

Quaternaire Portugal

NEWSLETTER #5 - january 2013

The Art of Integrating and Managing Uncertainty

2013 arrived and the uncertainty environment is still with us. On the contrary, all the signs that we can perceive point out that this uncertainty will become structural, prevailing in the expectations of the great majority of the economic and social actors and of the institutions as well. Organizations will appeal to the flexible resilience of their activities and to the creativity of their members in the search for new opportunities generated by the crisis itself and this will surely characterize the next challenging year.

The preparation of the next programming period 2014-2020 can be seen as a source of resilience and creativity for many of the organizations which are potential clients of **Quaternaire Portugal**. Although that preparation is itself penalized by uncertainty, it's time to define and focus new priorities that fit well the new funding conditions available to complete the national counterpart of EU funding. Innovation is not effective only in affluent times. In times of scarcity, it is also an opportunity to achieve more creative and promising choices.

Consultancy activities cannot be indifferent to the new needs of their more traditional or circumstantial clients. The ability to conceive and format services fitting well the client needs has always been a differentiating mark of the **Quaternaire Portugal's** attitude in the market. So, it is time to renovate that ability, integrating the redesign of internal competences and of the organizational achievements. Therefore, regardless of the still prevailing uncertainty, we express our best wishes of a resilient 2013 with the contribution of **Quaternaire Portugal's** partnership and knowledge.



António Manuel Figueiredo
President of the Board of Directors

Starting projects

Strategic Evaluation of the National Strategic Reference Framework Dimension 1 – School Drop-Out and Failure

Quaternaire Portugal has a vast experience of evaluating programmes and interventions co-funded by the European Social Fund (ESF) in Portugal. Honoring that experience, the strategic evaluation of the NSRF contribution to reduce the levels of school drop-out and failure in Portugal has been awarded to **Quaternaire Portugal** (leading a consortium with **IESE**) by the Observatory of the NSRF.

Under the coordination of António Manuel Figueiredo, a team of experts will evaluate in what measure the different ESF typologies helped to consolidate the trajectory of reducing school drop-out and failure observed in the last decade. A special focus will be directed towards the typologies of vocational training courses in regular schools and of education-training courses with double certification, not ignoring the need to assess the quality of apprenticeship effectively achieved by the young people involved. The evaluation work will be developed in strict cooperation with the Ministry of Education and Science, with access to the relevant data bases covering basic and secondary education schools and students, helping to achieve some methodological innovations as for example the use of counterfactual analysis.

Strategic Evaluation of the National Strategic Reference Framework (NSRF) Dimension 3 – Innovation and Internationalization

Following the **Quaternaire Portugal's** tradition of having a strong participation in the global and strategic evaluation of Structural Funds in Portugal, the NSRF National Observatory awarded the task of leading the strategic evaluation of the innovation and internationalization dimensions of the NSRF to a consortium led by **Quaternaire Portugal**.

Under the coordination of António Manuel Figueiredo, a team of specialists in which one should underline the participation of Professors Manuel Mira Godinho (ISEG), Sandro Mendonça (ISCTE) and Vítor Corado Simões (ISEG) and also Dr. António Oliveira das Neves (IESE) will evaluate the strategic dimensions of innovation and internationalization and principally their impacts on changing the specialization profile of the Portuguese economy (necessary and desirable). The work will be marked by a strong emphasis on strategic orientations for the next programming period 2014-2020.

The value of the proposal presented by **Quaternaire Portugal** is also acknowledged by the participation in our team as an international adviser of one of the most important European economists of innovation and technology, Professor Jan Fagerberg (Universities of Oslo, Aalborg and Lund).

Restructuring of Local Public Companies in Barcelos

In partnership with **MGI & Associates**, **Quatenaire Portugal** is conducting a study for the reorganization of two local public companies in Barcelos (Education & Culture and Sports).

The study's main objective is to streamline the framework of activities and financing of these companies as required by the new legal framework of local business activity, which demands the extinction or fusion of companies that do not comply with the sustainability conditions required.

The study includes the characterisation and diagnosis of the activities in both companies, the building of a business plan and feasibility assessment, as well as the preparation of all the legal procedures needed for the restructuring.

Evaluation Study of “Dinamizar” Programme (Third Edition)

The “*Dinamizar*” Programme is a training program co-financed by POPH and managed by the Confederation of Trade and Services of Portugal. Currently it is being implemented the third edition of the programme (2011 to 2014) foreseeing to cover a total of 1.525 micro and SME of trade and services sectors.

Quatenaire Portugal was selected to conduct the evaluation study of this project. The study aims to assess its implementation, its achievements and its results, as well as the sustainability of the effects of operations supported in previous editions. To do this, the study will be supported on diversified data collection instruments: information already gathered (documental and constant in databases) as well as on surveys, interviews, case studies and focus-group.

Publication on Training-Consulting Strategies in Portugal

The training-consulting projects are part of the heritage of the ESF over the last three cycle's community support programmes. During this period, the intervention model followed and the methodological strategies adopted had become more solid and specialized by economic sector. These allowed the emergence of programmes with their own identity. Within the framework of the ESF, this training model constituted a conceptual breakthrough within the training interventions, constituting the main paradigm of effort to approximate the training answers to the development needs of enterprises, particularly micro and SMEs.

Quatenaire Portugal had coordinated several evaluation studies of training programs supported by the ESF. This experience allows the company to gather some specific know-how on this subject and an interesting capacity for reflection about this public policy that are now capitalized on this publication with the POAT ESF support.

Completed and ongoing projects

Strategic Positioning of the Porto Polytechnic Institute (PPI)

In the last 5 years, **Quatenaire Portugal** has developed its own methodology for reorienting strategically the mission of some higher education institutions, public and private, namely the Portuguese Catholic University – Porto Regional Centre and the Portucalense University. During the period of November 2012 to January 2013, the study of the strategic repositioning of the PPI has been elaborated.

The bottom line of the study is the identity crisis that presently characterizes the Polytechnic Higher Education system in Portugal. Taking into consideration the reactivity of the PPI institution and its differentiating resources (specific assets), the study presents a proposal of repositioning the institution and the role played by the 7 schools that integrate the PPI. As it is the regular feature of the other studies, the strategic repositioning proposed by the study identifies the opportunities associated to the impacts that national and international trends acknowledged by our methodology generate on the graduation and master courses, the research activities and supply of other services led by the PPI.

Socio-Economy Study of the Spanish and Portuguese Border

Honoring the vast and deep knowledge accumulated by **Quatenaire Portugal** on the Spanish and Portuguese trans-border regions, the socio-economic study about these territories has been concluded in December 2012 for the Iberian Network of Trans-border Organizations (INTO). Our team has been charged of the territory Galicia-North of Portugal, sharing the participation with university research teams of the regions of Castilla y León, Extremadura, Algarve and Andaluzia.

The study presents a very extensive set of quantitative socio-economic indicators, with a very relevant participation of **Quatenaire Portugal** in stabilizing this set of indicators, principally as far as the access and update of these indicators are concerned. The study ends with a set of strategic guidelines for these territories, considering the next programming period of 2014-2020. The study will be published in a near future by the Iberian Network of Trans-Border Organizations.

Opportunities for European Cooperation with Third Countries

It is open a tender for projects of cultural cooperation between European countries participating in the *European Culture Programme 2007-2013* and third countries which have association agreements or cooperation with the EU in terms of a cultural nature. Such projects are intended to enhance the cultural area shared by Europeans, in order to foster the emergence of European citizenship and must, in addition, foster understanding between the cultures of Europe and of third countries. Annually, the selection is made from one or more third countries for the year in question. In 2013 the cooperating countries selected are Australia and Canada.

International cooperation in the field of culture is one of the most interesting strategies for agents and institutions consolidate and qualify their action, through the exchange of artistic and cultural projects, the opportunity to reflect and exchange of experiences and also the movement of professionals and creative, creating new possibilities for deepening and updating knowledges and experiences, as well as the enlargement of professional contacts. Furthermore, the insertion in cooperation networks contributes to a broadening of the range of action of each of the entities involved, allowing a cost reduction in design, activities' production (through economies of scale and access to specific funds that supports such projects) and a broadening of potential markets and audiences.

Quatenaire Portugal already has some experience and know-how in the design of cooperation projects in the European context, particularly in the cultural and education fields, among others. The latest example is the cooperation project “*CREATIVE CONTAGIOUS - Textile territories, rural memories. Creative talents, technical talents*”, involving four European partners from three different countries, which was recently applied for the *European Culture Programme 2007-2013*.

Quatenaire Portugal is currently working on cultural projects in this area, having been already identified some areas of cooperation and partnership involving Australian and Portuguese entities.

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

Review of Nordeste Municipal Master Plan (São Miguel Island, Azores)

The Municipal Assembly of Nordeste approved, last December 19th 2012, the proposal for the review of its Municipal Master Plan. Nordeste has a peripheral location on the main island of the archipelago and an essentially rural character, which the new accessibility (SCUT) is an opportunity to its affirmation in the regional context and the municipality's development.

The Review of Nordeste Municipal Master Plan had as objectives: (i) to affirm the Nordeste municipality in regional context, (ii) to promote the qualification of urban land and quality of life, (iii) to create conditions for the development and qualification of the rural land; (iv) to enhance the biophysical resources of the territory and environmental quality; (v) to promote the development of tourism and of recreation and leisure activities. The spatial development model that is proposed is based on the guidelines of the Regional Spatial Plan of Azores Autonomous Region (PROTA) as well as a significant number of sectorial plans affecting the territory.

<http://pdmnordeste.quaternaire.pt>

<http://www.cmnordeste.pt>

Plan of Intervention in Rural Areas (PIER) of Herdade Vale Coelhoiros

Quaternaire Portugal is developing the Plan of Intervention in Rural Areas (PIER) of Herdade Vale Coelhoiros in Aljustrel. PIER is a specific type of Detailed Plan that covers only rural land and establishes rules concerning, among other things, to:

- construction, reconstruction, alteration, extension or demolition of buildings when necessary to carry out activities authorized in rural land;
- implementation of new infrastructure and equipment;
- operations of protection, recovery and restoration of the landscape.

The PIER Vale Coelhoiros aims to establish the conditions for economic viability of the farm, ensuring the development and land use planning through:

- establish rules for construction, reconstruction, alteration or demolition of buildings;
- defining the deployment of new infrastructure and modifying conditions of the existing ones;
- determination of the conditions for the installation of additional activities and operations of protection, enhancement and restoration of the landscape.

This plan is in the final stages of execution and has a total implementation time of 2 months.



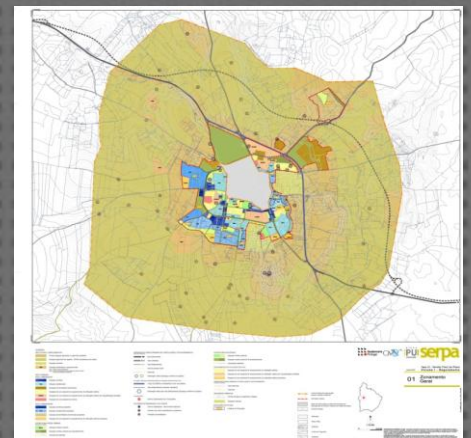
Serpa's Plan of Urbanization

After over two decades of elaboration of Serpa's General Plan of Urbanization, its review is imposed because it is decontextualized under the laws, as well as the economic and social context of the city of Serpa.

The Serpa's PU presented itself as an opportunity to rethink the city as part of the municipality and the region, based on an articulated strategy and compatibilized with other programs and instruments of territorial management.

Therefore, the Plan proposes a territorial model that aims to: (i) integrate the new dynamics (social, economic, cultural, environmental), (ii) define skilled urban spaces, (iii) schedule strategic actions and priorities; (iv) establish monitoring and management mechanisms of efficient and effective monitoring progress of the implementation of the proposed model. Should be noted that the area of intervention of Serpa's PU includes a buffer zone classified as complementary rural soil beyond the area included within the urban perimeter.

Developed in 3 phases (Preliminary Proposal, Proposed Plan and the Plan final version), the Plan was published in December 2012.



"Better Skills! Better Tourism!" Study

Quaternaire Portugal is carrying out for the Portuguese Tourism Confederation the study "Better skills! Better Tourism!" that contemplates the development of a skill needs assessment. The assessment main goal is identify the main challenges faced by the tourism sector in what concerns to the development of its human resources. Promoting a strong participation of companies and associations of the sector, the study aims to define the main evolution drivers that influence the sector at national and international level in searching for higher competitive standards and to identify the impact of those drivers in employment and skills.

In this perspective, the Portuguese Tourism Confederation and **Quaternaire Portugal** carried out in Vila Praia de Âncora, on the last 21st of November, a Workshop focused on the hospitality sector. The Workshop addressed the identification and debate upon changing trends of the hospitality sector and its impact on jobs and skills demands.

European Cooperation Project Creative Contagious – Textile Territories, Rural Memories. Creative Talents, Technical Talents

In early November was submitted to the European Culture Programme 2007-2013 the cooperation project "CREATIVE CONTAGIOUS - Textile territories, rural memories. Creative talents, technical talents", involving the Municipality of Santo Tirso (project organizer) and three European institutions of higher education in the areas of artistic design and fashion jewellery: ESAD - High School of Art and Design, Matosinhos (Portugal), the Estonian Academy of Arts and the Design Academy (University of Primorska in Slovenia).

The three European regions involved in this project have in common a strong tradition of textiles and handicrafts that this project seeks to harness, exploring the intersections between creative designers and craftsmen, between traditional materials and know-how and between new techniques and contemporary materials. Under this project will be held artist residencies and workshops that promote the circulation and exchange of knowledges related with the diversity of cultural expressions which constitute the different traditions of arts and crafts available in Europe.

Quatenaire Portugal technically supported the project design, including the setting up of the partnership, as well as the formatting of the EForm and online submission at the Culture Programme. The tender results shall be known during the first quarter of 2013.

International Seminar "Cultural Quarters - Experiences and Challenges"

Between 25th, 26th and 27th October, took place at Fábrica de Santo Thyrsó, the International Seminar "Cultural Quarters - Experiences and Challenges". Throughout three days it was possible to discuss urban policies, cultural policies, creative industries, urban regeneration strategies, valuation of heritage and cultural assets, the promotion of innovation and entrepreneurship, regional and local development.

Attended the International Seminar about 50 speakers and moderators, national and international, who contributed to the accomplishment of 7 Conferences, 4 International Case Studies, 4 Thematic Workshops and 3 Study Visits in the Northern Region of Portugal. The average number of participants in the plenary sessions was 220 participants. The inaugural session recorded an attendance record, with assistance on foot. We must add to this presential participation on the Seminar the participation online, through the transmission by Internet of all plenary sessions. During the two days, the server that transmitted the sessions had a total of 534 users. In the workshops, which were held in the afternoon of the 26th, was attended by 262 participants. The study visits, with limited places (due to limitations on transportation and on the own sites), have a group of 65 participants.

Associated to the International Seminar a set of parallel activities was carried out: the inauguration of the Interpretation Centre for the Textile (along with the performance "exalted singing in two voices"); the artistic installations "Stairway" and "Weaving a New Tear"; the exhibition "Zuzu Angel - roots of Brazil through Fashion"; public space exhibition "Cultural Quarters, Registration of Transformations"; and the fashion show of ESAD finalists & NFP Young Artists Contest, with the afterparty with the Dj Rui Vargas.

This international seminar was framed in the public presentation of the Cultural Pavillion of the Fábrica de Santo Thyrsó and the Textile Industry Interpretive Centre, two new valences installed in this former textile manufacturing complex within the 'Urban Regeneration Partnership' for the Waterfronts of the Ave River (project financed by NSRF/ON.2, which was developed with the technical support of **Quatenaire Portugal**).

The design and production of the International Seminar were in charge of **Quatenaire Portugal**, in partnership with **Ideias Maiores**.

<http://seminarioquarteiroesculturais.pt/>

<http://www.fabricasantothyrso.pt/>



Monitoring and External Evaluation of the Implementation of the 'Urban Regeneration Partnership' of the Devesa Park (Vila Nova de Famalicão)

Quatenaire Portugal is concluding the Monitoring and External Evaluation of the Implementation of the Programme of Action for the 'Urban Regeneration Partnership' of the Devesa Park, in Vila Nova de Famalicão, developed with the support of ON.2.

The purpose of monitoring and evaluating the implementation of this project was to allow the creation of a set of tools for monitoring the physical and financial execution of the program as a whole and each of its component operations, anticipate problems and deviations regarding the initial programming and present solutions to these problems. In addition, it was analyzed the partnership work dynamics and the chances of future projects that have emerged in the context of the Programme of Action implementation.

Quatenaire Portugal conceived a monitoring system of the URP of the Devesa Park based on a battery of indicators of achievement and a result, with a quantification of targets and a regular updating of indicators during the implementation of the program. This update was done through direct consultation with partners, or through other expedited and reliable communication mechanisms.

Throughout the study were presented regular reports to the various governing and monitoring bodies of the URP of the Devesa Park, as well as to the Managing Authority of the ON.2 Programme. This reports highlighted the importance of monitoring, systematizing outputs, recommendations and proposals for improvement.



Evaluation Study of Investment in Proximity Collective Facilities

In consortium with **IESE - Institute of Social and Economic Studies, Quaternaire Portugal** is implementing the Evaluation Study of Investment in Proximity Collective Facilities, for the NSRF Observatory.

Integrated in the 2007-2013 NSRF Evaluation Plan, this study aims to examine aspects of sectoral and territorial relevance of the supported projects, level of effectiveness on improvement of service delivery and efficiency in collective allocation of public resources, as well as environmental and financial sustainability of these facilities and effects of job creation and boosting of local economies resulting from financing by the Structural Funds of the European Union.

The study covers collective facilities in the areas of education, health, sports, culture and social action, supported under the Regional Operational Programmes of the Continent and the Thematic Operational Programmes for Human Potential and Territorial Enhancement.

Exhibition "Communicate" at the Transport and Communications Museum

The Exhibition "Communicate" opened on last December 17th 2012. This is the renewal of a permanent exhibition of the Transport and Communications Museum (located in the former Oporto Customs House), dedicated to the theme of communication. **Quaternaire Portugal**, together with the architectural studio **[A] ainda arquitectura** was responsible for the overall design and for the design exhibition. This project is an initiative of the Transports and Communication Museum Association, and is co-financed by NSRF - ON2.

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.

It is also important to note the wide range of partnerships and collaborations that was possible to congregate around this exhibition, involving individuals and institutions, nationally and internationally, which shows the interest and timeliness of the subject. **Quaternaire Portugal** also participated actively in the construction and promotion of this network of partners.

www.expocomunica.com.pt



Photos © Egídio Santos / AMTC

Participation in technical and scientific meetings

"Regularities and territorial disorders in Portugal under bail-out"

António Manuel Figueiredo

In ICS Conference 2012 - "Change in Portugal: Diversity, Asymmetries, Contrasts", organized by the Institute of Social Sciences, University of Lisbon, was held in Auditorium 2 of the Calouste Gulbenkian Foundation, between 26th and 27th November 2012

The paper presented to the ICS 50 years Conference analyzes the territorial impacts of macroeconomic policies and of the adjustment of the economies to the different waves and directions of globalization. Articulating internal and external causes following a model explored by development economics, the paper identifies pertinent insights to understand regularities and territorial disorders that characterize national territory.

Portugal under bail-out is just a metaphor to understand the particularities of the inertia (regularities) and of the more disruptive changes (disorders) that presently evolve within Portugal's mainland. The Portuguese economy growth model showed in the second half of the decade 2000-2010 signs of exhaustion (infrastructure and non-traded goods – led growth), and generated patterns of resources allocation responsible in a great measure for the territorial developments observed in the two/three last decades. The paper defines some typologies generated by the combination of regularities and territorial disorders, using preferentially the NUTS II unit of analysis, although in some cases also analyzes in depth some NUTS III territories.

<http://www.ics.ul.pt/rdonweb-recursos/events/2012-11/2012-11-26Programa.pdf>

"Cultural mediation today: trends and challenges for an emerging field of programming"

Pedro Quintela

In Seminar "Crossing Bridges between Museums and Schools" organized by APECV / Serralves Foundation, in Porto, between the 12th, 13th and 14th October 2012

This paper discusses the role of mediation and of the intermediaries in the shaping of cultural practices in urban contexts, focusing particularly on the growing importance of the so called "educational services" of contemporary cultural organizations. Also in Portugal there is a strong development of "educational services" and of new cultural mediation strategies in multiple cultural institutions and equipments. This trend has strengthened in over the past years as a result of public investment in the creation / recovery of infrastructures, both locally and nationally. Even the public support for professionalized artistic structures increasingly contemplate, directly or indirectly, concerns about the "audiences development".

From the research carried out about the Casa da Música's Educational Service, some findings that demonstrate the relevance of this processes are discussed, highlighting the increasingly hybrid nature of the work that is currently developed by cultural intermediaries whose activities increasingly are located somewhere between the workshop, the performance, the spectacle, the social intervention and the applied research.

<http://pontes.apecv.pt/>

"From planning to implementation: the experience of detailed plans"

Ana Barroco, Rute Afonso e Susana Magalhães

In Ad Urbem Annual Meeting 2012 – "Programming in Land Management", organized by Ad Urbem in the Auditorium of the Faculty of Law, University of Lisbon, between 23th and 24th November 2012

The paper aims to highlight the extent to which methodological processes of preparation of two detailed plans seek to ensure the feasibility of these instruments and what are the main obstacles. The paper focuses on the particular contours of the relationship between the various entities with responsibilities in the transformation of the territory, on the options for involvement of the owners and inhabitants, and the principles underlying the proposal for scheduling and funding of the plans, with special focus on the criteria for allocating charges and benefits between public and private entities.

<http://www.adurbem.pt/content/view/940/9/>

"New tools and challenges for cities' planning and management in Portugal: a reflection from the case of the 'Urban Regeneration Partnership' of the Devesa Park (Vila Nova de Famalicão)"

Daniel Miranda e Pedro Quintela

In VIII Journeys of Geography and Planning: Cities, Creativity(ies) and Sustainability(ies), organized by the University of Minho, in Guimarães, between 15th and 16th November 2012.

The 'Urban Regeneration Partnerships' (URP) is a urban policy instrument created by NSRF 2007-2013 that has been implemented in several portuguese cities. This is an ambitious instrument, which inserts very clearly within the major contemporary trends of urban planning, defending a more participatory, flexible and decentralized planning practices. However, they are well known the great difficulties to stimulate cooperation, partnerships and networking in Portugal.

This paper analyzes the complex process of design and implementation of URP's of the Devesa Park, giving particular focus to the process of "dynamization" of the partnership and the main challenges that the implementation of these kind of planning and urban management tools face in a specific context like the Portuguese.

This reflection becomes particularly relevant in the context of the Portuguese 'Cities Policy' revision, with the suspension of this instrument in the light of a widespread belief of its low performance, but yet very little discussed. This case study can counteract this more negative view and also provide some relevant clues to expand the reflection on the new generation of urban policies in Portugal.

<http://viiiigp.wordpress.com/>

Participation on publications

"The Sea Economy Cluster"

António Manuel Figueiredo, in magazine "Pontos de Vista" of the Portuguese newspaper "Público" (nº 20, October 2012)

The article represents a contribution of **Quatenaire Portugal** for a multidisciplinary and broad perspective supporting the organization of the Sea Economy Cluster in Portugal.

The contribution is based on some studies coordinated by our team, as for example: the functional programme of the Sea Pole of the Science and Technology Park of Porto University; the strategic studies for the ports of Leixões, Viana do Castelo and Figueira da Foz; the coordination of the National Strategy for the Integrated Management of Coastal Areas; several spatial planning works in coastal areas and a set of museum programming studies focused on sea activities. The article emphasizes two additional elements: the relevance of incorporating more knowledge in sea activities as a public good helping the organization of the cluster and the need of building an identity perspective around the maritime territories and culture.

The article can be found here: <http://pontosdevista.pt/axmag/pv20/> (page 65)

"Culture and urban regeneration: a virtuous relationship"

Elisa Pérez Babo, In the Portuguese newspapers "Oje" (26.09.2012) and "Vida Económica" (19.10.2012)

In recent decades, the bets in the culture as a factor of urban development, and particularly as an engine for rehabilitation and urban regeneration have multiplied. This interaction has often raised more or less sustained phenomena of new cultural and creative economy ranks' development, qualified job creation, changes on urban cultural consumption and production practices. On the other hand, is synonymous of a new image, particularly for some urban sectors in decline.

Many Portuguese cities have confirmed these trends. However it is interesting to reflect on the role that public policy can have on the value of this virtuous relationship between culture and urban regeneration. It is essential to diversify the models of political accountability and management oriented for the cultural and creative sectors at the urban level. Cooperation and partnerships between the various segments are an unquestionable priority. Regardless the nature of these processes, the intervention of the local authorities responsible for the coordination and integration of the various sectoral policies at urban level is an absolute necessity, within a framework of sustainability and greater enrichment.

The article can be found here:

<http://www.oje.pt/esp--de-negocios/opiniao/cultura-e-regeneracao-urbana>

<http://www.vidaeconomica.pt/gen.pl?p=stories&op=view&fokey=ve.stories/85754>

"The cultural and creative economy in debate"

Pedro Quintela, In the Portuguese newspapers "Oje" (19.09.2012) and "Vida Económica" (19.10.2012)

The relationships between the culture and economy fields are getting closer in recent decades, with a notorious renewed interest on the economic and social potential of cultural and creative market, particularly in Europe. Despite the analytical investment in studies on "creative economy", the knowledge that we have is still pretty fuzzy. There is a tendency to see this sector as a univocal reality, generally described in a extremely positive way. Authors like Roberta Comunian, among others, has alerted to the something dazzled and "simplistic" way as the agenda of creativity has been seen, advocating a more complex vision of the creative economy in the design and implementation of public policies.

Also in Portugal it is crucial to bet on further research and critical debate on the economic potential of cultural and creative sector, dispelling misunderstandings and ambiguities involving the various players in the industry and thus looking to ensure a greater sustainability in the implementation of this kind strategies and projects; otherwise we run the risk that the "creativity debate" can be reduced to little more than a mere slogan.

The article can be found here:

<http://www.oje.pt/esp-de-negocios/opiniao/a-economia-cultural-e-criativa-em-debate>

http://www.vidaeconomica.pt/gen.pl?p=stories&op=view&fokey=ve_stories/85820

"Montado - Heritage of Humanity"

Elisa Pérez Babo, in Book XIII Montado Fair, organized by the Municipality of Portel, held in Portel, between 29th November and December 2nd 2012.

This paper falls within the context of the *Montado* technical survey and characterization studies that **Quaternaire Portugal** is developing for the Alentejo Tourism Regional Entity, in order to establish the foundation for a subsequent proposal for the *Montado* inclusion on the UNESCO World Heritage List. There has been in recent years a growing recognition of landscape as identity reference and a cultural heritage to preserve. UNESCO is assuming a leading role in this context.

Reflecting about *Montado*, the UNESCO category of a essentially living and evolving landscape is discussed in some detail in the paper. The paper describes also the degree of complexity involved in an integrated analysis and evaluation of *Montado*, able to integrate very different characteristics (physical, socio-economic, symbolic, regulations, etc.) and also the unique forms of management and operation of this landscape. Finally, it's briefly presented some of the key ideas that may support the justification of the status of World Heritage living and evolving cultural landscape for *Montado*.

The book and the article can be found here: http://213.228.143.2/temp/REVISTA_FEIRA_DO_MONTADO_2012.pdf (page 26)

"Maturity and resilience of the ESF programming in Madeira Autonomous Region"

António Manuel Figueiredo, in on-line magazine Espaço Global of the Regional Development Institute of the Madeira Autonomous Region (nº 5, December 2012)

The article summarizes the main conclusions of the mid-term evaluation of the ESF Rumos Operational Programme, coordinated by **Quaternaire Portugal**.

The words "maturity" and "resilience" want to describe, respectively, the valuable experience accumulated by regional autonomy in managing ESF co-funded projects and the relevant flexibility showed by regional programming in adapting itself to a severe context change generated by the international recession and by the effects of the Portuguese economy bail-out. The evaluation also demonstrated that this adaptability has been achieved not penalizing the programming strategic goals, fundamentally oriented towards the skills improvement of Madeira labor force.

The magazine and the article can be found here:

<http://www.idr.gov-madeira.pt/portal/Upload/Anexos/Suplemento%20IDR%20-%20Espa%C3%A7o%20Global%202012.pdf> (pages 38-39)

"For a culture of evaluation of major events"

Artur Costa, in Event Point magazine, n. 5, Oct.-Nov-Dec 2012.

In the year 2012 took place several events of high visibility (European Football Championships, London Olympics, Guimarães European Capital of Culture and Braga European Youth Capital). There has been much discussion about the real social and economic impact of such events, mainly focused on the legitimacy of strong public intervention in its promotion and funding.

The article reflects, at the light of the experience of **Quaternaire Portugal**, on the virtues of a culture of evaluation around this kind of projects. Evaluation methodologies encourage the participation of all sectors of society, helping to generate new factors of social adhesion to projects and to improve the social and economic impacts expected from these events in the host territories.

The article can be found on the **Quaternaire Portugal**'s facebook page:

<https://www.facebook.com/photo.php?fbid=444263718961313&set=a.444263695627982.109502.140308902690131&type=1&theater>

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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