

Quaternaire Portugal

NEWSLETTER #7 - December 2013

Working within and with uncertainty

As we have foreseen in previous newsletters, **Quaternaire Portugal** is actively participating in the process of preparing the next programming period 2014-2020. We are doing it by offering technical assistance to the 16 municipalities of Algarve region (represented by the Algarve Association of Municipalities – AMAL) and to the municipalities of the Cávado and Central Alentejo Intermunicipal Communities, helping them to conceive their participation in, respectively, the Regional Operational Programmes of Algarve, Alentejo and North regions. We are also doing it assuming the coordination of three ex-ante evaluations: the Regional Operational programmes of Centre and Alentejo regions and the Human Capital Operational Programme.

Mobilising the knowledge accumulated through that participation, we can assess the scope of the Strategic Community Framework (SCF) in preparation. The first idea is that we are facing a paradox. Information gathered by the Observatory of National Strategic Reference Framework (now integrated in the new Development and Cohesion Agency) shows that the preparation of the SCF led to a high and diversified number of initiatives all over the country and to a highly participative process of SCF preparation. However, notwithstanding this positive dimension, within the system of actors and of institutions potentially interested in the next programming period is disseminated the perception that uncertainty is high. That explains the title of this presentation: working within and with uncertainty.

But what are the sources of that uncertainty? Among other things, the stabilisation of a programming chain for the Regional and Thematic OP's has been difficult and time consuming. And, above it, has been very difficult to establish clearly the intervention fields of Regional and Thematic OP's in each NUT II. The complexity of programming chains is evident and the intervention areas are highly segmented. From the point of view of regions, a lot of the intervention areas correspond to policy instruments already defined by sectorial ministries.

In other words, the degrees of freedom of regions to conceive creatively their programmes in articulation with the Europe 2020 Strategy and with their strategic challenges are very weak. Besides this, the menu of policy instruments is strongly segmented and facing overlapping risks. Regions and territories that will present Integrated Territorial Investments will have the crucial role of overcoming that segmentation integrating them.



António Manuel Figueiredo
Presidente do Conselho de Administração

Starting projects

EUHeritage TOUR Project

Quaternaire Portugal is partner in an European project, which resulted from an successful application to a contest sponsored by DG Enterprise (Cooperation projects to create transnational tourism products based on cultural and industrial heritage, Call 44G/ENT/PPA/12/6460). This project involves a network of partners within Europe: from Italy, the company **X23**, as project leader; from Austria, the **City of Graz**; from Belgium, the national entity **Tourism Flanders**; from Cyprus, the national entity **VisitCyprus**; and from Portugal, the **Alentejo Tourism**, **ERT** and **Quaternaire Portugal**.

This cooperation project aims to increase the competitiveness of European tourism under the paradigm of sustainability, capitalizing the shared value of European UNESCO cultural heritage sites in a transnational innovative tourism product.

The project's kick-off meeting was held in November in Rome, and had as main objective the discussion and stabilization of project's objectives and main areas of content and programming of the different work packages (WP). **Quaternaire Portugal** is responsible for the coordination and development of WP 4, which focuses specifically on the design and formulation of new tourism product. In this context we will work with entities responsible for the management of classified assets. This component of the project will be held during the 2nd and 3rd quarters of 2014.

Ex-ante evaluations

The IFDR and the IGFSE launched in last August a public tender organised in 12 lots and targeted at the ex-ante evaluation and the strategic environmental assessment of the Regional and Thematic Operational Programmes in preparation within the 2014-2020 programming and the Partnership Agreement Framework between the member state Portugal and the European Commission, which is still under negotiation.

With the collaboration of **Simbiente Azores**, **Quatenaire Portugal** decided to present a bid on three of these ex-ante evaluation studies: Regional Operational Programmes of Centro and Alentejo and Human Capital Operational Programme. We also decided to integrate some members of our technical staff in the bid presented by **IESE** to Lisbon Regional Operational Programme. All our bids had been selected. So, **Quatenaire Portugal** will be involved in four of the twelve ex-ante evaluation processes, leading three of these exercises. We hope that the timing and the duration of these evaluation studies will allow a positive contribution of **Quatenaire Portugal** for the coherence of the next programming period, reinforcing the national dimension of our record in evaluation.

Evaluation study on Portuguese cooperation with the National Laboratories of Civil Engineering of the five Portuguese-speaking African countries

Quatenaire Portugal just started the evaluation study on Portuguese cooperation with the National Laboratories of Civil Engineering (NLCE) of the five Portuguese-speaking African countries.

This cooperation programme, built upon training, equipment and know-how transfer between Portugal NLCE and its equivalent organisations in these African countries, started in the 1970 decade, though the evaluation study only covers the latest ten years up to now. In this period, a major change occurred in the Programme's institutional framework, with its inclusion in mainstream cooperation of the Portuguese Language Countries Community.

Camões - Institute for Language and Cooperation, funder of the programme, is the contractor of this evaluation study, an innovation in **Quatenaire Portugal** portfolio, not only by the nature of the evaluation (capacity building) but also by its diversified geography, that will allow the company to establish new networks and strengthen its presence in these countries, some of which are of great importance in the current internationalisation process.

Medium Term Development Plans for the Provinces of South Lunda and North Lunda (Angola) 2013-2017

Quatenaire Portugal, in partnership with **Intersismet Consulting**, is developing a set of planning instruments in Angola. The main purpose of this work is to help to build up a territorial development within a political-administrative framework of a country which has recently left (a little more than a decade ago) a long period of armed conflicts that left traces of physical destruction and social trauma.

The provinces of North Lunda and South Lunda, located in Angola's northeastern region, on the border with the Democratic Republic of Congo, are territories with special characteristics associated with an intensive diamond extraction. This centennial mining activity, both industrial and artisanal, marks indelibly the socio-economic structure of this territory.

The historical and cultural richness of both provinces is clearly referenced Tchokwe Lunda culture, which is producer of one of the icons of Angolan culture, the sculpture of the Thinker.

These two Provincial Development Plans have a dual purpose: to translate within the provincial territory the great national orientations and the large structural projects that should be implemented here; to define, in a clear and optimized way, a development model that allows these territories to overcome their own challenges and achieve a sustainable level of economic and social development.



Review of Lajes do Pico Municipal Master Plan

The coordination of the Review of Lajes do Pico Municipal Master Plan was recently contracted with **Quatenaire Portugal**, including the development of a spatial planning proposal for the council territory. This work follows the elaboration of other Master Plan's complementary studies, such as the Lajes do Pico's Educational Chart, its Strategic Environmental Assessment and Noise Map.

The work is currently in the phase of draft proposal, in which the planning model is structured into four strategic development axes: i) the consolidation of urban network, ii) the building-up of a rural development model; iii) the establishment of an environmental and cultural protection system; iv) the promotion of infrastructure networks and equipment sustainability.

The Revision of the Municipal Master Plan is an opportunity for the city of Lajes do Pico to strategically plan its future, framed by a wide range of plans, programs and national and regional policies which are relevant for the development of this territory.



Completed and ongoing projects



Completion of the Technical Studies for Survey and Characterisation of the *Montado* Landscape

Quaternaire Portugal recently completed a set of in depth technical studies for survey and characterisation of the *Montado* landscape, which started in late 2011, commissioned by **Alentejo Tourism, ERT**.

In these studies it was adopted a multidisciplinary perspective, analysing the relevance of this agrarian landscape from Alentejo from various points of view, particularly in cultural, social, economic and environmental terms.

All technical work carried out by **Quaternaire Portugal's** team was regularly monitored by the Executive Committee and the Scientific Committee constituted for the purpose.

During the study were also conducted several interviews and meetings with relevant experts and entities in order to enrich the knowledge of the technical team, but also for discussion and validation of the preliminary findings of technical work carried out.

It was recently delivered to Alentejo Tourism, ERT the final report of the studies that presents a rationale of attributes and values that justify the Outstanding Universal Value of the *Montado*, framing them in reference to the UNESCO Universal Heritage guidelines. The report also includes a preliminary proposal for the delimitation area of the Asset. It also presents some preliminary elements for the *Montado's* management model.

Porto Polytechnic Institute Strategic Plan

Quaternaire Portugal has concluded in the first semester of 2013 the technical assistance to the **Porto Polytechnic Institute**, helping the institution to define its competitive repositioning within the present context of transition of polytechnic higher education in Portugal. The work allowed our team to improve the methodology conceived by **Quaternaire Portugal** to approach the strategic planning of higher education institutions.

The context in which the work has been developed, placing polytechnic institutions under strong pressure and a significant fall of public funding, represented a great opportunity to validate our methodology. The study is led assuming that the initial dual characteristic of higher education system (universities versus polytechnic institutions) is now completely broken, with universities invading the scope of polytechnic institutions and the latter, principally the more developed ones, cloning the university model. In this context, the study signals the risks faced by higher education public policy assuming that dual system exists in its pure form, generating very high risks of resources destruction in more developed polytechnic institutions.

Inspired in this study that he coordinated, António Figueiredo, in collaboration with a team of researchers of **Aveiro University** (Hugo Figueiredo) will publish in a very near future a scientific paper in a collective work edited by the **Portuguese Regional Development Association**, focused on the transition that polytechnic higher education is now experiencing.

Dinamizar Programme Evaluation Study

Last October 29th, **Quaternaire Portugal** presented the first results of the Dinamizar Programme Evaluation Study. In a seminar organized by the **Portuguese Trade Confederation** and headed to the entities that are beneficiaries of the Program, the presentation focused on the analysis of the main outcomes and impacts of the Programme over its three phases of implementation. There were also presented reflections and proposals aimed at contributing to fine tune the design and implementation strategy of this training measure directed to SMEs of the trade and services sector.

Among other recommendations, the reflections presented highlighted the importance of strengthening the strategic approach of the project through a more deep diagnosis and thorough the reinforcement of the training dimension. In particular, it was proposed the valuation of an agenda of skills to be worked through more integrated models of training in the workplace. The possibility of developing a thematic organization in the program was also discussed.

Museum of Transport and Communications nominated for the *European Museum of the Year Award 2014*

Quaternaire Portugal has a constant and recognized presence in cultural sector since 1990, which allowed the company to follow the cycles and developments of the sector in the last decades. At **Quaternaire Portugal** we have experience at the development study and definition of policies for the sector (at national and local levels), at cultural equipment's programming and at the heritage valorisation strategies. In recent years, we have added to this areas the design and development of museum projects. One of ours latest projects was one involving the coordination of the team responsible for the contents, museography and production of the exhibition design of the '**Communicate**' exhibition, a central component of the renewal of the **Museum of Transport and Communications**, located at Porto.

This introduction aims to highlight the fact that the Museum of Transport and Communications has recently nominated to the **European Museum of the Year Award 2014**, awarded by the European Museum Forum, sponsored by the **Council of Europe**, and which identifies annually (since 1977) European museums recognized for its excellence in the service of society and its development.

The application of the Museum was based on the requalification process that has recently developed, including the opening of two new permanent exhibitions - **COMMUNICATE** (December 2012) and **The motor and the Republic: the President cars** (May 2013) - and a new route to visit the building of the former the Porto Customs House, which hosts the Museum.

The official ceremony of the awards, where the winners will be announced, will take place at the Annual Meeting of the European Museum of the Year, to be held in Tallinn, Estonia, from 14 to 17 May 2014.



Photo: Egidio Santos

Galicia-North Portugal's Integrated Investments Programme

Quatenaire Portugal concludes in December 2013 the study for the Galicia-North of Portugal Integrated Investments Programme (IIP), held under the initiative and guidelines of **Eixo Atlântico**, the association of cities of the Iberian Northwest territory, which will be the main framework of territorial cooperation within the Euro-region for the period 2014-2020.

It is an initiative of Eixo Atlântico that will be later integrated in the works led by the **Xunta of Galicia** and **Regional Development and Coordination Commission of North of Portugal (CCDR-N)** on the same field. The study defines what are the Euro-region development priorities from the perspective of municipalities, ayuntamientos and cities represented in Eixo Atlântico, and it explores all the funding opportunities open by the new programming period, beyond the territorial cooperation programme funded by the ERDF between the two regions. The study will also allow consolidating the strategic contributions of **Quatenaire Portugal** towards the increase consistency of cooperation processes.

Pre Launch Event of the Fábrica de Santo Thyrsó Fashion and Design Incubator

Located at the **Fábrica de Santo Thyrsó** "Cultural Quarter", in Santo Tirso, this Fashion and Design Incubator is an innovative structure that aims to support and develop the fashion industry in the Northern Region of Portugal.

This creative incubator presents an unconventional model of incubation that was developed with **Quatenaire Portugal's** technical support on the project conception, technical design and application. This is an incubator that, besides including specific areas and services to facility start-up companies, also intends to promote a close cooperation between creative, textile and clothing industries and major education and research institutions working on innovation and fashion.

For this opening event, commissioned by the **Municipality of Santo Tirso**, it was intended not only a public presentation of the new incubator, through a visit to the new space and its different resources and competences, but also an opportunity to promote a reflection on its main challenges. Therefore, we must emphasize the conference panel, which was attended by two of the most renowned national experts in fashion and innovation: Sandro Mendonça, economist, researcher and college professor; and Alexandra Moura, fashion designer and college professor.

The event also included the public presentation of the Proceedings of the International Seminar "Cultural Quarters: - Experiences and Challenges", held in October 2012, at the Fábrica de Santo Thyrsó (a technical-scientific event also designed and produced by **Quatenaire Portugal**, in partnership with **Ideias Maiores**).



Interim evaluation of North Operational Regional Programme

ON.2 (the specific financial instrument of National Strategic Reference Framework for the northern region of Portugal) is financed by ERDF in a total amount of 2, 66 billion euro, aiming to promote a total investment of 3, 22 billion euro in regional development projects, both public and private.

This interim evaluation, now in its conclusive stage, focus on the level of achievement of the attended outcomes and outputs and the accomplishment of financial targets, trying to assess if the Programme will reach its strategic objectives and keep in line with regional priorities.

The evaluation carefully looks at the context constraints to the Programme's implementation, induced by the deep economic and public finance crisis that Portugal and the Region have been living in the recent past years.

Publication on Training-Action Strategies in Portugal

The training-action modality, as a public policy instrument for business support, has a history dating back to the 1990s.

Since that time, **Quatenaire Portugal** coordinated and participated in several evaluation studies on training-action programs, which allowed monitoring of the evolution and development of this training mode for SMEs. Incidentally, the access to these studies has been restricted to staff directly involved in the design, implementation and evaluation of the programs.

This publication aims to disseminate the achievements and experiences in different training-action programs in Portugal and also to examine, in the light of the major theoretical perspectives, existing practice and results, the margins of evolution of the training-action model. The project was conducted with support of the Technical Assistance Operational Programme, under the scope of the European Social Fund.

The main contents of the publication were presented and discussed at a public seminar held last October.

The distribution strategy of the publication covers the agents and institutions directly involved in the design and implementation of programmes. We have a limited number of copies for distribution in our offices in Lisbon and Porto. So, if you are interested, please contact our services.



Seminar "Training-Action Strategies in Portugal | SMEs", held in Lisbon, at CCB, on 3 October 2013

SMEs guidelines for the internationalisation

The study "SMEs Guidelines for the internationalisation – a framework of competencies to support entrepreneurship" is an initiative of **AIDA - Industrial Association of the District of Aveiro**. This study aims to build a framework of skills and training in order to strengthening the capabilities of AIDA's associates to internationalise their companies.

Developed with the support of the Technical Assistance Operational Programme, under the scope of the European Social Fund, this study is currently at an intermediate stage of development and in the following months its preliminary results will be validated and deepen.

Active aging and senior businessmen in Portugal

On December 11th took place the closing seminar of the study "Active aging and senior businessmen in Portugal", in **AEP - Business Association of Portugal**, at Matosinhos. Besides the presentation of the study main results, this seminar will also include testimonies of senior businessmen and a panel of commentators.

This study is an initiative of the AEP in partnership with **Quatenaire Portugal**, and was supported by the Technical Assistance Operational Programme, under the scope of the European Social Fund.

This study aims to contribute to a deeper understanding of the senior businessmen reality in Portugal and the benefits of promoting business activity and entrepreneurship among older generations.

Besides the production of reports, the study includes a publication summarising the main results achieved, which is currently in the final stages of production.

Intermunicipal Alignment Plan with the Algarve Regional Strategy 2014-2020

Quatenaire Portugal is preparing for the **Algarve's Intermunicipal Community (AMAL)** the drafting of the Intermunicipal Alignment Plan with the Algarve Regional Strategy 2014-2020. The Plan will establish the strategic and operational framework for the intervention of the Algarve municipalities in the next programming period of the Structural Funds. Having as the principal stakeholders the municipalities of the region and its associative entity (AMAL) the process has the particularity of being developed under an atmosphere of intense partnership with the **CDDR Algarve** which has allowed a fruitful interaction both in technical and political domains.

The project has already delivered its first report which includes, in addition to elements of municipal-based diagnosis, a proposal of global strategic guidelines to be followed by municipalities in 2014-2020. This document has been subject to scrutiny by the new municipal actors, elected in the last municipal elections, and collected their overall approval.



Romanesque Route's Certification

The Romanesque is the clear testimony of the historical and cultural significance and policy relevance of the Sousa and Tamega's territory. The artistic reputation, the symbolic relevance of this heritage for the community and the great quality of the rehabilitation interventions give an overall quality to the **Romanesque Route**. And this is the basic requirement to compete in the travel sector of cultural touring. But this territory must assert itself by high quality of services provided to the visitor: this is the basic condition for its affirmation as travel destination in the upscale segment of cultural touring. This means that the cultural heritage quality of the Romanesque Route has to be matched with the services quality provided to the visitor .

The **Collective Efficiency Strategy - PROVERE** arises precisely this awareness and aims to make a solid contribution to their achievement. One of the strategic objectives is precisely to ensure a uniform standard of quality able to guarantee a balanced and harmonious offer of different kinds of goods and services available to Sousa and Tamega's tourists and visitors.

In this context, **Quatenaire Portugal** is helping to create a certification system of tourism products and services that will:

- Preserve cultural material and immaterial heritage that exists in the Sousa and Tamega territory and the authenticity of its tourist offer;
- Consolidate the tourism product in an integrated way and increase the level of trust and satisfaction of visitors and tourists;
- Improve the image and prestige of the Romanesque Route and the region's tourism;
- Add value to the Route of the Romanesque as a tourism product;
- Encourage stakeholders in the tourist industry to improve quality standards;
- Ensure better cooperation between all actors, public and private, involved in the tourism sector.



Photos: Romanesque Route

Participation in technical and scientific meetings

"Development and Regulation – the challenges of municipal territorial plans"

Ana Barroco, Rui Figueiredo, Rute Afonso and Susana Magalhães

In Ad Urbem Annual Meeting – Plan still worth it? Uncertainty and flexibility in land management, held November 22 in Coimbra

Answering to the seminar challenge, **Quatenaire Portugal's** team presented a reflection on the importance of municipal spatial plans for the development of territories and on the obstacles that (still) can be identified to its claim as development instruments.

The paper acknowledges the inadequacy of the regulatory perspective that characterises the current land management and proposes the strengthening of mechanisms that allow the increase of action in the context of implementing processes.

The full paper (in Portuguese) can be found at:

<http://www.adurbem.pt/content/view/1008/9/>

Participation on publications

"Cultural policies and local development: The Portuguese case"

Augusto Santos Silva, Elisa Pérez Babo and Paula Guerra, in Portuguese Journal of Social Science, Volume 12 Issue 2 (June 2013), pp. 113-132

In Portugal, two levels of public policy implementation are relevant: the national, under government responsibility, and the local, under the responsibility of municipalities. The importance of municipalities in defining cultural public policies has grown, given the expense and the responsibility in launching and managing cultural equipment and arts support. The growing significance of municipalities in the cultural-public-policies scene takes place along with the growing importance of culture in the context of their development policies. The two movements cannot be dissociated.

This review considers some critical issues, from the perspective of academic research and planning: namely, the autonomy of local policies in a country marked by the territorial concentration of resources; the interaction between public policies and structural properties of urban areas; the suitability of municipal policies to new cultural forms, audiences, consumer practices and cultural production; and the local challenges in plans of social support, financial resources, governance and sustainability.

The paper can be found at:

<http://www.ingentaconnect.com/content/intellect/pjss/2013/00000012/00000002/art00001>

Quatenaire 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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