

# LEADER in the Portuguese Autonomous Regions

DROM – Developing European Engagement  
in Outermost Regions

Márcia Mendes, Minha Terra, Vice-President



[www.minhaterra.pt](http://www.minhaterra.pt)  
[minhaterra@minhaterra.pt](mailto:minhaterra@minhaterra.pt)

**Azores**



**Madeira**



# Table of contents

---

01

## **Portuguese Autonomous Regions**

Small contextual presentation of  
the two Autonomous Regions

02

## **Azores**

Small presentation of the  
Autonomous Region of Azores

03

## **Madeira**

Small presentation of the  
Autonomous Region of Madeira

04

## **LEADER in outermost regions of Portugal**

Presentation of the LEADER  
approach in Azores and Madeira  
during the 2014-2022 period

05

## **Azorean LAGs**

Presentation of the LAGs –  
territory, population and strategies

06

## **Madeiran LAGs**

Presentation of the LAGs –  
territory, population and strategies

07

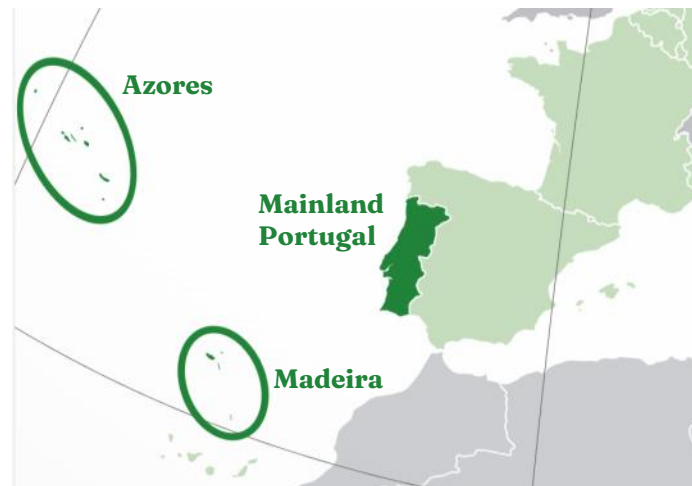
## **Difficulties**

Presentation of the main  
constraints

# Portuguese Autonomous Regions

The Autonomous Regions of Azores and Madeira were established in 1976.

Their autonomy is justified by their distinct geography, economy, social and cultural situation.





# Azores



2.329,67 km<sup>2</sup>



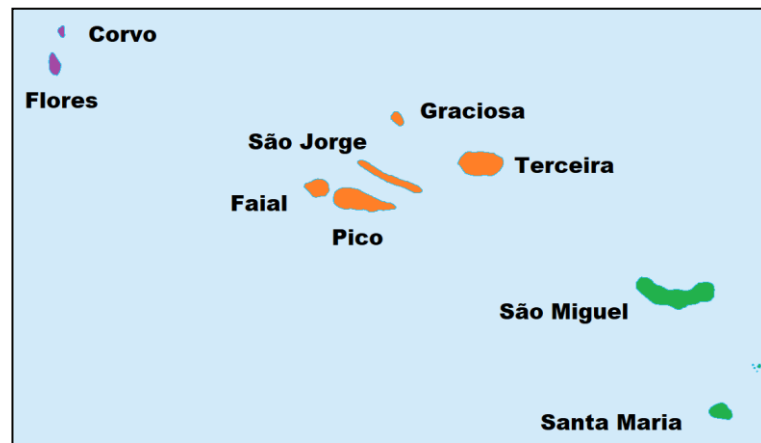
236.413 inhabitants



19 municipalities  
155 parishes

The Azores archipelago consists of **nine islands** divided into three groups:

- Western Group - Corvo and Flores;
- Central Group - Faial, Graciosa, Pico, São Jorge and Terceira;
- Eastern Group - Santa Maria and São Miguel.



**Main economic activities:** livestock (cows); farming; fishing and tourism.



# Madeira



801,50 km<sup>2</sup>



250.769 inhabitants



11 municipalities

54 parishes

This archipelago comprises **two islands**:

- Madeira;
- Porto Santo.

The Autonomous Region also includes two groups of small uninhabited islands/islets Desertas (Ilhéu Chão, Deserta Grande and Bugio) and Selvagens (Selvagem Grande, Selvagem Pequena and Ilhéu de Fora).



**Main economic activities:** tourism; handicrafts; farming.

# LEADER in outermost regions of Portugal



In 2023-2027 Portugal had **three rural development programs** - Mainland, Azores and Madeira

## Managing Authority:

- Azores: PEPAC AÇORES Managing Authority - Regional Directorate for Rural Development;
- Madeira: PEPAC MADEIRA Managing Authority - Regional Secretariat of Agriculture and Fisheries.

Note: “PEPAC” = CAP Strategic Plan

## Paying agency:

Institute for Financing of Agriculture and Fisheries (IFAP).



# LEADER in outermost regions of Portugal

## - Measures in the Azores



**2014-2022**

**Creation and development of non-agricultural activities**

**Small-scale infrastructures, including renewable energies**

**Local basic services**

**Leisure and tourism infrastructures and touristic information materials**

**Natural and cultural heritage and environmental awareness**

**Cooperation**

**2023-2029**

**Awards for setting up rural companies**

**Business development in rural areas (creation and development of SMEs/Microenterprises and diversification of non-agricultural activities)**

**Social, associative and free-time support infrastructures, including smart villages**

**Creation or modernization of social responses for social inclusion**

**Preservation, valorization and/or dynamization of local heritage**

**Transition to a green society**

**Cooperation**

# LEADER in outermost regions of Portugal

## - Measures in Madeira



**2014-2022**

Diversification of non-agricultural activities

Creation/restructuring of businesses in rural areas

Support for tourist activities

Strengthening basic services in rural areas

Recovery and valorization of rural heritage

Small-scale collective infrastructures

Cooperation

Training of local development agents

**2023-2029**

Diversification of non-agricultural activities

Creation and support of tourist activities

Creation and development of SMEs and micro-enterprises in rural areas

Social, associative and leisure time support services

Conservation and enhancement of rural heritage and small rural infrastructures for collective use

Digitalization of rural communities (Smart Villages)

Production of renewable energy

Creation of units for the collection, recycling and use of agro-rural materials

Cooperation for local development – short food circuits and touristic services

Training of local development agents

Cooperation



## NORTE

ADER-SOUSA 01  
 ADRAT 02  
 ADRIL 03  
 ADRIMAG 04  
 ADRIMINHO 05  
 ADRITEM 06  
 ATAHCA 07  
 BEIRA DOURO 08  
 CORANE 09  
 DESTEQUE 10  
 DOLMEN 11  
 DOURO HISTÓRICO 12  
 DOURO SUPERIOR 13  
 LITORAL RURAL 14  
 PROBASTO 15  
 SOL DO AVE 16

## CENTRO

AVEIRO NORTE 17  
 AVEIRO SUL 18  
 AD ELO 19  
 ADAE RURAL 2020 20  
 ADD 2020 21  
 ADDLAP 22  
 ADERES ESTRELA-SUL 23  
 ADIBER / BEIRA SERRA 14-20 24  
 ADICES 25  
 ADIRN 26  
 BIS 2020 27  
 ADRUSE 28  
 COIMBRA MAIS FUTURO 29  
 DUECEIRA 30  
 DLBC ALTO OESTE 31  
 DLBC BAIXO OESTE 32  
 PINHAIS DO ZÉZERE 33  
 PINHAL MAIOR 34  
 PRÓ-RAIA 35  
 CASTELOS DO CÔA 36  
 COVA DA BEIRA 2020 37  
 TAGUS 38  
 TERRAS DE SICO 2020 39

## LISBOA

A2S 40  
 ADREPES RURAL 41

## ALENTEJO

ADER-AL 42  
 ADL 43  
 PRÓ-RURAL 44  
 APRODER 45  
 CHARNECA RIBATEJANA 46  
 AL SUD ESDIME 47  
 LEADERSOR 48  
 ALENTEJO CENTRAL 49  
 MARGEM ESQUERDA DO GUADIANA 50  
 TERRAS DENTRO 2020 51

## ALGARVE

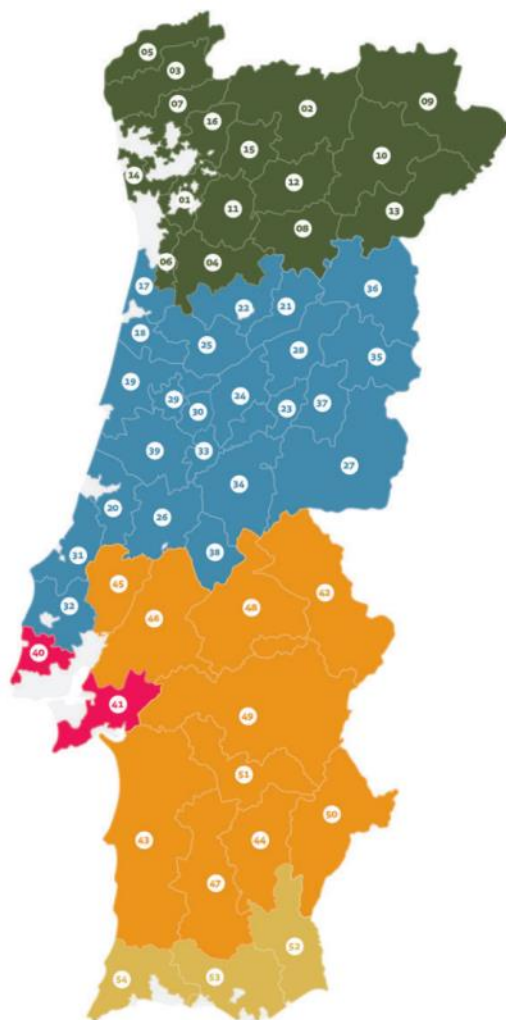
TERRAS DO BAIXO GUADIANA 52  
 INTERIOR DO ALGARVE CENTRAL 53  
 ADERE 2020 54

## AÇORES

ADELIADOR 57  
 ARDE 58  
 ASDEPR 59  
 GRATER 60

## MADEIRA

ACAPORAMA 61  
 ADRAMA 62

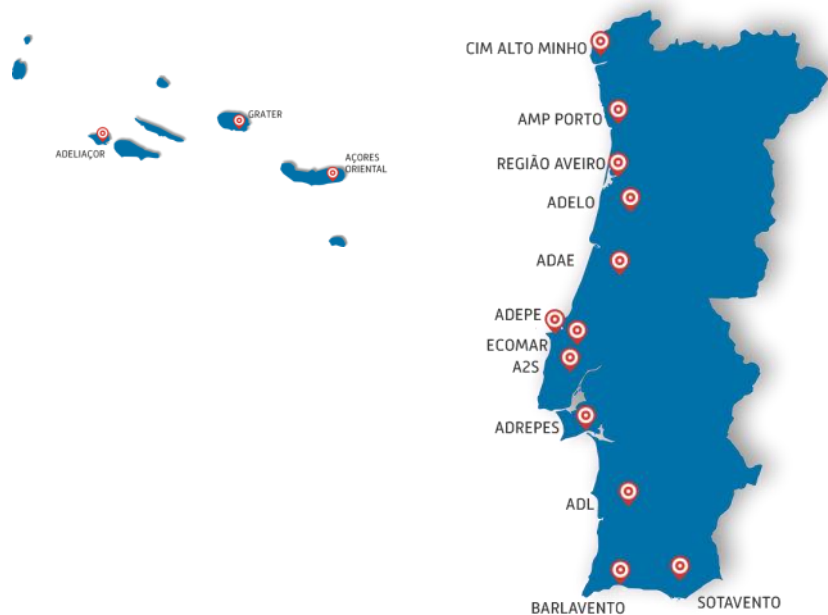


# Rural LAGs 2014-2022

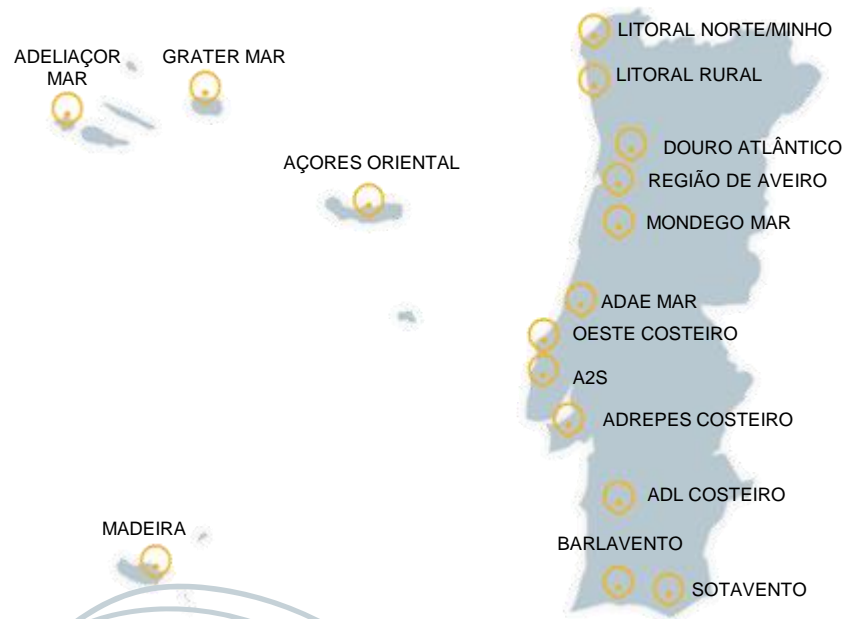
In Azores and Madeira the same LAGs were recognized for the period 2023-2029.

# Coastal/fisheries LAGs

2014-2022



2023-2029



An aerial photograph of a coastal town in the Azores. The town features white buildings with red-tiled roofs, a prominent church tower, and a harbor with several boats. The town is surrounded by green fields and is situated next to a deep blue ocean under a clear sky. A semi-transparent text box is overlaid on the right side of the image.

# Azores LAGs

LEADER was introduced in the Autonomous Region of the Azores in 1994 (LEADER II).

There are **four rural LAGs in the region** (in 2023–2029, the same as 2014–2022):

- **ADELIAÇOR**
- **ASDEPR**
- **ARDE**
- **GRATER**

In addition there are three coastal/fisheries LAGs:

- **ADELIAÇOR MAR**
- **GRATER MAR**
- **AÇORES ORIENTAL**

<b>Intervention area:</b>	São Jorge, Pico, Faial, Flores and Corvo islands
<b>Area:</b>	1.025,09 Km2
<b>Population:</b>	44.371
<b>Budget 2023–2027:</b>	€ 3.615.716,47
<b>Coordinator:</b>	Arlene Goulart
<b>Contact:</b>	adeliacor@adeliacor.pt

Strategic themes/priorities:

- Employment and the circular economy through innovative use of resources;
- Sustainability and food security;
- Natural and cultural heritage and biodiversity protection;
- Territorial planning and strengthening territorial resilience, including energy security;
- Sustainable tourism, health and wellness services;
- Innovation, knowledge and digital transition;
- Sustainable social inclusion services



<b>Intervention area:</b>	Ponta Delgada and Vila do Porto (São Miguel and Santa Maria islands)
<b>Area:</b>	329,30 Km <sup>2</sup>
<b>Population:</b>	72.635
<b>Budget 2023–2027:</b>	€ 3.424.119,02
<b>Coordinator:</b>	Andrea Guedes
<b>Contact:</b>	geral@arde.pt

## Strategic themes/priorities:

- Support for creation/development of new or existing companies in rural areas
- Support for promotion of touristic and leisure activities
- Valorization of agricultural, agri-food production and local products
- Support for trade and services to support rural development
- Protection, enhancement and promotion of cultural and natural heritage
- Promotion of inclusion and social cohesion
- Territorial animation, partnership work interterritorial and transnacional cooperation.





<b>Intervention area:</b>	Lagoa, Vila Franca do Campo, Povoação, Nordeste and Ribeira Grande (São Miguel island)
<b>Area:</b>	514,87 Km2
<b>Population:</b>	65.755
<b>Budget 2023–2027:</b>	€ 3.500.674,06
<b>Coordinator:</b>	Isabel Magalhães
<b>Contact:</b>	isabel.magalhaes@asdepr.pt

## Strategic themes/priorities:

- Promotion of a cohesive and inclusive society, strengthening the network of local equipment and services;
- Capitalization of endogenous, natural and cultural resources, as vectors for generating employment and wealth, particularly with regard to new technologies and digitalization of rural companies, bioeconomy and circular economy, as well as the use of renewable energy;
- Promote sectors related to the agricultural and forestry sector, such as tourism and cultural and creative industries, in order to contribute to economic, social and environmental development and the intelligent transition of rural areas;
- Preservation and enhancement of natural and cultural heritage.





# GRATER

<b>Intervention area:</b>	Graciosa and Terceira islands
<b>Area:</b>	460,75 Km2
<b>Population:</b>	60.564
<b>Budget 2023–2027:</b>	€ 3.340.556,49
<b>Coordinator:</b>	Carmen Toste
<b>Contact:</b>	grater@grater.pt

## Strategic themes/priorities

Generate employment in rural areas/ Increase investment and economic dynamics  
Improving the attractiveness of the territory for tourists  
Promote entrepreneurship and the appreciation of traditional knowledge and crafts  
Contribute to population settlement/ Densify basic services for the rural population  
Contribute to the conservation and enhancement of rural heritage/Contribute to the preservation of cultural heritage  
Contribute to increasing transnational and interterritorial cooperation  
Contribute to increasing energy production from renewable resources  
Contribute to the diversification of activities on agricultural holdings



# Coastal/Fisheries LAGs

Strategic themes/priorities:



ADELIAÇOR MAR | GRATER MAR | AÇORES ORIENTAL

**Protection of marine biodiversity**

**Improve maritime planning and coastal resilience**

**Value blue tourism, health and wellness**

**Improve ocean innovation, knowledge and digital transition**

**Education and training related with sea activities**

**Promote employment and blue economy from innovative use of local resources**

**Increase food safety and sustainability**

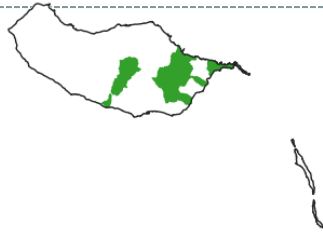


# Madeira LAGs

LEADER was introduced in the Region in the first phase of the program (LEADER I) by the ACAPORAMA LAG.

In 1994, within the framework of LEADER II, the territory covered by the methodology was expanded with the creation of the ADRAMA LAG.

In addition to the two rural LAGs, a coastal/fisheries LAG was recently created for the 2023 – 2027 programming period.



<b>Intervention area:</b>	Eastern Madeira (Câmara de Lobos, Machico, Santa Cruz) and Porto Santo
<b>Area:</b>	170,06 Km2
<b>Population:</b>	99.080
<b>Budget 2023–2027:</b>	€ 5.086.285,84
<b>Coordinator:</b>	Sérgio Oliveira
<b>Contact:</b>	<a href="mailto:geral@acaporama.org">geral@acaporama.org</a>

Support for SMEs  
(small and medium-  
sized companies) and  
micro-enterprises in  
rural areas

Support for basic  
services for the rural  
population

Support for the  
production and use  
of renewable energy,  
bioeconomy and  
circularity

Cooperation for local  
development

Training and  
information for local  
development agents

Interterritorial and  
transnational  
cooperation



<b>Intervention area:</b>	Northern and Western Madeira (Ribeira Brava, Calheta, Ponta do Sol, Porto Moniz, São Vicente and Santana)
<b>Area:</b>	480,42 Km <sup>2</sup>
<b>Population:</b>	45.894
<b>Budget 2023–2027:</b>	€ 4.860.737,21
<b>Coordinator:</b>	Henrique Silva
<b>Contact:</b>	geral@adrama.pt

## Strategic themes/priorities:

- Promote employment, growth, social inclusion and local development in the rural territories

Encourage the bioeconomy and the circular economy

- Support the launch of rural enterprises linked to agriculture, forestry and the diversification of income of agricultural households, in favour of non-agricultural activities

Support the launch of non-agricultural business activities related to EDL

Cooperation for local development

Interterritorial and transnational cooperation



# Coastal/Fisheries LAGs



**Madeira Coastal LAG – Created for the period 2023–2029**

Strategic themes/priorities:

**Promotion of  
awareness raising  
actions within the  
community / Sea  
in Schools**

**Training for Fishing  
and Sea  
Professionals**

**Marketing of Sea  
Professions**

**Support for the  
development of  
nautical disciplines**

**Conservation,  
rehabilitation and  
enhancement of  
heritage linked to  
the Sea**

**Creation of  
thematic routes on  
cultural heritage  
linked to the Sea**

# Difficulties

Late start and lack of monitoring by regional coordination

Method for assessing the reasonableness of expenses with the presentation of 3 comparative budgets for all expenses (verification of the CAE's )

Beneficiaries who fail to comply with deadlines and standards (like incomplete documentation)

Lack of training and technical capacity by promoters to operationalize the projects and make them profitable over the period of maintenance of investments

Financial capacity/availability of cash felt by promoters to implement their projects

Lack of autonomy in the management of the LDS with the impossibility of managing the opening of notices according to the needs of the territory.

Insufficient budget of the LDS

Withdrawal of the uncommitted amount on 12.31.2020 that had been allocated to the LAGs for application in its territory

Bureaucratization of analysis and decision processes (licenses for works and activities).

Equal administrative burden for small and large projects

Lack of the definition of standard and referenced costs (tabulated)