

Inspire policy making by territorial evidence

Cross-border Public Services (CPS)

Targeted Analysis

Final Report

Scientific Report – Annex XI
**Case study report – Alentejo-Extremadura-
Andaluzia**



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Andaluzia

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Abbreviations

AEBR	Association of European Border Regions
CCDR	Regional Coordination and Development Commission
CESCI	Central European Service for Cross-Border Initiatives
CoR	European Committee of the Regions
CPS	Cross-border public services
CPSP	Cross-border public service provision
CoR	European Committee of the Regions
CRESEM	Centro Regional Extremeño de Servicios Empresariales
EC	European Commission
EGTC	European Grouping of Territorial Cooperation
EEA	European Environmental Agency
ESPN	European Territorial Observatory Network
EU	European Union
EUROAA	Euroregion Alentejo/Algarve/Andaluzia
EUROACE	Euroregion Alentejo/Centro/Extremadura
IEFP – Alentejo	Instituto de Emprego e Formação Profissional do Ministério do Trabalho, Solidariedade e Segurança Social, Delegação Regional do Alentejo – Employment and Learning Institute, Ministry of Labor, Solidarity and Social Security – Alentejo Regional Delegation
ICT	Information and Communication Technologies
MOT	Mission Opérationnelle Transfrontalière
NERBE	Núcleo Empresarial da Região de Beja (Association of Entrepreneurs of Beja Region)
NERE	Núcleo Empresarial da Região de Évora (Association of Entrepreneurs of Évora Region)
NERPOR	Núcleo Empresarial da Região de Portalegre (Association of Entrepreneurs of Portalegre Region)
POCTEP	Programa Cooperación Transfronteriza España – Portugal – Cross-border cooperation programme Spain-Portugal – Portugal
PT	Portugal
PROT Alentejo	Plano Regional de Ordenamento do Território da Região do Alentejo - Regional Spatial Planning Strategy for Alentejo Region
SEXPE	Servicio Extremeño Público de Empleo (Employment Service of Extremadura)
SP	Spain

1 Summary

The territories of Alentejo, Extremadura and Andaluzia, are low population density and dependent on small and medium-sized cities for the provision of basic and high level services. The importance of the primary sector in both territories, reinforces the lower human habitation along the border. These specific characteristics, define economic and demographic discontinuities and reinforce the legal and administrative obstacles and the language barriers.

In the Alentejo Region, there is a long tradition of cross-border flows of people and goods, but only in the last 20 years, due to INTERREG cross-border programmes, has a real cooperation been established and institutionally recognised. Despite the tradition of informal and voluntary local/municipal relations, there have not been many experiences in cross-border services, namely in public services provision, due to the obstacles pointed out by stakeholders: political borders linked to legal and administrative obstacles in both countries and the effects associated with economic discontinuities and natural obstacles (weak urban network, low density settlement, continued population loses and a fragility in the economic structure). The distinct geographical delimitation of the regions in Portugal and Spain, reinforced by the distinct political-administrative regimes of the two countries, determined a specific organization of the Alentejo Region territory of cooperation, with the Spanish regions of Extremadura and Andaluzia. The Alentejo integrates two Euroregions; EUROACE (Alentejo/Centro/Extremadura) and EUROAAA (Alentejo/Algarve/Andaluzia). Considering the political, economic and cultural barriers, some preliminary characteristics could be associated with the cross-border context between Portugal and Spain:

- Cooperation at local level, especially involving municipalities within the framework of their competences. These local entities develop cross-border activities in two ways: voluntary actions linked to the socio-cultural dimension and local services provision; and actions under INTERREG background linked to various fields, sometimes, involving regional entities;
- Cooperation at a national level, between both countries, in some critical aspects like river basin management, the sea and other transnational networks; in that case, there are specific legal frameworks between the two countries to support the development of CPS;
- Cooperation that involves the Spanish Autonomous Communities (at regional level in the Spanish context) and the Portuguese ones (national or deconcentrated entities from each sector), supported in established agreements or cooperation between entities that work with a common agenda but separate budgets;
- And multilevel forms of cooperation, that involve economic, social and entrepreneurial associations, of a local or regional nature, in a network of multilevel public administration representatives. Most of these situations, include initiatives with separate budgets but with common objectives

For the future, the region will possibly see the development of three CPS, that are strictly linked to the future development strategy of the region. Two projects, correspond to soft infrastructures linked to the transport and mobility field (the Cross-border multimodal freight transport platform and the Cross-border mobility observatory) and the third one, is in the field of environmental protection, natural resource management and climate change action (Invasive species management system).

2 Methodology

For this case study, different data gathering and analytical and methods were applied:

- Indirect information collection:
 - Desk review of strategic and operational documents related to the regional development and cohesion strategy of the studied territory. This information is available on the websites of the Portuguese and Spanish regions. Also a desk review of the CPS experiences in the territory of study supported in the literature review was done;
 - Statistical information collected at NUTS III and NUTS II levels, for both sides of the border.

These analyses are developed in sections 3.1 to 3.3;

- Direct information collection:
 - An ESPON CPS 2018 on-line survey to identify the current CPS in the region, their topics, governance arrangements and barriers for them to work. The survey was sent to local and national deconcentrated public units in the Alentejo Region (see list of contacted entities in Annex 1) The analysis is developed in section 3.4;
 - Workshops (see participants list and organization details in Annex 2) involving distinct stakeholders from the region to discuss constraints, best practices and future projects. The three workshops took place between 19th June and 25th June 2018 in Évora, at the regional CCDR Alentejo: Workshop 1 - Labour market and employment; Workshop 2 – Spatial Planning and Social Innovation in the territory; and Workshop 3 – Environment and Risk Management. An additional survey was done by email after the workshops to get complete details. Two additional interviews of regional stakeholders were also conducted.

The analysis of the CPS in the border region is developed in chapters 4 and 5 of this report.

The selection of three existing CPS and three future CPS was agreed in close collaboration with the regional stakeholder (CCDR Alentejo). Concerning current detailed CPS, the analysis was made through document analysis and complemented by the workshops and additional email survey.

For future CPS, information described in sections 3.3. and 3.4. was presented to regional stakeholders as background to discuss possible pathways for the future.

The discussion resulted in the identification of three new CPS to be developed in the cross-border region: Invasive species management system; Cross-border multimodal freight transport platform; and the Cross-border mobility observatory.

3 The case study region at a glance

For the present study, the geographical delimitation of the studied area includes: on the Portuguese side, the Alentejo Region (with its four intermunicipal communities) and on the Spanish side, the Provinces of Badajoz, Caceres, Sevilla, Huelva and Cadiz. Due to the different characteristics of the two countries, the politico-administrative organization and, consequently, the structure of cross-border cooperation is very specific, giving place to heterogeneous arrangements involving distinct territories and entities, as explained in more detail below.

3.1 Politico-administrative and legal context

The Alentejo Regional Coordination and Development Commission (CCDR Alentejo) is the authority responsible for the territory of the Alentejo Region, located in the south-central part of Portugal. CCDR Alentejo is a deconcentrated service of the Ministry of Planning and Infrastructures, in coordination with the Deputy Minister, regarding the relationship with local authorities, and with the Minister of the Environment, regarding the definition of strategic guidelines and the setting of environmental and land-use planning objectives. CCDR Alentejo headquarter is in Évora and deconcentrated services are located in Portalegre, Beja and Santo André. Its mission is to ensure the coordination of the various sector policies at regional level, as well as to implement environmental and spatial planning and urban policies, and to provide technical support to local authorities and their associations at the level of their geographical area of intervention. In terms of administrative organization, the Alentejo Region integrates four inter-municipal organizations, of which three of them are located in a border context: the Comunidade Intermunicipal do Alto Alentejo (with 118,352 inhabitants and 15 municipalities), the Comunidade Intermunicipal do Alentejo Central (with 14 municipalities and 166,706 inhabitants), and the Comunidade Intermunicipal do Baixo Alentejo (with 13 municipalities, 126,692 inhabitants)¹.

In that region there has been a long tradition of border inter-relations, but only in the last 20 years, due to INTERREG cross-border programmes has real cooperation been established and institutionally recognised. Nevertheless, the distinct geographical delimitation of the

¹ Comunidade Intermunicipal do Alto Alentejo corresponds to statistical NUTS III Alto Alentejo, the Comunidade Intermunicipal do Alentejo Central corresponds to NUTS III Alentejo Central, and the Comunidade Intermunicipal do Baixo Alentejo corresponds to NUTS III Baixo Alentejo. The fourth NUTS III is Alentejo Litoral and is not within the border context. It comprises the unit: Comunidade Intermunicipal do Alentejo Litoral.

regions in Portugal and Spain, reinforced by the distinct politico-administrative regimes of the two countries, determined a specific organization of Alentejo Region, with the Spanish regions of Extremadura and Andaluzia in co-cooperation with Centro Regional Coordination and Development and Algarve Regional Coordination and Development Commissions. In that context the CCDR Alentejo integrates two Euroregions; EUROACE (Alentejo/Centro²/Extremadura) created in 2009³, and EUROAAA (Alentejo/Algarve⁴/Andaluzia) created in 2010, supported by two INTERREG cross-border cooperation programmes.

In the Spanish context of EUROACE, the autonomous community of Extremadura (whose capital city is Mérida), integrates the two largest provinces of Spain in terms of area: the province of Badajoz (with 165 municipalities and 692,137 inhabitants) and the province of Caceres (divided into 219 municipalities with 408,703 inhabitants).

In EUROAAA, the Spanish partner is the Autonomous Community of Andaluzia that is composed of eight provinces. One of them, Huelva (79 municipalities and 518,930 inhabitants)⁵ is on the geographical border with the Algarve and the Alentejo Portuguese regions.

Looking at both sides of the border, we find distinct politico-administrative forms of organization. In the Portuguese context, we find two levels, the local and national level with deconcentrated regional powers, developed by regional bodies related to sectors (health, education, culture and other) and by the Regional Commission (with competences in the fields of environment, spatial planning and cohesion policy implementation). In the Spanish context, we find Autonomous Communities that include Provinces (with municipalities), that have representatives and both sectorial and territorial policy.

As pointed out previously, for the present study, the geographical delimitation of the studied area includes on the Portuguese side the Alentejo Region (with its four intermunicipal communities) and on the Spanish side the Provinces of Badajoz, Caceres, Sevilla, Huelva and Cadiz, and its administrative and cooperation arrangements.

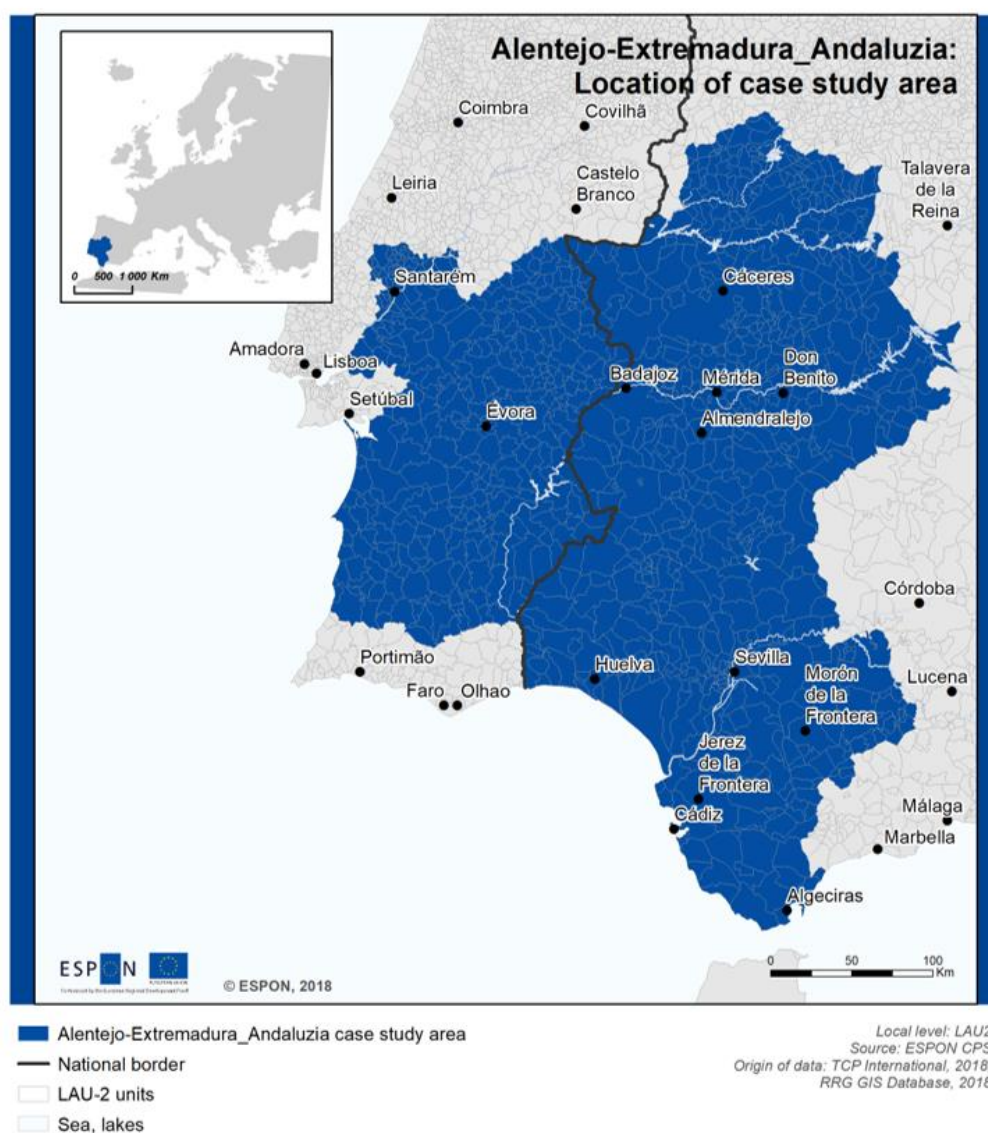
² The Portuguese Centro Region, involves 8 intermunicipal communities, of which Beira Interior Sul is bordered to the east and south by Spain and also by the Alto Alentejo.

³ Vila Velha de Ródão, 21st September 2009.

⁴ The Algarve Region has a border with Baixo Alentejo and Andaluzia Region.

⁵ Other provinces of Andaluzia: Almería (102 municipalities), Cádiz (44 municipalities), Córdoba (75 municipalities), Granada (170 municipalities), Jaen (97 municipalities), Malaga (102 municipalities), Seville (105 municipalities).

Map 3.1: Alentejo-Extremadura-Andaluzia: delimitation of case study area



3.2 Demographic and economic border effects

From the demographic and economic point of view, the region presents structural constraints which have resulted in continued population losses and a fragility in the economic structure. Between 2005 and 2015, the bordering area of the Alentejo region, recorded losses of around 5% of the population (most of the Alentejo municipalities have a low population density and an ageing population structure), and on the Spanish side, despite positive growth, it was very low (0-5%) (EUROACE, 2014). A previous study, ESPON GEOSPECS (ESPON, 2012) classified large parts of the Alentejo region as a “Sparsely populated area” and this goes

beyond the Badajoz province of Spain, while some parts of Extremadura and Andalusia are classified as mountain areas)⁶.

Table 3.1: Demographic indicators in the Alentejo region cross-border context

	Population 2017	Population density 2016	Ageing Index 2016	% Population >75 years old 2016	GDP/capita (PPS) 2016
<i>Alentejo Region (NUTS II):</i>	718,087	23.2	136.39	9.73	16,282.37
Alentejo Litoral	94,291	18.3	184.34	12.32	25,451.82
Baixo Alentejo (NUT II in cross-border context)	119,024	14.2	104.56	7.59	16,625.77
Lezíria do Tejo	239,977	56.8	96.47	7.28	14,547.25
Alto Alentejo (NUT II in cross-border context)	108,588	18.2	203.84	13.54	13,534.49
Alentejo Central (NUT II in cross-border context)	156,207	21.8	216.68	13.69	15,081.85
<i>Spanish cross-border regions:</i>					
Badajoz	678,483	31.9	195.78	13.60	15,763.19
Cáceres	399,042	20.5	180.72	11.96	16,405.65
Huelva	521,117	52.3	242.78	15.69	17,288.60
Sevilla	1,943,191	139.9	215.65	14.36	18,480.34
<i>EU (Current composition)</i>	511,522,671	117.5	130.60	9.31	29,215.20

Source: Eurostat, 2016, 2017

The urban system of the Alentejo region is dominated by four small towns in the context of the region (Portalegre with 15,384 inhabitants, Évora with 41,790 inhabitants, Elvas with 16,640 inhabitants and Beja with 23,254 inhabitants). However, the urban dimension is visibly inferior to the Spanish side, where Seville has 703,000 inhabitants, Badajoz 150,543 inhabitants, Cadiz 118,048 inhabitants, and Cáceres 95,917 inhabitants, figures that gave a greater robustness to demand and efficiency in the search and provision of services on the Spanish side compared to the Portuguese reality (data from the Census of Portugal and Spain, 2011).

The GDP per capita evolution between 2008-2015 shows that all cross-border areas of the studied region registered a negative evolution, more marked in the Spanish provinces (Eurostat, 2016). Agriculture is of major importance in the labour market and for the regional economy. In the case of the Alentejo, the agro-food and agricultural structure has been growing in quantity and diversity (new products destined for export such as olive oil, wine and fruit) related to investment in a dam, managed by the Alqueva Multipurpose Development Company, responsible for an irrigation area of 120,000 hectares) (CCDR Alentejo, 2015).

⁶ “Sparsely Populated Areas (SPAs): Traditionally, SPAs are identified on the basis of population densities, with threshold levels of 8 inhabitants/km² for Regional Policy and 12.5 and 8 inhabitants/km² For this project, two approaches were used, with a threshold of 100,000 persons (i.e. 12.7 persons/km² within 50 km) to: 1) to delineate SPAs, based on the isotropic distance, i.e., the possibility to commute 50 km from a point in all directions equally; 2) to delineate “poorly connected areas” (PCAs), based on population potential using 45-minute travel times along road networks, as a proxy for the maximum generally accepted commuting distance. SPAs were clustered into 39 ‘Sparse territories’ (ESPON 2012, p. 9)

In the Alentejo region, the weight of electricity generated from renewable sources in 2015 (EC, 2017) is low (less than 15%), while in Extremadura and Andaluzia the figures are more positive (30-45%), demonstrating innovation in the energy field. Nevertheless, the energy sector is one of the region's development priorities (EUROACE, 2013; CCDR Alentejo, 2015).

Table 3.2: Level of qualification and unemployment rates of population, 2016

	% Population with			Unemployment		
	Less than primary, primary and lower secondary education (levels 0-2)	Upper secondary and post-secondary non-tertiary education (levels 3 and 4)	Tertiary education (levels 5-8)	Young people neither in employment nor in education and training (%)	Unemployment rate (%)	Long-term Unemployment (%)
PT						
Alentejo	34.7	41.2	24.2	10.3	12.2	34.7
ES						
Extremadura	42.9	22.6	34.5	16.7	27.5	42.9
Andaluzia	45.8	23.1	31.1	18.4	28.9	45.8
EU (current comp.)	17.2	43.7	39.1	11.6	8.6	46.6

Source: Eurostat, 2016, 2017

The picture of demographic ageing, coupled with a weakness in terms of economic activities, explains the lower activity rates compared to the European average (in the Alentejo around 60-70%, on the Spanish side 70%, the EU average = 71.1%) and the high unemployment rates. Also the share of young people (15-24) not in employment, education or training (NEET) recorded high figures in the European context (between 10 and 15% in the Alentejo and 15% and 20% respectively in Andaluzia and Extremadura). The share of young people aged 18-24, who were early leavers from education and training, also have less favourable values compared to the EU average (EC, 2017).

3.3 Service access and border effects

Concerning higher education, in the Alentejo we find the University of Évora and the Polytechnic Institutes of Portalegre and Beja. The Alentejo region and the Spanish regions Extremadura and Andaluzia, have prestigious universities in their major cities that have been cooperating with each other for many years.

The fragility of public transport, the low demand density and the increasing weight of the ageing population, imply an insufficient critical mass for service demand that strongly influence the availability, efficiency and quality of the provided services, particularly in the education and health sectors that had been strongly affected by crises and the low investment context (Garrinhas, 2018).

Despite these constraints, the number of doctors per 100 000 inhabitants increased between 2004-2014 on both sides of the border, in particular in the Alentejo region. Nevertheless the human resources linked to the health sector become more and more centralised in medium-sized cities, affecting small villages and rural territories. In parallel to the reduction of primary health care service proximity (with the closing of services, or with a reduction of the

attainment time period), there was also a reduction of primary and secondary schools, due to the general population decline and the reduction of population of less than 18 years old. In terms of public services provision, the region of the Alentejo suffered doubly: the natural loss linked to the population decline, an aspect that was reinforced by the decline of investment due to the crises and Troika restrictions. There was a decline in the availability of these services, conditioning the access and affordability (larger distances and dependency on a private car) and increasing costs to get the services (Palma, P.; Marques da Costa, E.; Marques da Costa, N. 2017).

Considering the classification criteria of inner periphery presented in ESPON PROFECY project (ESPON, 2017) this border region complies with all of them: higher travel time to regional centres is needed not only in the Alentejo but also in the territories of the Spanish border, as they correspond to areas of poor access to services-of-general-interest; many municipalities of Baixo Alentejo have low economic performance, constraining the purchasing power of the population and the access to services; and it is also a depleting region, thus being an inner periphery in the EU context (EU-ESPON, 2017).

In terms of natural heritage resources, both sides of the border have large extensions of protected areas and important river basins. More than 25% of the Alentejo territory includes Sites or Special Protection Areas (Natura 2000). That constitutes potential for new cross-border public services.

3.4 Cross-border structures and common policy objectives

The region of study is under common European policy objectives, by the Cohesion Policy preparatory documents: the Research and Innovation Strategy for Smart Specialisation RIS3 of the Alentejo, Andaluzia and Extremadura (CCDR Alentejo, 2015); the Regional Action Plans and the current operational programmes⁷; and the current cross-border cooperation programme (Cooperação Transfronteiriça Espanha-Portugal, 2015).

As indicated in the Regional Action Plan - Alentejo 2020 (CCDR Alentejo, 2014), "*the trajectory of social and economic devitalization with closing of important administrative and economic functions, conditioning the potential for attracting and fixing new residents, indispensable for the revitalization of the Territory*" (CCDR Alentejo, 2014, p.12), reinforced by reduced investment, allow us to look at the frontier as an opportunity to overcome some of these weaknesses in the region.

⁷ Programa Operacional Regional do Alentejo (<http://www.alentejo.portugal2020.pt/index.php/alentejo-2020/25-o-programa>)
Andalucía FEDER 2014-20 PO (http://www.dgfc.sepg.minhafp.gob.es/sitios/dgfc/es-ES/ipr/fcp1420/p/PORregionales/Documents/PO_Andalucia_2014-20.pdf);
Extremadura FEDER 2014-20 PO (http://www.dgfc.sepg.minhafp.gob.es/sitios/dgfc/es-ES/ipr/fcp1420/p/PORregionales/Documents/PO_Extremadura_2014-20.pdf)

In addition to the previously mentioned elements, it is worth mentioning the context of climate change, the effects of which are felt by the extreme temperatures associated with drought that act as a catalyst for wildfires. One of the actions, is to stimulate the role of Social Economy Organizations in responding to the lack of support services that are close to the population and to the notable fragility of entrepreneurship capacity. Besides, there is a need to support the valorisation of natural, cultural and productive assets, especially supported in the networks of small conurbations that could be found in the region.

In the context of POCTEP 2014-2020, we observe references related to services provision, in two Axes: Axe 1, with the TO1 and IP 1b), that includes the promotion of services to support technology transfer from I&D to enterprises and markets (Cooperação Transfronteiriça Espanha-Portugal, 2015): and Axe 3, Preserving and protecting the environment and promoting resource efficiency.

Table 3.3: INTERREG V-A ESPANHA-PORTUGAL – POCTEP 2014-2020. Axes and Thematic Objectives related to Services of General Interest Provision

AXE	Thematic Objective	Investment Priority	Justification	Specific Objective
1	1.) Strengthening research, technological development and innovation	1b.) Promoting business investment in R&I, developing links and synergies between enterprises, research and development centres and the higher education sector [...]	<ul style="list-style-type: none"> • Responding to a territorial problem: Reduced capacity and interest of companies to innovate and develop products with a strong technological intensity. • Define a solution aimed at: Improving technology transfer and enhancing the innovative capacity of traditional economic activities, with the aim of commercially exploiting research results and generating added value. 	<ul style="list-style-type: none"> • Improve the participation of the business community in innovation processes and in carrying out R&D&I activities closer to the market.
3	6.) Preserving and protecting the environment and promoting resource efficiency	6d.) Protecting and restoring biodiversity and soil and promoting ecosystem services, including through Natura 2000, and green infrastructure	<ul style="list-style-type: none"> • Responding to a territorial problem: Reduced economic valuation of services associated with ecosystems, limiting the reach of certain emerging tourism segments (nature tourism). • Define a solution to: Improve the effectiveness of conservation, valorisation, use and management mechanisms of protected areas 	<ul style="list-style-type: none"> • Promote the protection and sustainable management of natural resources.

Source: Elaborated from the Cooperação Transfronteiriça Espanha-Portugal (2015)

For the regional level, there are spatial planning strategies on both sides of the border: the Regional Spatial Planning Strategy for the Alentejo Region (Plano Regional de Ordenamento do Território da Região do Alentejo, PROT Alentejo, CCDR, 2010) and the “Land Management Orientations for Extremadura” under the “Land Law and Territorial Ordinance of Extremadura” from 2001 Law (Diretrices de Ordenación Territorial de Extremadura, DOTEX related to Ley del Suelo y la Ordenación Territorial de Extremadura, Ley 15/2001, 14th December⁸). Both strategies, promote polycentric structures with the objective to

⁸ In 2017, a new diploma was approved: Anteproyecto de Ley de Ordenación Territorial y Urbanística Sostenible de Extremadura. (Publicado en el D.O.E. el 20/11/2017).

counterbalance the concentration of services in the highest levels of the urban network of the regions. They also promote the valorisation of the border in the economic and mobility context.

A weak point in the Alentejo region, is related to the lack of institutional capacity building. On the one hand, local government entities to central government delegations, are systematically confronted with financial or institutional barriers. On the other hand, the low business density impacts on the actions of the entrepreneurs nuclei of Portalegre, Évora and Beja (NERPOR, NERE and NERBE). However, the agents are very active in the region.

3.5 Summary overview on CPS currently provided in the case study area

The opportunity created by INTERREG, boom the “shy” existent cooperation. For a long time the border has worked as a barrier. It was limited by border defence throughout the Middle Ages and, more recently, by the existence of the dictatorial regimes of Salazar and Franco, which conditioned cross-border activities. Political barriers were only overcome by smuggling activity. After 1974, with the fall of the Portuguese dictatorial regime, followed by the Spanish one, cooperation between local entities and population become strong (Soeiro, 2016).

The cycles of INTERREG – Cross-border cooperation, shows the diversity of themes and partners, overcoming some weaknesses that due to the small population, economic and social constrains of the border territory.

Another important milestone, corresponds to the signing of the Valencia Convention on 3rd October of 2002 (confirmed by the Resolution of the Portuguese Assembly of the Republic N^o 13/2003)⁹. The convention establishes a legal instrument for cooperation that supports:

- The coordination of initiatives and the implementation of decisions;
- The promotion of studies, plans, programmes and projects, including those subject to public co-financing of the European Union;
- The execution of investment projects, the management of infrastructures and equipment and the provision of public services;
- Promotion aimed at developing the territories cooperation modalities.

Table 3.4: Permanent cooperation structures

Entities with no juridical personality	Year of foundation
Comunidade de Trabalho Alentejo-Extremadura	1992
Comunidade de Trabalho Andaluza-Alentejo	2001
EUROACE (Alentejo/Centro/Extremadura)	2009

⁹ Valencia Convention, 3rd October of 2002 (confirmed by the Resolution of the Portuguese Assembly of the Republic No 13/2003, available in http://www.poctep.eu/sites/default/files/documentos/20072013/Convencao_de_Valencia_pub_DR_mar2003.pdf)

EUROAAA (Alentejo/Algarve/Andaluzia)	2010
Eurocity Badajoz-Elvas	2013
Eurocidade Elvas – Badajoz – Campo Maior	2018
Entities with juridical personality	Year of foundation
Asociación Transfronteriza de los Municipios de las Tierras del Gran Lago Alqueva (ATMTGLA)	2005

Source: Adapted from Soeiro, 2016, pp.17-18

The formalization of EUROAAA and EUROACE, and their Sectoral Commissions, gave a new stimulus to the partners and new fields emerged. Taking as an example the case of EUROACE, the sectoral commission on health and continuing care, implements specific protocols that combined with national/regional agreements, define a large spectrum of action.

Table 3.5: Legal framework in health sector active in the case study area

Level of action	Year	Agreement
Sub-Regional	2006	Luso-Spanish partnership that began in June 2006 and involved the Hospital Materno Infantil de Badajoz after the closure of the Elvas maternity provision
National	2009	Framework Agreement between the Portuguese Republic and the Kingdom of Spain on Cross-Border Health Cooperation ¹⁰ - Zamora Treaty 2009 ¹¹
Regional	2010	Specific cooperation protocol between the Regional Health Administration of the Alentejo, and the Andalusia Agency for Sanitary Quality, 24 th September ¹²
European	2011	Directive 2011/24 / EU of the European Parliament and of the Council of 9 th March 2011
National	2017	Bilateral non-normative cooperation agreement between the Ministry of Health of the Portuguese Republic and the Ministry of Health, Social Services and Equality of the Kingdom of Spain, in the field of public health in the areas of environmental, entomological, epidemiological and vector-borne disease surveillance ¹³
Sub-Regional	2018	Memorandum of Understanding on Cross-Border Health Cooperation between the Ministry of Health of the Portuguese Republic and the Consejería de Health and Social Policies of the Junta de Extremadura (Spain) ^{14,15} , involving the Ministry of Health, the Regional Health Administration of Alentejo, the Local Health Unit of North Alentejo (ULSNA) and the Municipality of Elvas and, on the Spanish, the Ministry of Health and the Health Council of the Board of Extremadura

Source: Own elaboration supported in legal framework synthesis

¹⁰ Acordo Quadro entre a República Portuguesa e o Reino de Espanha sobre Cooperação Trans-fronteiriça em Saúde

¹¹ Zamora Treaty, 22th January 2009

Article 1: 1. This Framework Agreement shall apply to:

(a) in the Portuguese Republic, to the border areas within the scope of intervention of the Regional Health Centers of the North, Center, Alentejo and Algarve;

(b) in the Kingdom of Spain, the frontier areas of the Communities Autonomous Communities of Galicia, Castile and León, Extremadura and Andalusia.

2. This Framework Agreement shall apply to any person who, being able to benefit from the care of health, in accordance with applicable law, is domiciled in or temporary stay in the areas referred to in paragraph The purpose of this Framework Agreement is to establish the legal regime applicable to cross-border health cooperation between Portugal and Spain, the implementation of which is provided for in the supplementary Administrative Arrangement laying down the implementing rules

¹² Protocolo de Cooperação Específica entre a DGS e a Agência de Qualidade Sanitária de Andalusia.

¹³ Acordo bilateral não normativo de cooperação no domínio da saúde pública nas áreas da vigilância ambiental, entomológica, epidemiológica e investigação das doenças transmitidas por vetores

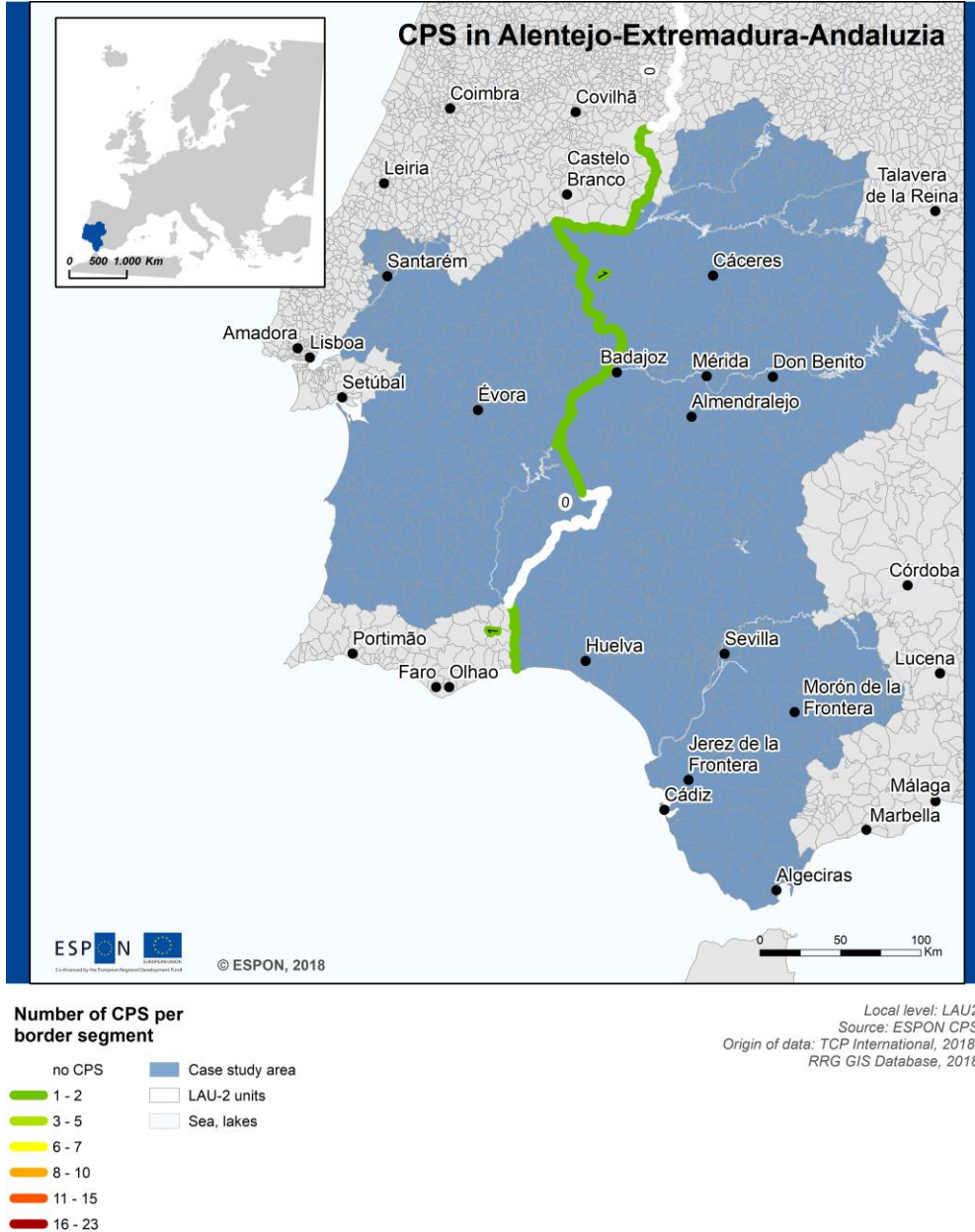
¹⁴ Memorando de Entendimento sobre Cooperação Transfronteiriça em Saúde entre o Ministério da Saúde da República Portuguesa e a Consejería de Saúde e Políticas Sociais da Junta da Extremadura de Espanha.

¹⁵ Cooperation Areas: a) Promotion, prevention and rehabilitation policies; b) Observation and epidemiological surveillance of communicable and non-communicable diseases; c) Policies for the development of primary, hospital and continuous health care services; d) Information systems and health computer software; e) Good practices in health care for the safety of the patient; f) Management of medical emergencies and emergency transport; g) Any other area that the signatories decide among themselves.

Considering the political, economic and cultural barriers, some preliminary characteristics could be associated with the cross-border context between Portugal and Spain:

1. Cooperation at local level, especially involving municipalities in the framework of their competences. These local entities develop cross-border activities in two ways: voluntary actions linked to the socio-cultural dimension and local services provision; and actions under INTERREG background linked to various fields, sometimes, involving regional entities. In the first case, the service is agreed between the two entities and supported by two separate budgets, a situation repeated by INTERREG projects, where financial support is attributed to the partners individually. There are no common structures of management;
2. Cooperation at national level, between both countries, in some critical aspects like river basin management, the sea and other transnational networks; in that case, there are specific legal frameworks between the two countries to support the development of CPS;
3. Cooperation that involves the Spanish Autonomous Communities (at regional level in the Spanish context) and the Portuguese ones (national or deconcentrated entities from each sector). In some cases, some agreements have been established, in other, entities work with a common agenda but with separate budgets. In 2006, in health there was the Luso-Spanish partnership that involved the Hospital Materno Infantil de Badajoz after the Elvas maternity closure; and currently, in 2018, the “Memorandum of Understanding on Cross-Border Health Cooperation between the Ministry of Health of the Portuguese Republic and the Consejería of Health and Social Policies of the Junta de Extremadura (Spain)” (Memorando de Entendimento sobre Cooperação Transfronteiriça em Saúde entre o Ministério da Saúde da República Portuguesa e a Consejería de Saúde e Políticas Sociais da Junta da Extremadura, Espanha).
4. And multilevel forms of cooperation, that involve economic, social and entrepreneurial associations, of local or regional nature, in a network of multilevel public administration representatives. Most of these situations, include initiatives with separate budgets but common objectives.

Map 3.2: Number of CPS in Alentejo-Extremadura-Andaluzia in case study area



The main target groups for action are the general public and workers, but also economic actors and public authorities at a local and regional level. These are initiatives with variable governance arrangements and fields (Map 3-2).

Despite the tradition in informal and voluntary local/municipal relations, there are not many experiences of cross-border services, namely in public services provision, due to the obstacles pointed out by stakeholders (Online ESPON CPS Survey, 2018):

- obstacles associated with political borders linked to legal and administrative questions;
- effects associated with economic discontinuities and natural obstacles (weak urban network, and low density of population and settlements).

These aspects have already been pointed out by Medina (2012) and Garrinhas (2018), who added a third obstacle linked to cultural barriers coming from language differences.

The results of the survey reports two initiatives, linked to the Theme “Labour market and employment”, led by the regional delegation of employment in Portugal - Instituto de Emprego e Formação Profissional, IEFP – ALENTEJO, and the regional employment services in Spain - SEXPE- Servicio Extremeño Publico de Empleo. These two entities developed two initiatives:

- the “Cross-border information service” that covers all the Extremadura and Alentejo Region, which has the main objective to offer cross-border job placement services for unemployed people;
- the “EURES Transfronteiriço”, service that provides information to cross-border unemployed and employed, about offers or demand for labour in the region. This information can be related to unemployment benefits and social security systems, taxes, health care and other labour market needs. The EURES also provides advice for self-employment and promotes cross-border job placement services for unemployed persons. In terms of the geographical context, it covers the large territory under the INTERREG cooperation: Extremadura, Alentejo and Centro regions. The EURES contemplates the involvement of entrepreneurial associations from the sub-regions of both sides of the border (as examples we have the Fundação Cresem in the Spanish context and the NERE and NERPOR on the Portuguese side) with the objective of providing information to the business sector, giving information to entrepreneurs about the possibility of hiring new workers, and obtaining guidance about social security, finance and entrepreneurship across the border.

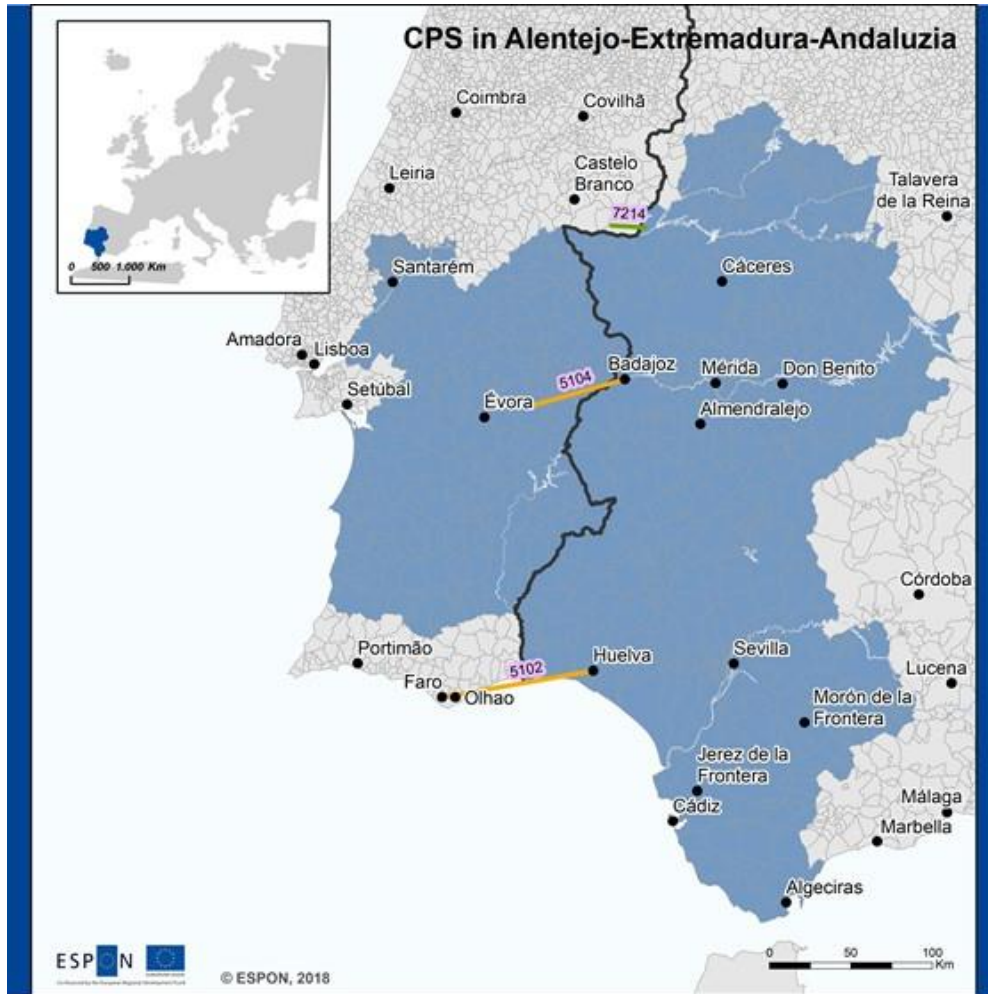
Table 3.6: CPS List in Alentejo-Extremadura-Andaluzia

Code	Place	Name CPS	Policy field	Year establishment	Description
5102	ES (Andalucía) PT (Algarve)	EURES cross-border partnership Andaluzia - Algarve	Labour market and employment	2017	The main objective is cross-border placement of employment and information on living and working conditions for cross-border workers, employers and the unemployed.
5104	ES (Andalucía) PT (Algarve)	EURES Cross-border cooperation Extremadura - Alentejo	Labour market and employment	2017	The main objective is cross-border placement of employment and information on living and working conditions for cross-border workers, employers and the unemployed.
7214	Surface area 428,274 ha (Portugal: 169,201 ha; Spain: 259,073 ha), Core area(s): 31,117 ha (Portugal: 6,379 ha; Spain: 24,738 ha)	Tejo / Tajo International Transboundary Biosphere Reserve	Environmental protection, natural resources management and climate change action	2016	Biosphere Reserve is located in the western part of the Iberian Peninsula shared between Spain and Portugal, with the Tejo River as its main axis. The area is characterized by sharp relief and low altitudes. Vegetation in this site consists largely of cork oak formations and patches of scrub, as well as cultivated areas and pastures. The fauna is typically Mediterranean and includes many rare species

A third CPS could be identified in the region, linked to “Environmental protection, natural resource management and climate change action”; the International Transboundary Biosphere Reserve created in 2016. The main target groups that benefit from the CPS are the general public, tourists and public authorities.

Besides the previously identified CPS, there are two initiatives supported by POCTEP projects that despite not being a formal CPS, should be emphasized due to their importance in the fields they act in and their significance in terms of governance arrangements. They are: the Project for cross-border cooperation of early warning networks in environmental protection systems in civil protection (Proyecto de cooperación transfronteriza de redes de alerta temprana en sistemas de vigilancia ambiental en protección civil) that presents a multilevel governance structure working together to develop a monitoring system and defining new action plans; the second one is linked to the Eurocity initiative, that involves Elvas-Badajoz-Campo Maior, that allows the formalization of a set of services on both sides of the border. The presentation of two INTERREG CPS projects will be developed in the next chapter.

Map 3.3: Themes in CPS in Alentejo-Extremadura-Andaluzia in case study area



Themes / fields of application of CPS services

- Citizenship, justice and public security
- Civil protection and disaster management
- Communication, broadband and information society
- Education and training
- Environment protection
- Healthcare and social inclusion
- Labour market and employment
- Spatial planning, tourism and culture
- Transport

- Case study area
- National border
- LAU-2 units
- Sea, lakes

Local level: LAU2
 Source: ESPON CPS
 Origin of data: TCP International, 2018;
 RRG GIS Database, 2018

4 CPS provided in the region

As pointed out in chapter 3, the Alentejo region has low development of fully deployed CPS. Nevertheless, there are some initiatives that, due to their nature and the partners involved, represent important public activities and services provided on both sides of the border. Therefore, we highlight the following initiatives:

- EURES - Cross-border Service - Cross-border Information Service;
- EUROBEC: Building the Eurocity Badajoz-Elvas-Campo Maior;
- the cross-border cooperation for the environmental protection system's civil protection early warning network.

4.1 EURES Cross-border Information Service Portugal (Alto Alentejo, Alentejo Central) - Spain (Extremadura)

The EURES Transfronteirizo in Alentejo/Extremadura, CPS implemented in 2017 as a pilot project, is one of the existing projects in the area of labour market and employment, more specifically in the field of information and advice services, facilitating the mobility of cross-border workers and their access to neighbouring social insurance systems, and providing information to jobseekers and employees.

4.1.1 The need for employment services in a context of growing worker mobility

In border areas, there is a growing mobility of people for work and study, and the service has become fundamental not only for employees, but also for entrepreneurs and workers.

In the last 20 years, the reinforcement of Spanish investment in agriculture has brought a new dynamic for labour mobility in the Alentejo region. On the other hand, during the peak of the crisis (2011 to 2015), national assets also sought new employment alternatives in Spain, and the mobility of workers across the border increased, facilitating the mobility of job seekers in the cross-border market.

In a mainly rural context, with low trans-border mobility solutions, the EURES came about in order to promote the legal and administrative solutions that were unknown to workers and also to entrepreneurs in the border context. This new CPS arose to fill a gap in the domestic public service offering on both sides, which is jointly delivered and managed.

4.1.2 Employment services under EU-EURES guidance

The purpose of the service, is to provide information to people living on one side of the border, seeking employment, working or exercising part of their activity on the other side of the border. The provided information can be related to: unemployment and social security benefits; taxation information; health care systems; as well as labour intermediation and advice on self-employment. Furthermore, the service provides information to entrepreneurs about rules on having foreign employees within their companies.

The present framework of the CPS is an existing general action plan adapted to a cross-border structure/partnership, a soft infrastructure that involves a collaborative programme, the SEXPE-Servicio Extremeño Publico de Empleo (SP-regional entity for employment), the IEFPP – ALENTEJO - Instituto de Emprego e Formação Profissional (PT, National entity for employment and training), and several business and trade union organizations.

4.1.3 A new service based on an existing domestic infrastructure

The EURES (European Employment Services) is a service, created by the European Commission in 1993, which connects the Public Employment Services of countries from the European Economic Area.

The CPS is provided on the grounds of an existing domestic infrastructure and the time and financial resources consumed are low as they are anchored in existing services.

The EURES Transfronteirizo in the Alentejo follows EU-legislation and the European Employment Services Guidance. In 2017, it involved both employment services:

- on the Portuguese side, a regional delegation office from the national Instituto de Emprego e Formação Profissional - IEFPP - ALENTEJO;
- and on the Spanish side, the Servicio Extremeño Publico de Empleo - SEXPE, an entity with regional capacity.

In 2018, the project was renewed and more partners were involved. In addition to IEFPP - ALENTEJO and SEXPE, the 2018 renewed project also includes:

- the two entrepreneurship associations of Alentejo Central (NERE) and Alto Alentejo (NERPOR);
- the confederation of municipalities of Extremadura (Confederação de Municípios da Extremadura);
- and trade unions.

In 2019, it is previewed that the EURES partners will include the University of Évora and Extremadura.

Due to the specific nature of the services and due to the low population density, they are rarely (once or twice per week) and very rarely (less than once a week) used by the population. Nevertheless, they are important for increasing worker mobility and promoting employment. The stakeholders also considered that they addressed important needs in the region and they are a completely new CPS, filling a gap in the domestic public service offering on both sides.

4.1.4 Legal and administrative obstacles reinforced by economic and demographic discontinuities in a low density area

The EURES Transfronteirizo CPS had to face some challenges and obstacles:

- The first group is related to the legal and administrative obstacles that characterize PT and ES domestic legislation. It includes questions related with asymmetric or unclear competences/responsibilities of the policy actors on both sides. There is a need to harmonize legislation, namely harmonizing the transposition of EU legislation to both national systems;
- The second one, goes beyond the traditional role of EURES CPS. The presence of the entrepreneurship associations and the participation of the community municipalities brought to the discussion, the need to promote information about the rules and conditions for entrepreneur's investment;
- The third struggle is related to failures in the recognition of competences of the entities and the need to normalise these competences.
- The fourth aspect, comes from the lack of transport infrastructures and mobility services, in particular with a low level of trans-border mobility, totally unfavourable to cross-border mobility of consumers and employers (Interviews/Workshops, 2018).

Besides the previous functional struggles for the CPS, there are other types of barriers to the action of the CPS:

- Economic and demographic discontinuities along the border. The territory is mainly rural, populated by aging people in a context of scarcity of employment and financial resources. There is also an unbalanced demand for CPS on the two sides of the border;
- Some socio-cultural divides, due to language barriers, although not very relevant in other activities.

4.1.5 Conclusions and elements of good practice

The adaptation of a general action plan to the cross-border context to provide an information service and help jobseekers and self-employed people came about as a solution to overcome the legal and administrative obstacles and the distinct competences that characterize the labour sector. The experience could be considered by other sectors where they confine.

Another element that highlights the importance of EURES in the Region, is the possibility that the service will overcome the language barrier.

Besides, in areas of low entrepreneurial density where agricultural activity absorbs an important part of the labour force, the CPS guarantees information for jobseekers, helping to minimize illegality and informality.

Finally, the EURES structure promotes the involvement of partners coming from distinct fields (public services, trade unions, universities) improving the capacity to produce more information.

4.2 EUROBEC: Building the Eurocity Badajoz-Elvas-Campo Maior / Construyendo la Eurociudad Badajoz-Elvas-Campo Maior

The EUROBEC emerges as a project that contributes to Eurocity consolidation. EUROBEC was approved in POCTEP¹⁶ and acts through the creation of a solid governance structure open to citizens, with multilevel action.

4.2.1 Eurobec as an “opportunity” to promote new governance practices

The Portuguese municipality of Elvas and the Spanish city council of Badajoz have been involved in a process of interchange for a long time. Historical and cultural factors are the basis of the cooperation between these territories separated by only 20 km. In the last century, until the seventies, the political regimes of both countries limited the formal border crossing of people and goods, so smuggling was the main way to overcome this limitation. Besides the economic motivations, there were also political ones. There was a border crossing movement of members of the political opposition and many young men that fled Portugal to escape army integration and the war with the colonies. A third important movement was the emigration of Portuguese people that used to go to France, Belgium and Luxembourg. But in the last three decades, changes in the political regimes and EU integration have promoted cross-border mobility.

The Elvas-Badajoz axis was historically linked to all these historical facts, working as an “entrance-exit door” for Spanish-Portuguese people. More recently, a new dynamic of flows and cooperation has emerged in these territories, gaining personality in the Eurocity arrangement signed in 2013. Currently, Campo Maior has been joined with both cities creating the new Eurocity Badajoz-Elvas-Campo Maior.

The intensity of these informal and voluntary actions that supported interchange between both cities, gave rise to a formal project of cooperation to supply territorial needs. The first project was "Eurorregión EXTremalentejo", in 2008, which resulted in the constitution of the Eurociudad Working Group. After the work carried out in this first phase, strands of work have been identified to build an Iberian metropolis that allows its citizens to take advantage of all the opportunities that can be found on both sides of the border.

The institutionalization of the Eurocity occurred with a protocol signed between the Municipal Chamber of Elvas and the City of Badajoz, on September 16, 2013, with the aim of attracting more employment, more investment and development for the two cities. Recognition of the project's importance came about in 2014, with the nomination of the Eurociudad Elvas-Badajoz Award for Cross-Border Cooperation from the POCTEP (Garrinhas, 2018).

¹⁶ Project 0384_EUROBEC_4E approved in AXE 4 - Improving institutional capacity and efficiency of public administration through cross-border cooperation, Thematic objective 11 - Improving the institutional capacity of public authorities and stakeholders and the efficiency of public administration

In 2018, the municipality of Campo Maior was joined with Elvas and Badajoz. This Eurocity runs within the framework of the current programming period, where a new project was approved in POCTEP¹⁷. The major objective of the project is the consolidation of the Eurocity, promoting new services to serve both sides of the border. Besides that, this new project, has added a new municipality - Campo Maior to the previous ones, Elvas-Badajoz, providing an enlarged solid governance structure open to citizens. The territory of implementation of the project is now a conurbation of 182,000 inhabitants (approximately) distributed across the three municipalities (Badajoz 151,000 inhabitants, CM 9,000 inhabitants and Elvas 22,000 inhabitants). The three municipalities have physical continuity, as Badajoz borders with the municipality of Elvas and Campo Maior (Workshops, 2018).

The main objective of the previous Eurocity Elvas-Badajoz was employment promotion, while the recent one, bet on diversified fields, supporting projects in the area of sustainable urban development, namely in the areas of spatial planning, economic development, tourism and culture. The current Eurocity projects, consider new solutions of administrative shared management and simultaneously, develops micro-actions in areas linked to smart, sustainable, and inclusive growth, creating solutions in four priority areas: sustainable mobility, labour mobility, external positioning and economic development. Similarly to other Eurocities projects, there is also the objective of building a new sense of citizenship.

The main objective of EUROBEC is to consolidate the process of creation of the Elvas-Badajoz-Campo Maior Eurocity, providing a solid governance structure open to citizens that allows multilevel governance of the territory focused on the demand for cooperation in the territory and a shared vision.

4.2.2 Eurocity as a solution for overcoming the need to get critical mass for the CPS

As previously pointed out, the border territory of Alentejo and Extremadura is characterized by demographic and economic activity scarcity. The recent addition of Campo Maior is a positive aspect of Eurocity enrolment. During the previous years of cooperation between Badajoz and Elvas, a large number of projects and actions in the cultural, sports, social, employment, mobility, and infrastructures fields, have been developed. With the integration of Campo Maior in the Eurocity agenda, the capacity for providing services in this border territory is higher.

The participation of Campo Maior with Elvas provides more critical mass to carry out concrete cooperation activities, giving more equilibrium to population distribution and possible demand on both sides of the border.

Another important key feature of this CPS cooperation project is the need to consolidate the structures of governance to formulate the best way to integrate other institutions operating in

¹⁷ Project 0384_EUROBEC_4E approved in AXE 4 - Improving institutional capacity and efficiency of public administration through cross-border cooperation, Thematic objective 11 - Improving the institutional capacity of public authorities and stakeholders and the efficiency of public administration

the territory with competences in priority issues for the Eurocity. Examples are the employment sector which involves national deconcentrated Portuguese entities and regional Spanish entities, or the local governance actions in the fields of sport, employment, education, tourism and culture that involve local and regional entities.

A final issue is related to the need to have a common vision for spatial planning development, maximising territorial complementarities, namely in terms of public services, contributing to a more cohesive territory.

4.2.3 From a volunteer cooperation process to Eurocity

The production base for this initiative is a soft infrastructure that involves municipalities on the Portuguese and Spanish sides.

The project produces the framework for the Eurocity architecture: 1) a "hardware" or physical support; 2) an operating system; and 3) methodologies to support the decision process. This structure is set up to get all entities working together by using applications that run throughout the entire system and communicate with the projects. In that context, the system could evaluate how communication is done, how citizen participation works or how conflicts are solved, and some applications that run over the entire system thus created. In this way the "hardware" product of the project would be:

- the network of cooperation structures (Plenary Council, Sectoral Councils, Executive Commission, Joint Secretariat, Technical support groups and Technical team of Eurocity);
- the operating system with its own cooperation methodologies that allow to decisions to be made, share responsibilities, execute and evaluate projects, as well as assuring participation and transparency of the processes with the digital platform for cooperation, where we can find: a common cultural agenda, a common sports agenda, the Eurocity cultural stamp, a work mobility table, information about a tourism cooperation programme, and the participatory plan focused on four priority areas;
- and, the applications that would run on such an operating system, and which are products of the project: the Eurocity card with its mobile application, an exchange programme between educational centres, a common cultural action to promote bilingualism from the Eurocity library network, a plan to promote priority sectors of social interaction, trade promotion events and the Eurocity observatory.

4.2.4 EUROACITY – a permanent cooperation entity with no juridical personality

The Eurocity Badajoz-Elvas-Campo Maior is not a pure CPS in the sense that it does not provide formal cross-border services. Nevertheless, it represents a model in terms of governance that corresponds to the formalization of a volunteer process that promotes cross-border interchanges of people and complementarity of activities. It corresponds to a permanent cooperation entity with no juridical personality.

The new Eurocity management structure, now including Campo Maior, is in line with the previous one. It is guaranteed through a double mechanism: the project management committee and the technical support group.

Currently, the EUROBEC project runs from 01/07/2014 and will be developed until the end of the programming period, 31/12/2019.

4.2.5 Conclusions, outlook and elements of good practice

The positive experience of other Eurocities in the European context allow us to predict a good development of the project and the achievement of the objective that is proposed. The stakeholders will define new models of governance and new types of services with larger impact in the territory. The EUROBEC initiative, should be considered by the stakeholders as a pilot to build new common services supported by new governance solutions.

4.3 Cross-border early warning networks in environmental protection systems in civil protection / Cooperación transfronteriza de redes de alerta temprana en sistemas de vigilancia ambiental en protección civil

Cross-border early warning networks in environmental protection systems in civil protection¹⁸ is a project in the field of “Environmental protection, natural resource management and climate change action”. The main objective of it is to implement stable and sustainable joint structures to respond to risk and emergency prevention, through the design and development of environmental monitoring systems.

4.3.1 Needs addressed in the emergency field

In the last few decades, the Alentejo and Extremadura regions have been particularly affected by climate change impacts, namely in agriculture, an important sector in the regional economy. Besides, the forest area has a high density, related to continental Mediterranean climate, with a very rugged profile and a very inadequate road infrastructure, which hinders evacuation strategies and emergency support routes.

Another relevant aspect is that the forest property is very fragmented, mainly in the Portuguese zone of the EUROACE which generates the added difficulty of the necessary prevention work. It is the natural habitat for the proliferation of wildfires that devastate, deplete and desert both sides of the border.

The regions become very vulnerable to scarcity of water, extreme events and fires, which has also affected tourism activity, another expressive economic sector in both border regions. This geographical context demands a stronger alert network and the improvement of the system for prevention and firefighting.

¹⁸ Reference: 0017_RAT_VA_PC_4_E, approved is under the Priority axe 3: Prevention of risks and improvement of the management of natural resources and Thematic Objective 5. Promote adaptation to climate change in all sectors.

4.3.2 Technology to service the emergency fields

The monitoring systems are based on innovative technologies such as infrared thermography images obtained by satellites, not only to be used in real time, but also for prediction. It allows prediction of fires and floods and to optimize and shorten the time response of civil protection administrations.

In the list of activities developed by the consortia are:

- the expansion of the early warning networks of the EUROACE;
- the extension of the radiological alert network;
- the improvement of the system for prevention and fight against forest fires network;
- and building of the SPIDA Network, that is an interface infrastructure at the base of the CPS.

The project creates a common platform for risk analysis, planning and emergency systems on both sides of the border, with:

- a possibility to have common use in real time of an environmental database and images of infrared thermography for the prevention of risks;
- a common system of environmental monitoring and emergency's alert, which gives the possibility to entities to decide and act in less time, minimizing the impact on the environment and health.

The project started in 01/10/2016 and runs until 30/06/2019.

4.3.3 A protocol involving distinct levels of public administration from both sides of the border

The present CPS corresponds to an initiative under the POCTEP 2014-2020 support. The production base for this initiative is a soft infrastructure that involves 5 entities, one of them with 3 sub-regional divisions¹⁹.

For the moment it is not an institutionalized CPS, nevertheless, it involves a network of relevant entities in the context of the environmental vulnerability of the region, that make it important for the future development of cross-border public services.

¹⁹ The entities are:

- Secretaria general de política territorial y administración local de la Junta de Extremadura;
- Dirección General de Medio Ambiente de la Junta de Extremadura;
- Universidade de Extremadura;
- Agência Portuguesa do Ambiente;
- Autoridade Nacional de Proteção Civil with the sub-regional groups of Castelo Branco (Comando Distrital de Operações de Socorro de Castelo Branco), Évora (Comando Distrital de Operações de Socorro de Évora) e Portalegre (Comando Distrital de Operações de Socorro de Portalegre).

The present CPS created a framework for fast and efficient cross-border cooperation to ensure mutual assistance, increase efficiency in emergency management and increase service quality.

The CPS is produced based on a legal framework for cooperation and mutual assistance.

Table 4.1: Partnership of CPS - cross-border cooperation of early warning networks in environmental protection systems in civil protection

Level of action	Extremadura Region	Level of action	Alentejo Region
Regional – Autonomous Government	General Directorate of Environment of the Board of Extremadura;	National Government	Portuguese Environment Agency
	General Secretary for Territorial Policy and Local Administration of the Junta de Extremadura;	National with deconcentrated units at regional (and local) level	National Civil Protection Authority with the sub-regional groups* of: - Castelo Branco (Castelo Branco District Civil Protection Operations Command) - Évora (Évora District Civil Protection Operations Command) - and Portalegre (District Civil Protection Operations Command of Portalegre)
Regional – Public entity of 3rd sector	<ul style="list-style-type: none"> University of Extremadura 	-	-

* Each sub-regional Civil Protection Authority group, also has representatives at municipal level.

Source: Reference 0017_RAT_VA_PC_4_E (POCTEP Programme 2014-2020)

4.3.4 Organisations and delivery of the CPS

Two difficulties were identified in the setup of this CPS. The first was related to the legal and administrative framework that made border permeability difficult for emergency cross-border assistance. The mutual agreement and joint actions protocols with adaptation of domestic laws, provided the legal framework that facilitates the mobilization and involvement of the resources of one side of the border, to be in action on both sides of it, with suitable legal protection under joint coordinated actions. The other obstacle is related to the composition of the consortia. The partnership is composed of a diversity of entities in terms of competences and geographical affiliation.

4.3.5 Conclusions, outlook and elements of good practice

Alentejo and Extremadura regions, have a high vegetation density, with very dense forest formation, conditions that in a context of climate change (high temperatures in very dry summer and wet winters) are most unfavourable. The on-going project represents an opportunity to develop measures to improve the resilience of the territories. The present EU vulnerability context to fire and other natural risks due to climate change impacts, make in evidence the present project, where besides sharing actions between both sides of the border, there is a need for multilevel governance on each side.

Another relevant aspect, is the learning process during the INTERREG project. The current CPS is a good example that faced serious problems of a different nature to set up as a

common service. The main constraints of an administrative and legal nature have been overcome by the establishment of protocols allowing the use of information on both sides of the border.

5 The future of CPS in the region

There is a consensus between stakeholders about the importance of cross-border CPS in the future of the region.

The intervention strategy of POCTEP in the current programming period (Cooperação Transfronteiriça Espanha-Portugal, 2015) and the workshops (Annex 3) allows us to highlight some dimensions that can be related to the establishment of future CPS in the Alentejo Region:

- provision of services of general interest, including social services of general interest in the field of health, culture, leisure, care for the elderly, among others, whose provision in the context of frontiers can increase demand thresholds and overcome the problem of economic viability due to lack of critical mass. The provision of social services of general interest can also increase the diversity of services targeted at specific groups such as the elderly and young people, clearly contributing to improving the quality of life of the population;
- the development of services related to environmental protection and enhancement, whether management services or the development of joint response initiatives in situations of crisis such as fires and floods, among others, referring to a response approach by civil protection entities. In this context, the definition of joint services increases the capacity of public entities to respond to environmental protection (natural resources, forest, flow management and water supply for irrigation) in vast territories such as the Alentejo;
- the promotion of networking and flow initiatives; here it is public transport, through the introduction of joint solutions that can be boosted by the use of ICT; the creation of cross-border solutions, which may involve the provision of services of general interest, also through the use of information and communication technologies. The latter are part of the Digital Agenda and target the entire population, including vulnerable groups, businesses and different public administration levels.

Those fields of opportunity are along the same lines as the ones presented by the Alentejo Regional Commission, that highlight some priorities for CPS (Table 5.1).

From these topics, three CPS were chosen by the regional entity to illustrate the future CPS in the region:

- Invasive species management system, in the field of environmental protection, natural resources management and climate change action;
- Cross-border multimodal freight transport platform, in the field of transport and mobility;

- Cross-border mobility observatory, in the field of transport and mobility.

Table 5.1: Regional Commission of Alentejo – Priorities for CPS

CPS Theme	Topics
a. Transport	<ul style="list-style-type: none"> - Transport is one of the identified areas by the Commission and by the regions as having great potential to remove cross-border cooperation hurdles. Harmonisation and coordination of technical and legal standards and achieving inter-operability in the transport sector as well as the provision of multimodal travel information are high priorities - Cross-border multimodal freight transport platform - Cross-border mobility observatory
b. Spatial planning, economic development, tourism and culture	<ul style="list-style-type: none"> - Culture and patrimony - Protection, promotion and development of the natural and cultural heritage
d. Education and training	
e. Labour market and employment	<ul style="list-style-type: none"> - Employment and entrepreneurship - Investment in research, new business models and internationalization, namely of Spanish investors in Alqueva;
f. Communication broadcasting and information society	
g. Environmental protection, natural resources management and climate change action	<ul style="list-style-type: none"> - The Alentejo develops an agenda on renewable energies and circular economy that involves cross border projects. These projects can develop important synergies and giving a place to new public services in these areas - Invasive species management system
h. Civil protection and disaster management;	<ul style="list-style-type: none"> - The prevention and fight against forest fires is one of the great challenges of the Iberian Peninsula which contains one of the areas with the more protected natural areas on the European continent. The joint efforts of public and private agents from both sides are crucial to jointly address these emergencies.

Source: CCDR Alentejo, Interview, November 2017

5.1 Invasive species management system

The introduction of invasive species is one of the major challenges that European biodiversity and ecosystems have faced. The invasive species increase the risk of extinction of native species and imbalance the ecosystems with negative effects on population health and economic activities. Several species of insects such as the Asian giant hornet or the red beetle (*Rhynchophorus ferrugineus*), or aquatic plants as the camelote (*Eichhornia crassipes*), were identified in the Extremadura region and in the border area. This environmental degradation process, especially visible in the Guadiana river, could be associated not only with climate change but also with the increase of trade and the transport of invasive vectors that come through road traffic.

5.1.1 Possible further development and set-up of the CPS

In order to overcome this challenge, the Dirección General de Medio Ambiente of Junta de Extremadura coordinated the project LIFE + Invasep, from 2012 to 2018, that associates private and public entities from both sides of the border. Those entities were related to water management resources, agroforestry production and academia (the University of Évora). Other programme which Junta de Extremadura participates is the interregional cooperation programme INVALIDIS-Protecting European Biodiversity from Invasive Alien Species 2014-2020, under the INTERREG programme.

The future CPS will be inspired by both of these projects. As example of the early warning networks in environmental protection systems in civil protection, is a soft infrastructure that is intended to develop a network to manage, prevent and respond to the threat of invasive species.

5.1.2 Legal, administrative, political and governance framework needed for the provision of the CPS

A large set of legal and administrative documents give the framework to the provision of this CPS.

At EU level we have: Regulation (EU) No 1143/2014 of the European Parliament and of the Council, on the prevention and management of the introduction and spread of invasive alien species; Commission Implementing Regulation (EU) 2016/1141, adopting a list of invasive alien species of Union concern pursuant to Regulation (EU) No 1143/2014 of the European Parliament and of the Council; Commission Implementing Regulation (EU) 2017/1263, updating the list of invasive alien species of Union concern pursuant to Regulation (EU) No 1143/2014 of the European Parliament and of the Council; Commission Implementing Regulation (EU) 2017/1454, on specifying the technical formats for reporting by the Member States pursuant to Regulation (EU) No 1143/2014 of the European Parliament and of the Council.

On the Spanish side the legal framework is based on the Royal Decree 630/2013 that regulates the Spanish catalogue of invasive alien species.

On the Portuguese side, the concern about invasive species is stated in *Estratégia Nacional de Conservação da Natureza e Biodiversidade* – National Strategy for Natural and Biodiversity Conservation, approved in May 2018. In this document the commitment to reinforce the prevention and control of invasive species in Portugal and in the European Union is defined. It is also assumed that until 2020 the National Plan to Prevent and Manage Exotic Invasive Species will be finished and a system to prevent, early alert and quick response to that threat will have been defined.

The Dirección General de Medio Ambiente (Environmental DG) of Junta de Extremadura is the legal regional entity that will be responsible for implementing the CPS on the Spanish side. On the Portuguese side will be the Instituto da Conservação da Natureza e das Florestas – (Natural and Forestry Conservation Institute), a national governmental entity.

Despite the harmony between the two entities about the importance of cooperation and joint action, differences at the administrative and decision levels could be faced as a constraint in the implementation of the service. At the same time, economic constraints limit the maintenance of the alert network for a long period of time (Workshop 3, 2018, Annex 2).

5.1.3 Potential next steps

The politic awareness of the importance of joint intervention concerning the invasive species is clear from the stakeholders on both sides of the border. The commitment and experience in

the participation on previous trans-regional projects are a good support for the implementation of the service. The approval of the Portuguese national plan to Prevent and Manage Exotic Invasive Species until 2020 should be an opportunity and a possible milestone to develop this service.

5.2 Cross-border multimodal freight transport platform

The logistic needs of the border companies are centred in the access to the European and world market. The opportunity to have more rapid access to the sea, through the port of Sines, is of major importance to the border territory and that is dependent on the improvement of the multimodal transport corridor Sines-Badajoz.

5.2.1 Possible further development and set-up of the CPS

This improvement will be achieved by the enhancement of the transport interoperability through the implementation of an innovative ICT that will allow a faster movement of goods, based on the simplification of customs procedures, according to the Modernised Community Customs Code (Regulation (EC) No 450/2008). That allows the elimination of paperwork and redundancy in the procedures and means that goods could be dispatched in advance. At the same time, the port of Sines will create a maritime terminal, a dry port, in the Logistics Platform of Badajoz, allowing expedited goods movement across the transport corridor.

The entities responsible for this this CPS are on the Spanish border, the Extremadura Avante, Junta de Extremadura public companies group, and on the Portuguese side, the Administration of Sines and Algarve ports. However, the main beneficiaries are the border companies that will benefit from the simplicity of the operation and a cheaper and faster access to a main port.

This development started in 2016 when the regional government of Extremadura selected this project as of regional development interest. The project will provide public services with the resource of hard infrastructures, a logistics site, and a technologic solution that will integrate all stakeholders involved in the multimodal freight transport in a logic of B2B and B2A. The establishment of simplified procedures and a management dashboard of the transport corridor, will improve management capacity and transport performance.

Figure 5.1: Future Badajoz logistic platform



Source: Photo courtesy, J. Paulo Garrinhas (June 2018)

5.2.2 Legal, administrative, political and governance framework needed for the provision of the CPS

The access to the Portuguese logistics system was supported by the protocol signed in 2018 by the ESLP-Badajoz and the Portuguese DGRM (DG of Natural Resources, Security and Maritime Services) allowing the access of Spanish freight transport operations to the Portuguese JUL (Unique Logistics Window) and facilitating the use of the Portuguese logistics system.

5.2.3 Potential next steps

The implementation and development of this CPS will be improved by the conclusion of the rail connection between Évora and Elvas/Badajoz by 2020, allowing a faster and shorter connection to the port of Sines. With this new line, the rail connection between Badajoz and Sines will be shorter and travel time will decrease to 3.5 hours. On the side of the Spanish border, the revitalization of the rail infrastructure is also projected, connecting the Badajoz logistic platform to Mérida and Navalmoral. On the other hand, with this service the Spanish companies benefit from the same conditions as the Portuguese congeners in the access to the Portuguese port system, namely the port of Sines.

5.3 Cross-border mobility observatory

Cross-border mobility is of utmost importance along the entire border between Portugal and Spain and that of the EUROACE region is no exception. In addition to freight traffic, cross-border passenger trips are increasing associated to labour mobility, due to a more expressive development of cross-border labour market, and to trips generated to satisfy purposes like leisure, access to goods and services or education. Despite its importance, there is no continuous data collection to generate knowledge and support a more informed mobility policy design in the border area. Demographic changes, economic evolution and policy recommendations point to a need for changing mobility patterns, as the cross-border relations increase.

5.3.1 Possible further development and set-up of the CPS

Under POCTEP, 2007-2013, a mobility study was carried out covering the Badajoz and Alto Alentejo region “Estudo de perspetiva da mobilidade no espaço transfronteiriço Badajoz-Alto Alentejo - *Study of the perspective of mobility in the cross-border space Badajoz-Alto Alentejo*”, published in 2013, reflecting the regional importance of this issue. On the other hand, the recent Portuguese legislation, Regime Jurídico do Serviço Público de Transportes de Passageiros - Legal Regime of the Public Passengers Transport Service, states that all municipalities or intermunicipalities groupings must form a transport authority responsible for providing passenger transport services in their areas of jurisdiction. By Portuguese law, all of these contracts must be defined by the end of 2018.

The need for information on mobility patterns becomes crucial to the design and management of the transport services contracts.

In order to answer these challenges, stakeholders pointed out the need to develop a cross-border mobility observatory, supported by georeferenced data collection with the implementation of a Geographical Information System (GIS) platform. The platform will support a Decision Support System (DSS) on mobility patterns in EUROACE territory, especially focused on the Eurocity Elvas-Campo Maior-Badajoz.

The main tasks that will be needed are: counting of passengers and vehicles at different times of the day; identification of the origins and destinations of these flows. From this information it will be possible to discuss the economic efficiency in the establishment of a public transport system, motivating the interest of private operators for the CPS provision.

The implementation of this observatory, as others created with the same objective, is conditioned by the legislation of personal general data protection (Protection personal data General Data Protection Regulation (GDPR) (EU) 2016/679), constraining the automatic data capture and the level of its desegregation, another is related to its maintenance.

5.3.2 Legal, administrative, political and governance framework needed for the provision of the CPS

The start-up of this service could be developed under the EUROACE action, but, as has been referred to by stakeholders, its continuity should be assumed by another entity with direct responsibilities in mobility management, with a clear advantage of effectiveness on transport supply. Although, the effective passenger transport supply in Elvas-Campo Maior-Badajoz Eurocity is strongly constrained by the passenger transport legislation framework. In fact, what could be understood as an urban passenger transport service, is considered as an international passenger transport with all the limitations and impositions to operators and to operation. Insurance, operation certification and operational authorization are some of the limitations that are pointed out by transport stakeholders (Workshop 2, 2018, Annex 2).

As this is not only an Iberian problem, some European actions should be taken in order to overcome the limitations that this CPS work highlights.

5.3.3 Potential next steps

In the first stage, which will be supported by EUROACE, under the sectorial commission of territorial planning, communications and transport, leaving for a future institutional entity the responsibility to maintain the operation of the observatory. But in the near future, the regional entity for transports and mobility of Extremadura (SP) and the Instituto da Mobilidade e Transporte (PT) should be involved. This project will need adequate hardware, software, but also the technical capacity to develop and maintain the project.

5.4 Assessment of future CPS development in general

All three CPS presented are based on the needs identified by the stakeholders whether public, private or third sector entities. Nevertheless, the level of future implementations are quite different. In one case, the process is in a development stage -the cross-border multimodal freight transport platform-, in other cases, only the desire for development is present, as is the case of the cross-border mobility observatory.

The development of the invasive species management system is in an intermediate maturation stage. Despite Portuguese participation in previous programmes like the LIFE + Invasep programme (where several entities were involved), the development of the Portuguese national framework related to invasive species is not finalized, which may be an obstacle to the definition of the future CPS. This CPS will depend on the participation of a regional entity in Spain, Junta da Extremadura, and a national one in Portugal, the Natural and Forestry Conservation Institute, and that could generate some difficulties with the provision.

The asymmetric decision level on the cross-border cooperation, normally a regional entity in Spain, and a central entity in Portugal, is the common difficulty in the provision of a CPS.

The development of the multimodal platform is on the way and its importance could be empowered by the construction of a new rail segment and the requalification of the previous rail line on the Portuguese side, connecting the Badajoz platform to the port of Sines, but also being able to serve the ports of Lisbon and Setúbal. The requalification of the rail line on the Spanish side, connecting Badajoz to Mérida and Navamoral, will contribute to extending the area of service of this platform and will contribute to a desirable modal transfer from road to rail freight transport. In any case the schedule of those future infrastructural investments will not make the development of this CPS impossible. Despite the asymmetry in the level of the public entities that participate in this CPS organization, the conjugation of the national objectives and regional ones have made it easier to start it.

In the third case, the implementation of the mobility observatory does not represent institutional difficulty, since that will be assumed in a first stage by EUROACE. Its objective is to inform mobility flows and policies in the border area, in particular in the Eurocity territorial scope. However, it will require some technical capacities and its effectiveness will depend of the capacity to set up the best strategic option to develop sustainable mobility in the border

area. In a second stage, the regional entity for transports and mobility of Extremadura (SP) and the Instituto da Mobilidade e Transporte (PT) should agree on a legal framework for passenger transport as a cross-border public service.

6 Lessons learned, recommendations & transferability

The territories of Alentejo, Extremadura and Andaluzia are low population density and dependent on small and medium sized-cities for the provision of basic and high level services. The importance of the primary sector in both territories, reinforces the lower human occupation along the border line. These specific characteristics, define economic and demographic discontinuities and reinforce the legal and administrative obstacles and language barriers. Despite all efforts, these obstacles have not been overcome and that explains the low formal number of CPS that occurred in this territory and maintain the challenges for future implementation.

In the EURES CPS, we find that the enlarged partnership is a very positive aspect. The core entities are related to the employment sector, but they are surrounded by trade unions, intermunicipal entities, economic associations and universities. This diverse composition promotes additional flows of information, whether for jobseekers and workers, or for entrepreneurs, centralized and up-date in the two formal entities (IEFP - ALENTEJO and SEXPE). Sharing information in current time is a key element for the success of EURES projects in general, but particularly positive in the Alentejo.

The services provided under local authorities competences (spatial planning, economic development, tourism and culture), works with adaptation of domestic rules, contributing to maximizing interchanging. When we look at the Eurocity project, we see its potential. The existing EUROBEC, linked to Eurocity Elvas-Campo Maior-Badajoz, supports the development of actions in three distinct fields: - socio and cultural cooperation involving local public authorities (the municipal level) of both sides of the border; - high education services involving centralized level of Portuguese side and regional level of Spanish side; - trade, tourism, recreational and transport supported by private services of both sides of the border. Similar to other regions in Europe, EUROBEC appears as an opportunity to develop common strategic documents, including land planning, transport and mobility plans.

The obstacles emerge when there are “mixed” levels and competences on the two sides of the border. That is the case of the Civil Protection alert systems.

In a context of reduced CPS initiatives, INTERREG experiences appear to be very positive, since they exercise partnerships between public and private entities of various scales and help to list the legal and framework needs. The development of CPS are deeply associated with a bottom-up process, a result of the needs and desires of border populations.

In exposed situations the development of CPS does not require a new structure, taking advantage of the existing infrastructures, administrative and technical support. In many cases the costs of CPS provision are assumed by both sides. In other cases, the cost of the service

are taken by each partner entity, as a normal operating cost, as for example EURE. However, the natural development of the CPS may lead to the need for a new entity with its own legal personality and its own budget to operate it to be established.

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Annex 1

List of contacted entities by CCDR Alentejo in November 2017 to identify CPS initiatives

1.	Nisa
2.	Castelo de Vide
3.	Marvão
4.	Portalegre
5.	Arronches
6.	Campo Maior
7.	Elvas
8.	Vila Viçosa
9.	Alandroal
10.	Reguengos de Monsaraz
11.	Mouro
12.	Barrancos
13.	Moura
14.	Serpa
15.	Mértola
16.	Administração Regional de Saúde do Alentejo, IP
17.	ADPM - Associação de Defesa do Património de Mértola
18.	ADRAL - Agência de Desenvolvimento Regional do Alentejo
19.	AFLOSOR - Associação de Produtores Florestais da Região de Ponte-de-Sôr
20.	AgdA — Águas Públicas do Alentejo
21.	AMBAAL - Associação de Municípios do Baixo Alentejo e Alentejo Litoral
22.	Comando Distrital de Operações de Socorro de Évora
23.	Comando Distrital de Operações de Socorro de Seja
24.	Comando Distrital de Operações de Socorro de Portalegre
25.	AREANATEjo — Agência Regional de Energia e Ambiente do Norte Alentejano Tejo
26.	ADI — Associação de Desenvolvimento Integrado Rota do Guadiana
27.	Associação Transfronteiriça dos Municípios das Terras do Grande Lago do Alqueva
28.	Campo Arqueológico de Mértola
29.	CCVE- Centro de Ciência Viva de Estremoz
30.	CEAI - Centro de Estudos da Avifauna Ibérica
31.	CEBAL - Centro de Biotecnologia Agrícola e Agro-Alimentar do Baixo Alentejo Litoral
32.	Centro Distrital de Segurança Social de Portalegre
33.	CIMAA - Comunidade Intermunicipal do Alto Alentejo
34.	CIMAC - Comunidade Intermunicipal do Alentejo Central
35.	CIMBAL — Comunidade Intermunicipal do Baixo Alentejo
36.	Conselho Diretivo do Centro Distrital de Segurança Social de Évora
37.	Conselho Diretivo da Segurança Social do Distrito de Portalegre
38.	Cruz Vermelha Portuguesa
39.	Delegação Regional do Alentejo do IEFP
40.	Direção Regional da ARH Alentejo
41.	Direção Regional da Cultura do Alentejo
42.	Direção Regional de Agricultura do Alentejo
43.	Direção Regional de Economia do Alentejo
44.	Direção Regional de Educação do Alentejo
45.	EDIA - Empresa de Desenvolvimento e Infraestruturas de Alqueva, S.A.
46.	ERT - Entidade Regional de Turismo do Alentejo
47.	Escola Superior Agrária de Beja
48.	Escola Superior Agrária de Elvas
49.	Escola Superior de Saúde de Beja
50.	ICNF - Instituto da Conservação da Natureza e das Florestas, I.P.
51.	Instituto Politécnico de Beja
52.	Instituto Politécnico de Portalegre
53.	Instituto Português da Juventude - Serviços de Portalegre
54.	IPDJ — Instituto Português do Desporto e da Juventude
55.	IPMA - Instituto Português do Mar e Atmosfera, I.P.
56.	IPJ - Direção Regional do Alentejo do Instituto Português da Juventude
57.	PCrA — Parque de Ciência e Tecnologia do Alentejo
58.	PpDM — Plataforma Portuguesa para os Direitos das Mulheres
59.	QUERCUS — Associação Nacional de Conservação da Natureza
60.	Rede Turismo de Aldeia
61.	Universidade de Évora

Annex 2

Workshops in CCDR Alentejo

WORKSHOP 1 - Labour market and employment

CCDR Alentejo, Évora, 19/06/2018 - 14.30h

CPS Theme	Entity	Country	Representation
e. Labour market and employment	Eures Transfronteiriço	PT	M ^a José Comenda (advisor EURES)
	IEFP - ALENTEJO	PT	Francisco Costa (director of services)
	SEXPE-SEPS	SP	Nacho Sanchez Garcia (advisor EURES)
	NERE - Núcleo Empresarial da Região de Évora	PT	Vitor Barbosa (President)
	CCDR Alentejo - Interregional Cooperation Division	PT	Paulo Silva (Head of the Interregional Cooperation Division)
	CCDR Alentejo - Interregional Cooperation Division	PT	Rui Mendes (Senior Technician)
	IGOT-UL	PT	Eduarda Marques da Costa
	IGOT-UL	PT	Nuno Costa



WORKSHOP 2 – Spatial Planning and Social Innovation in the territory

CCDR Alentejo, Évora, 25/06/2018, 10.00h – 12.00h

CPS Theme	Entity	Country	Representation
Spatial planning, economic development, tourism and culture	D. G. de Transporte	SP	Fernando G. Lozano (Assistant)
	Autocarros Luengo	SP	Jose Maria Luengo Martin (administrator) and Lute Velo Rocuz (partner)
	Eurobec – Municipality of Elvas		Carla Carvão and Miriam Reis
	Fundação Eugénio de Almeida	PT	Henrique Sim-Sim (Coordinator of the Social and Development Area)
Espón Team	CCDR Alentejo - Interregional Cooperation Division	PT	Paulo Silva (Head of the Interregional Cooperation Division)
	CCDR Alentejo - Interregional Cooperation Division	PT	Rui Mendes (Senior Technician)
	IGOT-UL	PT	Eduarda Marques da Costa
	IGOT-UL	PT	Nuno Costa

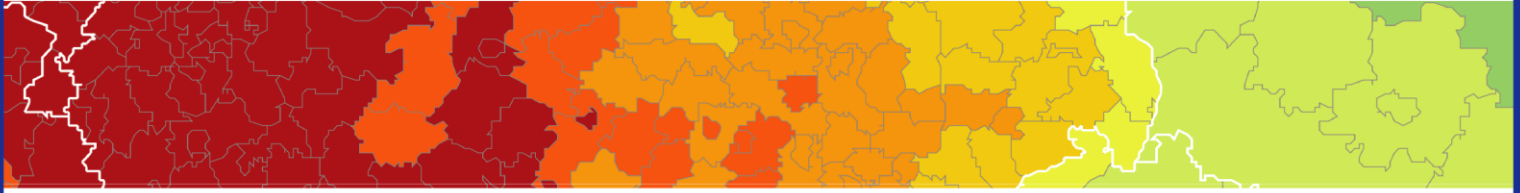


WORKSHOP 3 – Environment and Risk Management

25/06/2018 14.00h – 16.00h

CPS Theme	Entity	Country	Representation
Environmental protection, natural resources management and climate change action	ARH – Alentejo (Administration of Hydric Resources)	PT	André Matoso (General Director)
	Junta de Extremadura – DG Environment	SP	María Gutiérrez Esteban (Project ACECA)
Civil protection and disaster management;	Junta de Extremadura – Civil Protection	SP	Victor Garcia Vena (Jefe de Servicio de Interior y Protección Civil)e
	Junta de Extremadura – Civil Protection	PT	Jose Manuel Gil Lavado (Jefe de Seccion de Radiologia Ambiental)
Espón Team	CCDR Alentejo - Interregional Cooperation Division	PT	Paulo Silva (Head of the Interregional Cooperation Division)
	CCDR Alentejo - Interregional Cooperation Division	PT	Rui Mendes(Senior Technician)
	IGOT-UL	PT	Eduarda Marques da Costa
	IGOT-UL	PT	Nuno Costa





ESPON 2020 – More information

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