

Quaternaire Portugal

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The reorganisation of Local Administration

The Green Paper about the Local Administration Reform, recently published by the Government, opened a new political agenda focused on the challenges of reorganizing Local Administration. At first glance, we should say that it is a direct consequence of the financial bail-out of Portuguese economy. However, in our opinion, the abrupt fiscal consolidation imposed by the bail-out only strengthened a structural need that was already visible.

We sustain that Municipalities are for a long time submitted to a double pressure that we call the “tongs effect”. An upward pressure determined by social intervention needs and more intensive information, participation and citizenship demands, directly challenging Local Authorities. A downward pressure characterized by efficiency, scale and increased rationality of investment requirements and determining a higher relevance of the regional and sub-regional levels.

The required reorganisation should be seen by the Municipalities as an opportunity to tackle in a positive way this “tongs effect”, revising and reinventing organisational patterns and designing structures of competences adapted to the future challenges and to the new fields of intervention that Local Administration will face. This will be an opportunity, among other needs, to consolidate human resources management procedures based on competences, preparing the Municipalities for the inevitable rejuvenation of their staff.

The **Quaternaire Portugal** ability to read and understand territories suggests that the announced reorganisation should be approached with a full understanding of territories in which Local Authorities are active. Recently, the Municipalities diversified their institutional forms, setting up new organisations – associations of municipalities, public and public-private corporate, development associations, foundations and other examples. This architecture should be reconsidered as a whole. Resetting and reorganizing this whole institutional building require a territorial perspective. A mere rationale of efficiency can be a disaster and seriously impact relevant groups of local population, which not have other forms of social protection. Efficiency and contribution for local development should be combined in an innovative way, thinking of the Local Administration that we want to build for a new development cycle of Portuguese society and their territories.

Remaining faithful to its mission and values, **Quaternaire Portugal** is now preparing a new portfolio of services capable of renovating the role of partner and adviser of the Portuguese municipalities for this new phase of visibility of Local Administration in Portugal.



António Manuel Figueiredo
President of the Board of Directors

Starting projects

Regional Assessment of Qualification Needs

Quaternaire Portugal, in partnership with the **Study Centre on Peoples and Cultures** from **Portuguese Catholic University**, is conducting a study that aims to support the assessment of regional needs of intermediate qualifications in Portugal, in short and medium term and, thus, providing a useful input information in order to improve the operation of National Qualifications System.

It will develop a model of skill needs assessment starting from the practices that are already consolidated in the regulation of the VET supply system. In this way, the study seeks to incorporate a greater regional dimension in the definition of training investment priorities. In order to tackle this challenge, complementary strategies will be created for analysis of regional economic dynamics, combining basic quantitative information with qualitative one and ensuring an effective participation of regional actors in setting these priorities.

The study is funded by the OP Technical Assistance - ESF and will be completed at the end of 2012.

Evaluation Study of Performance, Results and Impacts 2009-2011 IQ-SMEs North Program

During the first half of 2012, **Quaternaire Portugal**, will conduct the Evaluation Study of Performance, Results and Impacts of the 2009-2011 IQ-SMEs North Program, awarded by AIMinho - North Business association.

The IQ-SMEs North Program is co-financed by the ESF and fits into the 3.1.1. Measure of POPH. It intends to promote the development of micro and SMEs through the development of actions able to promote the optimization methods and processes of management modernization and innovation.

The methodological approach of the Study is based on quantitative and qualitative data, combining primary and secondary sources of information. The development of this Study provide an opportunity to deepen this methodology, through the introduction of control groups (quasi-experimental method) that will compare the results obtained from companies participating and not participating in the IQ-SMEs North Program.

New perspectives about education and training policy in Portugal

Minister Nuno Crato recently announced new contents and programmatic objectives for the Basic Education courses, signaling that changes in education and training policies will be progressively introduced. The information available in press, although it is not enough developed to understand the magnitude of the future changes, deserves some critical comments.

Those changes have been presented as a dangerous opposition between the enhancement of knowledge and competences. The previous guidelines enhanced the latter. The changes now introduced will assign a strong priority to knowledge. This opposition is erroneous. The concept of competences is not opposed to the enhancement of knowledge, it integrates it. Knowledge is a resource integrated and mobilized by the competent professional in its professional context. **Quaternaire Portugal** has been working for a long time with one of the more important experts in Europe in this field, Guy le Boterf, author of a vast work that deconstructs this erroneous opposition.

Completed and ongoing projects

Evaluation Study of Dinamizar II Project

Quaternaire Portugal, in partnership with **IESE**, recently completed the Evaluation Study of Dinamizar II Project awarded by the Portuguese Commerce and Services Confederation. This Project was held in the period 2008-2011 and aimed to improve the competitiveness of micro, small and medium-sized enterprises in trade and services sector.

Designed from a multi-method methodology and executed by a multidisciplinary team, the Evaluation Study allowed assessing the implementation conditions of the Project and its main results and impacts in the individuals and their organisations.

Preceded by a public presentation of its preliminary results, attended by representatives of current and potential beneficiaries of the project, this exercise culminated in the delivery of a final report and a sub-product that came along with a brochure of successful business cases of intervention.

Viana do Castelo 2010-2020 Strategic Plan

By invitation of the Viana do Castelo Municipality and based upon the previous Strategic Plan (1995), **Quaternaire Portugal** concluded in 2011 the process of reviewing the Plan, carrying out an assessment of major trends in the municipality over the last years and, in a prospective exercise, setting out objectives and strategic priorities for the coming decade, consubstantiated in a set of proposals for anchor projects, programmes and measures of infrastructural, immaterial and organisational nature.

The adopted methodology favored collaborative and participatory approaches, ensuring the participation of partners, stakeholders and population throughout the entire planning process (it should be noted the important role played by the Economic and Social Council). The implementation of this methodology was based on a sequential and coordinated set of phases and working methods that sought to provide the Municipality with new policy, management and city marketing tools. Furthermore, attempts were made to transform some structural local infrastructures into more operative ones in terms of organisation and management.

Revision of Vila do Porto Municipal Master Plan (Azores)

On December 17, the Municipal Assembly of Vila do Porto unanimously approved the proposal for a revision of its Municipal Master Plan, after 2 years of the award of this project to **Quaternaire Portugal**.

The revision of Vila do Porto's master plan had as objectives: (i) promote urban land qualification and the quality of life; (ii) maintain the characteristics of the traditional settlement of Santa Maria; (iii) create conditions for attraction of economic activities and for the qualification of the territory; (iv) create conditions for the development and diversification of uses and activities in rural areas, and (v) exploit the natural resources and heritage.

The spatial and development model that is proposed presents, as a singular characteristic, the definition of traditional settlement areas. They correspond to spaces located in rural land to which the plan recommends the preservation of the land occupation model and of the typical character of Santa Maria island population settlement model.

<http://pdmviladoporto.quaternaire.pt>

<http://www.cm-viladoporto.pt>

Technical Support to the Management, Implementation, Monitoring and Evaluation of the Devesa Park Urban Regeneration Action Programme and Partnership (Vila Nova de Famalicão)

In June 2009 the Municipality of Vila Nova de Famalicão saw its bid approved to one of the National Urban Policy financial instruments (with technical support from **Quaternaire Portugal**). The Devesa Park Action Programme involves different local and regional stakeholders (ERDF beneficiaries) and includes infrastructural and intangible actions.

Having all the projects to be completed until June 2012, the municipality considered fruitful to seek the technical assistance from **Quaternaire Portugal** to follow the entire process of the programme and partnership managing, implementation, monitoring and evaluation.

This technical assistance is based on three distinctive parts: i) preparation and submission of all the projects individual application dossiers (already concluded); ii) monitoring and external evaluation of the Action Programme implementation and functioning of the Partnership (in progress); iii) support the development of new opportunities for public funding (ongoing).

<http://www.facebook.com/#!/parquedadevesa>



Environmental Assessment of Land Use Plans in Matosinhos

Quatenaire Portugal is currently involved in the Environmental Assessment (EA) of two land use plans in Matosinhos, both in collaboration with **Simbiente, Engineering and Environmental Management**.

For the Urbanization Plan of the Kaolin Area, in Senhora da Hora (Matosinhos), started in November 2011, the initial Scoping Report was already delivered. It establishes the guidelines and the most relevant environmental factors for analysis throughout the evaluation process.

In December 2011 the contract for the elaboration of the EA of Matosinhos Municipal Master plan, currently under review, was also signed with the Municipality.

Carried out in accordance with the national legislation that transcribes Directive 2001/42/EC, on the assessment of the effects of certain plans and programs on the environment, the EA aims to incorporate accountability, participation and transparency in the ongoing process of elaboration and approval of these plans.

A Strategy to Attract New Residents to the Urban Network Corredor Azul

The Urban Network for Competitiveness and Innovation - Corredor Azul is a network formed by a group of urban centres in Alentejo, ordered from the border with Spain to the coastal territory of Alentejo Region (Elvas, Borba, Vila Viçosa, Estremoz, Évora, Arraiolos, Montemor-o-Novo, Torres Novas, Santiago do Cacém, Santo André e Sines). The study coordinated by **Quatenaire Portugal** aims to endow this network with a consistent strategy to attract new residents, built upon the potential attractiveness of the urban centres and levers for employment creation which are projected for the region (for example, the EMBRAER project in Évora).

The whole attraction strategy is conceived through the lens of the potential new resident, using a rationale inspired in modern research and focused on the key question: "Should I stay, or should I go?" An analysis of the urban centres conceived using the methodology of the accidental visitor and a survey addressed to individuals potentially interested in changing their residence to Alentejo enhance the methodological framework of the study.



Revision of the Lourinhã's Master Plan

Since middle 2011, **Quatenaire Portugal** is participating in Lourinhã's master plan - a spatial planning instrument which defines the territorial development strategy for the whole municipality and structures and the way in which the territory can be occupied and transformed. **Quatenaire Portugal** is responsible for the urban areas planning and is also helping the municipality managing the whole planning process.

The main challenge in this project is to redefine the planning instrument based on a model that integrates factors diversity between the coast and the interior of the municipality, the real trends of urban occupation, its geographic characteristics and the promotion of the agricultural use of the ground.



To Communicate in 21st Century Exhibition

Quatenaire Portugal, together with the architectural studio **[A] ainda arquitectura**, is developing the project for the redevelopment of the Transports and Communication Museum permanent exhibition, in Oporto. This operation is financed by NSRF - ON2.

The "*To communicate in 21st Century*" exhibition project includes the drawing up of the multimedia contents of the exhibition, the exhibition architecture project and production of the expositive solutions.

Most of exhibitions with the same subject (communication) are based on the evolution of means of communication. However, this exhibition is based on an anthropological concept, and it's organized in different areas/themes which enables the visitor to think about different possibilities of communication with other men and women and with surrounding environment, and to think about the barriers to communication originated by different languages, cultures, religions, which prevent communication.



Participation in technical and scientific meetings

"Economy of the Territories and Sustainability"

Antonio Manuel Figueiredo

in VIII Iberian Urban Congress "The Cycle Change: a new cycle", 27, 28 2 29 October 2011, the Faculty of Engineering, University of Beira Interior – Covilhã

The presentation discusses the relationship "economy – territories – sustainability". In the first part, conceptually-based, the tensions and conflicts generated by the links between the economy and the territory, the environmental dimension and social cohesion are analyzed. In a second part, the presentation identifies the factors that have influenced the triangle "economy – territories – sustainability" in the last decades. In this context, that is to say a post-crisis scenario, in which structural change is deep, we discuss how the carbon footprint generated by territories and their activities can be a new element to organize the already mentioned triangle. Finally, the presentation elaborates on the future of cohesion and sustainability policies, stressing the key relevance of territorial equity and environmental justice as priorities that should have an operative approach.

<http://www.aup.org.pt/>

Housing Strategies in Urban Regeneration Projects: Braga's Urban Regeneration Strategic Programme Case Study

Elisa Pérez Babo and Daniel Miranda

in 1st Conference of Regional and Urban Planning at the University of Aveiro and the 11th APDR Workshop on the subject Planning, Housing and Real Estate Market, November 11, 2011, Aveiro.

Recent analysis of the housing problem in Portuguese cities has shown that, in the past decades, the housing function in inner city areas tend to be reduced to less competitive market segments with lower income and less quality. The emptying of the inner city areas, with regard to housing and population, is inevitably linked to the excessive growth of housing supply in urban sprawl areas, this being a key problem of the Portuguese housing market.

The most recent efforts to restructure the National City policies triggered new challenges for the planning and management of consolidated urban areas, particularly in respect of urban regeneration. Within this framework were created new planning, urban management and financing tools, able to influence the housing sector and real estate market. However, the implementation and execution of the new legal and political framework have shown several difficulties: the interdependence of such practices with local political contexts regarding the formulation of global territorial strategies; the coordination and compatibility between the different legal frameworks and instruments, such as land, urban regeneration and housing policies; the ability to the public and private sector to interact and cooperate between them.

Throughout this paper, the authors tried to highlight some of these considerations based upon a particular case: the Braga's historic centre Urban Regeneration Strategic Programme (adjusted to the new urban rehabilitation legal framework – Decree-Law 307/2009).

<http://uaonline.ua.pt/detail.asp?c=22284>

http://www.apdr.pt/evento_11/index_2.html

"The Relationship between Detailed Local Plans and the Land Law"

Rute Afonso

in the Ad Urbem Annual Conference, dedicated to the preparation of the "New Land Law" and it's role on urban planning politics and instruments, on November 25th and 26th 2011, Oeiras.

Rute Afonso presented a paper about the relationship between detailed local plans and the Land Law - an approach of what's should be improved by the new law and it's effects on the success of detailed planning.

In this context, it is argued that the production process of the new land law will contribute to a more systematic use of the planning instruments, confronting today's culture of the property absolute right, clarifying the duties and rights of the owners involved, establishing criteria for valuing land and built spaces, among other aspects.

<http://www.adurbem.pt/content/section/20/526/>

Creative Europe Programme

It is now available on the website of the European Commission the proposal for the creation of a new UE Programme dedicated to the cultural and creative sectors, named Creative Europe.

This Programme, that is now in developing stage, succeeds Culture Programme 2007-2013, Media 2007 Programme and Media Mundus Programme. These three programs will now be integrated into one single program that will run from 2014 to 2020. The new Programme has three strands: Culture, Audiovisual, and a cross-sectional strand, with a 1,8 euros of budget, wich means that exceeds in 37% the present Culture Programme.

The Creative Europe program reflects, thus, the strengthening of the UE's investment in the cultural and creative sector, following the recommendations of several studies and reports previously promoted by the European Commission that confirm the relevance and potential of this sector to economic growth and employment, increase innovation and to strengthening social cohesion across the region. The central objectives of the Creative Europe Program are, on the one hand, the preservation and promotion of cultural and linguistic diversity and, second, the strengthening of the cultural and creative sector the competitiveness. It's intended, therefore, that the Creative Europe Program contributes to the emergence of more business opportunities, to open the sector to new markets and audiences, and even to strengthen the skills of a sector that has gained, in recent years, an increasing levels of expertise and excellence.

The new program proposal is currently under discussion in European Council and European Parliament, which are responsible for approving the final document.

The regulation proposal available does not specify the application for submitting projects and beneficiaries of the Programme.

<http://ec.europa.eu/culture/creative-europe/>

Major events and the need for impact assessment

It is commonplace to assume that major sporting, cultural or other events have impacts that go beyond their short and medium term results.

However, these events are usually assessed using simple frameworks, measured for example by the number of shows and attendance, the echo in the media or the amount of renewed urban areas. Not diminishing the importance of such effects, there is almost always a lack of assessment of more structural impacts (social, economic, environmental, etc.).

As a result of this deficit, major events are frequently challenged in terms of their actual contributions to social, cultural or economic progress. The simple cost-benefit analysis used to support decisions, even when accurate, usually omit a clear approach to structural medium and long-term effects. Such are, in Portugal, the cases of *EXPO'98* in Lisbon, European Football Championship *EURO2004*, European Capitals of Culture *Lisboa'94* and *Porto2001*, probably the most important events held in recent decades in our country.

There are several reasons for this state of things, some more acceptable than others, sometimes revealing deficits of transparency in public funding allocation decisions. This deficit is recognized internationally and there has been, in recent years, a movement to create permanent or casual mechanisms to ensure that major events are accompanied by consistent evaluative exercises, designed to support and make transparent public decisions and monitor the impacts. The project *Event Impacts*, sponsored by various institutions in the UK, and a line of research around European Capital of Culture (being *IMPACTS'08*, developed by the University of Liverpool for assessing the impacts of Liverpool European Capital of Culture 2008 the most representative) are some examples.

In 2012 Portugal will be place of two major events: **Guimarães European Capital of Culture** and **Braga European Youth Capital**. Their territorial proximity and the fact that the two cities are in *Quadrilátero*, a *Network of Cities for Competitiveness, Innovation and Internationalization*, generate very interesting opportunities in terms of joint initiatives and leveraging lasting impacts in the two cities, in the region and in the country.

It seems also an excellent opportunity to carry out more ambitious evaluation processes than those performed in the past, following current international trends.

Because these issues are in the intersection of two of **Quaternaire Portugal** main areas of expertise (evaluation and culture), and occur in a territory where the company's activity focused significantly in recent times, we will carefully watch these two events along 2012.

<http://en.quaternaire.pt/Services/Evaluation>

<http://en.quaternaire.pt/Services/Culture>

<http://en.quaternaire.pt/Studies-and-Projects/Technical-assistance-to-the-operations-of-Quadrilatero-City-Network>



Artur Costa

Member of the Board of Directors

Quaternaire Portugal is a corporate society created in 1990 and working on the following fields of expertise: Evaluation; Culture; Employment, Competences and Vocational Training; Strategic planning; Spatial Planning; Urban Projects and Policies.

Our approach integrates the development of territories with the improvement of capabilities of private and public organisations. We aim to produce solutions that fit the specific needs of clients and to generate and diffuse pertinent strategic knowledge. In doing so, our multidisciplinary and increasingly qualified group of full time consultants regularly interacts with a network of high-skilled and well known national and international shareholders as well as with a regular and flexible group of external advisers in various fields of expertise.

Matosinhos

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