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European Territorial Cooperation and Culture

Executive Summary

**Universidade do Minho
Núcleo de Investigação em
Políticas Económicas - NIPE**

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Executive Summary

In the century's early years we observed structural changes in various domains with unpredictable consequences at the cultural level. Consequently, public decision-makers and cultural institutions should rethink their positioning and design internationalization strategies which allow for the management of risks and uncertainties resulting from a progressively diverse, complex and unstable context. International cultural cooperation emerges as one of the most adequate tools to deal with this type of contexts and to gain competitiveness in cultural terms. The cooperation and internationalization of cultural projects is fundamental in order to attain a successful cultural intervention in an increasingly globalized and multicultural society, in which the projects' visibility requires action levels which go beyond national frameworks.

European Territorial Cooperation (ETC) has three dimensions: cross-border cooperation, transnational cooperation, and interregional cooperation. ETC is again one of the cohesion policy objectives in the 2014-2020 programming period. In the European Commission's regulation proposals, in objective 6 of the ERDF, culture is mentioned in a context of protection, promotion and development of cultural heritage. Most of the 11 thematic objectives allow for the inclusion of initiatives of a cultural type or relating to culture.

The purpose of this study is to analyse the relationship between European Territorial Cooperation and Culture. A strategic component is added to the analysis component, seeking to identify funding opportunities for culture in Portugal within the scope of ETC programmes. This study's main objectives are to: i) briefly analyse the history of cohesion policy and of the ETC, particularly in Portugal; ii) review the literature on the delimitation of the cultural and creative sectors and on the role of culture in cohesion policy and in the ETC; iii) analyse the ETC programmes in the last two programming periods, emphasizing the position of Portuguese entities and the weight of cultural or culture related projects; iv) to analyse the experience of Portuguese entities in ETC programmes and their view on how they work; v) to obtain the perspective of project coordinators and programme managers on these matters; vi) to analyse the orientations and priorities of cohesion policy in general and of the ETC programmes, in particular, in the next programming period; vii) to elaborate proposals of entry-points for cultural initiatives in ETC programmes; viii) to analyse the ETC's current situation and perspectives using a SWOT analysis; and, ix) to present a set of policy

recommendations to improve the Portuguese cultural sector's approach to these programmes.

Methodology

This study falls under the Cultural sector's research area, mobilizing research experiences and building on its accumulated knowledge. The methodological approach, described in detail in Part III of the study's Final Report, is based on a multi-method perspective, in line with international best practices, combining the following methodological procedures:

- Construction of a bibliographical database which provides the basis for a documental analysis and review of the main studies focusing on European Territorial Cooperation (ETC) and on relevant comparative information on the European Union (EU) member states.
- Collection and treatment of data on ETC projects funded by European structural funds, in order to build synthesis indicators and comparative tables and figures.
- Elaboration of qualitative information and specialized analysis based on interviews with specialists and with entities which participated in ETC programmes.
- Systematization of the information gathered and creation of an entry-points matrix for cultural initiatives and of a SWOT analysis. This, together with the information obtained from primary and secondary sources, serves as a basis for presenting a set of policy recommendations to improve the Portuguese participation and funding of this type of projects.

Culture, economics and territorial development

Despite the growing number of successful examples of culture based local and regional development and the very expressive numbers found by the first studies measuring the dimension of the cultural sector in Europe, the importance of culture for Europe's competitiveness strategy is still underestimated. As a result, in moments of crisis such as the recent years, cultural activities are among the first and easy targets for public expenditure cuts. Thus, it is increasingly relevant to emphasize the importance of culture in the political agenda and, in particular, to find arguments for using a greater percentage of structural funds to support cultural initiatives.

Culture's transversality in recent years has made it an element that cannot be neglected by innovation and cohesion policies, if the latter are to achieve their proposed objectives. Innovation policies propose a wide definition of innovation, based on cultural and creative resources. Regional policies emphasize the role of culture in promoting a region's attractiveness and the Cultural and Creative Industries' (CCI) strategic position to establish the link between creativity and innovation at the local and regional levels.

The CCI constitute an increasingly important economic component. On the one hand, this sector has been growing and developing faster than the rest of the economy. On the other hand, the CCI serve as a means of transmitting cultural identity, thus promoting culture. Their growing importance has motivated efforts to evaluate the economic impact of cultural and creative activities, which created the need for establishing a conceptual framework for the cultural and creative sector. The concepts of "Creative Industries" and "Creative Economy" have thus appeared as opposed to a more restrictive concept of cultural activities relating to heritage preservation and the promotion and diffusion of artistic activities.

The European Union (EU) adopts the concept of CCI which follows the classification of activities presented by the European Commission in the report *The Economy of European Culture* (KEA, 2006). This classification is based on the logic of the Concentric Circles Model, with the most traditional artistic expressions placed in the nucleus, from which creativity is disseminated to the exterior with products, services and activities of commercial types.

The approval in 2007 of the European Agenda for Culture started a new phase, at the European level, of cooperation at the cultural policy level. The following common objectives were established: promotion of cultural diversity and intercultural dialogue, promotion of culture as a catalyser of creativity, and promotion of culture as a vital element in the EU's international relations.

In order to reinforce culture's contribution to regional and local development, the European Council reiterated in 2010 the importance of integrating culture as a strategic and transversal element of European and national policies. It stressed the importance of promoting investment in culture and in the CCI at the local and regional levels, of raising awareness of decision makers for regional and local policies which allow for the generating of competencies through culture and creativity. Finally, they have also emphasized the relevance of reinforcing cross-border, transnational and inter-regional cultural initiatives as a way of connecting people and reinforcing economic, social and territorial cohesion.

Culture thus assumes an increasingly important role as a strategic element leading to territorial competitiveness, generating jobs and wealth, reinforcing social and territorial cohesion, and serving as a means of promoting communities at an international level. It is at the local and regional levels that culture's role is more prevalent. The promotion of culture

contributes to the improvement of competencies, employment and social cohesion, to the territorial image and attractiveness, to economic development and new forms of entrepreneurship and innovation, and to the protection and promotion of heritage as a source of common identity. Besides its growth potential, the creative sector possesses other characteristics which make it attractive to local development. In fact, this sector uses a wide set of competencies and is characterized as being socially responsible and inclusive, and as a promoter of sustainable development.

Since the EU guidelines emphasize the role of culture in the attainment of the Europa 2020 Strategy and recognize the value of the territory for policy definition, cohesion policy should take the encompassing and transversal nature of culture, innovation and creativity into account, and include these in the regional and local development programmes. To that purpose, actions within the scope of territorial cooperation programmes have an important role, by allowing the use of funds in the cultural domain. These matters are analysed in detail in Part V of this study's Final Report.

Culture and European Territorial Cooperation: an analysis of the projects funded in the programming periods 2000-2006 and 2007-2013

Part VI of the study presents the results of the comprehensive collection and analysis of the available information on European Territorial Cooperation (ETC) projects, funded with European structural funds. This analysis pays special attention to cultural projects and to the participation of Portuguese partners. To the best of our knowledge, this is the most complete analysis of cultural ETC projects that has been made so far. In this executive summary, a brief description of that analysis is presented.

The table below presents the information on the number of ETC projects, the number of partners involved in them, and the respective approved European funding, through the European Regional Development Fund (ERDF). The information is presented for the programming periods 2000-2006 and 2007-2013, and for the three types of territorial cooperation: cross-border, transnational and interregional.

European Territorial Cooperation Projects

	2000-2006			2007-2013		
Type of cooperation	N. of Projects	N. of Partners	European Funding (in €)	N. of Projects	N. of Partners	European Funding (in €)
Cross-border	1,752	4,533	321,567,709.00	4,359	18,415	4,555,053,685.15
Transnational	937	10,220	1,183,706,932.55	931	9,525	1,546,447,453.63
Interregional	356	3,441	296,116,052.63	327	3,176	370,014,035.02
Total	3,045	18,194	1,801,390,694.18	5,617	31,116	6,471,515,173.80

Sources: Web-sites of KEEP and of the programmes POCTEP, ENPI CBC MED, Atlantic Area, MAC, MED, Southwest Europe, ESPON, Interreg IVC and URBACT II. IFDR and Urbact Secretariat.

As shown in the table above, and regarding the number of projects, there is a clear dominance of cross-border cooperation projects, which represent 57% of the total in 2000-2006 and 78% in 2007-2013. However, concerning the number of partners and the amount of funding, transnational cooperation has a greater weight in the 2000-2006 programming period, while cross-border cooperation clearly prevails in the 2007-2013 period. It is also worth noting that there was a significant increase in the number of projects and partners and, especially, in the amount of funding from one period to the next. In effect, the total approved funding more than tripled, from 1,801 M€ (million euro) to 6,471 M€.

The information on cultural ETC projects is reported in the table below. Using the wide definition¹ of cultural projects, we identified 656 projects and 3,498 partners in the programming period 2000-2006 and 1,216 projects and 5,866 partners in the 2007-2013 period. Once again, cross-border cooperation prevails at all levels in the 2007-2013 period and regarding the number of projects in 2000-2006, while transnational cooperation has a greater weight regarding the number of partners and amount of approved funding, which more than tripled from one programming period to the next, reaching 992 M€ in 2007-2013, corresponding to 17.1% of the 6.471 M€ of total funding for all ETC projects.

¹ Two definitions of cultural projects were used: a narrow definition which only contemplates the projects for which one of the three KEEP keywords is "Cultural Heritage and Arts" or whose programme themes/priorities explicitly mention culture; and, a wide definition which also includes the projects whose title or description indicates that they deal with cultural issues. The data presented in this executive summary always concerns the wide definition.

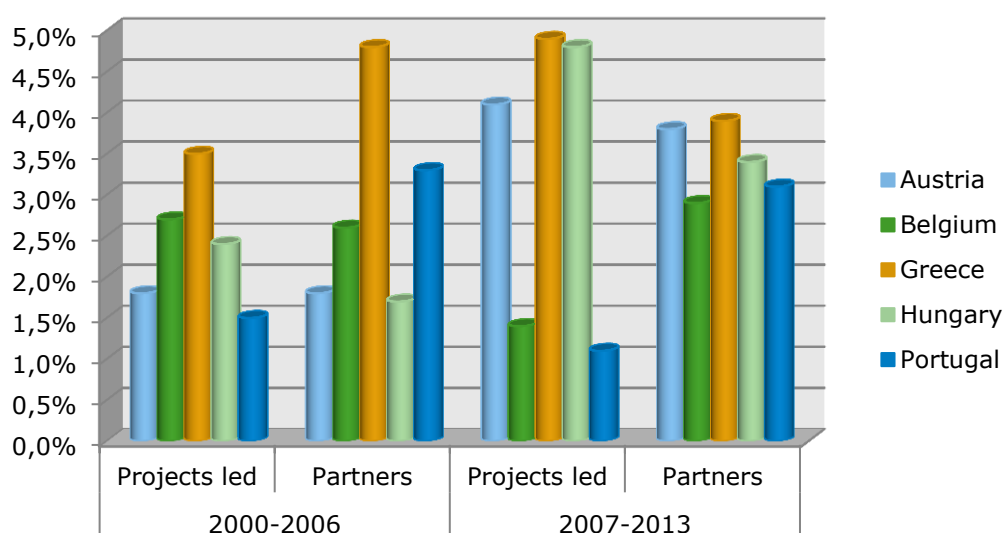
Cultural Projects of European Territorial Cooperation

	2000-2006			2007-2013		
Type of cooperation	N. of Projects	N. of Partners	European Funding (in €)	N. of Projects	N. of Partners	European Funding (in €)
Cross-border	409	1,001	70,805,537.37	1,071	4,385	779,897,683.76
Transnational	188	2,002	189,357,889.62	94	885	144,305,593.73
Interregional	59	495	51,261,306.56	51	596	67,736,804.82
Total	656	3,498	311,424,733.55	1,216	5,866	991,940,082.31

Sources: Web-sites of KEEP and of the programmes POCTEP, ENPI CBC MED, Atlantic Area, MAC, MED, Southwest Europe, ESPON, Interreg IVC and URBACT II. Interact (2013), IFDR and Urbact Secretariat.

The figure below illustrates the percentages of cultural projects led and partnered, for Portugal and for other four countries of similar population size. There is a low percentage (1.1%) of projects led by Portuguese entities, considerably lower than those of the other four countries. In fact, only 13 cultural projects have Portuguese partners as project leaders in the 2007-2013 programming period, while Greece and Hungary, for example, lead 59 and 58 projects, respectively.

Cultural projects and partners by country

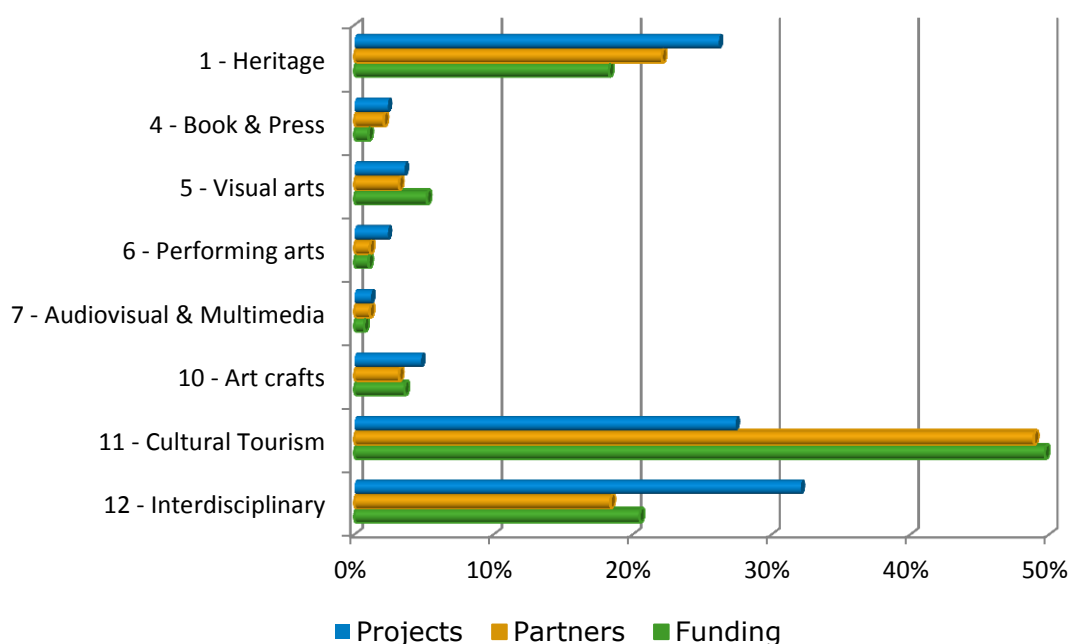


Sources: Web-sites of KEEP and of the programmes POCTEP, ENPI CBC MED, Atlantic Area, MAC, MED, Southwest Europe, ESPON, Interreg IVC and URBACT II. Interact (2013), IFDR and Urbact Secretariat.

With the exception of Belgium, Portugal has also a smaller number of partners than the other four countries of similar population size. However, Portugal has the worst ratio of projects led by partner, 1/14. The second worst is Belgium, of 1/10, while for Greece it is 1/4 and for Hungary it is almost 1/3. In other words, as in ETC projects in general, Portuguese partners also clearly appear less frequently as leaders of cultural projects.

Regarding cultural projects, 190 Portuguese entities are partners of 84 projects, benefitting from around 22 M€ of approved European (ERDF) funding in the nine ETC programmes in which Portugal participates. The cross-border programme Spain-Portugal clearly stands out, contributing with more than half of the projects (48) and with about two thirds of the partners (139) and approved funding (15.9 M€). In second place comes the Interreg IVC programme, with 18 partners and 2.3 M€ of funding. As for the ENPI MED CBC and ESPON programmes, there are no cultural projects with Portuguese partners.

Projects, partners and approved funding by cultural domain



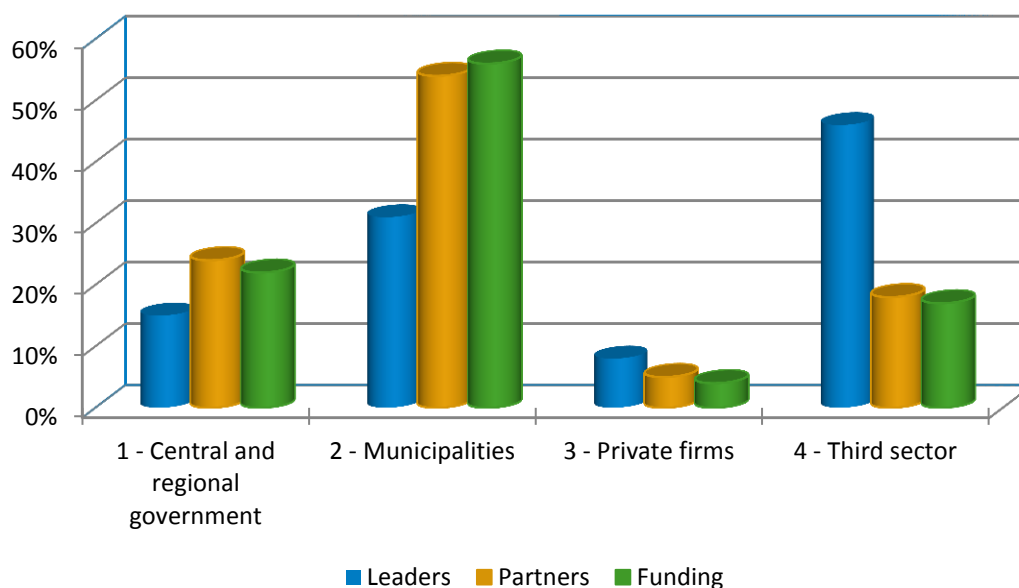
Sources: Web-sites of KEEP and of the programmes POCTEP, ENPI CBC MED, Atlantic Area, MAC, MED, Southwest Europe, ESPON, Interreg IVC and URBACT II. Interact (2013), IFDR and Urbact Secretariat.

The distribution of projects, partners and funding for Portugal by cultural domain is presented in the figure above. Regarding the number of projects with Portuguese partners, the Interdisciplinary domain stands out with 27, followed by Cultural Tourism with 23, and Heritage with 22 projects. In total, these three cultural domains account for 85,7% of the projects. Concerning partners and funding, Cultural Tourism leads, with shares of 48.9% and 49.7%, respectively. Also in the top-3 are the Heritage and Interdisciplinary domains, with

shares of around 20%. The remaining cultural domains have relatively small shares, and it is worth noting that there are no projects with Portuguese partners in the domains of Archives, Libraries, Architecture and Advertising.

Of the 190 Portuguese partners in cultural projects, more than half (102 or 54%) are municipalities (see the figure below). These are followed by entities of the central or regional governments (45 or 24%) and those of the third sector (34 or 18%). Finally, private firms have a relatively small participation in cultural projects, since only 9 are partners in this type of projects. Of the 190 Portuguese partners, only 13 are project leaders, 6 of which are of the third sector, 4 are municipalities, 2 are entities of the central or regional governments, and one is a private firm. It is interesting that only 18% of the partners are of the third sector, but they represent 46% of the project leaders, while the central, regional and local governments are clearly underrepresented as project leaders. Finally, regarding approved funding, the distribution is very similar to that of partners, with municipalities getting 56% of the total funding, an amount close to 12 M€.

Leaders, partners and funding by type of entity



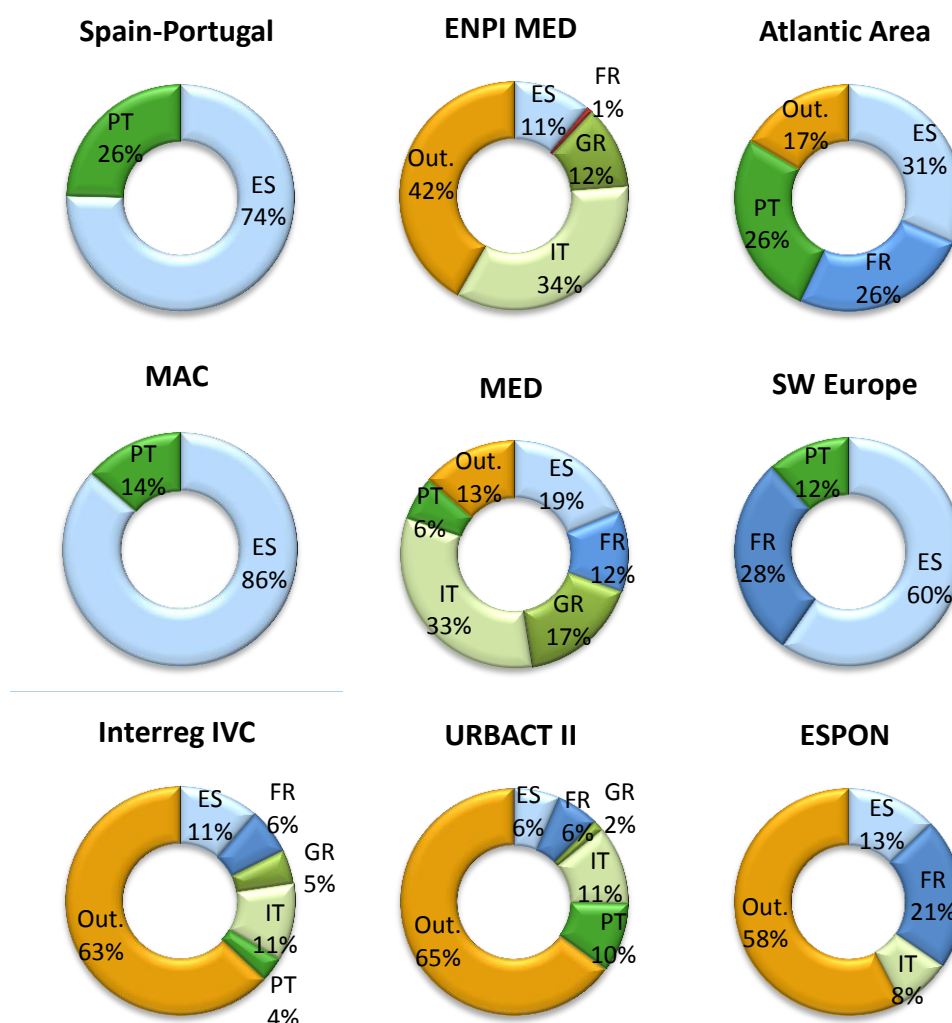
Sources: Web-sites of KEEP and of the programmes POCTEP, ENPI CBC MED, Atlantic Area, MAC, MED, Southwest Europe, ESPON, Interreg IVC and URBACT II. Interact (2013), IFDR and Urbact Secretariat.

By crossing the cultural domains and the types of entities, it is possible to check how many partners of each type have participated in projects of each cultural domain. The most common combination corresponds to 62 municipalities (almost a third of the 190 Portuguese partners) which participated in Cultural Tourism projects. Then, at a considerable distance,

are 18 central or regional government entities and 17 municipalities participating in projects within the Heritage domain.

The country shares of approved funding for cultural projects in each of the nine ETC programmes in which Portugal participates, is illustrated in the figure below. Spanish partners obtain large shares of the funding in the cross-border cooperation programme Spain-Portugal and in the transnational cooperation programme Madeira-Azores-Canary Islands (MAC), with 74% and 86% of the approved funding, respectively.

Approved funding in cultural projects by programme and country



Sources: Web-sites of KEEP and of the programmes POCTEP, ENPI CBC MED, Atlantic Area, MAC, MED, Southwest Europe, ESPON, Interreg IVC and URBACT II. Interact (2013), IFDR and Urbact Secretariat.

Portuguese partners in those programmes get the remaining 26% (Spain-Portugal) and 14% (MAC). The capacity of Portuguese entities to obtain funding is relatively greater in the Atlantic Area and URBACT II programmes. In the Atlantic Area transnational cooperation

programme they get 26% of the total funding, a share similar to that of France, not much smaller than that of Spain (31%), and larger than that of the remaining countries (United Kingdom and Ireland). Regarding the URBACT II interregional programme, Portugal is the second country with the most funding (10%), only behind Italy (11%), and ahead of the remaining 21 countries that received funding from this programme in cultural projects.

Territorial cooperation and culture: the perspective of beneficiaries and of the programme managers and coordinators

With the purpose of understanding the motivation and behaviour of the Portuguese entities participating in cultural ETC projects, and how they evaluate their participation, we interviewed the coordinators of six ETC projects belonging to five programmes of the 2007-2013 programming period. In order to validate the information obtained and to better understand how the programmes work we have also interviewed: officers of the Managing Authorities (Atlantic Area); Regional Coordinators (CCDR-N); and National Correspondents (IFDR/ADC).

The main motivations indicated by the Portuguese entities to participate in ETC cultural projects were the sharing of experiences and solutions, the development of ideas to meet the cultural or culture related needs, and business attraction and development. It was also mentioned: sectorial diversification, qualification and complexity; the potentiation of local resources; and the contribution to the conception of effective public policies.

Regarding the success of the applications for funding, a set of key factors was identified, namely: the quality of the partnership (team); the pertinence and motivation of the theme; the experience and capacity of the project's lead partner; the structure of the application; the division of tasks; and the budget's adequacy. Although hiring a consultancy firm may increase an application's likelihood of success, if the concerns and needs of the partner entities are not reflected in the project, it may also distort it. Although the experience with consultancy firms is not the best, their support can be especially important for entities that do not possess sufficient human resources to deal with all the bureaucracy required to prepare an application and execute a project.

A matter of concern regarding the funded projects is the relatively small number of Portuguese partners and leaders in some ETC programmes. The smaller administrative and financial capacity of Portuguese entities definitely helps to explain why they assume leading

roles less frequently. However, it is Portugal's indicative ERDF (attributed by the European Commission) in ETC programmes that strongly limits the numbers of lead partners and the global approved funding of Portuguese entities. Since the project's approval is made by consensus of the countries participating in each programme, no matter how good Portuguese applications are, the other countries would hardly accept sharing part of their indicative ERDF with Portugal.

Concerning the execution phase, most of the interviewees indicated that, in general, the projects had performances in line or even above the expectations. The good performance of some of the selected projects has been stressed by the passage to capitalization phases or through several recognitions of the work done. Nevertheless, the financial execution has been relatively low. On the one hand, because budget cuts in many of the entities involved, mainly public ones, generated great difficulties to fund the predicted activities. On the other hand, the reimbursement approach to expenditures and the absence of frontloading of funding in most programmes created serious obstacles to the projects' execution, as the waiting time from the execution of expenditure to its effective reimbursement can go beyond six months (reaching twelve months on occasion). Besides this financial load, there is also the administrative load, which is very heavy, mainly for the lead partners.

As a way of identifying the main limitations and skills of the Portuguese partners that participate in ETC projects, the interviewees were asked to identify their main weaknesses and strengths, and to relate them with the threats and opportunities that can affect the performance of Portuguese entities in ETC programmes of the 2014-2020 programming period. Among the major weak points were the human resources and financial limitations resulting from the usual small dimension of Portuguese partners in ETC projects and from the recent economic crisis. Mentioned as negative factors, were the difficulty to deal with consultancy firms which operate in the project market, and the low capacity of Portuguese partners to disseminate their results.

Among the strong points of Portuguese entities were their flexibility, adaptability and how they deal with a changing environment, in some cases designated by creative management or high response capacity. The interviewees also referred the Portuguese lead partners' concern with the involvement of all project partners. One of the obvious opportunities of this type of programmes is the reinforcement of partnerships and networks, the sharing of experiences, and benchmarking. This opportunity was stressed by all interviewees.

European Territorial Cooperation and Culture in Portugal in 2014-2020

The Portuguese strategy for the European Territorial Cooperation covers four domains: Iberia, Atlantic, Mediterranean, and Extra-EU (North of Africa). Despite the reduction in Portugal's financial allocation in ETC programmes, these resources will still be essential for the cooperation of Portuguese entities with foreign ones, complementing interventions that may be implemented in other dimensions of the cohesion policy. As in the preceding programming period, ETC has three dimensions of cooperation: cross-border, transnational, and interregional.

According to the most recent version of the Partnership Agreement, the main opportunities which will be promoted in the context of the Portuguese participation in ETC programmes in the 2014-2020 programming period are the following: i) Knowledge enhancement and innovation in the Europa 2020 strategic framework; ii) Enhancing the competitiveness of small and medium-sized enterprises; iii) Promoting climate change adaptation, risk prevention and management; iv) Protecting the environment and promoting resource efficiency; and, v) Promoting employment and supporting labour mobility.

In order to assure a coordinated and effective use of structural and investment funds, the Portuguese participation in ETC programmes follows the principles and guidelines defined in the Partnership Agreement (Portugal/EU), and the intervention priorities are articulated with its major guidelines. It is also intended to concentrate the resources of ETC programmes in interventions that encourage the investment priorities set out in the regional operational programs.

The predicted allocation of ETC programmes funding for Portugal in the next programming period is of approximately 107 million euro. Of those resources, more than 60% will be for cross-border cooperation. The co-financing rate in these programmes will be 85% of the budget.

Culture is mentioned in the Thematic Objective 6 of the cohesion policy's regulations for the next programming period. This objective is targeted at protecting the environment and promoting resource efficiency, in the scope of the investment priority of conservation, protection, promotion and development of the natural and cultural heritage. Despite the rare explicit presence of initiatives directly or indirectly related to culture in the investment priorities, some of the latter can accommodate those cultural or culture related initiatives.

A set of opportunities is identified in Part VIII of this study for culture based initiatives/projects, which can be funded under some of the investment priorities selected for

each ETC programme. The investment priorities considered in this case are only those that result from the mobilization options of the Portuguese government, included in the Partnership Agreement, for each of the thematic objectives. The proposed entry-points are concentrated in the ETC programmes with greater interest for the Portuguese entities, as they represent about 85% of the available funds: Cross-border Cooperation Spain-Portugal, Atlantic Area, Southwest Europe, and INTERREG Europe.

The study includes a SWOT analysis on the connection between Culture (entities and political decision-makers of this sector) and ETC programmes. It seeks to identify, in the next programming period, a set of weaknesses and strengths regarding the sector's stakeholders, and the threats and opportunities that result from these programmes. The final purpose of this assessment exercise is to contribute to the grounding of the proposed recommendations, which should inform the political intervention in order to improve culture's position in ETC programmes of the 2014-2020 programming period. The SWOT analysis is based on three sources: i) the main conclusions drawn from the interviews to beneficiaries, in the area of culture, of ETC programmes in the 2007-2013 programming period; ii) performance analysis of participating Portuguese entities in cultural ETC projects, in the last two programming periods, with a greater focus on the 2007-2013 period; and iii) the available information on the guidelines of the Partnership Agreement and the priorities of the ETC operational programmes for the 2014-2020 programming period.

Recommendations

Since the study's main conclusions are already described throughout this Executive Summary, this section presents the main recommendations. These intend to inform the political intervention aimed at improving the role of culture in the ETC programmes in which Portugal is participating in the 2014-2020 programming period.

1. Given that the partnership Agreement is not yet closed, the Secretary of State for Culture (SSC) should undertake actions aimed at explicitly including Culture and cultural initiatives in that document;
2. The negotiations on the definition of the ETC programmes' priorities and themes are still ongoing. Thus, the SSC should promote, together with the Portuguese authorities responsible in matters of programming, the inclusion of entry-points which allow for the development of cultural based initiatives in those programmes;
3. Together with the sector's entities, the SSC should devise a clear strategy for the use of ETC programmes' funds, maximizing the likelihood of approval of project applications involving Portuguese partners;
4. The SSC should promote a dialogue with other administrations, namely municipalities and Regional Development Coordination Commissions (RDCCs), to guarantee the coherence of cultural policies, the strategic alliance, and an efficient approach to the participation in ETC programmes;
5. The SSC, directly or through its regional delegations, should encourage the participation of cultural entities and of those with responsibility in matters of cultural policy in actions of information, training, and promotion, which may be organised by the Agency for Development and Cohesion (ADC), the RDCCs, and the programme managing authorities;
6. Given that the selection of projects for funding in some ETC programmes does not follow an exclusively competitive approach, the SSC should pay attention to the opportunities that may appear during the programmes' execution phases;
7. The SSC should promote, jointly with the ADC and the RDCCs, the creation of a database of potential partners interested in and capable of participating in ETC programmes, thus facilitating their integration in partnerships/teams and their participation in networks of experience exchange and good practices;

8. Regarding the constitution of the above-mentioned database, the requisites regarding the entities' capacity and competence (technical, administrative and financial) should be previously evaluated, in order to avoid project abandonments and other problems that may jeopardize the project's successful completion;
9. Since the participation of administrations with responsibilities in cultural matters is privileged in some ETC programmes, there should be an improvement in the allocation of human and financial resources to the regional delegations of culture;
10. The ETC programmes have a set of non-cultural priorities to which it is possible to associate cultural dimensions at the project level, namely in the areas of tourism and heritage and landscape rehabilitation. Thus, the SSC should promote, jointly with those areas' ministries, the alliance of entities in those sectors, in order to improve the preparation of project applications and the pertinence of those thematic areas;
11. Regarding the thematic areas, since matters such as innovation and entrepreneurship will be transversally privileged in most priorities, it would be desirable to devise a strategy to emphasize those matters in cultural or culture based initiatives;
12. Concerning the operationalization of applications, it would be useful to gather information on the consultancy firms that operate in the ETC programmes market and to meet with some of them in order to better understand how they operate and take advantage of their experience;
13. In order to facilitate the projects' execution, the SCC should promote political contacts with the Secretary of State for Regional Development seeking to simplify the project control procedures adopted by the ADC;
14. The SSC should promote and contribute to the dissemination of information on the cultural projects led by or in which Portuguese entities participate. This would not only increase their visibility, but also help legitimize their participation in ETC programmes.
15. Regarding the potential reinforcement of the ETC objectives, the SSC should have an active role in the definition of Portugal's strategic guidelines in this domain, promoting the enlargement of the territories covered by ETC programmes to countries with which Portugal shares relevant identity elements, such as language, culture, and heritage.