

## NEWSLETTER - Nº 10

MAY 2015

### EDITORIAL

Quaternaire Portugal's first General Assembly after the reorganisation of the company's capital, with the admission of **Intersismet** as a representative shareholder, took place on March 26, 2015.

The General Assembly unanimously adopted a new governance model which aims to bring closer the management structures and the shareholders, reflecting, in the Board of Directors, the new shareholder structure. With this new governance model it is expected that the company fulfils its outlined growth strategy, combining its recognition in the domestic market along with a sustained expansion of its participation in foreign markets.

In addition, it should also be pointed out the presentation and approval, in the General Assembly, of the Accounting Report (2014), which displays the new image of the company.



Accounting Report (2014)



António Manuel Figueiredo  
PRESIDENT OF THE BOARD OF DIRECTORS

## QUATENAIRE PORTUGAL ACTIVITY

The initial months of 2015, in the transition between two European Structural and Investment Funds (ESIF) programming periods, was a period of intense activity to our company.

This activity has three dimensions: following of new ESIF regulatory and programming frameworks; definition and refinement of new products, or adaptation of current products to new policies and rules; and developing communication to market. Naturally, these activities coexisted with closure or continuing of ongoing projects.

At the international level, besides some works under way to Angola and East Timor, **Quatenaire Portugal** started a new work front in Cabo Verde, namely to Ministry of Infrastructures and Economy of the Sea.

In this edition of our newsletter we seek to show the main elements of this recent activity, highlighting some particular aspects of each one of our expertise areas.

### EVALUATION

Coming from the final quarter of 2014, we concluded a period of intense participation in the ex-ante evaluation of Portugal 2020 Strategy.

Quatenaire Portugal had a relevant role in this process, taking on ex-ante evaluation and strategic environmental assessment of Regional Operational Programmes for Centro and Alentejo, and ex-ante evaluation of Thematic Operational Programme for Human Capital. Simultaneously, the mid-term evaluation of the Regional Programme Norte 2007-2013 and ex-post evaluation of Quadrilátero Urbano network project were also concluded.

This activity extended, in 2015 first quarter, with the ex-ante evaluation of implementation of financial instruments to social intervention and the ex-post evaluation of action-training programme Dinamizar, promoted by the Portuguese Commerce and Services Confederation.

As it normally happens with ESIF evaluation cycles, from this initial period until mid-term evaluation period there will be some time that **Quatenaire Portugal** uses for methodological improvement and experience formalising. This is the orientation that we anticipate to the year of 2015.

## CULTURE

In the area of cultural projects and policies, Quaternaire Portugal has maintained an involvement in a quite diverse market and a presence in different territorial spaces. As we announced recently ([newsletter published in March 2015 - only available in Portuguese](#)), the company has been developing work associated with the various stages of what we can consider as the cultural sector's value chain:

- Study and protection
- Conservation and recovery
- Interpretation and diffusion
- Accessibility and use

Along last year, our team has been involved in the development of technical studies associated with World Heritage Sites.

Alongside the Montado cultural landscape application process, which includes the elaboration of the Management Plan and the Application Dossier, the company recently completed the "Technical studies for the reasoning of the Outstanding Universal Value of Marvão".

At the same time, and under a perspective that seeks to address the strategies for building a tourism product from the World Heritage Sites, **Quaternaire Portugal** was a partner in the European project [EuHeritage Tour](#) and currently is developing an "Operational Plan to support the development and promotion of the Heritage in the Alentejo Region", primarily centred in the cities of Évora and Elvas. This last study is carried out for the Alentejo and Ribatejo Tourism Regional Entity.

Also as part of the Cultural Heritage, but in this case centred on certification, the company is developing the project "The Certification of the Romanesque Route's Tourism Services and Products", following other studies which have been developed with the promoters of Romanesque Route (experience recognised nationally and internationally). More recently, **Quaternaire Portugal** began, in collaboration with architecture studio Atelier 15 the "Study for the Valuation of the Porto Waters Company's Patrimonial Goods".

Finally, two references to projects finished recently. The first one was the coordination of some publications about the Hospital-Ship Gil Eannes (in Viana do Castelo): a dossier supporting the visit, a small catalogue of the exhibition – entitled "Longitudinal view" – and also an institutional publication – entitled "Gil Eannes, A History with Future". These three publications were all launched by the Gil Eannes Foundation earlier this year. The second one was the design of an international event, called "Contaminations in the edge", for the Quadrilátero Authorities (a network of innovative cities in northern Portugal).



Marvão



Cover of the book "Gil Eannes, A History with Future"

## **EMPLOYMENT, COMPETENCES AND VOCATIONAL TRAINING**

A significant part of our activity in these fields has been dedicated to execution and conclusion of some important projects started in 2014, including participation in several public events.



We refer, mainly, to the study “Strategic Training Programme for Commerce and Services 2014-2020”, for the Portuguese Commerce and Services Confederation, and to the study “New Skills to SME Capacity Building”, developed to the Portuguese Agriculture Confederation.

The Commerce & Services project develops a prospective diagnosis of competence evolution and tries to identify strategic focus to sector training policy. At the same time, it provides a framework that intends to support the renewal of initial and ongoing training offer in key subjects of the sectorial intervention participated and coordinated by the C&S Confederation. The study was publicly presented in April 21st, 2015.

Still in the field of training strategies, we concluded (and will briefly disseminate results) the Agriculture SME project. This work makes an approach to the skills and training areas to privilege in training strategies specifically addressed to SME in the sector. It is hoped that this study may contribute to better adjust the coordinated intervention in the field of training-action.

## **STRATEGIC PLANNING**

Strategic Planning is a wide spectrum expertise and work area, crossing, from thematic and methodological points of view, most of **Quaternaire Portugal** interventions, but mainly with territorial planning and urban policies.

In the last months, our activity has been focused in supporting Territorial Communities of Cávado, Central Alentejo and Algarve in preparation of their strategic and action plans for next ESIF programming period, namely the Territorial Development Integrated Strategies, all by now approved by managing and governing authorities. In the cases of Cávado and Central Alentejo these works have now continuity through the Territorial Development and Cohesion Agreements, which will be the basis for the contractualisation of territorial integrated investments between local and managing authorities of several operational programmes.

Quaternaire Portugal was also the partner chose by the Alto Tâmega Regional Development Agency to technically assist its community-led local development



Mafra



initiative (CLLD), another model of intervention supported by the ESIF. This local development strategy brings together ESF, ERDF and EARDF to boost entrepreneurship and capacity building in this wide rural territory, based on an institutional public-private partnership and through an intensive participatory methodology that will continue in the next weeks.

At the municipal level, the works on the Strategic Plan for Loulé, in Algarve, are now beginning and will mobilise Quaternaire team in the next semester.

Besides this territorially-oriented strategic planning, we also note some sectorial-oriented works, like the study about Porto and Douro Wines sector organisation (commissioned by the Port Wine Company Association), the strategic plan to Aguardente (brandy) DOC Lourinhã (one of the three demarcated regions of the world, being Cognac and Armagnac the other two) and the updating of the Strategic Plan for Tourism in Mafra.



Mafra

## **SPATIAL PLANNING**

In the first quarter of 2015 activity in national market was focused in final phases of ongoing projects, namely Municipal Master Plans for Lajes do Pico (Azores, where the public discussion stage took place) and Lourinhã.

In the international market, we highlight the delivery of preliminary proposals for the Local Plans in Chitato and Cambulo (north of Angola). **Quaternaire Portugal** had also a major participation in a set of technical meetings and seminars in East Timor, presenting and discussing the projects of new legislation (housing, settlement and territorial management) and the national spatial plan.

Meanwhile, a new project in Cabo Verde was started, for the preparation of the legislative body about coastal zones planning. This project will be concluded in July, 2015.



Lajes do Pico



Lourinhã

## URBAN PROJECTS AND POLICIES

Since the creation of the first Urban Rehabilitation Societies in Porto and Lisbon that **Quaternaire Portugal** has been working, on a regular basis, on consultancy on urban rehabilitation and urban regeneration. In the previous period of the Structural Funds programming, the company has prepared a wide range of applications to the instruments “Partnerships for Urban Regeneration” and “Urban Networks for Competitiveness and Innovation”. Already under the new legal framework for urban renewal, the company developed some delimitation work of Urban Renewal Areas and, in partnership with Sopsec, SA and Rui Mealha, Architects Lda., the development of Strategic Programs (PERU). Currently, the company has ongoing work concerning the development of the PERUs in Maia, Vila Nova de Famalicão, Matosinhos and Leça da Palmeira. The company is also developing an Urban Regeneration Strategy for the Arouca Municipality and a Strategy and Development Programme for Porto Carvoeiro (Santa Maria da Feira).

PORTUGAL 2020 has open up new opportunities for the urban policies, which may foresee a new work period for the **Quaternaire Portugal** team. So, the company invested in the preparation of appropriate methodologies to developing new instruments for the qualification of the urban environment and urban regeneration, particularly for the development of Sustainable Urban Development Strategic Plans, Urban Regeneration Action Plans and the Integrated Action Plans for Disadvantaged communities.



V. N. Famalicão

## PUBLICATIONS

### EDUCATION AND TRAINING IN THE ACTIVATION OF OLDER UNEMPLOYED WORKERS - AEP

The executive summary of a study conducted by **Quaternaire Portugal** on Education and training in the activation of older unemployed workers, carried out for the Portuguese Business Association - AEP, is already available online. This study seeks to contribute for the quality improve of education and training answers in what concerns the employability of older unemployed workers . It also seeks to disclosure aging issues, framing them within a more general framework of the unemployment phenomenon in Portugal.

The executive summary of the study can be read [here](#) (only available in Portuguese).content

### LOCAL CULTURAL POLITICS: CONTRIBUTIONS TO AN ANALYTICAL MODEL

It has just been published the number 78 of the journal “Sociologia, Problemas e Práticas” (published by ISCTE-IUL / CIES-IUL), which includes an article co-authored by Elisa Pérez Babo (**Quaternaire Portugal**), Augusto Santos Silva (Faculty of Economics, University of Porto / Institute of Sociology, University of Porto) and Paula Guerra (Faculty of Arts and Humanities / Institute of Sociology, University of Porto).

The article suggests a framework for the analysis of local cultural policies. Its basic assumption is the idea that the articulation of the sociological and the economic approaches — geographically enriched — provides the best perspective and method for research. The article considers the scientific knowledge that is being accumulated, in Portugal, on cultural policies. It can be conceived of, and used, as a methodological development, oriented towards future research. Its aim is to offer a roadmap, to be specified and adapted to each case, both to the academic studies and to political institutions and agents.

The journal is already available online and the article can be downloaded [here](#) (only available in Portuguese).

**2014: A LEARNING STAGE OR A FULL-SPEED YEAR IN INTERNATIONAL MARKETS?**

Past Quaternaire Portugal experiences of work in international context were, to a certain extent, disperse and lacking consistency. A more coherent approach to external markets was recently adopted by the company, especially in East Timor and in Portuguese-speaking countries of Africa.

Partially based on the partnership with **Intersismet**, projects addressed to external clients or territories represented one third of company's production in 2014, and contacts or bid presentation multiplied.

In this field we evidence the conclusion, in the beginning of last year, of the Development Plans for Lunda Norte and Lunda Sul Provinces, as well as the starting of two Local Master Plans, all in Angola, and the public discussion of works in East Timor.

We should also emphasise the evaluation study on cooperation with National Laboratories of Civil Engineering of Portuguese-speaking African countries, commissioned by the Portuguese Institute for Language and Cooperation and executed mainly through work-missions in these countries, and also the beginning of technical assistance to the Harbour and Maritime Agency of Cabo Verde in preparation of the regulatory body for the coastal zones planning.

In addition to these projects, **Quaternaire Portugal** carried out some commercial or technical missions and presented some bids of significant financial dimension in Mozambique, Cabo Verde and East Timor, most of them without final decision from contractors.

This intense activity in Portuguese-speaking countries had its counterpart: European market was limited to formal closure of some projects and small subcontracting, with no financial expression. In this case, strategy will consist in deepening experience acquisition through participation in European cooperation networks, allowing us to consolidate partnerships and disseminate company's skills. The recent participation in a European consortium for a training project in the field of smart cities exemplifies this strategy.

We foresee some uncertainty, and even reduction, in international markets, especially for those in which our activity was more dynamic. The fall of oil prices have major consequences in Angola and East Timor economies, in this last case with the particularity of government.



East Timor

## NEWS

### **“TER ESTADO”: STRUCTURAL FUNDS AND INVESTMENTS - NATIONAL DEFENCE INSTITUTE**

The National Defence Institute is organising a cycle of specialised roundtables and decentralised public debates, under the motto “To Have State”, in order to produce relevant information and reflection on the several areas of public policy and the role of the state in the twenty-first century.

Within this cycle, António Manuel Figueiredo and Elisa Pérez Babo, from the **Quaternaire Portugal**'s Board of Directors, took part in a round table about Structural Funds and Investment, held on January 7, 2015.

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### **EVALUATION OF THE CAPACITY BUILDING PROGRAMME FOR THE CIVIL ENGINEERING LABORATORIES IN PORTUGUESE-SPEAKING AFRICAN COUNTRIES - CAMÕES, ICL**

Artur Costa and Lurdes Macedo, representing **Quaternaire Portugal**, presented the main conclusions and recommendations of the evaluation study on the training programme of Civil Engineering Laboratories located at Portuguese-speaking African countries the Community of Portuguese Speaking Countries. The presentation and discussion of this report was made during the XXX Ordinary Meeting of the Focal Points of this international organisation, which took place in February 2015, in Lisbon.

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### **TRAINING STRATEGIES FOR PROFESSIONALS IN VOCATIONAL EDUCATION - ANQEP**

On March 25, 2015, a seminar on training strategies for professionals in vocational education was held at Exponor - Leca da Palmeira, where Paulo Feliciano and Leonor Rocha, from **Quaternaire Portugal**, had the opportunity to share with the audience the vision on Portugal, in what concerns this topic, making a comparison of the national situation with the cases of Spain and Germany. The seminar was sponsored by the National Agency for Qualification and Vocational Education - ANQEP.

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### **ANTICIPATION SYSTEM OF QUALIFICATION NEEDS - ANQEP**

The available results of the study for the creation of a anticipation system of qualification needs (SANQ), conducted by **Quaternaire Portugal** for the National Agency for Qualification and Vocational Education - ANQEP, provoked several press reports and even some controversy.

The SANQ is a system that makes possible the identification of qualification needs and career opportunities that will allow the elaboration of guidelines for the development of the network of training opportunities, as well as for updating the National Qualifications Catalogue. The goal is to support the development of the planning process of network offer and provide supporting information to other planning and management processes on qualification development strategies, within the Portuguese's Common Strategic Framework 2014-2020, which is in line with the Europe 2020 strategy.

The results of the study and further developments of the SANQ can be consulted [here](#) (only available in Portuguese).

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### **ACTIVE LABOUR MARKET POLICIES, PUBLIC EMPLOYMENT SERVICES AND TRIPARTISM - IPPS / ISCTE / UGT**

Quaternaire Portugal participated in the conference “Active Labour Market Policies, Public Employment Services and Tripartism”, held at Lisbon, between 10 and 11 April 2015, and promoted jointly by the IPPS-IUL, ISCTE-IUL and UGT.

The participants in the meeting had the chance to discuss topics such as methodologies, innovations and challenges in personnel selection, trends and problem in what concerns vocational guidance, active labour market policies, professional training, employment public services, education and innovation systems.

Paulo Feliciano, from Quaternaire Portugal, participated in the panel on “professional qualifications, services and education and innovation systems”.

The complete programme of the conference can be consulted [here](#) (only available in Portuguese).



## QUATENAIRE PORTUGAL

**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.

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