

Evaluation of the implementation of the Mar2020 Operational Programme

Intervention

The OP Mar2020 substantiates the support and use of the European Maritime and Fisheries Fund (EMFF) in Portugal. The EMFF intervention is based on the principles of smart (knowledge and innovation), sustainable (efficient use of resources and biodiversity) and inclusive (creation and diversification of employment in coastal regions) growth. The EMFF also supports the dynamization of the remaining components of the Common Fisheries Policy (CFP) and the Integrated Maritime Policy (IMP).

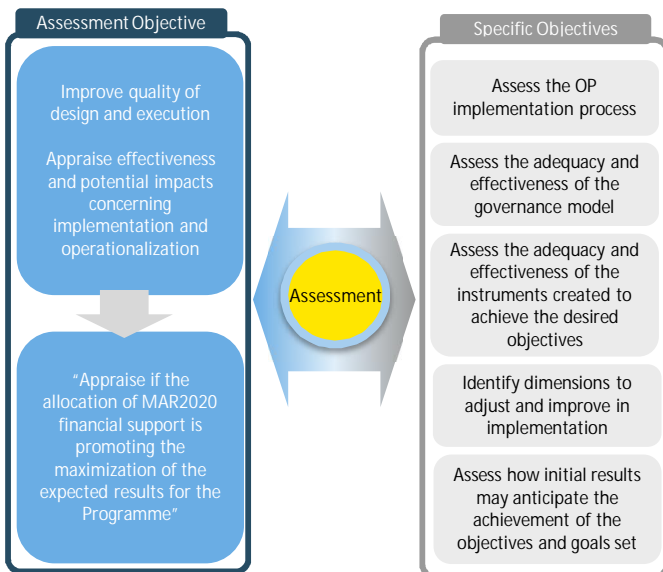
Policy priorities

P1	Promote fishery that is environmentally sustainable, resource-efficient, innovative, competitive and knowledge based
P2	Promote aquaculture that is environmentally sustainable, resource-efficient, innovative, competitive and knowledge based
P3	Foster the Common Fisheries Policy execution
P4	Increase employment and territorial cohesion
P5	Promote the commercialization and transformation of fisheries and aquaculture products
P6	Foster the Integrated Maritime Policy execution
P7	Technical assistance

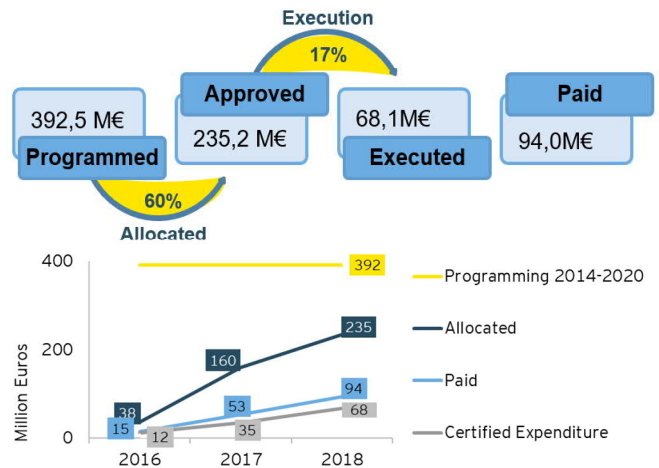
Evaluation objectives

Assess if the process of implementation of OP Mar2020 instruments until the end of 2018 enabled the maximization of expected results concerning Portugal 2020 maritime and fisheries' affairs.

It is based on the answer to 12 evaluation questions, aimed at assessing the following evaluation objectives:



MAR2020 – Status 31.12.2018



Methodology

The methodological reference adopted was "evaluation based on theory", requiring the structuring of the OP Mar2020 intervention logical framework and respective Theory of Change. The latter was structured according to the assumptions and rationale underlying the programming origin, mobilizing a wide range of methods and techniques of information gathering and analysis.

7 INTERVIEWS

MA (mainland and AR), IE (IFAP, DGPM, DGRM), AD&C

1 SURVEY

Universe of promoters (480) Response rate of 44%

6 FOCUS GROUP

Participants	
23	FG1: Fisheries
17	FG2: Transformation and comercialization
14	FG3: CLLD
9	FG4: IMP and CFP
18	FG5: Governance and management model
10	FG6: Outermost regions

3 CASE STUDIES

P1 – Investments on board
 P2 – Aquaculture sustainable development
 P5 – Transformation of fisheries' products

Key evaluation results

Stakeholders

- ▶ Multiplicity and diversity of stakeholders / partners involved
- ▶ Intervention of the Monitoring Committee (MC) usually arises in response to requests from the Managing Authority (MA) and/or in the context of responsibilities related to the legal framework
- ▶ MA structure and threefold management poses challenges to the articulation between parties
- ▶ Dense and decentralized management model, involving multiple Intermediate Entities (IE) with different levels of experience and capacity
- ▶ Strategic management and decision concentrated in the MA but limited involvement in the post-contractualization phase
- ▶ Delegation of responsibilities to IFAP requires an organizational structure that ensures the segregation of functions, technical capacity and added efficiency

Management and monitoring

- ▶ Difficulties to comply with dates of calls for tenders and expected deadlines for applications' analysis
- ▶ Design and financial allocation of calls considered adequate by stakeholders
- ▶ Acknowledgment of the MA's effective effort regarding the pace of decision and approvals
- ▶ Need to simplify and clarify procedures
- ▶ Lack of an integrated information system or a guarantee of interoperability between the various systems
- ▶ Forms on systems' platforms need to be improved (access, user guides, documents upload)
- ▶ In some cases the indicators of attainments and results are not the most adequate
- ▶ OP Mar2020 communication plan and strategy considered adequate

Achievements, results and impacts

- ▶ Level of financial commitment relatively heterogeneous by Priority and Measure of the Operational Programme (OP)
- ▶ Delay in the start of the Programme required a significant speed up of the implementation pace in 2017 and 2018
- ▶ The achievement of physical and financial goals required a challenging acceleration to compensate the relative delay
- ▶ Conditions required to meet global goals set for 2023 seem to be gathered
- ▶ The Programme gathers a set of financial resources capable of generating relevant quantitative effects on the economic development of business in the fisheries and aquaculture sector
- ▶ Implemented measures, in particular concerning fisheries, tend to generate qualitative effects more relevant in the improvement of the sectors' collective efficiency conditions than in the direct support to productive investment
- ▶ Matters related to equality of opportunities arise as relatively neutral in the operationalization of the Programme due to the nature and requirements of the sector
- ▶ Concerns related to resources and environment sustainability are on the foundation and implementation of the Programme in multiple ways

Key evaluation recommendations

- ▶ Consider the inclusion, in the MC, of an entity dedicated to scientific knowledge and technological development
- ▶ Strengthen intervention and participation of the Monitoring Committee throughout the Programme implementation
- ▶ Define specific intervention plans for the Autonomous Regions (specific financial allocations, goals and indicators)
- ▶ Encourage training and knowledge-sharing between the MA and IE
- ▶ Strengthen the sector/thematic specialization of IE technical resources
- ▶ Promote an effort of harmonization, between IE, of analysis criteria and procedures (applications and payment requests)
- ▶ Strengthen the involvement of the MA in the monitoring of approved projects (regular access to execution data)
- ▶ Promote the intervention of most IE in a previous phase of demand's mobilization and qualification
- ▶ Promote the dematerialization of processes and procedures (digital component) and the (re)qualification of HR
- ▶ Promote greater stability and reliability in the enforcement of the calls for tenders' plan
- ▶ Promote greater flexibility in adapting the calls for tenders to the specificities of demand (2021-2027 cycle)
- ▶ Review the interoperability between information systems and build capacity within management structures concerning such information
- ▶ Create a one-stop shop (contact centre) for all matters related to the OP Mar2020
- ▶ Improve forms (electronic tools for self-diagnosis and autofill fields)
- ▶ Implement administrative simplification procedures (e.g. verification of expenditure documentation)
- ▶ Review and deepen the relevance and effectiveness of the output and result's indicators, as well as respective goals
- ▶ Coordinate communication initiatives promoted by the Ministry of the Sea, the OP and IE (higher efficiency/cost)
- ▶ Consider, regarding specific regulation and/or selection criteria, valuing elements of the integration of women and people with disabilities in specific activities of the sector