

Rebuilding Trust to Develop the Resilience of Weakened Territories in France

Elements for a New Approach to Territorial Intelligence concerning Information and Communication Stakes in a Context of Digital Transformation and Globalization

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Abstract—In an international context of globalization and digital transformation, social ties are in crisis, particularly in France. In an approach to Territorial Intelligence concerning information and communication stakes, we propose some ways to try to (re)build trust to promote resilience and sustainable development of weakened territories in France. This rebuilding of trust can be achieved through projects to develop a collective representation for shared understanding in communities of knowledge, associating all the actors and with a new role in public services. We will put forward an application of this approach in three sectors of activity: cultural tourism, local businesses, healthcare and social protection. We will consider the application of this approach to a specific territory (the ‘Couserans’), in the heart of the French Pyrenees, whose specificities and opportunities of resilience we will present.

Keywords - *Information; Communication; Transformation; Society; Trust; Weakened Territories; France.*

I. INTRODUCTION

Twenty years ago, A. Giddens outlined our « Runaway world » or « how globalization is reshaping our lives » [1]. This transformation is provoking increasingly strong reactions from those who feel they are victims of the changes.

In France, these consequences are very important in the weakened territories. The main topic of this paper is to show how rebuilding trust may help to develop the resilience of weakened territories in France, especially with cooperations through knowledge sharing to promote collective intelligence.

The issue of inequalities between territories is an old problem in France. It has taken on a new dimension with the crisis of social ties, in a global context of globalization and digital transformation [2][3]. In an approach to Territorial Intelligence centered on information and communication stakes, we propose some ways to promote the sustainable development of weakened territories insisting on a dynamic of trust based on shared projects, to (re) make society.

After an introduction, first of all, we will present the context of this work, specifying our approach to weakened territories. In a second step, we will present our scientific positioning and our research methodology in the French interdisciplinary field of information and communication sciences and our new approach to territorial intelligence in a

constructivist approach with the aim of building knowledge communities to promote the attractiveness and sustainable development of these territories. Third, we will focus our approach on three sectors (local companies, cultural tourism, healthcare and social protection) and we will apply it to the ‘Couserans’ territory (French Pyrenees). Fourth, we will specify our territorial intelligence approach, based on interactions with and between all the inhabitants and actors. Furthermore, we will propose elements to develop a contributory intelligence around a synergy of projects. In addition, we will advocate for a new role of public services: State, local authorities and social protection organizations. We will end with a conclusion.

II. PURPOSE OF RESEARCH – SCIENTIFIC POSITIONING – METHODOLOGY

In this section, we first present our purpose of research about the specificities of weakened territories in France, then our scientific positioning and our methodology.

A. Weakened Territories in France

The issue of territorial inequalities is a long-standing one in France. In 1947, Gravier, in a book of great resonance, spoke of "Paris and the French desert" [2]. From a voluntarist perspective, the DATAR (*Délégation à l'Aménagement du Territoire et à l'Action Régionale*) was created in 1963, under De Gaulle's presidency.

The problem of weakened territories suddenly became apparent to the general public in France with the riots in the suburbs of large cities in the autumn of 2005. It reappeared two years ago with the Yellow Vests (*Gilets Jaunes*) revolt, in autumn 2018, this time principally concerning small towns or rural areas, described by Guilluy [3] as "peripheral France". It reflects a rupture between areas, very often affected by deindustrialization and unemployment, compared to areas where urban elites of power and wealth live, and between those who consider themselves to be the victims of globalization against those they consider to be the beneficiaries. According to Paugam [4], it is therefore a crisis of social bonds with a strong sense of abandonment or injustice accentuated by the isolation and withdrawal of public services.

This feeling to be despised and forgotten by the power of the State (Paris) and by the European Union (Brussels), has progressively become a crisis of society [3]. This crisis of society is also a crisis of trust. According to Le Cardinal: "trust is at the foundation of society" [5]. It is built at different levels that interact with each other: trust in oneself, in others, in the future [6].

B. Scientific Positioning – Methodology

We position in a constructivist perspective (the construction of social reality by all actors) insisting on issues of meaning, interactions and social representations. We are part of a Research Team, DICEN IdF in a French University, associating the interdisciplinary Information and Communication Sciences that means information (data) perspectives with communication (links, interactions) perspectives. We present an approach named ICOE: Information and Communication Organizing Ecosystems. Ecosystems can be companies, organizations, social groups, and, of course, territories. We have an Action Research position (producing knowledge for action), with field observations and interviews with the main actors in the territories.

According to Bernard [7], we stress the importance of the researcher's commitment and communication to understand change as Carayol [8]. In the constructivist perspective explained, we attach great importance to creativity and innovation in territories like Godet [9].

We will insist on project dynamics to build trust between all the actors. The aim is to produce a collective intelligence and to learn how to better work together. To begin with, it is a question of exchanging ideas to build a collective representation of a shared future, then, to bring together all the relevant skills. The trust dimension is essential, both in the people and in the tools used.

We emphasize the fundamental notion of resilience. It originally concerned the Physical Sciences to define how a material could return to its original form after a shock. It was then used by psychology to explain how an individual could react to hard difficulties and get out of them. It has gradually taken on a collective dimension for social groups, organizations and also territories.

We particularly refer to the Situational and Interactionist Semiotics proposed by Mucchielli [10]. This method helps us to understand the meaning for actors in a specific situation. Mucchielli proposes to divide this situation serving as an interpretative background in different "frames": the intentions and the stakes of the actors, the culture and their norms of reference, their positions compared to other actors, the quality of relationships maintained, the historical and temporal frame, the sensory "frame", etc.

For us, communication may help to (re)create bonds, which are essential in these weakened territories. Data and its transformation into knowledge is also essential, with the issues of Big (by relying on the voluntary sector – *secteur associatif*) and Open data (institutional data) with GDPR (*General Data Protection Regulation*) challenges, with the new profession of Data scientist, applied to sustainable development and territorial marketing. But above all, it is a

question of giving meaning to the data through intermediation tools in interface situations. According to Nesvijevskaia and Chartron [11], we insist on mediation between humans and data through interface tools.

Therefore, we consider the importance of socio-technical devices: Web sites and social networks as levers of resilience for these weakened territories. According to Ellul [12], we are aware of the ambivalence of technology and particularly of digitalization: it cannot do everything, but can make possible useful changes that create economic and cooperative values for sustainable development.

We focus on visibility issues (especially on social networks) to promote the attractiveness of these weakened territories, with e-reputation and territorial marketing issues. And additionally, with the importance of watching activities [13] in a Competitive Intelligence approach to anticipate and benchmark success stories developed in other territories.

After a mobilization of the existing literature, the proposed work is based on situations of participant observation. The author of this communication participates in the activities of local associations that serve as supports of this work. His membership in these associations has facilitated interviews, particularly with their leaders or essential actors and access to their documentation.

III. AN APPROACH FOCUSING ON THREE SECTORS (LOCAL COMPANIES, TOURISM, HEALTHCARE AND SOCIAL PROTECTION) APPLIED TO 'COUSERANS' (FRENCH PYRENEES)

In this section, we propose a Territorial Intelligence approach focusing on three main sectors of analysis (local companies, tourism and cultural heritage, healthcare and social protection) and its application to the Couserans area in the heart of Central Pyrenees.

A. Three Sectors of Analysis: Local Companies, Cultural Tourism, Healthcare and Social Protection

Particularly interested in the territories of "*la France profonde*" or provincial France, often having a strong identity and worried about their future, we focus on three complementary converging sectors of analysis: one for economic development (local companies) and another for cultural activity and tourism, healthcare and social protection, with the main challenge of social and territorial inequalities, important for social cohesion and also for sustainable development.

First of all, we are interested in the sustainable economic development of these territories, through local companies, often focusing on authenticity and home-grown products (gastronomy), or on technological or specific product niches, employing local labor, with an innovative and creative dimension [9]. We must also mention the little-known role of the National Gendarmerie (*Gendarmerie Nationale*) in protecting both their physical (buildings) and their intangible (knowledge) assets.

We focus next on Tourism based on culture heritage and nature resources as a lever for the resilience of these weakened territories. We outline the prospects of "slow tourism", focusing on authenticity, valuing cultural heritage, in interaction with nature and gastronomy. The use of social networks can be a lever, as for "geocaching" for treasure hunting activities, with the example of Terra Adventura in the New Aquitaine Region. Also, with the enhancement of different "routes": long-distance hiking trails (GR), the different Compostela paths, the paths of the Cathars (heretic people in the south of France during the Middle Ages) Stevenson's or Jacques Coeur's "routes" etc.

Healthcare and social protection issues (like education) are essential to maintain populations and attract newcomers (social link). We study them in a more global perspective of social and territorial inequalities in health: inequalities, both individual (poverty and isolation) and collective (remote territories): the question of medical deserts. We must also tackle the challenge of the "walls" dividing the hospital sector from the primary care sector [14]. New approaches with the development of interface organizations in healthcare (health networks or multi-professional healthcare houses, etc.), and the implementation of territorial support platforms for doctors in weakened territories with the construction of new "territorial health professional communities" can constitute interesting ways, particularly when they are based on local telemedicine projects and socio-technical devices (services platforms for doctors, EHR: Electronic Health Records, etc.). Safeguarding healthcare, as well as education structures (maintaining local hospitals, schools and high schools), implies preserving public services with a new approach (more in networks and with service platforms) to their activity. It implies also keeping public and private public transport to fight against the isolation of the poorest and most vulnerable people.

B. The Case of Couserans (Ariège / Pyrenees)

Our approach is applied to Couserans, corresponding to the district of Saint-Girons, in the department of Ariège in the heart of the French Pyrenees. This territory has a very strong identity that the daily newspaper *La Croix* has described as "an island in the Pyrenees" [15], with a strong tradition of dissent that is reflected in the importance of the Yellow Vests (*Gilets Jaunes*) movement in this area. This territory has been heavily affected by the rural exodus: 95,000 inhabitants in 1850 and 29,000 in 2015. Its "capital", the small town (sub-prefecture) of Saint-Girons (6300 inhabitants) has lost most of its industries (paper mills) since 1975.

Couserans lost its passenger railway connection to Toulouse as soon as 1969 and its hospital has been threatening to close for several years. Classes and schools are closing in many villages. Live shows (*spectacles vivants*) such as *Autrefois le Couseran* at the beginning of August (more than 800 volunteers and 30.000 spectators) or that of the *Consorani* association keep the nostalgia of an idealized past and the pride of local traditions alive. This cultural dimension can be a lever for development with the repositioning of the tourist offices and the enhancement of

cultural heritage, nature resources (mountain hikes, rivers), the Pyrenean Piedmont Compostela Way, etc. These live shows feed the dynamics of the voluntary sector (associations), constituting an essential asset. During the summer of 2020, most of the shows mentioned above, as well as a large number of local celebrations with their festive meals, important elements of identity and interaction between local inhabitants and tourists, were cancelled.

Local companies, particularly in the food sector (pork products, cheese dairies, cakes, jams, ice creams, etc.), focusing on authenticity and local products, with planned marketing on the Internet, constitute another important lever for sustainable development and local employment, also with competitive companies with niches and product strategies in industrial fields.

In the healthcare sector, interface organizations: Echo Healthcare Network, Home Hospitalization, MAIA for Alzheimer's patients, are now integrated into a CPTS (Territorial Professional Health Community) with the local hospital (CHAC or Hospital Community Ariège Couserans - *Centre Hospitalier Ariège Couserans*) After those existing in Prat-Bonrepoux, Castillon, Seix, Massat and La-Bastide-de-Sérou, a new multi-professional healthcare home (MSP) is under construction in Saint-Girons and will be operational in a few months. Training and education are also important assets. Saint-Girons has three high schools or *lycées* (one general and two vocational).

Since 2017, the 8 Communities of Communes of Couserans and two intercommunities unions have merged to create the Community of Communes "Couserans-Pyrénées" or "Com-Com". This now concerns 94 communes, with a population of around 30,000 inhabitants. It is concerned with a great number of sectors of local life: environment, waste, health, education, cultural life, healthcare, economic development, tourism, etc. It constitutes a major and federating actor for any territorial intelligence project and we are in contact with its main actors.

With its isolated and heavily depopulated high valleys, the Couserans is nevertheless only an hour and a half away from Toulouse and also has other assets that its inhabitants insist on: a quality of life and a rather preserved nature.

IV. FOR A TERRITORIAL INTELLIGENCE APPROACH IN INTERACTIONS WITH AND BETWEEN INHABITANTS

In this section, we propose some ways for a Territorial Intelligence approach focusing on interactions with and between all the inhabitants, all actors of these weakened territories, with of importance of rebuilding trust and the communication (relationship) and the use of data as possible levers.

A. The Importance of Territorial Intelligence

During a seminar of the French research network Org & Co – Organizations and Communication (2012) devoted to Territorial Intelligence, Le Moëne proposed a definition to which we subscribe: "Territorial intelligence is a form of

collective intelligence developed on and around a territory in order to think and act there". Zara specified this notion of collective intelligence. For him, "it is the intelligence of the link, of the relation" [16].

We propose to insist on the dimension of cooperation, by involving all the actors even more. With this in mind, we meet Bernard and her approach to "engaging communication" [7], after having defined Information and Communication Sciences as interdisciplinary at the convergence of the four questions about creating links (interactions), meaning, knowledge and action [17]. Carayol [8] considered communication as a lever for change. We can also draw inspiration from Japan's "strategic knowledge communities", studied by Fayard and Moinet [18].

Bertacchini [19] considered "the territory as a collective intelligence enterprise to be organized towards the formation of local formal capital", promoting a culture of participation and project to federate all skills". We have considered [20] that the territory can be (re)constructed through a synergy of projects.

B. To Rebuild Trust

Girardot [21] within the international network of territorial intelligence INTI proposed the Catalyse method to make emerge and federate the initiatives of the actors of the territories, in particular of the inhabitants, with the use of the existing data and the production of new ones, with the possibility of creating territorial observatories.

The Catalyse method is based on many existing tools or tools to be built: information systems, especially geographical, with a strong territorial dimension, quantitative statistical methods or qualitative data analysis, project management and evaluation methods. Based on a diagnosis of needs and existing resources, its vocation is to build a territorial information system for decision support (proposal of indicators) of the main actors (local authorities, State services, associations, etc.) that can lead to the setting up of an observatory of the territory concerned.

The aim is to build solutions for and with the inhabitants. It proposes to articulate the needs of the territories and the available resources around a project dynamics federating the maximum number of actors, relying on the citizens' initiative and producing data to support their actions. This method has already been applied in different territories: Besançon (France), Liège (Belgium), Huelva (Spain), Salerno (Italy), in Quebec, Argentina, etc.

This method can be articulated with the FAcT - Mirror approach (Fears-Attractions-Temptations in Mirror method), proposed by Le Cardinal and his team [22], in particular to remove fears and develop trust around complex projects, but also in weakened territories such as the area of Belarus still affected by the Chernobyl disaster (1986) twenty years after the nuclear catastrophe [5]. Their challenge was to rebuild trust that had disappeared, as the populations had lost trust in the authorities, science, doctors and also in themselves.

Rather than trusting only the experts (those who said they know or think they know), Le Cardinal and his team went directly to the inhabitants, living with them for three years. They listened to their needs and hopes. Trust is time: it is

built in the quality of relationships. Around the FAcT-Mirror method, this building of trust, constituting an accumulated capital, is based on a relationship ethic focusing on respect, loyalty and mutual commitment.

C. With Communication (relationship) and New Uses of Data as Levers?

Communication (relationships and co-operations) and new uses of data may constitute important levers of sustainable development of territories. "Living Labs" have been developed in this perspective. They insist on the project dimension, such as Brie Nov (Seine-et-Marne North), which proposes a PPPP approach (public-private partnerships and population), in particular to bring together and help work together native inhabitants and newcomers [23].

Data can be an important support for territorial development. With the creation and use of data, we enter the vast fashionable subject of smart cities, which, in the case of the Couserans, or other weakened territories, we prefer to approach through the notion of smart villages. Like Stiegler, we favor the dimension of human interactions. Faced with the risks of data use drift ("datacracy"), we prefer his "contributory learning territory" approach [24]. Insisting on the changes induced by massive data in human activities, Nesvijejskaia and Chartron underlined the stakes of the human/data interface. For us, this aspect is essential for the visibility and the development of the attractiveness of the territories [11].

But, for us, the uses of data and digital devices are not an end in themselves. They are not a miracle solution, but they can be an important lever for "resilience" and territorial development by promoting "reliance": development of interactions and social links between all stakeholders to promote innovation and creativity in the territories, as recommended by the Godet and al. report [9]. The aim is thus to produce data for action, in particular to promote collaborative innovations, which are promoted by Zacklad [25], by also making remote areas more visible thanks to digital technology.

These elements of reflection outline a cooperative and contributory intelligence approach that should be based on a synergy of local projects.

V. TRYING TO DEVELOP A CONTRIBUTORY INTELLIGENCE AROUND A SYNERGY OF PROJECTS

In this section, we propose some ways to try to develop a contributory intelligence around a synergy of projects, with narrative shared experiences to build a form of Wise Territory. We analyze then the impact of the Covid pandemic in these territories.

A. *The Importance of the Appropriation of the Territory through the Narration of Experiences and Projects*

Following on from previous work [20], and in a socio-constructivist approach, we consider that the territory can be (re)constructed through a synergy of projects, including the sharing of knowledge to develop intangible territorial social capital [19]. Of course, we know how to take advantage of all the potentialities of new uses of data and digital socio-technical devices. The aim would be to foster a form of "resilience" of these territories, based on their assets of authenticity and identity around a new collective project of territorial dynamics, involving as many local and external actors as possible. In a way, "reliance" (network interactions) may help with "resilience", by making this territory more visible in the age of social networks and globalization and more attractive to newcomers: people and above all, companies.

We believe that, as in the Catalyse method, this project dynamics must begin with an appropriation of the territory by putting experiences and projects into narratives, combining memory and pride in the past (traditions) with future prospects, as D'Almeida [26] pointed out, as organizations always develop between projects and narratives. We think it may be the same possibility for these weakened territories in sharing experiences to build collective meaning and social representations.

B. *Which Devices for Which Projects?*

The Couserans Pyrenees Community of Communes or Com-Com and the Regional Natural Park of the Ariège Pyrenees including the Couserans and the various tourist offices that are in the process of merging may constitute interesting entry points.

The Web can also be an important element in making territories visible and contributing to their resilience. The University of Teramo, in Abruzzo (Italy), is thus trying to boost a new dynamic for the L'Aquila area, victim of an earthquake a few years ago, by relying on a Wikimedia project to give visibility to this territory by promoting the sharing of knowledge to foster its resilience, using open data in particular [27].

C. *A Smart or rather Wise Territory ?*

The Couserans could thus position itself as a "smart territory", with, by banking on the quality of life and the relative proximity of Toulouse, the possibility of "rural coworking" combining aspects of a break from the hectic life of today and remote work, as proposed for example by Mutinerie Village in the Perche (in the West France, in the south of Normandy), with, once again, the question of relays as levers for development and outreach, Mutinerie Village having also developed a network from Paris. This network operation, both internal and open to the outside world, can be an asset, drawing in particular on the dynamics of social networks.

This also raises the whole question of the role of the attractiveness agencies and the repositioning of the Couserans tourist offices, which, like the communities of communes a few years ago, are in the process of being grouped together. We are certainly moving towards a hybridization of their activities, with a platform dimension for an offer of services (with a strong interactive dimension) that are increasingly personalized.

Geocaching, which is increasingly practiced in other territories, can be an interesting asset if it is integrated as a form of tourist entertainment to help people discover local heritage, for example as a treasure hunt. Geocaching could be coupled with "slow tourism". A form of tourism, where one knows how to take one's time, insisting on contacts with nature, culture and gastronomy, favoring non-polluting transport (bicycles, etc.), in a sustainable development perspective, which seems particularly well adapted to the Couserans. These projects could be based on other, more important ones, to relay and legitimize them, such as, for example, giving a cross-border dimension to the ski resort of Guzet-Neige with a pass road relationship with the Catalan valleys, thus recovering old traditional relationships.

Tourism is not the only thing, even if it can be a key lever for development. The local hospital or CHAC, has long been banking on telemedicine activities, including with Spain, and on a new range of networked services: Echo Santé Health Network, home hospitalization, etc. The coupling of their activities with the development of multi-professional healthcare houses in the various valleys and under construction for Saint-Girons area, is essential for improving healthcare in Couserans.

Rather than "Smart Territory", this term in relation to "Smart City", having a strong technical dimension, we prefer to speak of "Wise Territories", mobilizing the notion of "Wisdom", linked to that of experience with a strong collective intelligence approach associating all the actors to take their destiny into their own hands. It is a question of (re)building trust for the resilience of these vulnerable territories based on a new collective dynamics (trust and reliance for resilience).

D. *The Impact of the Covid Pandemic Crisis*

The Covid pandemic crisis and in particular the long period of containment (*confinement*) in France (two months from mid-March to mid-May), followed by numerous restrictive health measures (wearing masks) and the fear of new waves in the months or years to come, are leading the inhabitants of large cities to take a different look at these economically vulnerable territories, from which they often come and where they quite often have second homes.

As the pandemic is often carried by populations coming from other areas or the proximity of major airports for large cities, their relative isolation becomes an essential asset. Their quality of life can be coupled with distance working (teleworking) for new attractiveness in our services society, with the added advantage of renewed contact with nature and the rather low price of housing.

But there is one major prerequisite for developing these new projects: breaking the isolation of the Couserans. Isolation on two levels: transport and also digital. The development of broadband, including in remote valleys, is essential to promote activities with a strong intangible dimension. This is one of the major objectives of the new president of the Ariège Departmental Council.

VI. WITH A NEW ROLE FOR PUBLIC SERVICES: THE STATE, LOCAL AUTHORITIES AND SOCIAL PROTECTION ORGANIZATIONS

Algan's point of view in relation to the Yellow Vests revolt [28] is that the feeling of unease amongst weakened territories (and for us particularly in Couserans) is very noticeable, "wounded relationships with others", both at the individual and collective level, on one hand with social and territorial inequalities in health, and on the other, the individual and more collective dimension with territorial specificities. Moreover, with reference to Algan, it is a question of "creating links and trust in the territories", this idea of rebuilding trust which is the guiding thread of our work.

The official discourse since the beginning of the Yellow Vests revolt is to promote new forms of public action in territories, especially vulnerable ones. A new National Agency for Territorial Cohesion (ANCT) was created in November 2019, bringing together former organizations, including the DATAR. Its coordination in the various departments should be ensured by the prefects (whose role is also strongly questioned by digital transformation), responsible for the State's deconcentrated services in the departments. Is this a new way of redefining the national State as a platform for services, particularly digital services (e-administration)? Is it simply a change of name? Making new out of old? Only time will tell us...

This new role of the State, local and regional authorities and public services, particularly in the areas of healthcare and social protection, is essential for restoring the trust of local players and "rebuilding society", in a dynamic of animation and partnerships, by making the most of existing data and producing new data together, in the service of collective projects.

The National Gendarmerie may also play an important role in protecting their buildings but also the data and immaterial capital of these companies, which are often vulnerable in terms of cybersecurity.

Data is essential in healthcare and social protection. More than 20 years after Rosanvallon [29], we believe that it is no longer a question of rethinking the Welfare State, but rather, in an even more difficult way, in the current context (mistrust, budgetary constraints, etc.) to rebuild it, especially in vulnerable territories, so long forgotten. The digital transformation can help, as it can also aggravate the social disruption, by continuing to maintain them as "digital deserts".

The question of infrastructures to stop isolation is fundamental at two levels: transport and digital. Here again,

the role of public services (State, Occitania region, Ariège department, even Europe) must be essential.

Like progress or technology [12], data can be ambivalent: they can help rebuild social ties and improve or enable new services for inhabitants, just as they can derive into "datacracy" [24]. Like all our society, weakened territories are at a crossroads ...

VII. CONCLUSION

This paper corresponds to a work in progress in a whole context of globalization, of digital transformation and ecological transition that involves societal disruptions but can also help the resilience of weakened territories (ambivalence of technology and progress). In this context, we try to propose some ways to an approach of Territorial Intelligence in interaction with the inhabitants to develop a collective intelligence around a synergy of projects to build a shared future and give hope to these weakened territories.

We insist for a renewal of public services with new forms of presence and action in territories to be invented. It is thus a question of federating and creating new links to develop the resilience's capacity of these weakened territories by associating all the actors. First of all, by making them better known in order to build a shared project, by focusing in particular on the wealth of the associative sector in these territories. To make them more attractive, it is also a question of making these territories more visible on social networks (websites of local authorities, such as local companies) and thus promoting their e-reputation in a territorial marketing approach.

We try to open new ways to develop a value chain process of attractiveness by having all the actors working together to build a shared future as proposed by Le Cardinal with trust as a key lever [5], [6]. At the end of this work devoted to the resilience of weakened territories in France, we must come back to its main thread with the essential dimension of trust: in oneself, in others, in the future, apprehended in a constructivist approach of information - communication.

We insisted on the importance of communication to create links and then trust in a collective intelligence dynamic [16] by producing new knowledge (importance of data) in a contributory perspective that can be part of strategic knowledge communities [18]. The State and public services of region and department have a major role to play, in particular with Social Security organizations, to create social links [4] around new forms of solidarity, by listening to and being at the service of all the inhabitants, by encouraging the emergence of situations in which trust can be (re)built. It is our manner, according to E. Morin [30] to try to build a new future.

This work is the first step. We must now try to act in interactive research with decision-makers actors and with the inhabitants in local situations, as for example in Couserans, or in other weakened territories.

Its originality and main goal is to propose to try to articulate new initiatives of public or private authorities and

citizen initiatives to create a new dynamics of resilience rebuilding trust around a collective intelligence for shared projects. The affirmation of new territorial actors in France with a federative vocation, such as communities of communes, can be an important opportunity. This is particularly the case of that of Couserans - Pyrenees, with whom we are going to work over the next few months to improve the visibility and attractiveness of this territory with a strong identity and trying to mobilize as many actors as possible to build a shared project together: newcomers, or probably more easily, native people who may now, with the Covid crisis, want to come back to work remotely, and people already living and working in these territories.

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