

**MID-TERM EVALUATION OF THE
OPERATIONAL PROGRAMME OF LISBOA E VALE
DO TEJO REGION**

FINAL REPORT

EXECUTIVE SUMMARY

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Sumário Executivo

MID-TERM EVALUATION OF THE OPLVTR

Final Report

EXECUTIVE SUMMARY - CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS AND RECOMMENDATIONS

1. The following conclusions and recommendations are presented under a double perspective:
 - i. The evaluation conclusions were organized bearing into consideration the structure delineate in the methodology for the Operational Programme of Lisboa e Vale do Tejo Region (OPLVTR) mid-term evaluation, which groups in four main dominions the several goals and dimensions of the evaluation:
 - a. Quality of the Programme strategic formulation, that contains the evaluation of the context of the intervention and the analysis of the respective relevance, pertinence and strategic coherence of the Operational Programme (OP);
 - b. Effects of the Programme in action, witch includes the articulation of efficacy (effectiveness) and efficiency dimensions based on a measurement of realizations, results and impacts in the quantification referential of the intervention' objectives.
 - c. Management's quality and Accompaniment of the intervention, centred in the evaluation of the model and management performance, in the quality evaluation of the information system model and in the effectiveness of the control system;
 - d. Articulation of the utility and sustainability dimensions, based on a measurement of the intervention contributes to the CSF (Community Support Framework) objectives, of the community priorities and of the community value added.
 - ii. The recommendations were organised in order to accompany the group of conclusions in which they were based and having into consideration the following issues:
 - a. Those which assume itself as possible changes to take into account in the configuration and execution of the OPLVTR during 2004-2006, translated into eventual reprogramming of the Operational Programme, considering, namely, the reduced correction margin, in the quantitative plan, according to the configuration of the "phasing-out" rhythm;
 - b. Those that can be translated in possible effectiveness gains of the interventions that correspond, in the region, to the intersection of the different "sectorial logics" (national based) with the regional's "logic" having into consideration, namely, the significant quantitative and qualitative importance that they assume, to the region, as a function of the OPLVTR dimension;

- c. Those that result, in relation to the phasing out to a normal regime without the aid associated to objective 1, of the articulation between the efficiency/effectiveness dimensions and the utility/sustainability dimensions, specially, regarding the specific framework confronted by the region in its near future, either as a capital region, or as a region “altered” by its new design of the correspondent NUTS’s organisation, in its socio-economic evolution, and specially, in the growing and competitive conditions.
 - d. Those that can be considered as an “experience lesson” in the preparation of the next programming period.
2. Taking into consideration this organisational perspective, the main conclusions and recommendations of the Programme mid-term evaluation process, are the following:

Regarding to the quality of the strategic formulation of the Programme and of the intervention context...

- 3. The OPLVTR occupies a specific “place” in the CSF III, influenced by the Region’s progress in the real convergence process achieved at the European’s level (it’s the only Portuguese NUTS II above the $\frac{3}{4}$ limit of the Community’s average GDP per capita), that places it in a transitory regime (Objective 1 phasing out). The OPLVTR is also, the biggest Programme in the referential of all integrated European regions in that transitory regime.
- 4. The LVT region (Lisboa e Vale do Tejo region) occupies, in the national context, not only an important but also defiant role to the conception, execution and evaluation of the structural policies, in a way that their success depends, increasingly, on a good combination between resources redistribution logic and spill-over effects, “upstream” and “downstream”, on production, consumption and employment (synergies), in the relationship between the region and others national regions. Hence, the national regional cohesion can be harmed not only by synergies without sufficient redistribution, but also by excessive redistribution that limit the synergies’ effective dimension between the region and the rest of the economy.
- 5. The main conclusion that emerges from the characterisation of LVT region centres in the nature of its challenges on economic, social and institutional development, i.e., in the fact that they are, essentially, much more externals and dynamics than internal and static, much more related to the construction of the “future” than to the simple correction of the insufficiencies of the “past”.
- 6. The LVT region presents clear indications that is suffering significantly, more than the rest of the country, from the recessive conjuncture effects in which the Portuguese economy, regarding the greater framework of the European and world economy, has been plunging since the end of

2000. On the other hand, the same region presents clear indications that is prosecuting a better qualitative performance than of the rest of the country, in terms of growth models, qualified human resources and internationalization.

If the presented considerations are confirmed, as expected, they support the past present experience that the national regional convergence has been done, more during periods of crisis or deceleration of activity levels (when the LVT region tends to suffer more pronounced negative impacts) than during times of progress or acceleration of activity levels (when the LVT region tends to evidence better capacity for economic growth).

Recommendations

Regarding to the quality of the strategic formulation of the Programme and of the intervention context...

Taking into consideration that in the next recovering situation of an unfavourable conjuncture, the LVT region will not be able to take for granted, by the first time, the quantity and quality of the structural support that has been able to accede since its full adherence to the EU in 1986; it is recommended to proceed, in time, to a adequately reformulation of the articulation forms, in the region, between the national based regional structural policies and the European based ones in order to successfully manage the demanding LVT region transition, that can be translated:

- i. In the necessity to encounter new forms to sustain the coherence of the convergence processes through the connection of the European projection of the LVT region with an effective active catching-up of the other Portuguese regions in the national and European context, i.e., in the necessity to find specific investment and development trajectories where the region's international affirmation (increasing its weight and relevance regarding the Iberian, European and world scales) and the region's internal (re)equilibrium (loosing quantitative weight, but not qualitative relevance, in the resources affectation and wealth concentration) can be simultaneously verified, which can be only possible with a larger differentiation of the regional's development strategies in Portugal;
- ii. In the necessity to guaranty an higher insertion of the region in the community's initiatives, associated to European based policies or structural interventions (besides objective 1) or to European business, investigation, innovation, development and cultural action networks, among others, that can only be

Recommendations

Regarding to the quality of the strategic formulation of the Programme and of the intervention context...

possible with the significant enforcement of institutional internationalization, either of the public administrations or enterprises, which encounters an adequately receptivity at the European partners level.

Regarding to the coherence of the intervention...

7. The evaluation of the Programme coherence, through the construction of an Operational Programme objectives tree, revealed itself of difficult concretization, because its internal structure does not entirely adhere to an hierarchical objectives logic, difficulty that does not refers to the specific insufficiencies of the OPLVTR structure, but which results from the common definition of the priority Axis of the several Regional Operational Programmes that reflect themselves in a logic of “management responsibilities distribution” rather than in a logic of “problem-domains distribution”.
8. The structure of the regional programmes represents, in the adopted model of the CSF III, a certain type of commitment between a dispersed national/region logic and a national/sectorial logic, carrying along, namely, an increase in the complexity of the decision structures. The analysis carried out allowed to identify a cluster of limitations that elapse, specially, from an insufficient articulation between the sectorial objectives prosecuted by the dispersed measures and actions and the strategic objectives of the regional strategy, and from the verification of a reasonable diversity of the sectorial/regional articulation forms adopted in specific management practices.

Recommendations

Regarding to the coherence of the intervention...

Taking into consideration that the Programme is based in a structure of objectives that takes as reference, unsurprisingly, the regional dimension, but that coexists (in Axis 3) with a structure that, at first, serves objectives of sectorial nature, it is recommended to value significantly the coordination efforts and correct the programming insufficiencies, which implies:

Recommendations

Regarding to the coherence of the intervention...

- i. A redistribution of responsibilities and competences between different levels of public administration;
- ii. A logic of collaboration and accommodation with expression, specially, in the execution of the Axis 3, where the interventions that occur from the defined programmes, at first, from a sectorial logic, must consider, explicitly, the specificity, the necessity and the regional priorities in order to be effective;
- iii. The adoption, in future programming exercises, of a logic that allows to adapt effectively the sectorial OP objectives to the characteristics of the region and to the regional OP objectives.

Regarding to the levels of adherence to the Programme...

9. The projects' promoters seem to privilege the construction of collective equipments, such as those that still represent a generation of investments oriented for the satisfaction of basic necessities, or such as those that represent the consolidation and development of that first generation, in comparison with infrastructures and equipments, translating a higher life pattern, with greater representativeness of intangible goods and with greater content of information.

10. Despite the fact that the private promoters present the largest number of projects, the projects presented by the public promoters are the ones that represent the largest share of the eligible investment, having the central administration a slightly larger share in the local administration.

The assignment of management responsibilities between the Programme's Axis reflects itself, clearly, in the distribution of the approved investment by type of promoters, being the investment promoted by the central administration concentrated in the Axis 3 and the one promoted by the local administration generally positioned in the OP's Axis 2.

11. There is an inverse relation between the weight of the community funds and the weight of the financial liabilities in the capital revenues of the LVT region's townships, between 2000 and 2002. It can be verified that for a large majority of the townships, namely those that belong to the "Vale do Tejo" and to the "Oeste", the community funds are an extremely important revenue source, being the share in the revenues of the respective financial liabilities, progressively less in those townships where the relevance of the community funds is higher, which does not justifies

the level of indebtedness with the necessity of projects' self-financing in the ambit of CSF III, regarding the application of the additionally principle.

12. There is a strong correlation between the towns distribution of the eligible investment approved as a whole of the OPLVTR and the financial transferences distribution for the local townships through the General Municipal Fund and through the Cohesion Municipal Fund, which emphasizes the relevance in terms of local development and territorial cohesion to the entire Programme and not only to the contractually signed measures of Axis 1.

Recommendations

Regarding to the levels of adherence to the Programme...

Converting the Programme in a more horizontal and less vertical one, exploring more intensively the construction of synergies between several forms of intervention, either in an internal coherence logic (between various measures, which includes the articulation reinforcement of the several Axis and OP Funds), either in an external coherence logic, regarding the interaction with the sectorial OP.

Reinforcing drastically the capacity to induce and to make viable high quality and sustainability projects, to achieve higher levels of selectivity and to progressively dislocate the efficiency and effectiveness references from the national framework (less demanding) to the European and international framework (more demanding), which can only be possible giving much more attention to the down and up-stream phases of the projects' life cycles, i.e., prolonging the projects' accompaniment time in the execution framework of structural interventions.

Regarding to the levels of financial realization and compromise...

13. The evaluation of the OP financial realisation rhythms, regarding the 2000-2003 period, based on the relation between the effectively carried out expenses and the programmed expenses, shows a slightly inferior rate to that recorded for the whole CSF. This situation considerably inverts itself when the realisation rate is measured for the whole programming period (2000-2006). Nevertheless, the Programme presents, by Funds and Axis, very different realisation levels from which can be detached the global low realisation rate of the Axis 2, end result of the very low realisation levels of all its measures, with the exception of the measure 2.3- "Valtejo", of the high realisation rates of Axis 1, consequence of the realisation levels associated to the two

measures contractually signed, integrally, to the Townships Associations and to the high realisation rates of the disperse measures related to the Axis 3 European Social Fund Training.

14. In the framework of the CSF interventions in the region, the OPLVTR presents a performance, measured by the realisation rate for the whole period of programming, which also places it in a superior position regarding to the realisation rate average of the various CSF's Operational Programmes in the LVT region.
15. The OPLVTR presents for the entire programming period, as consequence of the phasing out situation, higher compromise rate values than those presented by the total CSF. However, in the framework of the CSF's interventions in Lisbon, it presents a compromise value lower than the average value of the overall interventions.

Recommendations

Regarding to the levels of financial realization and compromise...

The future reprogramming exercise developed as a consequence of the present evaluation exercise and regarding the efficiency reserve affectation framework that the Programme might conciliate, should take into consideration the fact that, regarding the present compromises of the OPLVTR and of all sectorial OP with interventions in this region, the Programme reinforces its share in the total supports that are still available for the second phase of the present Community Funds programming period, demanding a greater coordination between all the OP that intervene in the LVT region.

Regarding to the intervention results and effects...

16. The Programme assumes a significant expression at the level of the articulation between territory qualification and people qualification, namely at the level of the assignment of infrastructures and collective equipments, covering, not only, an enlarged gamma of human and social necessities, but representing also, some of them, new resources that turn the economic, social and cultural development more dynamic, appearing, however, with a less significant expression in reference to the qualification of organisations, where it presents modest results.
17. The programme presents levels of realisation relatively interesting, with reference to the established results' goals, even taking into account that either the goals' "ambition" have not been very significant and moreover that that "ambition" has been associated, comprehensively,

to the level of realisation and fulfilment of those same goals, i.e., higher performance levels are associated with less ambitious goals.

18. The Programme has given an interesting contribution in the moderation of the non-predicted degradation effects of the economic conjuncture, through its results and realisations in terms of social inclusion, unemployment insertion, job creation aid and long-term unemployed .
19. The Programme has not given, otherwise, a significant contribution, regarding territory qualification, to the direct consolidation and capitation of industrial and services poles of activities, either because the dispersed “economy” measure did not included any action in that sense, either because the realisations regarding the infrastructures for industrial localisation were very modest.
20. The Programme has had, finally, an also interesting expression regarding those actions related to urban regeneration, recuperation and patrimonial valorisation, in a perspective that associates the quality of life with the dynamism of the economic activity.
21. Despite some divergences, the common and expressive opinion of the management and promoters is that the Programme had a clearly positive performance in the articulation of objectives relating to people and territory qualification, with special expression in the quality of life and in the local development, and also, by conferring to the programme a clearly insufficient performance in the organisations’ qualification, with expression, specially, in the competitiveness of the sub-regions units and in the enterprises development.
22. The comparison of the measures relevance through thematic dominions of intervention, gives, also, evidence of synergies deficit in the configuration of the Programme in action, which appears heavily anchored to well delimited interventions and very inexpressive to wide-band transversal interventions, i.e., in terms of conception/programming, a relatively general and ambitious objectives draft tends to “push up” the expected relevance, meanwhile in terms of execution/realisation, a more specific and delimited project typology tends to “push down” the revealed relevance.
23. The future tendency is one of a, although unbalance, positive evolution of the region situation, pending to the consolidation of some of its “strengths” and to the maintenance of some of its “weaknesses” on one side, and recreating disproportions between the expansion (more favourable) of the quality of life and the performance (less favourable) of the production activities, of the business dynamic and of the innovation effort. These disequilibrium and disproportions translate themselves, in the actual situation, into problems and increased necessities related to the fight against unemployment and to the social inclusion.

Recommendations

Regarding to the intervention results and effects...

To balance the global performance of the programme that reveals itself more positive in the strengths/threats logic than in the weaknesses/opportunities logic, which, not being easy regarding the less favourable economic conjuncture in which the programme has been developed, represents, nevertheless, one of the most secure ways of managing the *phasing-out* period, betting more in structural and durable effects (less more valuable projects) than in more immediate effects (higher number of projects).

To correct the disequilibrium identified between project typologies effectively recognised to the Axis 3 measures and the problems and necessities of the region, particularly, the competitive affirmation at the European international scale. It resides here the path to reach a higher equilibrium between the three ways recognised, either at the regional strategy or at the CSF level: Territory, People and Organisations.

To renew the challenges of the Programme, raising the ambition of those targets that were less ambitious in the initial formulation, either at the quantitative level, or, specially, at the qualitative level, fundamentally in areas where the programme revealed a better performance (infrastructures and collective equipments, patrimony valorisation, ordering and (re)qualification).

To promote a larger concentration of the means in innovative and structural projects, centred in advanced factors of competitiveness with enlarged, applicable, dragging effects on other organisations and activities in order to deep, even more, the competitive growth process and the economic convergence of the Lisbon's region, in the structural factors (quality of the investment, of the growth and of the competitive model, quick increase of the productivity level and sustainability of the structural interventions) and not in the nominal or conjuncture factors.

To contemplate in the future execution of the actions regarding education, training and human resources qualification, an explicit inclusion of the region's necessities in competences for the sophistication of the territory qualification and valorisation actions.

Regarding the management and accompaniment system...

24. The analysis of the OP global management highlights the existence of an adequately combination between the strategic management, executed at the Manager level and helped by the axis managers – orientation for the fulfilling of the OP objectives –, and the operational management – orientation for an efficient use of financial, physic and human resources, however limited they were as consequence of the gaps in the information systems.

The coordination and institutional articulation capacity (specifically important and demanding at the Axis 3 level) of the Programme Manager is recognised by almost every management responsible located at the dispersed measures level.

Identically, at the Axis 1 management level, it was possible to observe an active leadership of the coordinated measures, particularly important in the following of the programme-contracts implementation signed with the Township’s Associations (Oeste, Lezíria do Tejo and Médio Tejo) and with the Lisbon’s Metropolitan Council, through the establishment of adjustment and response mechanisms to the contracted objectives.

Regarding the Axis 2 management, namely the measure 2.3 – VALTEJO, it can be observed the existence of a capacity of articulation between projects and institutions of supra-municipal level and the permanent accompaniment of the projects evolution, since the conception phase until their full physic execution.

25. With relation to the adequacy of the existing resources to the fulfilment of the responsibilities attributed to the Programme Management, it can be verified that, since the conception of the Programme, there is a clear choice in fewer structures. The legal restrictions regarding the contract of technicians, resulting from the restrain of public expenditure, reduced the capacity of the Management response and had negative consequences, namely, in the capacity of recruiting technicians for the EAT Control, limiting, therefore, the operational potential of the 1st level control actions.
26. The gaps that exist at the Central Information System of the Funds, which where created by their late implementation and by the users lack of training created some difficulties to the Programme’s tasks of current management. The Funds’ Information Systems have been used essentially for the management of the payment module, being the utilisation of these systems, almost every time, interpreted as another administrative formality/bureaucracy that has to be complied, rather than being interpreted as a relevant instrument to management support, namely

in the selectivity and quality orientation of the projects and in the monitoring of the demand for the means that were available.

The existing information systems seem to be able to answer only the questions related to the control of the physical and, above all, financial project execution, being very limited in relation to other fundamental areas of the Programme management process, namely the analysis of the procedures deadlines associated to the several phases of the project cycle and to the area related to the impacts and results evaluation.

The actual inconsistency at the Information System level is one of the determinant critical factors of the Programme effectiveness in those aspects related to the management and to the accompaniment structure, being therefore, important that those efforts already developed produce urgently some results.

27. Regarding the evaluation of the indicators that were established, the predominant ones are the realisation indicators, meaning that they express the immediate result of the projects/interventions that despite globally revealing themselves suitable for the accompaniment and evaluation of the measures' operational objectives, few are, however, those that express the main changes associated to the objectives.

The absence of impact and result indicators, particularly at the Programme and Axis levels, highlights the question related to the effective possibilities of a measurement of the Operational Programme determined objectives, constituting therefore a limitation to the evaluation of its effects.

Recommendations

Regarding the management and accompaniment system...

At the level of the Programme conception, it is recommended the integration of the sectorial development policies in the regional development strategy, which demands the study of the adequacy of clear norms of generic application for all the regions of Portugal, and specially the definition of specific policies that have into account the particularities and the level of regional development. Regarding to the LVT Region, the regime of phasing-out seems to recommend a careful selection of the intervention domains and a careful selection of the supported projects, which will demand higher levels of selectivity in the choice of the projects.

Regarding the contracted measures, it must be contemplated the intervenients participation in the Programme management, taking into hands sectorial

Recommendations

Regarding the management and accompaniment system...

responsibilities in the previous phase to the projects discussion at the Management Units, improving in that way the articulation between responsible entities, which can contribute positively to a integrated action in the intervention domains level and to the prosecution of the Operational Programme's objectives.

The contract also demands a new working logic for the Management Units that suppresses the classical management based on the individual evaluation of each project, in order to incorporate a continuous evaluation component of the programme contracts, which allows, eventually, the correction or reorientation of some specific aspects of those contracts.

The adoption of this working logic allows, on the other side, a much more active participation of the several members of the Management Units, which values a perspective of partnership and strategic management with the reinforcement of the sectorial articulation and without the loss of the accompaniment function and of the project selectivity, which will result in the enriching of these management entities functions.

It is also recommended the creation of conditions which allow the articulation of the several funds' information systems, and also, the creation of conditions that gift the structure, in the particular case of the FEDER information system, with a level of operationalisation that avoid the necessity for each measure coordinators to create applications or data bases that will be very difficult to articulate.

It is recommended that the actual functioning areas of the SIFEC information system should be enlarged, including in one hand, a module about the information related to the project selection and hierarchical process and in the other hand, the development of the indicators module in order to reinforce the information regarding the projects impacts and results, using on several occasions the information asked in its application formularies that, normally, afterwards cannot be used as input in the Programme monitorisation and strategic management process.

The developed analysis also allows, based upon positive aspects related to the contract experience done in the heart of the Programme, the recommendation of its improvement and enlargement namely in relation to new partnerships (between

Recommendations

Regarding the management and accompaniment system...

private and social sectors) with the aim to reinforce the Programme efficiency and effectiveness and specially to start building a new generation of regional policies.

The analysis developed, regarding all the indicators, allows the possibility to advance some indications and recommendations for a desired introduction of adjustments, aiming, namely:

- i. to enlarge the spectrum of the evaluation and accompaniment process, that should start to contemplate impact indicators and increase the results indicators representativeness, specially at the Axis level and at the OP as a whole;
- ii. to facilitate the verification of the objectives accomplishment during the Programme execution accompaniment;
- iii. to guarantee the correspondence between projects and indicators that are susceptible of being funded in order to allow the address of questions related to effectiveness and efficiency in the context of the evaluation process;
- iv. to identify with rigour, the grasp and the path of an indispensable clarification process regarding the indicators that will be included in the group of key-indicators;
- v. to situate the potential advantage of constructing synthetic indicators that are the result, either of the aggregation of indicators related to lower levels of programming, either of the aggregation of indicators related to domains with actions in more than one programme axis.

Regarding the contribution to the CSF and to the Community Value Added.

28. Regarding the financial execution, the Programme contributed specially to the CSF objective “Qualification of the metropolitan areas”, having generated also an increased impact over the qualification of rural spaces and over the improvement of quality of life. The contribution for the other CSF objectives (employment reinforcement and elevation of the qualification level of human resources, the reinforcement of social inclusion and the reinforcement of the urban

system) was less intense, being possible, therefore, to affirm that the impact of the Programme was clearly inferior.

29. The comparison of the potential impact (at the conception level) with the effective impact (regarding the financial execution) of the Programme reveals, however, that until now, the contribution to the CSF of the OPLVTR was superior to the one initially conceived regarding the objectives of social inclusion reinforcement, better quality of life, qualification of rural spaces and improvement of employment levels, and was clearly inferior regarding the reinforcement of the urban system. The less contribution of the Programme to the latter objective could be related to the fact that some realisations on this domain have not yet been approved or are still in course, and, as such, exhibit realisation rates relatively low.
30. The contribution of the OP to the Community Value Added, identified from the general effectiveness analysis of the Programme, regarding the main objectives of national and community nature, manifests itself in the following results:
- Clearly positive performance in the articulation between the territory and people qualification objectives, with expression specially in the quality of life and in the local development through the assignment improvement of infrastructures and collective equipment, covering not only an enlarged variety of human and social necessities, but also representing new dynamization resources of the economic, cultural and social development;
 - Interesting expression at the level of urban (re)qualification and at the level of recovering and valorisation of the patrimony in a perspective that associates the quality of life with the dynamization of economic activities;
 - The results obtained in the region's structuration and in the development of human potential appear as being able to lower the disequilibrium pointed out between the highly achieved objectives and those less achieved;
 - Interesting contribution in the field of the effects moderation of a non predicted economic conjuncture degradation through its realisations and results in terms of social inclusion and (re)insertion in the labour market.

Regarding the contribution to the CSF and to the Community Value Added.

The contribution of the Programme to the Community Value Added demands a reference to the transitory situation of phasing out where the OPLVTR is inserted, which suggests that important attention must be attributed, in the near future (CSF

Regarding the contribution to the CSF and to the Community Value Added.

III reprogramming and 2007-2013 programming preparation), either to the accompaniment of the region's opportunities and threats related to the enlargement process, or to the guarantee of a suitable region's participation level in the most demanding and qualified European structural actions, specially in the European networks associated to the innovation and to the knowledge economy.

In the field related to the criteria associated to the community methods influence, it must be emphasised the contractual experience rehearsed by the programme management that, though it should be inserted in the more general logic of the development of enlarged partnerships, assumes itself as an example of "good practice" generated in the heart of the Programme, which value should surely be very important if the final OPLVTR execution phase would consecrate its extension and consolidation, namely in terms of the partnership between the public and private sectors.

In the necessity to increase the levels of the leverage effect of the national and community funds associated to the structural interventions, as a promotional instrument of its effectiveness, which will only be possible with the enlargement of the partnerships assemble model (either between the private and social sectors and the public institutions, either between the different organisational levels of the public administrations), articulating with a more rigour and inductive strength logic related to the incentives and to the conceded supports (the recommendation is orientated, on one hand, to the necessity in reducing the material and functional ambit of the eligible investment simultaneously with the interventions' strategic objectives, and on the other hand, to increase the support attractiveness, either in terms of intensity, either in terms of formal adequacy to the investments).

Still in terms of the generalisation of good practices, identified by the evaluation's works, it is recommended the deepening of the articulation of the different territorial dimensions integrated in the OP, reinforcing the cooperation and intra-regional specialisation levels and, specially, reinforcing the role of those initiatives that are susceptible to contribute to the region's economic and social cohesion.

The analysis reveals that the Lisboa e Vale do Tejo region occupies a privilege place in the framework of the European's regions that are in a transitory regime leaving

Regarding the contribution to the CSF and to the Community Value Added.

objective 1. In this sense, it is recommended that the regional authorities, in strict relation with the Regional Directorate-General of the European Commission, organise, in time, an International Conference which allows to reflect as a group, not only over the results of the evaluation of the phasing out process currently in course but also, and specially, over the preparation of the next programming period.