar thermal and photovoltaic solar panels are used. In the annual balance, more energy is produced than consumed.

Houses are individually rented. People can participate freely and without cost in the farm work. Everyone can choose: from taking photos to, even, guide cows.

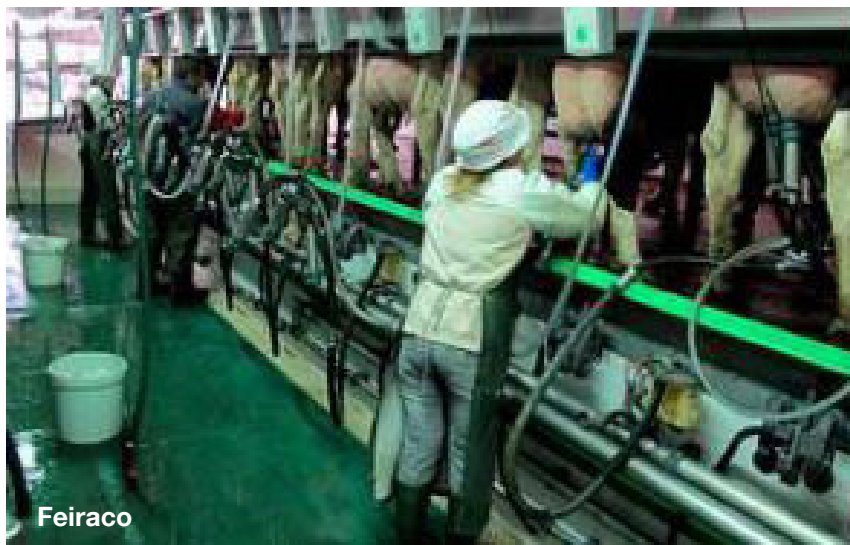
[Arqueixal, Palas de Rei, 2014]

This model is based in tradition and puts into value traditional knowledge previous to the industrialisation of the countryside. It provides a new view on traditional agriculture's ecological balance, as it incorporates new elements, such as a certification of quality, short-circuits of commercialization, the technology needed for energy self-sufficiency, and tourist services.

Our main goal was to maintain the past and keep the present. This is what helped us and made us be where we stand now: "only by understanding our past can we face the future".

[Arqueixal, Palas de Rei, 2014]

In addition to Arqueixal, there are other projects that can be inscribed in the search of diversified livelihoods, which means having a job in the way that the mainstream thought dictates, a job related to single-activity profession. Feiraco encourages diversification of the activities of women farm holders, through horticultural production, with the support of other cooperatives, such as Horsal which channels production towards the market. Feiraco's task is to channel towards its female partners information and training so that they can develop their horticultural activities as supplement to the income generated by their farming activities.



In the already mentioned case of CDR Ancares, supporting settlement means the generation of small resources for the caregivers. In this case it is neither a job, but a supplement to their income.

In the next section the potentials of the forest will be analysed. Its potentials are usually inscribed as this type of income supplement for the owners, since they can provide one-off income (such as the selling of wood or collecting and selling mushrooms), as these are seasonal jobs related to cleaning and prevention of forest fires.

Summing up, when dealing with employment in rural areas, it is necessary to open our perspective towards traditional diversification of activities and incomes as the formula for a livelihood.

In this sense, sustainable smallholding is up to a big extent a symbiotic smallholding. Symbiotically occupying the territory will allow -as it is already doing- a great rural-urban Galicia. This will be a well interconnected and interconnected Galicia, in which family and agrarian and non-agrarian occupations coexist. Family horticultural activities can be an important supplement for their income for families that have incomes from different jobs. The remaining challenge is to find facilitating formulas for putting into practice in the market these horticultural surplus of that sustainable smallholding.

4.2 Rural necessities, rural employment

The lack of economic dynamism in some rural areas has as a result their dependency on external services. While its population emigrates or experiences difficulties to have access to employment, many of the services and products that the population needs come from outside the area.

An instance of this phenomenon is the fact that many people who work in the territory live outside it, in urban areas. Teachers, doctors and nurses, and civil servants were, decades ago, another asset for development, as they were integrated in the community and participated in problem solving, assuming, in some occasions, a community leadership and an energising task.

Improvements on the road network make it possible today for these people to drive to rural areas only to develop their job, without become bonded as neighbours. Therefore, an asset of knowledge is lost. In addition, the potential impact on economy that would mean to gain inhabitants is also lost.

Services which are not provided regularly and private companies are hired to offer them produce the same problem. The construction of infrastructure, forest work, or to provide home help services, are examples of important services for which the Administration relies on private companies. This contract's dimension and the public procurement can cause difficulties to make that these activities have as a result a generation of wealth and local employment.

Generating territorial value

In different studied initiatives it is possible to find a sense of awareness on the fact that public investment and intervention would not finally revert much to the territory but benefit the already

existing more dynamic spaces, such as urban areas. It was already explained how ITI Peneda-Gêrez provided an answer to this problem through recognising population's role on territorial care, and how they supported the population so that this task can still be carried out.

It is a formula that aims at the highest optimization and intervention impact, seeking that creating value results on the territory and the people more vulnerable.

Therefore, it is referred to look after the territory, so that the most vulnerable territories receive in a bigger extent the positive effects of policies, without having resources divert towards more dynamic territories.

Participation can guarantee in a greater extent this objective. This seems to be so to in ITI Peneda-Gêrez: they rely on local population's active participation on the design of interventions. This guarantees a better use of investments on the territory. If addresses are not heard, and weight of expenditure and decision making are only carried out by external technicians, it is not surprising that the technical dimension is put at its own service, instead of at the service of the community.

Local employability

Some studied initiatives seek to use the endogenous energizing potential to create employment. 'Fademur Antoxos' (Fademour's Taste) is a small local cooperative that covers a necessity in its area, providing a service of food delivery to elderly dependent persons. Opposite to other hired services to bigger companies, it achieves a personal service and it adapts its menus to the addressee.

It can also be highlighted the case of Centro Ocupacional Vilalba (Occupational Centre Vialalba) which, by analysing this phenomenon, developed an intervention model in which technical knowledge were transferred to the population, so that the population could have a more important role when developing the project of using forestry biomass.

The project includes three action phases:

- *Initial training for local forestry supervisors. 'Asociación Forestal de Galicia' (Galician Forestry Association) participates in the training process.*
- *Supervisor's elections: they are responsible of the continuous training of other participants.*
- *Participants training: theoretical and practical modules.*

[Centro Ocupacional Vilalba, Vilalba, 2014]

Although it is not a project directly related to employment, Cáritas' development programme on settlement assistance, in collaboration with CDR Ancares, makes



it possible for women from different villages to provide a revenue service to support their elderly neighbours.

In the case of the Asociación Antonio Gandoy, it is a requirement to belong to the same territory in order to provide educational services. It promotes cultural proximity, which favours communication and implication. Direct knowledge of rural society is put into value, and it is avoided that people who are not familiar with it drive the intervention from parameters and codes that could result estrange and generate mistrust.

Although programs could have been thought to respond to a main necessity, such as providing house services to the elderly persons, educational services or the supply of electricity for heating, these initiatives broaden the view a aim for optimizing positive effects on development in their territories. They incorporate different dimensions and objectives in the same education, they seek to have a positive repercussion on local economy, which makes their actions be integral and transversal. This feature results in the efficiency of their actions.

Local, or delocalized, economy's repercussion of interventions can be, therefore, a relevant indicator when it comes to evaluate different initiatives and programmes, in the search of the greater impact and integrity of actions.

4.3 Necessities turned into opportunities

As it was previously mentioned, there are feminine self-employment experiences which provide an answer to specific necessities of depopulated rural areas, as they put into value women's most frequent qualifications and a niche opens up for female employment. Necessities of the elderly and children who live in scattered population are an opportunity to create employment from a local level.

In this sense, 'FADEMUR Antoxos' (Fademur's Taste) is a cooperative created by three women who provide a *catering* service for the elderly in the Regions of Ribadavia, from the council, Carballeda de Avia. They represent a necessary response of an ageing population that lives alone in a scattered rural area. A response that promotes employment under the formula of associated work cooperative.

This initiative had an initial encouragement and support by the 'Federación de Asociación de Mulleres Rurais', a federation of women from rural areas, and from the Council of Avia, who/ which had an energizing role favouring access to education, providing public facilities to the initiative and it hires their services. It is an example of a local initiative whose response to local necessities are done by creating local wealth.

This *catering* service could be provided by other programme, such as 'Xantar na casa' (Lunch at Home). However, this initiative seeks to overcome other challenges that 'Xantar na casa' cannot resolve. On the one hand, they try to make menus that include traditional recipes that the elderly are more used to and also allowing to personalise menus. On the other hand, they attempt to create local employment by promoting proximity services provided by microcompanies with a strong territorial identity.

The experience 'Fademur Antoxos' (Fademur's Taste) is part of a series of proximity cooperative services that are successful in rural areas. This type of services provide an solution to new

necessities caused by ageing of the area and, at the same time, they generate feminine employment by using cooperative self-employment formulas.

Asociación Antonio Gandoy offers solutions to especial educational necessities of children in rural areas. As a heir of the programme 'Prescolar na casa' (Preschool at Home), funded by Xunta de Galicia, this association takes uses knowledge and professional equipment to continue providing educational compensatory services for the children of rural areas through alternative funding.



Both experiences are, therefore, self-employment projects settled in a rural market niche and in the service sector: in this case social services and educational services. The active and collective initiative to create new employment fits together with the social challenges around dependency or territorial exclusion. Responses are part of what is known as social entrepreneurship in which, in addition to the benefit of employability it has an outstanding positive effect over the community. In this sense, economic formulas' role are important to configure these initiatives.

4.4 Employment collectives with special inclusion difficulties

Together with these experiences, initiatives that promote employability of people who have inclusion difficulties were also analysed. These are projects by entities previously constituted and destined to offer employment opportunities to excluded persons from the labour market, or to improve their working conditions.

They focus on collectives that experiment especial labour inclusion difficulties, such as Centro Ocupacional Vilalba (Occupational Centre Vilalba) and AMIPA, which work on the field of disabilities, or the project Sementeira, which is aimed toward families suffering from economic deprivation and/or social exclusion.

AMIPA favours social and labour inclusion of the intellectually disabled persons through continuous training and presenting the necessary individual support to obtain the highest personal autonomy as possible. This is carried out by:

- ‘Centro Ocupacional de Sorribas’ (Occupational Centre Sorribas), an occupational centre where practical occupational training plans for employment are developed for the aluminium sector and basic and manipulation services, on basis to the necessities of companies of the area.
- The generated support unity is addressed to those persons with more care necessities.
- Craft workshop.
- Ecological vegetable garden, which is focused on using the unique opportunities of a rural area.

It also develops a program for physical activities and sport, a program for leisure and free time in the community, a program for caring and support of the cohabitation units of intellectually disabled persons, and opening to society projects: volunteering and creating awareness among the neighbours of the area of Sar.

One of the most relevant dimensions of this project is related to have an impact on creating a positive view of disability, to promote its visualization and favour social commitment with it. From the point of view of employment, it attempts to provide a response adapted to the rural territory, by bearing in mind industrial necessities of the area, and using potential activities, such as ecological agriculture.

It was previously explained the project of forest usage for the insertion of disabled persons carried out by Centro Ocupacional Vilalba (Occupational Centre Vilalba). Its main elements are detecting and putting into value a potential rural resource, such as forestry biomass, in order to generate employability among disabled persons.

In relation to the economic part, it formulates an activity related to sustainable development and energising new energy resources, at the same that it contributes to the challenge of preventing fires. In relation to the social part, it attempts to generate local employment, paying especial attention to the collective of disabled persons, but also integrating other collectives.

These two experiences are carrying out occupational training and launching new potential activities. In the same lines and in a more consolidated phase, we find the experience de L’Olivera, which we had the opportunity to visit from the Symbios Project. Through a social integration cooperative, L’Oliveira achieves to create new job places for disabled persons. Activities carried out are completely rural, such as the elaboration of ecological wine and olive oil.

One of the key factors to link agrarian ecological exploitation and generating employability is the use of a traditional and ecological productive model. This means a higher intensity and work force than in more industrial models.

We are still using our hands as tools, almost in a handcraft manner, maintaining manual labour with the olive trees and vine plants. Labelling is also done manually, and bottles are numbered one by one. This work allows people of the cooperative to find their space taking the time that they need, and it helps them to self-improve.

[Cooperativa L’Olivera, Vallbona de les Monges, 2014]



In addition to the field of disability, in this section it is included a project encouraged by Cáritas, aimed towards families in which years ago had a normal employment situations, but, due to the economic crisis, they are at the present moment suffering from economic deprivation and social exclusion. This project is called 'Sementeira' (Sowing) and it is developed in Ordes and it attempts to mobilise the transferring of unused land to make a social use of them.

In these lands horticultural activities are carried out following two dimensions: to increase horticultural productions and consumption, so that dependency on food banks is reduced; increase employability of these people in the agrarian sector, through a training plan and the intermediation between them and different farms in the territory, through job offers.



4.5 Promoting employability for younger generation

Unemployment among people between 16 and 24 years of age reaches today percentages close to 50%, which has caused to the European Union preoccupation.

In the strategy 'Estratexia de emprendemento e emprego xove' (Strategy for young Entrepreneurship and Employment), it is included an specific program for the employment of

young people. A consequence of this is the 'Programa de Garantía Juvenil' (Youth Guarantee Programme), which started in Galicia and Spain in 2015.

In addition, due to the demographic structure of many territories in Galicia, after overcoming the critical point to sustain population, together with measures to stop exodus from rural areas, it is necessary to incorporate other measures that invert migratory tendencies and welcome in rural areas people who were born and lived in urban areas.

Thus, it is necessary to pay especial attention to those initiatives directed or aimed towards young people, as they provide a livelihood in rural areas. Therefore, both youth unemployment and demographic decline are fought against.

An example of this is the project *Geraz com Querença*, a Portuguese program focused on the employability of young people who had just graduated. This program promotes young people as assets for rural development.

The program consisted of an energizing strategy definition for *Gerez de Lima*, a rural council placed in Northern Portugal, between the cities of *Viana do Castelo* and *Ponte de Lima*. Its main objective was to put into value endogenous assets of the territory and to contribute to the revalorization of the local cultural identity and the quality of life in that rural space.

The means to achieve that objective were hiring for nine months nine recently graduated young people in different studies: tourism, sport science, agrarian engineering, gerontology, or computer sciences, among others.

Each of them had to develop a project that could be a future profitable business once the hiring period was over. They also carried out different joint interventions, such as markets/fairs, in which local products were commercialised.

It is a project of practical training in touch with the community, local agents, and the University's technical support. So that young people could participate they had to commit to move to *Gerez de Lima*, in order to strengthen their bond and commitment to the area.

Autonomous experiences of young people who moved back to rural areas or simply decided to bet on relatively depopulated territories to start a new way of life different to the one that urban areas offer them.



In some experiences, people who return to the rural area, to their homeland, have the leading role. Examples of these are the two apiculture projects: the project *Viana do Bolo* and '*Sociedade Agraria de Transformación Abella Lupa*' (Agrarian Transformation Company *Lupa the Bee*).

It is also relevant the number of initiatives purely neo-rural. These are initiatives led by people who are not linked to the territory, but start a new way of life in it. Three instances are '*Aurora del Camino*' (Aurora of the Camino), '*Como Cabras*' (Like Goats) and *Racataplán*.



Aurora de Buxán

We identify a common element in the motivations for this decision. The search for a livelihood in rural areas is connected to the positive consideration of being in contact with nature and its conservation, and, in many occasions, to cast doubt on the *quality* of a urban life.

Estrummin Days, a platform for small organizations linked to rural areas to meet, to exchange, to network, realised that the usual profile in innovative initiatives is of people between thirty and forty-five years of age, many of them with children, and with a high qualification (university degrees, computer literacy, etc.). Their reason to move to rural areas is to live in a kinder space than the city, so that they can live and develop projects that have a strong ecological identity.

Access to basic goods and resources

One of the identity traits to decide to move into a rural area is to have access to basic resources: housing and the necessary land. However, this accessibility is not always possible, as there are different obstacles.

People who decide to go back, their family house is a primary resource. On the other hand, in general terms, to purchase a house is more accessible than in cities, as prizes are lower.

In some cases, access to this resources is done through a cession, such as the case of the rectory house cessed by the Archbishopric to Aurora del Camino, or fields for hives in the case of the two apicultural projects.

In the case of fields/land, however, there are more obstacles, and, in some occasion, it is nor possible to overcome these obstacles. There are difficulties to purchase them, mainly due to the low predisposition of the owners and their feeling of mistrust towards the new settlers. In addition, another obstacle is that, in many occasions, lands have been inherited by a number of people, or there are some problems related to documents.

In one of the instances, members of a communal forest mobilised to clarify the documents of the Forest Community to stop the forest to be used as a neorural initiative: to convert it into a pasture land. This proves that there is not only a passive attitude that creates difficulties to

access land, but this obstacle can be completely active by some part of the rural population who owns it or is a beneficial owner.

Projects depending on land extension can be frustrated by this reason. It can be easy to find someone who wants to sell, especially when is someone not linked to the land (they inherited but never used it). However, it is more difficult to enlarge its extension through renting or purchasing.

An exception to this reality are the apicultural projects. Neither of them have problems to access land:

- In both cases they are returning processes, so there is a previous link to the territory, which can favour trust.
- Fields can be separated from one another, even in different villages.
- Contractual bond can easily be reverted: land is cessed in order to have hives, in exchange to clean the fields there is a payment in kind (honey or bee pollen). In different occasions there is no formal agreement. There is no fear that usage will create ownership rights.

Difficulties to access land can be determinant for neo-rural initiatives: initiatives related to tourism or that do not need land extension, can overcome this problem. Apicultural activities also seem to seems to overcome this. However, cattle breeding projects in an extensive territory have to face directly this obstacle. This is the case of 'Como Cabras' (Like Goats), as it has to renounce having a label of 'ecological production' due to not having a territorial base or access to it, although many land in its territory is not been used.

Economic viability

A decisive factor in this vital neo-rural entrepreneurial is that it is related with the viability of its livelihood. Analysed experiences are, in most cases, are economic initiatives that only make sense in rural areas. The exception could Racataplán, an textile clothing initiative that could be carried out in any territory, if it has the rights communications.



Except for that case, all studied initiatives have the rural factor as a substantial, consubstantial, and positive element, as they are related to rural tourism, or farming, among others. Elements that contribute to its efficiency to promote a livelihood are:

Marketing channels: initiatives of animal production do not seem to have a problem to sell their production. It is even indicated that the market could assume a higher production, as the crisis did not affect it so directly. Initiatives related to tourism, what has been observed is that, although expectations were higher it can be maintained.

Much can be done with few money: in one of the instances it is stated that work conditions and income are higher than the previous work at the city of Vigo; however, generally, the moderate income is compensated by having access to complementary resources and the possibility of having reduced expending. Complementary income, such as selling eggs, horticultural products, etc. goes together with the expending reduction, as it would be higher in cities, such as the prize of houses.

Investment helps: Most projects received grants in order to face initial investment or to improve facilities.

Lack of staff members

When it comes to community energising, or to occupy job positions, the lack of people in depopulated rural areas is another difficulty that people who live in rural areas must face. Some experiences experiment difficulties to find people ready to work in rural areas, which can be a burden for their business or activities.

4.6 Potential resources

We have already indicated that some of the specific necessities of a given territory can be an opportunity factor to generate employment: this is the case of the proximity services. In addition, there is another element that can help when it comes to energizes livelihoods: territorial already existing resources.

Ecological heritage and local development

From the ecological agriculture and stock breeding view, the traditional landscape and smallholdings are two elements of a high potential, as it was analysed in Arqueixal's initiative. Small scale productions and activity diversification can be more productive than the mechanization and land concentration, in addition to have positive externalities on the ecosystem and the landscape's touristic potential.

As it has already been shown, there are many collected initiatives that integrate an environmental dimension as an asset to their economic project: ecological apiculture, rural and mountain tourism, direct helps of ITI Peneda-Gêres, etc.

As an addition to them, the Rural Development Group As Mariñas is a local development project which also chooses this perspective.

GDR As Mariñas is a non-profit association which was constituted in 2008 having as an objective managing programmes and rural development projects in the municipalities of Abegondo, Aranga, Arteixo, Bergondo, Betanzos, Cambre, Carral, Cesuras, Curtis, Sobrado, Culleredo, Coirós, Irixoa, Miño, Oza dos Ríos, Paderne, Oleiros and Sada.



As part of its development strategy, it successfully promoted its candidature for be a Biosphere Reserve of Mariñas Coruñesas and Terras do Mandeo, as an important strategy for the conservation of environmental heritage and its utilization as an asset for economic and social development.

Its formula is to place environmental conservation at the service of economic development, using it as an economic and life quality asset.

Forests as generators of economic opportunities

In addition to ecological productions that have a positive impact on the conservation of

landscape and biodiversity, when talking about environmental conservation and economic opportunities, forestry activities need to be incorporated.

Forestry and vegetation mass of forest are correcting elements of CO2 levels, and diverse fauna and flora are supported by them. However, this ecologic diversity is in danger due to plantations and monocropping and due to the great damage that fires represent. Different initiatives which developed in these spaces have been studied.

Communal forests. Some of this initiatives have as main agents the forest community, public right



entities that manage a property model, a joint property, which is still preserved in Galicia and north Portugal, where communal forest are called ‘baldíos’.

Forest property belongs to the neighbours who have ‘casa aberta e con fume’, which means, that they have to actually live in the neighbouring community. It is not a personal or transferable right, but it is linked to the life in the community.

This property has a collective character, but it cannot be divided and decisions need to be taken in a general assembly or by the board of directors, which are democratically elected by the first mentioned assembly.

A quarter of the Galician forest, more than 700.000 hectares, are part of the communal forest. This is managed by more than 2800 forestry communities.

As it was already explained, the forestry community, or ‘baldíos’ are an essential part of the project ITI Peneda-Gerês, as it these constitute 70% of the park’s territory. The forestry community, allows a collective local exploitation, being, thus, frequent surplus dedication to construction works, equipment, or programmes for the community, such as cultural and social centres, improvements on roads, support to fests, etc.

In the case of ITI Peneda-Gêres, ‘baldíos’ are a channel that organises neighbours as spokespersons with the Administration, and as an active asset on conservation and search for quality of life in mountains. It functions as an organised network, as it is a relevant agent that possesses and manages a resource with economic and environmental potential. Its members, through an assembly, who select and invest financial resources, moving their proposals to an organ which reunites all entities and elaborates a five-year investment plan.

Other experiences, such as the apiculture ones, can cohabitate with forest smallholding property model, as these do not require more than the particular agreement of some owners in order to place hives in small fields. This structure in different small properties could create difficulties for a sustainable and balanced pacification of forest exploitation, but the abandonment it has as a result it has no negative effect on apiculture (except for forest fires).



In the case of 'Abella Lupa' (The Bee Lupa), although the existence of this possibility, there is an implication of the promoters in the Forestry Community, through which they carry out conservation works, heritage recovery, and dissemination of the potential of an economic development which takes into consideration environmental sustainability. Community Forestry cannot not only overtakes smallholding and allows forestry management in large spaces, but it also articulates a continuity towards the promotion of economic, cultural, and social initiatives: it is an entity that hatches and joints citizens' action.

Community land exploitation. Another of the gathered experiences is developed in the council of A Estrada. It groups together properties in order to achieve a dimension that allows an exploitation based in the diversification of uses and exploitation. It is 'Monte Cabalar' (Cabalar Forest), a cooperative of community land exploitation that unites forest of individual owners in a shared sustainable managed (it was a private communal forest between 1870 and 1920).

The forest was suffering from abandonment, it was a smallholding property and fires were a serious problem. All these elements feedback on a vicious cycle. In order to break this dynamic, Monte Cabalar (Cabalar Forest) aimed at making a diversified use of forest: overcome only forestry projects and recovering traditional usages that maintained a territorial balances for over a thousand years. There is where ideas such as cattle breeding, use of biomass, etc. come from.

[Cooperativa Monte Cabalar, A Estrada, 2014]

Some exploitation types require a large area: planting different arboreal species, in order to preserve diversity, or extensive cattle breeding cannot be undertaken by people who have small and disperse fields of forest. Monte Cabalar acquires the legal form of community land exploitation cooperative, a form that is placed between an agrarian cooperative and an associated work cooperative. This allows that different persons can be associated to manage their resources together. Partners share their land, others their work, and some can share both. The cooperative regulates rights and duties of each partner regarding the shared resources and it develops a joint management in which the assembly of partners is the sovereign body.

Another important issue, is that this method provides a solution to the problem of land owners who do not live in rural areas anymore, therefore, they do not take personally of their forest, but these owners can join the collective management plan. For a high number of people, this initiative meant to get to know where their land was, which shows the degree of abandonment and disuse of these lands.

At the present moment, it has an arrangement of small individual properties: for the 600 hectares, it is estimated 3,600 properties (an average area of 0,16 hectares) of more than 1,000 owners, of which, about two thirds of them are absentee.

The legal form of community land exploitation cooperative allows the joint management without renouncing ownership of the land. This legal form is set out in the Act of Galician Cooperatives, 'Lei de Cooperativas de Galicia', and when we started we saw that it is a legal instrument which provides solutions to different problems that can be found today when dealing with structuring property and territory. Smallholding worked years ago, but at the present moment is a problem for cattle breeding and forestry activities, as, in order to improve costs, productivity and optimise investments, it is necessary to enlarge the territorial base managing abandoned natural resources.

Under the terms of the articles of association, a temporal cession (10 years) for pasture use is made, and also works on forestry planning are carried out. We looked for four areas in four



Aldea Couto

parishes to carry out forestry planning on hillsides and reforestation, using wide frames, with the vision that cattle will take care of the abusive biomass. In the highest area, with the least suitability for forest production, we built places to keep out cattle, so that the cattle takes care of bushes.

[Cooperativa Monte Cabalar, A Estrada, 2014]

Forest is a highly potential resources for rural Galicia, due to its capability to generate economic and environmental wealth, in addition to its potential as a leisure space. One of the keys to take advantage of this potential is to size, in order to allow a diversification of its uses and to maintain biodiversity. In this diversification of uses, in addition to forestry, extensive cattle breeding, mycology, and fruits gathering also stand out.

There are to main formulas for sizing, and both are included in social economy: on the one hand the Forest Communities; on the other hand, the community land exploitation cooperative, which allows to *make communal* the management of individual properties of a small size, without giving up ownership titles.

Abandonment, weakness or potential?

Abandonment of the area is an ambivalent factor. On the one hand it has an impact on the loss of cultural heritage, physical and natural (among other factors, for instance, as it can favour forest fires). It also has an impact on the lack of critical mass to take forward community initiatives that provide an answer to rural challenges. Lastly, it also affects territorial exclusion associated with depopulation and population ageing.

However, abandonment also means a good opportunity for environmental caring (as it is not exploited), to develop extensive activities, such as apiculture, or even to establish new agricultural and stock breeding models, such as ecology.

Specially, for initiatives developed by people from an urban area, abandonment represents a value related to rural environment conservation, and it is a relevant factor on experiences

related to tourism, and to the facility to access resources, as they are no been used in other ways (houses, and, in some occasions, land).

Nevertheless, abandonment can also mean, for these experiences, social isolation, and not much relation to people of their same age, against larger populations, and difficulties for social or community entrepreneuring.

4.7 Creation of Models

Action for employment

- 1) In rural areas, which are the areas that suffer the most the demographic transformation, it is more accurate to speak about **livelihoods**, than employment, as the diversification of activities is a typical feature of people who live in them and their income.
- 2) Initiatives, from the primary or service sector, are of **a territorial base**. They cover the territory's **necessities** and use their **resources**.
 - 3) Social specific necessities in territories suffering from demographic transformation are a **local employment opportunity**, in activity sectors such as **proximity services**.
 - 3.1. Home care for the elderly and educational services for children are examples of these services that have **potential to generate employment**.
 - 3.2. Covering these necessities generates **female employment**: proximity services allow to put into value qualifications which are mainly possessed by women.
 - 3.3. Like other opportunity factors, initiatives work on **revert that potential in the same territory** avoiding, therefore, to 'externalise' employment.
 - 3.4. **Social economy** methods prove to be optimal to configure these initiatives.
 - 4) **Territorial resources** are another economic and employment opportunity source.
 - 4.1. **Environmental conservation** is an economic asset. Initiatives linked to tourism and ecological production punt this asset into value
 - 4.2. **Forestry sector** offers insertion possibilities, that can be linked to heritage and environmental conservation.
 - 4.3. **Tradition and knowledge previous to industrialization** are an economic asset for inclusion. Social agricultural projects show symbiosis between the land and employability, and projects focused on disabled persons also highlight this symbiosis between green economy and insertion.
 - 4.4. Interventions to put into value these resources and generate economic activity need to be focused on the fact that **putting into value has a result on the territory** and on the most vulnerable persons.
- 5) **Access to resources** is an opportunity factor for new economic initiatives
 - 5.1. **Affordable prizes and censing** buildings for touristic activities or land for apiculture are determinant elements for projects' viability.

- 5.2. **Low living cost**, in comparison with urban areas, strengthens viability of life entrepreneurships in rural areas.
- 5.3. However, **difficulties to access land** for other uses, such as cattle breeding, can be an obstacle in economic activities, especially neo-rural activities.

6) Initiatives' **scale** influences its viability, however, usually the best scale **small scale**.

- 6.1. **Small productions** can support itself in common commercialization channels and/or make use of short-circuits.
- 6.2. **Diversify forest** is a highly potential resource. There are methods to achieve the necessary scale for this used that does not need of any reconfiguration of property: forest communities and community land exploitation cooperative.
- 6.3. **Small intensive agrarian productions** are an asset for employment and the inclusion of disabled persons.
- 6.4. Small traditional and ecological productions, and small-scale traditional processing, generates **positive externalities**, that can also be used as assets: landscape, ecological and traditional heritage conservation, among others.

5

CULTURAL HERITAGE AND IDENTITY

While developing the Project Symbios, we discovered the existence of cultural and identity factors which affected the territorial exclusion circle. Migrations are related to life opportunities but also is influenced by the subjective valuation, that links life success to a specific area, generally the urban area.

In the comparative between life conditions offered by a more populated area or a scattered one, different elements play a role: the number and quality of social relations, proximity and accessibility to services, peacefulness, the contact with nature, the pollution level, the job and housing access, etc. Each person has a different opinion on the importance of those elements.

However, there are also prejudices that influence subjective views, such as identifying rural areas with backwardness. Indeed, objective data that exposes potentialities does not use rural areas for entrepreneurship and to articulate a long term life project. These data is not free from the previously prejudices that associate rural areas with backwardness, ignorance, and lack of comfort.

If the urban model is used as a measure, less populated spaces will be identify with scarcity: less resources, less services, less cultural offer, worse communications...and a long etcetera.

If a more reflective view is used, a view that challenges the election of what is measure and how it is measure, values that make rural areas an attractive space to life. This is a view related to self-esteem, and knowledge of valuable elements.

The existence of initiatives that rescue this value can be amplified as a main argument. Media can play an essential role, as well as the “rural pride” networks that can be consolidated.

From this point of view, we understand that the work on changing stereotypes can go together with economic opportunities, so that they construct the desired option.

Initiatives that challenge installed opinions and present a positive view of rural areas are very diverse. In Symbios’ we had the opportunity to know the television show ‘Vivir Aquí’ (Living Here), of the Galician Television (TVG); the festival ‘Son d’aldea’ (I’m a Villager), which places rural Galician culture at the centre of its work. The meeting *Estruming Days* and the guidance *How do we make a more fair and ecological rural areas*, which was edited by ‘Cova da Terra’ (Earth’s Cave), provides young people information about the potentials of rural areas, connecting rural areas with modern values such as sustainability, creativity, and innovation.

Other initiatives also provide important contributions related to the conservation of physical and immaterial heritage, such as ‘Abella Lupa’ (The Lupa Bee), Project Esmelle, CDR O Viso,



Esmelle

CDR 'Portas Abertas' (Open Doors)... or the recovery and putting into value of traditional exploitation models, such as Arqueixal or Monte Cabalar (Cabalar Forest).

What is the value proposal launched from rural areas? What are the low self-esteem factors that these initiatives fight against? What do these experiences teach us in relation to the possibility of articulating an hypothetical rural territorial marketing campaign?

In this chapter, different initiatives that work on cultural heritage and identity are included. These are initiatives that aim for reverting these prejudices, including providing to different typologies:

- Cultural heritage conservation and recovery.
- Activities for its dissemination and putting into value.
- Using that heritage as an asset for economic development.
- Updating traditional elements together with innovative elements.

Lastly, in this section is also included an interesting reflection concerning professional exercise of different technical profiles: work methodologies should respect local identity and knowledge, avoiding to homologate procedures to urban models.

5.1 Conservation and recovery

Different experiences make a point on the conservation and recovery of cultural heritage, including physical heritage, landscape related to traditional usages, crafts and knowledge.

This is the case of 'Abella Lupa' (The Bee Lupa) and its actions on the recovery of physical heritage related to bees. Apiculture used to be a common activity throughout Galicia, and it was an important source of economic resources in some areas, such as in the council of Covelo, where there used to be an important activity related to wax and wax blocks were exported to the shoe industry of the East of Spain.



Lagares or *albarizas* (which are used to protect hives from bears and from being stolen) are an architectural heritage related to the activity that Abella Lupa works on protecting and recovering, such as Lagar de Paraños, which is now also musealized.

In similar lines there is also the example of Proxecto Esmelle. This project mobilised neighbours from this perished to rebuild watermills that were in a situation of abandonment.

In addition, 'Casa Romualdo' (Romualdo's House), constitutes a rehabilitation that respects traditional architecture. This is also the case of the recovery of different buildings of an ethnographic value, such as the ecomuseum, or 'Parladoiro' (a meeting place), and the rehabilitated houses for rural tourism, all of these carried out by Arqueixal as part of its diversified activities.

5.2 Dissemination

Another way to have an impact on identity is to make known that heritage by putting it into value, recovery, and disseminating traditional knowledge towards the society in general and, especially, towards children.

CDR O Viso preserves traditional tools, in order to make children known about them: farm



Son d'aldea

tools, ovens, a traditional weaving machine... Through school visits, children can get in touch with these traditional knowledge. Therefore, in this way direct contact with the elderly who has this knowledge is also promoted.

This direct contact is a resources used successfully by different experiences and, together with a disseminating role, it has a positive effect on a feeling of belonging and steam that the elderly of rural areas experiment.

Arqueixal also participates in other initiatives that place at the centre the valorisation of the rural identity: 'Son d'aldea' (I'm a Villager).

Due to the spread of cities and the urbanization process, being from a village started to be considered negative, due to a series of negative prejudices related to poverty, low educational level, or not very refined customs. To remove these prejudices and restore a positive relation with the rural identity is one of the objectives of this initiative.

'Son d'aldea' is an annual event that attempts to recover the past by representing how life used to be at a traditional village. Through walks with theatrical representations in different spaces, visitors of the village of Albá can experiment, in a participative way, how villages used to be, get to know its activities and the relations of people who used to live in it.

Habitants of the village participate in the representation, which has positive result in their self-esteem: many of them, for the first time, experience that their culture is admired by the



viviraquí

visitors. The event includes the possibility of showing craft products of the area, so it also functions as a way of displaying initiatives that are taken place in the village.

This positive reading of the Galician identity is also an important contribution of the programme of the Galician Television, which is also incorporated in this study, 'Vivir Aquí' (Living Here).

It is a proximity programme pays attention to rural areas, instead of what is shown in other television stations (urban scenarios, and negative rural elements), so that it also gets closer to the population of villages and rural areas, as it shows a positive view of them.

5.3 Identity as an asset

In different experiences, cultural heritage is used as an asset for territorial development.

'Abella Lupa' (The Bee Lupa), in addition to honey production, carries out an important work on the dissemination of apiculture as an economic development opportunity, which is compatible with the conservation of nature, through its participation in talks and seminars.

Initiatives related to tourism, such as Arqueixal, 'Casado Romualdo' (Romualdo's House), 'Campa da Braña' (Braña's Fields), or 'Aurora del Camino' (Aurora of the Way), joint natural values with cultural and identity values of rural areas, as elements of interest. Campa da Braña encouraged, together with other women from Ancares, a touristic service which consists of visiting



elderly persons from the mountains to learn about their life experiences, traditional tales, and other activities. The project, which was supported by CDR Ancares, could not be finally consolidated due to a low demand. This fact can be considered to be caused by the lack of dissemination of this service towards the general public.

Ecological production projects also incorporate as an asset traditional elements. Arqueixal's commitment with the production of high quality cheeses, defend the smallholding model and traditional productions, against the industrialisation of the countryside. To adapt the productive model to the smallholding model means to preserve and put into value traditional agrarian landscape.

'Monte Cabalar' (Cabalar Forest) counters the diversified use of the forest, against experiences of use based on forestry monoculture. An abandoned forest, with a deeply smallholding structure and forest fires as high vulnerability factor, are caused by the loss of knowledge and traditional usages.

Attempting to recover these knowledge, Monte Cabalar practices a diversified use of the forest, which overcomes solely forestry projects, by recovering traditional usages that were used over the years and maintained the balance of the environment: to recover cattle breeding knowledge, adaptations of uses to the land and meteorology, the search of the best pastures,

rotation of species with different aptitudes for pasture, etc. These knowledge cannot be delocalized, as it has a potentiality as a endogenous and sustainable development model.

In addition to assets for employment and economic activity, there are other interesting assets to promote inclusion:

Proximity Relations: Rural areas allow a greater degree of mutual knowledge between its inhabitants. This proximity relation can be a good opportunity for insertion, as AMIPA considers it.

The scale of relations, which allows personal knowledge in the community, allows more direct participation models and a greater adaptation of services and activities to concrete necessities of people.

This scale results in the high representatively of community organisations. Opposite to urban areas, in rural areas, neighbour participation in the Forest Community or the neighbour associations is extremely high or almost universal, which strengthens these organisations as nodes that channel population's participation.

Available Equipment: Some neo-rural initiatives that supported themselves on the access to resources and available equipment were already mentioned. Abandonment favour the emerging and access to those resource's and constitutes an opportunity factor.

In addition to the mentioned experiences, many others benefit from this advantage. They not only make use of existing resources, but also their usage contributes to their maintenance, so that they are not lost.

For instance, AMIPA has a cession agreement of a Rectory House for a period of 30 years. They had to carry out important rehabilitation works to turn it into the headquarters of the entity. Aurora del Camino also enjoys a cession of land of the Archbishopric for a period of five years.

Optimal resources for caring and prevention of dependency: Some cognitive stimulation initiatives that are carried out with the elderly have as a potential to use local rural resources. Rural areas facilitate the start-up of effective therapies such as therapies with donkeys, carried out by AFAOR. Horticultural task and animal care have also the potential of maintain active the elderly.

5.4 Updating tradition and identity

It is possible to update traditional knowledge through innovative elements that take into account of the rural identity's transformation and, especially, of the bond that today is established with urban areas.

Estruming Days updates rural identity linking it to the innovation and to new technologies. Encouraged by the council of Pontevedra, it is a training platform, meetings, and networking between sustainable and innovative economic activities in rural areas. It was carried out to encourage employment in rural parishes of the area.

Estrumming Days is committed to integrate urban and rural in one same identity, so that the project will be more general and close to the reality of Galicia. In Galicia there are strong

bonds between both areas, due to consumption, or to the fact of live and work in both areas, or due to family bonds and communication networks.

Estruming Days defends that *rural-urban* identity that can be a deferential value from which wealth and knowledge can be generated, for instance by recovering innovative usages and designs from traditional crafts. The project, through exchange and networking between new initiatives in rural areas, attempts to generate new opportunities and ideas that could incorporate that identity. Identity is considered an asset for innovation, as well as an asset of knowledge that can be used.

In similar lines as Estruming Days, the television programme ‘Vivir Aquí’ (Living Here) observes that there exists some active connection and enriching for both parties between villages and cities, which raises the question of whether it still makes sense to consider the isolation as a differentiating factor of rural identity.

Deep changes were observed in rural Galicia, up to the extent in which it is probably necessary to reformulate the concept of ‘rural’.

Thanks to the road network, media, and Internet, access to information has increased considerably, as well as the access to services, which means an improvement on the quality of life.

If isolation meant difficulties and challenged development, that isolation does not exist today. On the other hand, the connection between rural and urban is more active, prevails, and benefits both parties. Lastly, people from rural areas are proud of their origins.

[Vivir Aquí, Santiago, 2014]



‘Mercado de la Cosecha’ (Harvest Market), as a strategy of Social Marketing of three companies, places its own Galician identity as a significant element of this strategy, channelling its responsibility, especially, to Galician rural world.

In addition, this project has among its objectives promoting innovative initiatives of a high development potential for rural areas, all of them based on the recovery of crops and traditional varieties. Mercado de la Cosecha promoting entities have started research programs to recover the hop farming in the area of Betanzos, a research on the autochthonous variety of grape in Riveira Sacra, or a research on the cultivation of wheat by Galician brewing industry.

The project to recover the cultivation of hop in Galicia started in 2004, through a collaboration agreement with Mabegondo’s Centre for Agrarian Research and Hijos de Rivera, who wanted at that moment to elaborate a special beer to celebrate its centenary (2006) using Galician hop. This was meant to be a tribute to the plantations that developed in the area of Betanzos at the beginning of the 20th Century. This were encouraged by the founder of the company.

Nine years later, the cooperative Lutega gathers exploitations that decided to work on this type of hop farming.

The Ribeira Sacra is the scenery of a research project to recover autochthonous varieties of grapes, through the winery ‘Ponte da Boga’ (Bridge of Boga). Traditional disappeared varieties such as Merenzao or Brancello are now again part of the productive process of wine in the area, thanks to the effort of those people who decided to look back.

The recovery of wheat cultivation is another project which is starting to develop with collaboration of exploitations in different areas of Galicia.

A specific epigraph is dedicated to new technologies, in which a careful analysis of these initiatives is carried out. It is needed to point out experiences ‘Granxa Familiar’ (Family Farm) and ‘Rede de Escolas na Nube’ (Network of Schools on the Cloud), as examples of ways of direct relation between people who had their version in a past of more populated villages and can today use web applications.

Through the use of Internet, Granxa Familiar favours direct contact between small farms and potential consumers of their products, overcoming the necessity to be close to the territory. Rede de Escolas na Nube is another web platform that allows children from different villages to be in touch, as well as teachers and parents. This use of new technologies updates relations opportunities in an isolation context due to depopulation.

5.5 Technical intervention models adequated to rural areas

The community intervention model carried out by rural development centres is highly relevant on the definition of the technical staff’s role as facilitators of community solutions, that will respect and punt into value local knowledge. This element is missing in the professional profile:

[It] consist of providing constructive advice, but respecting and helping, without a pre-established thought solution. The role of many technicians does not respond to this perspective. They want to sell their product, without taking notice of people’s needs. This can be seen on how the natural park is managed. They are convinced that locals are not able to manage it and they come here to replace them.

[CDR Ancares, Cervantes, 2014]

CDR O Viso recognises the importance of the technical role and of an adapted professional exercise to rural areas. Previous academic education and training does not distinguish or puts into value rural opportunities:

Technical work is important. However, technical staff are not trained to work in a rural environment. They studied in urban areas such as Madrid or Salamanca, where they received a good training, but the therapy they offer is finger painting workshops, etc. As if it was meant for children. It is a therapy adapted to an urban area. Here it is needed to offer something different, something related to their way of life: seedbeds, farm animals, etc. I you want them to participate in a memory workshop asked them about how many day after a hen lays an egg will go by until the chicks are born.

[CDR O Viso, Sarreaus, 2013]

In order to finish discussing the importance of an appropriate technical profile for the development of rural areas, from CDR Ancares it is consider highly important the position that technical knowledge occupy in relation to community knowledge. They defend a respectful model towards different wisdoms, that will not understand knowledge as a monopoly of the technical staff and, therefore, it will adopt an open and plural conception of society, information and knowledge. In relation to how conservation is managed in this mountain area, it is pointed out that technical staff wants to take the place of local population of Ancares.

They tell you that they are helping you but they are asphyxiating you. There is no money to cover essential needs but there is money for "save Ancares", for seminars, for research, etc. Many of these scholars' failures turn against us: when a plan for this area is designed and it is not successful the reason for its failure is related to us ("we offer them something and they did not want it"...). The person who designed it, who was only been yesterday here for the first time in his life, would never question his own design, because he has university studies, but would blame de locals.

The role of many technicians does not respond to this perspective (participation and facilitation).

[CDR Ancares, Cervantes, 2014]

5.6 Creation of Models

Cultural heritage and identity

- 1)** In addition to work on objective conditions, when seeking for territorial balance it is also necessary to **overcome the collective prejudice** that associates rural areas with backwardness, ignorance, and lack of comfort. Work on changing stereotypes needs to be done together with promoting economic opportunities, so that it becomes a desirable option.
- 2)** **Recovering and disseminating cultural heritage** puts into value its history and identity, increases self-esteem, and it can also turn into an economic asset.
- 3)** Quality of life counts for culture and identity conservation. Smallholding **updating** and traditional exploitations models are **an economic development potential**. Products and services based on identity and heritage have an additional value in the market, which is a factor of competitiveness.
- 4)** Working **methodologies** should **respect knowledge and local identity**, avoiding homologate procedures following urban models.

6

ACCESS TO SERVICES

One of the main obstacles that have an impact on territorial exclusion in Galicia is a combination between depopulation and scattered population, together with services reduction in the territory, which has as a consequences difficulties to access services.

Galicia, in general, was structured through a territorial continuum *home-place-parish-council-region*. Parish was the reference of identity and community sense of identity. Ageing, close and abandonment of houses and entire places breaks that structure, which needs to be reconstructed with new values.

This broken structure has, as its other side, consequences at a community and psychosocial level. Traditionally there were not much public services, but the community life, which was solid and rich, could perfectly substitute them. Socialization and mutual help were possible due to the presence of that human community.

Service planning for the territory struggles, on this scenery of traditional structure crisis, between the efficiency and expenditure sustainability and the criteria of guaranteeing population rights for the whole community in a equality conditions.

6.1 Transport

Three response types can be observed for this challenge. The first one, has a degree of centralization of services and compensates distance to them with a transport system: it aims for providing the service to the population. This type of experience is not included in this study, but through exchanges with other countries, it was possible to get to know experiences in which, through volunteering, transport is facilitated to neighbours of isolated areas. It also responds to this model using school transport for adult persons in scattered areas.

6.2 Decentralization and new services models

The second one is carried out in the opposed sense, as it takes the service to the population. Services are decentralised, can be towards a particular (home care services), or in parishes centres or in the area. This means that often it will be necessary a reconceptualization of services: in a scattered area, with low density of populations, services need to be more flexible and polyfunctional.

Home care services and proximity services, already explained in previous sections, constitute an example of this decentralised service.

As it was previously shown, educational support services for rural children, of the Association Antonio Gandoy, home delivery services, of the cooperative 'Fademur Antoxos' (Fademur's Taste), represent decentralised models characterised by been designed and developed from the same scattered rural territory. It is not only about providing services in a decentralised way, but provide from proximity: from an identity connection between who provides services and who receives them.

CDR Ancares helps for settlement are another example of a duplet proximity. On the one hand, they are a home service, which is designed for the necessities of each user: they choose the type of support that they need and choose the person who would provide the service. On the other hand, they attempt that this service would be provided by another person of the same centre or village, which means to decentralise the very organization of the provision of the service.

The main characteristic of this initiative is its flexibility, in the sense in which is adapted to the necessities of each user and the possibilities of each centre. It places in the centre people and vulnerable territories, so that it is from them and by them where the responses emerge.

Other initiatives of community nature recover the parish as the first and most structuring part. Decentralised activities of the council of Xermade are a good example. In order to offer cultural and leisure opportunities to the whole population of the municipality, it is not necessary to apply the centrality criteria. Conversely, activities are carried out in parishes, in relation to the interests expressed by neighbours.

Many conservation and heritage promotion works are also present in parishes: Son d'Aldea, Proxecto Esmelle, activities carried out by the Forest Community, etc.

These type of experiences also decentralised participatory spaces: they seek that population will define responses at a parish and personal level (as it was already shown in the fifth chapter how participatory models are articulated according to community tradition and the possibilities that proximity and direct personal knowledge offer).

6.3 Information and communication technology

In the third place, the technological revolution that ICT represent is used to improve accessibility. There are different studied initiatives that highlight the ICT's role in favour of territorial accessibility in territories of scattered population.

If accessibility difficulties are a territorial exclusion factor, ICT can be a very useful tool to overcome this, due to the access they allow to information and services from any point of the territory. Their potential is still being developed in rural areas to improve the quality of life of its inhabitants.

Communication: The most immediate issue that new technologies allow is the information access and the communication capacity. Before Internet's generalization, television and radio, which are also part of the information and communications technologies, contributed to overcome rural isolation.

The television programme ‘Vivir Aquí’ (Living Here) mentions how this communication media usually offer a central vision of urban areas, which programmes like ‘Vivir Aquí’ aims to compensate visualizing rural areas in a positive way.

From the rural educational trajectory of Asociación Antonio Gandoy, the radio is considered an important way of divulgation and to provide education for parents, as it can overcome isolation and reach every centre and house.

Internet and social networks, communication capacity also reverts: it is not only about information access, but also about creating information and to make it available for the public. InfoAcares and all the studied initiatives’ web pages are a good example of the generalization of this use of new technologies in order to show and communicate.

Commercialization: Communication capacity can be put into commercialization service, so that commercial intermediation services are not needed, and, by reducing this intermediation, better initial prices can be achieved.

One of the initiatives that focusses on this possibility is ‘Granxa Familiar’ (Family Farm). It is a web page (www.granxafamiliar.com), to create a virtual communication that promotes commercial transactions between rural and urban areas. It is focused on selling products of small family farms in rural areas.

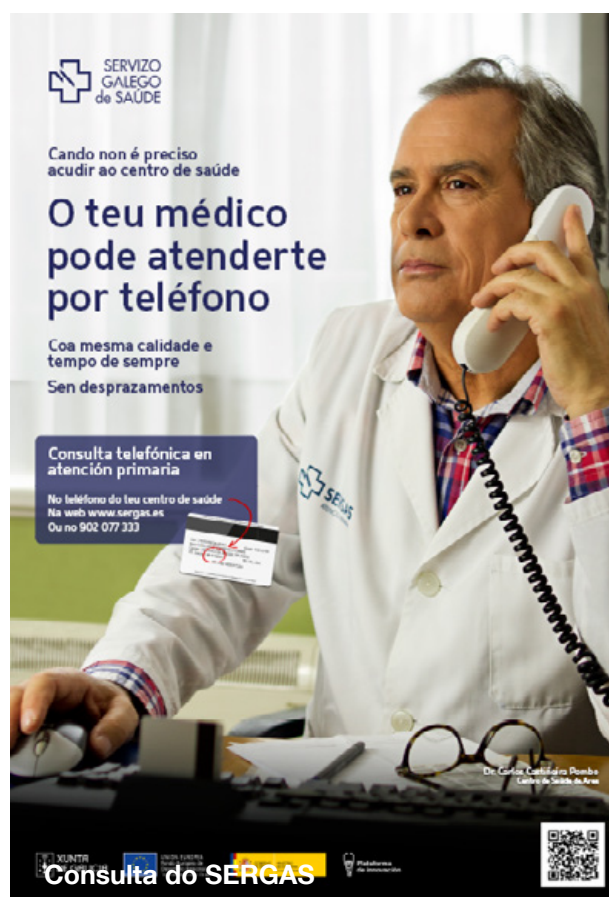
Therefore, it facilitates product commercialization of family farms, establishing a direct relationship between producer and consumer. This means a channel with no intervention. It also favours direct knowledge and trust, offering information about each of the farms, and not only about their products.

Services supported on new technologies:

New technologies not only allow to improve communication and commercialization, but also have the potential to change completely the way in which personal care services are provided. In particular, in the field of dependency, teleassistance can be an example that has an impact on saving important costs, in comparison with home care services.

There are three studied initiatives that respond to this challenge of improving life quality of people and to avoid that they have to leave rural areas, using new technologies’ potential.

One of them is the home consultation service offered by the Galician Health Care System (SERGAS). This service derives from the reality of an ageing and scattered population in rural areas, as well as from the transport difficulties that quite often this part of the populations experience when they want to access health care services. From this context, and of the



implantation of new communication technologies for the elderly, it explores possibilities to make telephone consultations, as this is also a gadget that does not involve any difficulty for the elderly, as the use of Internet does.

Each person, when they make a doctor's appointment, has the opportunity to make a telephone consultation. In this case, at the time of the consultation, medical staff will make a telephone call to the person to attend the person.

Another initiative that develops a reformulation of home care services by using new technologies is 'MiAvizor' (Vigilant Eye). It consists of a service of teleprevention, in which a number of sensors are installed in houses to monitor habits of an elderly person, so that in case that the person experiences a problem, such as stop eating, being too long without moving, etc. This monitor generates available information for different professional and family profiles that take care of the person.

In this sense, it can be a tool for teleassistance or teleprevention, as it can be provided to the person by a family member, and not necessarily by a professional service. As it generates information that can be consulted by different persons, it improves global monitoring and family's implication.

Lastly, the initiative 'Rede de Escolas na Nube' (Network of Schools on the Cloud) connects schools that belong to the same grouped rural schools and it allows communication and interaction between teachers, students, and also families. Through this web tool, schools can have their collaboration areas and their own areas of virtual services thanks to a light application, and via a web browser for the final users (students of different ages, teachers and families). It uses an agile web architecture that allows those with slow internet connections to access the web. It can also support multiple concurrent users, and multiple Internet access devices.



Through this tool, educational resources are improved for children in rural areas, teachers and families, at the same time it has a positive impact on alumni technological skills.

Exclusion factors: In addition to the potential of new technologies, in order to provide a solution to rural challenges, during the study of initiatives it was possible to confirm that there are two important weaknesses that could stop their impact:

- The digital gap, due to which many people cannot have the needed skills to benefit from these tools.
- The lack of infrastructure, as there is no Internet access in some parts of the territory, or it has low quality.

Both factors can contribute to the territorial exclusion, due to digital exclusion

6.4 Creating models

Service accessibility

- 1) The dispersed distribution of population, together with depopulation and destructuralization of the community response, creates the challenge of [service accessibility](#), a central element of the territorial exclusion analysis.
- 2) Responses of the kind of [bring services to the population](#), look for innovative and flexible solutions to transport necessities.
- 3) Responses of the kind of [bring services to the people](#) have in common the a participative design and the [reconfiguration of services](#), which should be more [flexible and polifunctional](#).
- 4) ICT provide [new possibilities to bring services to the people](#) and to connect different territories. User's skills and technological conditions (equipment and connections) need to be bear in mind. It is necessary to articulate measures against the digital gap, extending technological capabilities between populations sectors not familiarised with ICT.

7

CONCLUSIONS

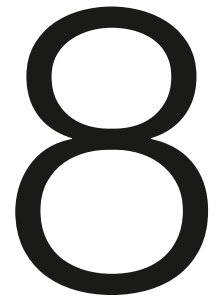
In this final chapter learnings from the analysed experiences will be summarised. In addition to the actuation principles that will be a positive reference, it is necessary to point out that some challenges, or non-solved conflicts were found, and it is also necessary to pay attention to them. Some of them are: difficulties to acquire or the right of usufruct land, tension between community participation and hiring technical staff, problems for the reception of new settlers in rural areas (mistrust), the shortage of staff, or the lack of continuity of some initiatives, among others.

In its original biological sense, by symbiosis it is understood the association of individuals of different species, in which all of them benefit from living together. This idea, taken to the social field, the Project Symbios formulated the hypothesis that responses to demographic change challenges and inclusion are based in relations between agents (and thematic fields) different, mutually benefited from that joint action.

If the territorial exclusion vicious circle and the demographic decline incorporate factors that can be feedback, such as employment, housing, social relations, education, and health..., the activation of virtuous circles also needs to bear in mind this interrelation, as well as the work between different agents. From the presented analysis in this inform, we can identify 12 principles that regulate these *symbiotic* initiatives to guarantee inclusive, sustainable, and intelligent territories. These are the following:

- 1) Administration action is **transversal and multilevel** integrating different departments and different levels of the Administration in common projects and making Local Administration, which is closer to citizenship, have also a leading role.
- 2) Action in favour of territorial inclusion is formed by the **collaboration between the Administration, social initiative, and private entrepreneurial initiatives**.
- 3) Actions that incorporate **community participation**, offer a better adaptation between resources and necessities, using knowledge and community resources and incorporating a higher innovative potential. They also favour the construction of action proposals respectful with local identity and putting into value the role of populations in the territorial custody.
- 4) Articulate **formal and informal networks** of collaboration, that would favour innovation, mutual support and generating contagious initiatives.
- 5) Energising economy activity in rural areas needs to take into account the characteristic diversified economic activity of people living in rural areas. Therefore, **livelihoods** are promoted (not jobs).

- 6) **Proximity services** are used as an opportunity for local employment and valorisation of mostly feminine qualifications through social economy formulas
- 7) **Territory's resources** are an economic opportunity and of employment. Among these resources are environmental conservation assets, smallholding actualization, and traditional exploitation models, forestry sector or the access to equipment and goods under cession formulas or low prizes, among others.
- 8) Intervention attempts that the **creation of value has a positive effect in the territory** and in the most vulnerable persons, avoiding that positive externalities go to more energised territories.
- 9) It needs to be chosen the most adequate **scale** for the initiatives, bearing in mind that it is often the most adequate is **the small scale**.
- 10) In addition to objective conditions, work is been carried out to **overcome the prejudice** that associates rural areas with backwardness, ignorance, and lack of comfort.
- 11) Working **methodologies** should **respect knowledge and local identity**, avoiding homologate procedures following urban models.
- 12) **Service accessibility** is guaranteed by bringing services to the people, with innovative model services, flexible and polifunctional, which often are supported by ICT.



ATTACHED: GUIDE OF THE OPEN INTERVIEWS

Guide

A. IDENTIFICATION DETAILS

Identification of the Experience	Identification of the interview
<ul style="list-style-type: none">• Name of the project• Name of the responsible organizations• Typology and legal form of the organization• Contact details• Address• Telephones• E-mail• Details of the web page, blog, social network	<ul style="list-style-type: none">• Name and surnames• Relation with the company• Functions• Contact details• Address• Telephones• E-mail

B. DESCRIPTION OF THE EXPERIENCE: CREATION, BACKGROUND, EVOLUTION

1. What is this experience about: careful description of what is the experience about and their objectives.
2. How was this experience thought?
3. Were there previous experiences here, or ran other places in which they would have act as a base to develop the actual experience? Does any of the participants in this experience come from other previous experiences?

Identify the existence and nature of other previous initiatives that served as a basis or for actual rural development.
4. How was the historical evolution of the experience from its creation to the present moment? Where there determinant moments? Indicate or establish its phases (start, settlement, growing, consolidation, crisis, regression...).

C. CONTEXTUALIZATION WITHIN THE TERRITORIAL AREA

5. Clear description of main characteristic of the territory where the experience is localized.

6. Analysis of identity factors of the territory: from a social, cultural, anthropological...point of view; is there a relation or bond with the territory?
7. Analysis of vulnerability factors. Main problems in the territory for its social, economic, etc. Development. Differentiation by genre.
8. Brief contextualization of the actual situation of the sector or socioeconomic area in which the experience is framed. Masculine and feminine employment.

D. MAP OF KEY AGENTS AND PARTICIPATORY DIMENSION

9. Which agents are the addressee of actions? Description of profiles. By genre.
10. Which agents participate in the promotion and development of this experience? Political agents, social agents, companies, technicians, citizenship...Representation by genre.
Which Administration intervenes? What is its role? With which other actors does it have a more close relationship? How much power does it have on decisions?

Which technical staff intervenes? What is its role? With which other actors does it have a more close relationship? How much power does it have on decisions?

What is the role generally played by citizenship? general and non-organized? What is its role? With which other actors does it have a more close relationship? How much power does it have on decisions?
11. Are all the agents from the territory? What role does people from outside the territory play? Are there people who are from the area but they live outside? What role do they play?
12. How would you grade the different types of relations between the different agents?
Intense / Formals / Conflictive / Non existing /...
13. Is there a social participation dynamic? If your answer is positive how would you define it?
Genre qualification.
Active / Scarce / Personal and direct participation / Mediated participation / Mixt / Consultative

Advisory bodies /Continuous dialogue with organizations / Open Assemblies / Not binding consultation
14. Is there experienced leadership? Who takes the initiative/or leadership? How was that leadership carried out? What was the role of women in that leadership?
Bottom-up initiatives / Horizontal initiatives / Up-bottom Initiatives

E. RESOURCES AND TOOLS USED

15. What type of technical equipment was used to develop this project?

- Territorial resources
- Infrastructures, strength and equipment
- Communication and new technologies infrastructures
- Mobility elements
- Specific means

16. Human resources?

- Own resources (people, family members...)
- Third party volunteering resources (neighbouring, staff from associations or entities)
- Technical staff or hired or subsidized staff for specific advice

17. Using economic resources. Is there any that was decisive to develop this experience? Difficulties to access funding:

- Own funding/ private. Formulas for financing and access
 - Public financing (subsidies, agreements, contracts...)
- Percentages, amounts of funding, duration, supervision...

F. IMPACT ANALYSIS

18. In which factors and areas caused the experience an impact? If there are indicators collect them. Indicate gender differentiation.

Areas

Area of social and community relations (neighbour relations, associations, volunteering...)

Area of social and territorial integration (social inclusion, immigration, vulnerable collectives...)

Area of social services (assisting services, basic services and/or specialised, promotion of personal autonomy and dependency prevention, mobility...)

Area of health (health care)

Area of education

Area of tourism, culture and leisure

Area of economy, business sector (agricultural, forestry...)

Area of entrepreneurship (self-employment, social economy...)

Area of environment (ecology, natural resource use, green economy...)

Area of innovation

Factors

Political

Demographic problems (birth rate, ageing...)

Territorial problems (territorial abandonment, energizing, redevelopment...)

Provision of public services to the population (health, education, basic services)

Economic

Generation of wealth

Generation of employment

Entrepreneurship and self-employment (job opportunities)

Social economy

Other formulas

Entrepreneurial development, rural development...

Social

Birth rate

Interterritorial mobility (rural-urban-rural)

Population securing

Assisting personal necessities (services to the population); are cover by the Administration?

Social integration (immigration, marginalised collectives, risk situations of social exclusion...)

Technological

Technological innovation, processes...

Communication and access to new technology

19. What type socioeconomic impact did it have?

Increment and diversification of social and economic resources

Activities diversification

Employment generation (private and public /masculine and feminine)

Generation of initiatives and entrepreneurship projects

Income diversification (gender)

Development of business and tourism sector

20. Which factors influenced on the experience's positive impact? And on the negative?

Planning

Previous experience

Public and private resources

New and own equipment

Managing the experience

Activity diversification and proposals

Adaptation to population's needs (by genre)
Participation levels and methods, and others

E. CONCLUSIONS

21. Do you consider that this experience could be useful in other territory or is it limited to its localization circumstances?
22. If it is a transnational experience does it deal with:
 - Transnational weight
 - Relation with partners
 - Economic contribution of the transnational part
 - Technical and logistic resources contributed by the transnational part
23. If you had to point out to positive elements of this experience, which would they be?
24. Conversely, if you had to point out three negative elements, which would they be?
25. Do you know experiences related with Project Symbios' objectives? Could you provide us information about them?



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