



Case study

Topic 03: Territorial Dimension and Integrated Approach

Portugal



EUROPEAN UNION
Cohesion Fund
Operational Programme Technical Assistance



MINISTRY
OF REGIONAL
DEVELOPMENT CZ



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working world



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List of abbreviations

CF	Cohesion Funds
CLLD	Community-led local development
EARDF	European Agricultural Fund for Rural Development
EMMF	European Maritime and Fisheries Fund
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
IB	Intermediate Body
II	Integrated Instruments
ITI	Integrated Territorial Investment
LAG	Local Action Group
LDS	Local Development Strategy
MA	Managing Authority
OP	Operational Program
ROP	Regional Operation Program
SME	Small and Medium Enterprise
SUD	Sustainable Urban Development

Portugal

Integrated instruments

Both ITI and CLLD are implemented within the framework of ten regional operational programs, where the managing authorities are so-called regional agencies, which are, however, centrally managed and are part of the state administration. In terms of allocation, the most important instrument is the ITI (EUR 1 045 million), followed by the SUD (EUR 796 million) and the CLLD (EUR 280 million).

ERDF, ESF, EAFRD and EMFF funds are used for integrated instruments. In total, 88 local action groups (rural, fishing and urban) and 23 ITIs (which are implemented by so-called interregional entities at NUTS III level) are supported.

+ Positive aspects	- Negative aspects
<ul style="list-style-type: none">▶ Strengthening local partnerships▶ Increasing the involvement of private actors in cooperation▶ Using a single IT system▶ Strengthening the capacities and competencies of local authorities	<ul style="list-style-type: none">▶ Highly centralized public administration▶ Insufficient willingness of local authorities to cooperate▶ Lack of experience with a combination of multiple funds▶ Lack of experience with CLLD in urban areas

Key aspects of the integrated instruments

1

Strengthening local partnerships

Through the implementation of integrated instruments, the involvement of local actors, not only local authorities but also small and medium-sized enterprises, was strengthened.

2

Highly centralized public administration

The specificity of Portugal is the significant centralization of public administration. Apart from municipalities and central governments, there are no regions. Hence, integrated instruments to some extent compensate for this centrality.

3

Unified IT system

A unified IT system enables to identify potential overlaps between individual integrated tools, making it easier for MAs to approve and control projects.

4

Reluctance to cooperate

A key issue is the lack of willingness of local authorities and other actors to cooperate. Collaboration between cities does not work because cities actually compete with each other for the projects.



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1. Basic characteristics of the ESIF system

Number of operational programs (OP/ROP)	Number of territorial units (NUTS1/NUTS2/NUTS3)
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16 (6/10)

3/7/25

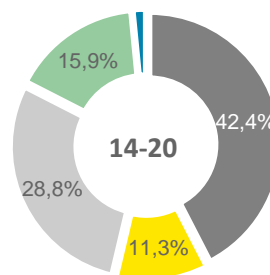
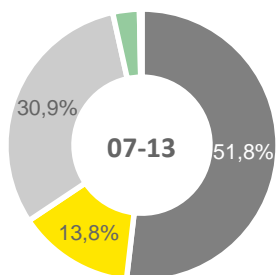
Total allocation planned (according to the programming period and according to the fund)
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*Total allocation
(mil. EUR)*

14-20: 25 398



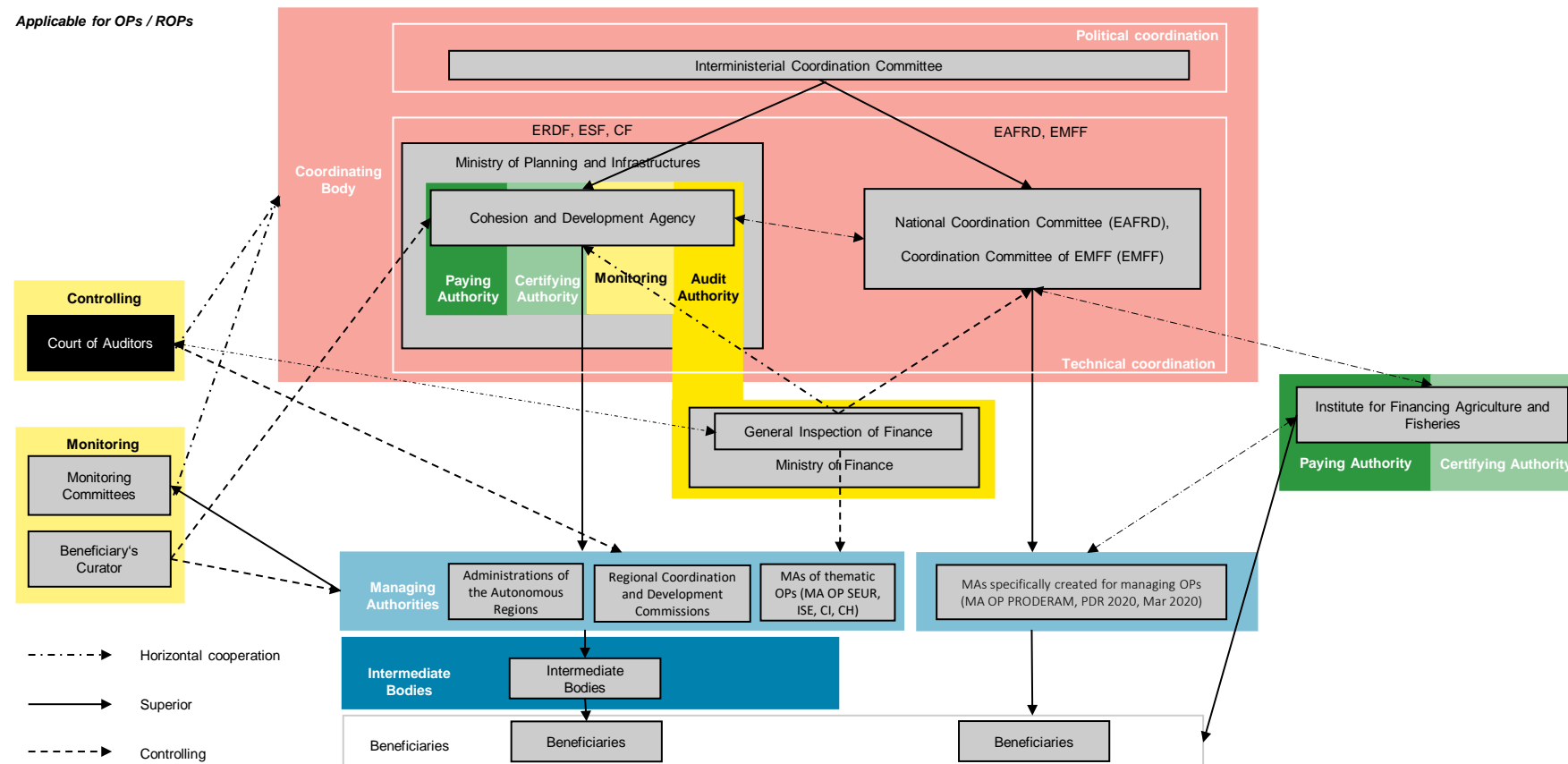
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2. Simplified scheme of the implementation structure

Scheme 1: Simplified scheme of the implementation structure

Applicable for OPs / ROPs



3. Answers to the evaluation questions

- 3.1 What bodies or actors are involved in this allocation? How is quality planning and the associated degree of decentralization of this strategic planning being ensured? What risks are associated with this? How is the partnership principle grasped and anchored in the territorial dimension?

How are the territorial development strategies developed? What is the methodological support at the national level / level of the MA? Who approves these strategies? How is their implementation monitored and evaluated? How are they linked to national strategies?

How are the territorial strategies developed and who defines the territory?

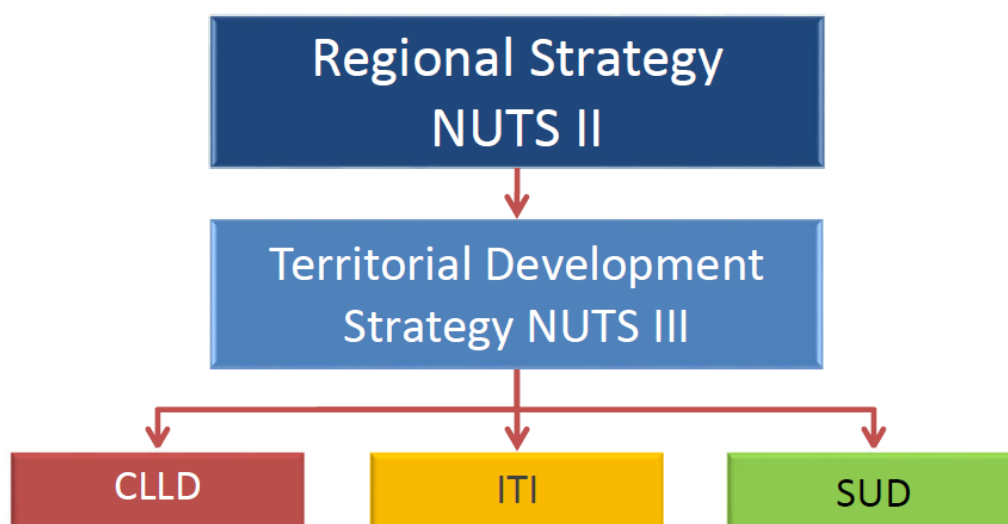
When does the LAG become the LAG in other member states, are there any standards for assessment that LAG needs to meet? How does the LAG participate in the project selection?

How do the cities operate within ITI, are they always an IB?

Portugal uses most of the possible territorial instruments set by the regulations, using all available funds (including the ERDF under the SUD, the ERDF, Cohesion Fund, the ESF and the EAFRD under ITI and the ERDF, the ESF, the EAFRD and the EMFF under three different types of the CLLD - rural, coastal and urban) together with a number of other territorial instruments co-financed by the ESIF for urban and extra-urban areas: PROVE (Strategies for the Economic Valuation of Endogenous Resources) and urban development strategies for complementary urban centres (PARU - Action Plans for Urban Regeneration, PAMUS - Action Plans for Sustainable urban mobility, PAICD - action plans for disadvantaged communities).

Scheme 2: Territorial Instruments¹

Territorial instruments in Portugal 2020



¹ Source: Agency for Development and Cohesion



Individual instruments (ITI, CLLD and SUD) are linked to territorial development strategies elaborated at NUTS III regions (of which there are 23 in total), which must follow the NUTS II regional strategies (of which 5 are in continental Portugal).

For both the ITI and the CLLD, they are implemented within the framework of ten Regional Operational Programs, where the Managing Authorities are so-called regional agencies, but they are centrally managed and are part of the state administration. In terms of allocation, ITI is the most important tool, followed by the SUD and the CLLD:

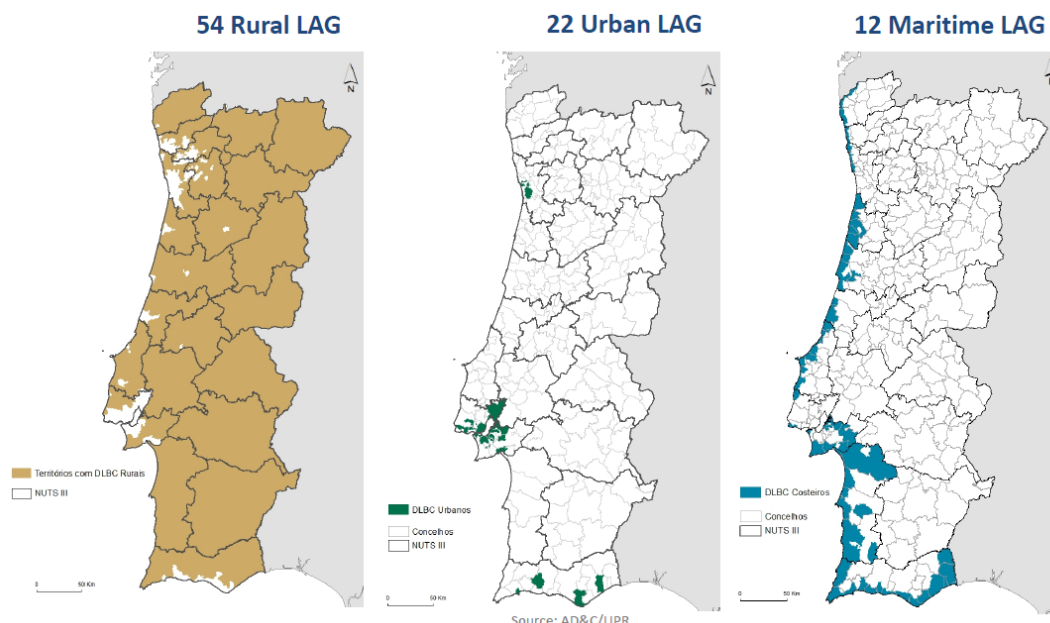
- ▶ ITI – EUR 1 045 mil. (supported by 23 territories);
- ▶ SUD – EUR 796 mil. (implemented in a total of 105 urban areas),
- ▶ CLLD – EUR 280 mil. (supported by 88 Local Action Groups).

The ITI, SUD and the CLLD are overlapping – the ITI is implemented across continental Portugal, while the SUD and the CLLD are selected in urban, rural and fishery areas. However, the SUD territory is not the same as the CLLD (different size). Also, the SUD's focus is different from the CLLD in urban areas. The SUD focuses primarily on the regeneration and revitalization of urban areas, while the CLLD is generally based on the implementation of local development strategies.

The implementation of the **CLLD** in the current programming period follows on previous LEADER experience, but it is now using the ERDF and ESF funds, and may also include urban areas. According to the Partnership Agreement, the CLLD is implemented in:

- ▶ rural areas (10 000 to 150 000 inhabitants) involving economic, social and institutional actors in local development processes geared to the diversification and competitiveness of the rural economy; (rural-based economy);
- ▶ fishery and coastal areas (10 000 to 200 000 inhabitants) involving economic, social and institutional actors in local development processes geared to the diversification and competitiveness of the local economy;
- ▶ urban areas (10,000 to 150,000 inhabitants, exceptionally larger than 5,000 inhabitants) in the metropolitan areas of Lisbon and Porto, as well as in other urban centres of higher education, involving economic, social and institutional actors in processes local development focused on diversification and the competitiveness of the economy, employment creation, innovation and social inclusion.

In total, 88 Local Action Groups are supported in the current programming period, of which 54 are rural, 22 are urban and 12 are coastal. Rural LAGs have a long tradition of operation and cover all rural areas in continental Portugal.

Scheme 3: Local Action Groups²

These LAGs / Local Development Strategies were selected within the competition. The condition was to present Local Development Strategies, which had to include:

- ▶ definition and determination of the territory to which they relate,
- ▶ analysis and characteristics (diagnosis) of the subject area, including an overview of issues, risks, potential and opportunities for sustainable and inclusive development,
- ▶ targets and measures for the sustainable and inclusive development of the area,
- ▶ action and investment program as an implementation document of the Local Development Strategy containing quantification of the objectives set, expected results and impacts, description of individual measures, sources of financing, etc.,
- ▶ the way of functioning and management of the implementation of the Local Development Strategy, with an emphasis on the description of the involved local actors, describing, among others, roles and responsibilities, monitoring, evaluation and control of the implementation of the strategy.

These Local Development Strategies had to be prepared in synergy with local actors (including the local government network). They also had to be in line with the development strategy of the relevant NUTS III region, or they had to delimit this "superior" strategy and indicate possible overlaps and synergies.

The competition was attended by both existing LAGs (operating under LEADER in the previous programming period) and also newly established LAGs (LAGs in particular in urban areas). The new LAGs subsequently had to demonstrate that they met all the requirements. However, all Local Development Strategies were not selected within the competition. From the legal point of view, LAGs can be associations, associations of companies or cooperatives. The LAG does not have to have its own legal form, but in that case it must choose a legal entity from the above, with which it will draw up the LAG administration contract. In the LAG, social and economic partners from the private sector must have absolute majority. The LAG must be managed by at least a five-member board and an administrative (technical) coordinator.

Not all local development strategies were selected within the competition. In particular, those from urban areas that mostly did not meet the partnership requirements (i.e., strategy preparation and the LAG as

² Ibid.



such did not involve all relevant partners) were rejected. Some local development strategies then overlapped their territory, so they were also not selected. In general, it can be said that, from the point of view of their content and priorities, the individual strategies differed significantly from one another.

The competition was two-round. In the first round, the objectives and priorities of individual territories were presented, in the second round, for example, the management model and the budget were introduced. The selection of strategies was in charge of a committee composed of representatives of all relevant Managing Authorities / funds. The selection and evaluation of local development strategies was carried out in the central ESIF IT system. Strategies could be completed with respect to recommendations of the evaluation committee, in particular objectives and the budget.

The preparation of Local Development Strategies was covered by the technical assistance of the Operational Program, which was identified as the main (most of the LAG is the so-called lead fund EAFRD). Similarly, the program also finances the management of the implementation of the Local Development Strategy.

The preparation of the development strategies themselves took approximately one year. Some have already been approved by the end of 2017, some by mid-2018. Subsequently, contracts were concluded between the Managing Authority and the LAG, including the role and responsibilities of the LAG, commitments on planned investments, objectives and results, evaluation and audit. However, it should be noted that the conditions and contracts (and therefore the role of the MA and individual LAGs) differ considerably in the individual ROPs. The contract between the LAG and the MA sets, that a mid-term review will be carried out midway through, an allocation to the LAG may be increased or reduced based on a result of a review, in the event of major implementation problems, implementation may be completely terminated.

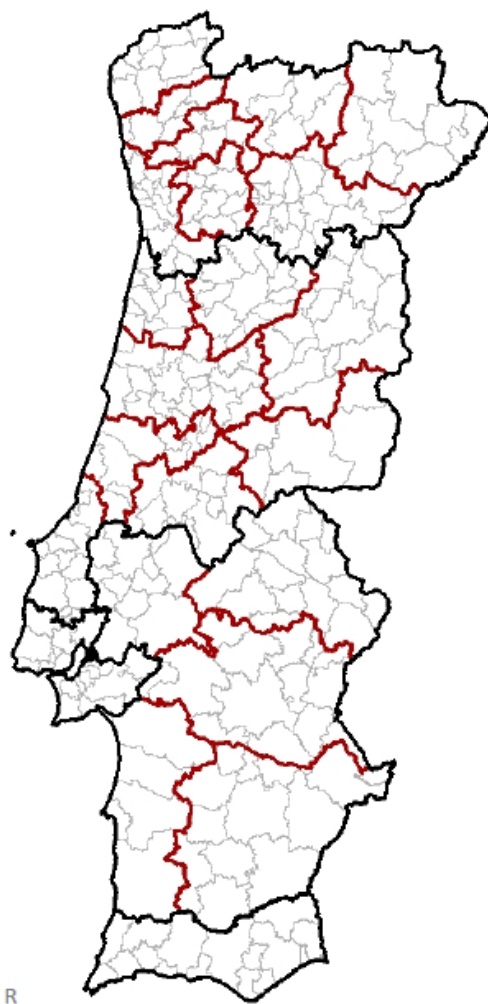
The Local Action Group is responsible for implementing the Local Development Strategy. The role of the LAG is to support and assist local actors in the preparation of projects and, in particular, to participate in the process of announcing calls and selecting projects. Specifically, this process proceeds as follows:

- ▶ The LAG will prepare a competitive call, which is subsequently formally announced by the MA,
- ▶ Formal and factual evaluation of projects up to EUR 100 thousand (in case of the EAFRD up to EUR 200 thousand) is carried out by the LAG,
- ▶ The LAG passes the order of projects to the MA,
- ▶ The MA subsequently formally approves projects and signs contracts.

Within the implementation, projects are monitored by the LAG, which reports to the Managing Authority. Everything is done in a unified IT system.

From the point of view of the implementation structure, it is stipulated by the ITI law that the Intermediate Body is the so-called intermunicipal entities (NUTS III local government associations, there are no regions outside of municipalities and central governments in Portugal, these entities being 23 in total). MAs are regional agencies, but they are part of a centralized state administration. The ITI covers the whole of Continental Portugal (all NUTS III regions are obligatory part of ITI).

Scheme 4: ITI / NUTS III regions³



Each of the 23 inter-municipal entities has its own procedures, so they are not given centrally but all procedures have to be approved by the MA. In terms of budget and overall importance, the ITI is perceived as a much more important tool than the CLLD. The ITI as a tool is also in comparison with the CLLD more focused on the issues and needs of the territory and its development, while the CLLD supports rather bottom-up initiatives (the ITI is the conceptual development of a larger territory, while the CLLD focuses on initiatives of local actors). Territorial development strategies must be in line with a higher-level strategy that is controlled by the MA. In the ITI, different actors are involved in the formulation of development strategies, but the last word is given by local authorities and then by the MA.

The strategies developed by each ITI are very different. The priorities funded by the ESIF are only a minor part of these strategies, but the ITI has no other sources of funding (i.e. the non-funded ESF priorities are implemented either from the budget of individual local authorities or are not implemented at all).

Individual ITIs are implemented on the basis of the so-called Territorial Development and Cohesion Pacts. The types of documents include:

- ▶ definition and determination of the territory to which they relate,
- ▶ analysis and characteristics (diagnosis) of the subject area, including an overview of the issues, risks, potential and opportunities for sustainable and inclusive development,

³ Ibid



- ▶ targets and measures for the sustainable and inclusive development of the area,
- ▶ action and investment plan as an implementation document of the Local Development Strategy, including quantification of the set objectives, expected results and impacts, description of individual measures, sources of financing, etc.
- ▶ way of implementation and management of the Territorial Cohesion and Development Pact with a focus on the description of the local actors involved, describing, among others, roles and responsibilities, monitoring, evaluation and control of the implementation of the strategy.

Development strategies (respectively the Territorial Cohesion and Development Pacts) must also address all aspects of the region's development, including environmental sustainability and social cohesion. The budget for development strategies must largely indicate which areas and activities will be spent. Specifically, 75% of the budget has to be assigned to the individual objectives, while the remaining 25% can be left for new opportunities and needs (i.e., it is possible to specify their use anytime during implementation).

The ITI, respectively the Territorial Cohesion and Development Pacts, were selected within the competition, all submitted Pacts were also selected. The competition took place from March to May 2015, with contracts signed with individual ITIs in August 2015. The subject of the competition was mainly the financial allocation, which was based on the competition distributed across individual ITIs.

The evaluation was carried out by a selection board composed of representatives of the Managing Authorities, the Development and Cohesion Agency (which has the function of the NCA) and independent experts. The evaluation was conducted in two phases. In the first stage, the quality and coherence of the development strategy was evaluated, in the second phase the investment budget in particular was discussed. Based on the ITI evaluation, the government decided to allocate funds to individual ITIs (considering the set of criteria where one of the criteria was a factual assessment, next one was the size of the territory, the population and the type of territory). The whole evaluation process was coordinated by the Development and Cohesion Agency.

The preparation of development strategies as well as ITI's operating costs are covered by technical assistance. After the evaluation, the contracts between ITIs (i.e. inter-municipal entities) and MAs were signed, including ITI's roles and responsibilities, commitments on planned investments, objectives and results, the way of partners' involvement, monitoring, evaluation and audit procedures. The MA is then responsible for monitoring the functioning of the ITI (achievement of objectives, financial plan, etc.) while the Agency for Development and Cohesion is responsible for overall supervision of the functioning of integrated instruments.

For the implementation of the Territorial Cohesion and Development Pact is responsible the relevant inter-municipal entity. Its role is to support and assist local actors in the preparation of projects, and in particular to participate in the process of announcing calls and selecting projects. Specifically, this process proceeds as follows:

- ▶ The ITI prepares a competitive call, which is subsequently formally announced by the MA,
- ▶ Formal and factual evaluation of the projects is carried out by the ITI,
- ▶ The ITI passes the order of projects to the MA,
- ▶ The MA subsequently formally approves projects and sign contracts with them.

During implementation, projects are monitored by the ITI, which reports to the Managing Authority. Everything is done in a unified IT system.



3.2 What topics are addressed within the territorial dimension and integrated tools? Are there areas supported solely by the territorial dimension and integrated tools?

Wide range of topics connected to local / territorial development strategies is dealt with within the framework of integrated instruments. Support through integrated instruments is supported in particular by the ERDF and the EAFRD.

The **ITI** support for the metropolitan areas of Lisbon and Porto focuses on urban regeneration and revitalization programs and the attractiveness of urban areas (including sustainable urban mobility). In other NUTS III regions, support is focused on the development of low carbon strategies, risk prevention and management, environmental protection and adaptation to climate change, structuring and development of urban systems (including reorganization, network management and increase in quality of public and collective services), modernizing local government, promoting employment and strengthening cohesion and social inclusion.

Areas supported in the implementation of the ITI are in particular following:

- ▶ supporting the modernization of local self-government;
- ▶ promoting the transition to a low-carbon economy, promoting the increase in energy efficiency and renewable energy in public infrastructure, including local government buildings (except residential buildings);
- ▶ promoting investment to adapt to climate change, supporting investment in dealing with specific risks, ensuring disaster resilience and developing disaster management systems (measures set out in the relevant emergency and civil protection plans);
- ▶ preserving and protecting the environment and promoting resource efficiency, promoting investment in the protection, promotion and development of the natural heritage (on this level, there is a thematic overlap of ITI's and CLLD's instruments, but CLLD projects are smaller and focus on much smaller areas);
- ▶ promoting sustainability and quality of employment, promoting worker mobility, promoting self-employment, micro-enterprise and business start-ups;
- ▶ promoting social inclusion and combating poverty and discrimination), active inclusion measures for marginalized groups of people and vulnerable groups, investment in infrastructure and social facilities;
- ▶ investing in education, trainings to acquire skills and lifelong learning, interventions to reduce and prevent early school leaving and promote equal access to education, investment in educational infrastructure for preschool and elementary education;
- ▶ investing in collective infrastructure (irrigation, drainage).

The **CLLD** support for rural, fishery and coastal areas focuses on Local Development Strategies for diversifying rural and coastal economies through entrepreneurship, promoting sustainable and quality work, urban and rural integration and complementary through social innovation and reaction to poverty and social exclusion. In urban areas the support is focused on social inclusion through social innovation and social entrepreneurship in disadvantaged urban areas, combating poverty and social exclusion, and preventing early school leaving.



Specifically, the following areas are supported in the implementation of the CLLD:

- ▶ strengthening the competitiveness of Small and Medium Enterprises in the fields of agriculture, fisheries and aquaculture, including, for example, investment in agricultural holdings and the promotion of local quality products;
- ▶ preserving and protecting the environment and promoting resource efficiency, including the support of preservation, protection, promotion and development of the natural and cultural heritage;
- ▶ promoting job sustainability and quality and promoting labour mobility, including, for example, job creation, promotion of entrepreneurship and start-ups, including micro-enterprises, small and medium-sized innovation firms, encouraging the development of business incubators and promoting self-employment;
- ▶ promoting social inclusion and combating poverty and discrimination, including active inclusion, promoting equal opportunities and improving employability;
- ▶ investments in education, trainings and skills acquisition and lifelong learning, including reducing and preventing early school leaving, and promoting equal access to primary and secondary education.

3.3 What are the success factors and the barriers to the success of allocating ESIF funds only to selected territories and/or through integrated tools?

What are the elements that allow successful implementation of integrated tools or, on the contrary, barriers to successful implementation of integrated tools?

Important specific feature of Portugal in general and also in relation to the implementation of the ESIF and integrated instruments is the significant centralization of public administration. As already stated, there are no regions outside of the municipalities and central governments in Portugal (except for island regions of Madeira and the Azores). The ROP Managing Authorities are thus regional agencies as a part of the state administration. Integrated tools should to some extent compensate for this centrality. From the above, it shows one undisputed benefit of implementing the integrated instruments, namely the development of a real territorial approach to regional policy. At the same time, it is clear that there is not much experience with this approach yet.

The shortcoming of a centralist model of state management is an insufficient knowledge of the problems and opportunities in the territory, lack of trust in local actors and insufficient delegation of necessary competences. At the same time, the state administration prefers to solve problems itself considers to be key.

The specific **success factors** for the **CLLD** are:

- ▶ The use of the CLLD strengthened local partnerships and, in some cases, the importance of local private actors in decision-making increased.
- ▶ A unified IT system enables to identify possible overlaps between individual integrated tools, which makes it easier for the MA to approve and control projects.
- ▶ A multi-level implementation management was consolidated, which currently has only two levels (the MA and the LAG). The debate over who has what competences and responsibilities has successfully started.
- ▶ Each LAG is responsible for monitoring and evaluation. The local authorities that are members of them have therefore built up their respective capacities and competences.



The **barriers to successful implementation** of the CLLD are:

- ▶ The fundamental problem of the ESIF implementation through integrated tools in Portugal is the lack of willingness of local authorities and other actors to cooperate. Collaboration between local governments does not work ideally because they actually compete with each other for projects.
- ▶ Another barrier (especially for small local authorities) is the combination of different funds (ERDF, ESF, CF), because each of the funds has different rules and it is difficult for the beneficiaries to understand them.
- ▶ Setting up integrated tools is not entirely appropriate because it has broad thematic framework (with too many goals), which does not correspond to financial allocations.
- ▶ Another problem was that the CLLD instrument is new and it was not clear what changes it will bring in comparison with the established LEADER method. The preparation of the new programming period and the clarification of the CLLD implementation procedures took more than two years.
- ▶ LAGs in rural and fishery areas have a long tradition and sufficient knowledge and experience of all processes, while LAGs in urban areas do not have them. The question then is to which extent are LAGs established in urban areas and whether and how are they supposed to be supported in the next programming period.

The specific **success factors** for ITI are:

- ▶ The implementation of the ITI has strengthened the involvement of local actors, not only local governments but also Small and Medium Enterprises (which is a step forward comparing to the previous programming period, when only local governments were involved in local partnerships).

The **barriers to the successful implementation** of the ITI are:

- ▶ Similarly to the CLLD, the fundamental problem of the ESIF implementation through integrated tools in Portugal is the lack of willingness of local authorities and other actors to cooperate. Collaboration between cities is not ideal because they actually compete with each other for projects.
- ▶ Setting up integrated tools is not entirely appropriate because it has broad thematic framework (with too many goals), which does not correspond to financial allocations.
- ▶ Strategies of individual ITIs are quite different. The question for the next period therefore is, whether the development strategies should not be more standardized (also the implementation management procedures) and whether or not to ask for strategies that primarily include ESIF-funded priorities.
- ▶ The fact, that the development strategies were first formulated and subsequently, on the basis of their evaluation, financial allocations for individual ITIs were set, showed as problematic. This has led to a situation, that some ITIs set their development strategies as a "wish list" with as many activities as possible. The question thus is, how to set up a competition between ITIs for funds in the next programming period.



3.4 How to set up the territorial dimension most effectively to avoid unnecessary administrative burden on the actors of the implementation structure or the beneficiaries, while maintaining its use transparent?

How to set the implementation of integrated tools to be simple (or as simple as possible) and at the same time transparent? How to set up a MA / IB / local government relationship (LAG, ITI) - connection to IT systems, providing audit trails etc.?

To achieve more effective implementation of the territorial dimension would help a faster (more effective) process of preparing Local Development Strategies. It took too long in the current programming period and led to delays in the implementation itself.

For the next programming period, effort will also be made to strengthen even more cooperation between local authorities in the sense that joint inter-municipal projects will be implemented rather than individual ones.

From the point of view of representatives of the implementation structures of integrated tools, the effort will be made to use both instruments (the ITI and the CLLD) in the next programming period. However, in the case of the ITI, it needs to be considered whether it should cover the whole Continental Portugal like it was in this programming period or whether it should cover NUTS III regions.

3.5 How have the elements of the territorial dimension, including the integrated tools, been implemented or anchored in the national legislation or in the ESIF methodical setting?

In the Czech Republic, it is mainly enshrined in legislation (Section 18 of Act No. 248/2000 Coll., On Regional Development Support) and in methodological guidelines (in particular Methodology of the use of integrated tools). How is it solved abroad? How is the role of the LAG (or ITI) anchored in legislation? Do ITI have the form of an Intermediate Body, or how do ITI/LAG work legally to ensure the implementation of the LAG?

Within the implementation of the **CLLD**, no specific legislation related to the territorial dimension has been identified.

For the **ITI** it is stipulated by law (Act No. 75/2013) that the Intermediate Bodies are the so-called intermunicipal entities (the NUTS III local authority association). In particular, the law regulates the way they are formed, their management, their role and their competences.

3.6 Is there an assessment of the impacts of allocations on the territory (or how is the impact measured - e. g., the Territorial Impact Assessment for assessing the potential territorial impact of projects/strategies/policies)?

How is the impact of integrated tools implementation on the territory assessed? What are the results of these evaluations?

The Territorial Instrument Area is one of the main components of ESIF's overall evaluation plan. Currently, there is an ongoing evaluation, which is not limited to territorial instruments, but it focuses strongly on the territorial approach and territorial policies under the Portugal 2020 Partnership Agreement. This is an overarching assessment that will allow to analyse a wide range of territorial policies, how they were conceived and what their first results are.



Example - Evaluation of the implementation of the territorial approach of the Portugal 2020 Partnership Agreement in the context of convergence and territorial cohesion

Objective of the evaluation

Evaluate the appropriateness and adequacy of the Territorial Approach under the Portugal 2020 Partnership Agreement, focusing on setting of individual programs (program tools) and also four thematic areas. The objective is also to assess whether the set instruments can achieve the expected results and impacts in terms of reducing regional disparities, enhancing economic convergence and increasing territorial cohesion.

Specific objectives

Evaluate a set of policies / programming tools using territorial approaches (Integrated Territorial Policies, Territorial Policies and Positive Discriminatory Measures for Low Density Areas) with a focus on evaluating:

- ▶ complementarity and synergy between policies / programming tools implemented on the same territory in achieving the objectives of economic convergence and territorial cohesion;
- ▶ the effectiveness of formal and informal coordination mechanisms between policies / instruments, at various levels of government / public administration and between all stakeholders in the territory;
- ▶ the relationship between the design of programming tools / policies and their implementation in terms of achieving their objectives;
- ▶ the adequacy and relevance of measures for low density areas based on the proposed methodology, including a revision of this methodology if appropriate.

Scope of evaluation

- ▶ Territorial: covers all five continental NUTS 2 regions.
- ▶ Programmatic: includes all four thematic OPs and five continental Regional Operational Programs.

Time: The reference period corresponds to the start of the implementation of Portugal 2020.

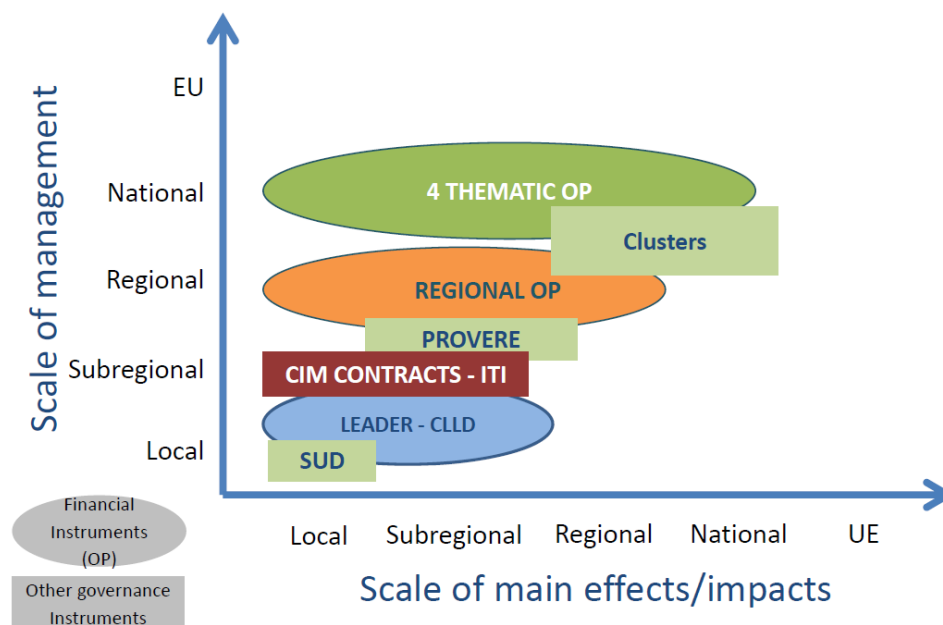
Criteria for evaluation:

- ▶ (i) relevance, (ii) coherence, (iii) suitability (iv) effectiveness, (v) impact (ex-ante), (vi) relevance, coherence, effectiveness (in case of positive measures for low density areas).

3.7 How is the territorial dimension addressed outside the integrated tools - is there a document similar to the Czech National document of the territorial dimension?

How does a given country support a territorial dimension outside the integrated tools? Is there a similar document/procedure to the Integrated Instrument Guidelines (MPIN) and the National Document to the Territorial Dimension (NDTD)?

The objectives of the territorial strategies in Portugal ensure strong cohesion and connection to other national and European development instruments within integrated approaches to territorial development (together with territorial planning tools). For example, territorial strategies co-financed by the ESIF are embedded in integrated NUTS3 territorial development strategies that provide an overall framework for ensuring the strategic coherence of all territorial interventions in the region, which is also linked to a wider regional (NUTS2) strategy. For example, the SUD of the city of Porto is essential for promoting the objectives of the integrated urban development strategy of the Oporto metropolitan area as well as the "Porto Metropolitan Area" national plan.

Scheme 5: Cohesion Policy Instrument⁴**Main governance instruments:
Portugal 2020 (2014-...)**

3.8 What knowledge does already exist about the functioning of the integrated approach and its evaluation against the standard thematic approach (i.e. allocation of resources through the Operational Programs)?

Is the current setting of integrated tools (in terms of process set-up and implementation structure) appropriate and effective (compared to other ways of supporting the territorial dimension)?

Method of funds allocation to selected territories without the use of integrated tools or with a combination of different tools.

For impact evaluation, see answer to question 3.6. It is too early to evaluate the success of the integrated approach. In general, the effort to implement projects within the CLLD based on the cooperation of more territorial self-governments is continuing - the integrated approach thus differs from the standard thematic approach by the emphasis on cooperation.

⁴ Ibid.



4. Project activity review

Total number of institutions approached

- ▶ 3

List of institutions approached

- ▶ Agency for Development and Cohesion
- ▶ EY Portugal
- ▶ University of Lisbon

List of sources and used materials

- ▶ ACORDO DE PARCERIA 2014-2020 (Partnership Agreement 2014-2020)
- ▶ European territorial development and the place based approach: the budgetary dimension of Portugal 2020, Filipe Eduardo Miranda Ferreira, João Ricardo Catarino
- ▶ Integrated territorial development: new instruments – new results?, IQ-Net Thematic Paper 42(2), June 2018
- ▶ Presentation Portugal 2020 – Programming principles and structure, Agency for Development and Cohesion