

NEWSLETTER - Nº 12

MAY 2016

EDITORIAL

Quaternaire Portugal General-Assembly, held in 22 march 2016, established the fundamental guidelines to orient our activity in the second half of the period of four years of this Administration, which will end in march 2018. These guidelines encompass (i) the design of new products and services for the internal market, consolidating the validation of QP's work showed by this market and the (ii) search for opportunities capable of diversifying our presence in external markets, tackling the difficulties observed in Angola market.

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In close consistency with this guidance, the Management Report submitted to the General Assembly devoted particular attention to a less known facet of Aristotle's thought. The thought expressed in the Nicomachean Ethics, Aristotle innovatively introduced the opposition between forms of scientific knowledge, abstract and not dependent on the context to which it applies, and forms of knowledge dependent of the context and likely to be influenced by value systems. Prudence (φρόνησις, phronesis) and problem solving art are among those categories



In our practice, we confer special importance to the virtue of prudence. It expresses the importance of contingency in our activity and in the difficult market conditions in which we operate.

The recognition and trust of many of our customers is supported in the perception of how we handle with this Aristotelian virtue. Could it be the result of our maturity? We should not forget that **Quaternaire Portugal** completed, in December 2015, its first 25 years of existence, a fact that we celebrated, in the company of collaborators and shareholders, sailing on the waters of the Douro River.

QUATERNAIRE PORTUGAL ACTIVITY

EVALUATION

The policy and development programs evaluation has a particular relevance in **Quaternaire Portugal's** activities. For that reason, our company waits with great anticipation the development of the Portugal 2020 Global Plan of Evaluation.

Meanwhile, it's with a great pleasure that we reported that our company was selected by UNESCO (United Nations Educational, Scientific and Cultural Organisation) as external evaluator of its project "Strengthening Capacities of Portuguese-speaking countries in Africa for Implementing the Convention for the Safeguarding of the Intangible Cultural Heritage".



This project will aggregate **Quaternaire Portugal's** skills in evaluation and in cultural projects and policies, in a clear demonstration of our transdisciplinary integration capacity, which is reinforced by the company's work experience in different Portuguese-speaking countries, which was highly appreciated by the jury..

The final workshop of the project, which marks the beginning of its evaluation, takes place in Maputo (Mozambique), from 9 to 13 May 2016, and will have the participation of **Quaternaire Portugal's** team.

CULTURE

Issues related to cultural heritage continue to take a high interest for the Quaternaire Portugal's team and to represent a significant share of the company's market. Besides the development of cultural heritage as territorial assets with clear potential for economic and social development, also a perspective on cultural development and quality of life of the population assumes relevance within this framework, contributing to strengthening identities and promote favourable conditions for expression, communication and creativity.

Quaternaire Portugal continues to invest, in a committed way, in the development of skills related to the UNESCO's global framework for Cultural Heritage, based on its core Conventions. Thus, it has maintained the development of in-depth work on Montado landscape application process for its registration in the World Heritage List as a Live and Evolutionary Cultural Landscape.

Moreover, supported the Mafra City Council in preparing the proposal for confirmation of registration from the National Palace of Mafra in the UNESCO's National Tentative List.

More recently the **Quaternaire Portugal** team has been involved in the preparation of two applications to Cultural Heritage on North 2020 Regional Operational Program 2020 also related with the World Heritage. In one case, the company provided technical assistance to the preparation of Trás-os-Montes Intermunicipal Community application "Winter Rituals and Festivals in Trás-os-Montes" (which includes the preparation of its registration in the National Inventory of Intangible Cultural Heritage and its inscription as World Intangible Cultural Heritage). In other case, our team work on an application for the Municipality of Sabrosa "Places and cultures in Magellan's Travel", which includes an inventory of the several Magellan's route components, the World First Circum-navigation Travel, the preparation of an international exhibition, and the application process for inscription on UNESCO's World Heritage List, already proposed on the Tentative List submitted to UNESCO National Commission.

Also within this same process of applications to North 2020's Cultural Heritage call, **Quaternaire Portugal** elaborated the application "Trás-os-Montes' Route of Arts", which was also promoted by Trás-os-Montes Intermunicipal Community. Currently it is being launched the preparation of another application: Creative and solidarity tourism project for Chaves' Historical Centre, which is promoted by Santa Maria Maior Parish Council (in Chaves).

Quaternaire Portugal is also advising the Gulbenkian Programme Education for Culture and Science (Calouste Gulbenkian Foundation), aiming to prepare an application of the Project "TEM - School Time Museum".

Also the company provided advising to the Performing Arts and Music School (ESMAE) of the Porto Polytechnic Institute, concerning funding opportunities in culture.



National Palace of Mafra



Montado's Landscape in Alentejo Region)

EMPLOYMENT, COMPETENCES AND VOCATIONAL TRAINING

The company's activity in this area has been especially marked by involvement in studies and advisory services to regional deepening of the Qualification Needs Anticipation System, works that combine aspects of diagnosis and planning QNAS at regional level (NUTS 3). This type of projects is highlighted in more detail in another section of this newsletter.

In another context, **Quaternaire Portugal** is collaborating with the School of the Guard in the organisation of the training process, according to the paradigm of skills. The main results expected from this project, which will run until the end of 2016, are to conceive skills and training references for a set of the National Republican Guard qualifications, alongside the capacitation of the Guard School team in the preparation of such products. It is also envisaged the development of a programme for the training of trainers in the competence approach, as well as the construction of a methodological guide.

Participation in this project is an opportunity to consolidate **Quaternaire Portugal**'s former work within the production of skill benchmarks and supporting training in institutional and activity sectors development. Examples of these are the most recently developed studies to the tourism sector, in collaboration with the Confederation of Tourism of Portugal, and to the trade and services sector, in collaboration with the Trade Portuguese Confederation, whose transposition to the National Qualifications Catalogue is underway.

Quaternaire Portugal is also supporting the design and monitoring of the Integrated Fight Plan to School Failure and Leaving for Alto Tamega Intermunicipal Community, which consists of a portfolio of projects aligned with the regional and subregional issues and needs, influencing school success and the quality of education.

Built through a proximity approach with regional actors, including schools and municipalities, the work includes two main components: (i) the identification and assembly of the project portfolio, from ideas already identified within the strategic planning processes of the ATIMC and (ii) the monitoring plan, which includes an information collection system related to the implementation and results of the projects.

We should also highlight the participation of **Quaternaire Portugal** in the Douro's Inland Waterway 2020 project, promoted by the Douro and Leixões Port Authority (DLPA), which recently assumed new responsibilities in the Douro navigability, sharing responsibilities with other entities with jurisdiction over the Douro river.



QNAS discussion meeting in Middle Tejo



Douro's Inland Waterway: workshop on "industrial policy and economic growth", in Gondomar

This is a European project, technically assisted by Magellan, involving other institutions and European regions. DLPA invited **Quaternaire Portugal** to take over the coordination of Crews Certification and Training Project (under the activity “Human Element”). Involving a large team of national and international consultants, coordination of these activities will allow **Quaternaire Portugal** team to apply knowledge in the identification of skills and training needs, training engineering and operative development of the core competences concept (in this case with the scientific and conceptual help of french expert Guy le Boterf). It is participation that will also enhance the 2015/2026 Strategic Plan of Leixões and Viana do Castelo Ports and Douro Waterway (see reference below).

STRATEGIC PLANNING

The initial quarter of the year was still characterised by the planning and programming of ESIF for Portugal 2020 and by public policies of territorial nature, with a great thematic diversity.

We begin by highlighting the great involvement of **Quaternaire Portugal** in planning of business hosting infrastructures and networks, whose mapping is in progress in the North and Centre Regions of the country.

In the case of the Northern Region, the company collaborated with Santo Tirso Municipality in the preparation of two business area projects; with the Association of Municipalities of Terras de Santa Maria, in defining the territorial model and programme of action for the consolidation of the business location system in this southern region of the Porto Metropolitan Area; and with the Intermunicipal Community of Alto Tâmega in the modernisation and upgrading of its network of business areas. These are distinct projects, with almost contrasting scales, objectives and contexts, but with a common spirit: optimise social gains through integrated planning, focused on the competitiveness of enterprises and territories. Equivalent planning processes are currently underway in the Centre Region, where **Quaternaire Portugal** collaborates with the City of Figueira da Foz in the project for expansion and upgrading of the Industrial and Enterprise Park, also providing technical support to the team that is developing the design of Business Areas in Mangualde.



Santo Tirso – Industrial Zones around Labour Road

Another line of work to highlight is related to the continuity in the approach to international markets, recently materialised through the approval of the National Sea Strategy for Cabo Verde, a project carried with a decisive participation of the company’s spatial planning team.

Giving continuity to several works in the Algarve Region, we remind the conclusion of the project PADRE - Action Plan for Endogenous Resources Development, which has been widely presented in the previous newsletter.

Finally, as mentioned elsewhere in this newsletter, there is a great intensity in work related to sustainable urban development and urban renewal, themes that mobilise diverse teams through a strategic planning approach.

In addition to projects more directly related to the inner urban scale, which we detail further on, we refer to some processes related to the strategic approach to urban territories and networks. This is the case of the latest approval of the document for the Urban Agenda of the Eixo Atlântico do Noroeste Peninsular (see [here](#)) and of the participation in two consortia that submitted applications to European Programmes for research projects: KnowSCity - Knowledge Alliance for Smart Cities

concept and practice (application to Erasmus +) and SITES - Smart and integrated transformations in the European Port-city interface (application to transnational programme JPI-Urban Europe - ERA-NET Smart Urban Futures).

The coming months will be marked by the completion of the projects of business location and the beginning of the 2015/2026 Strategic Plan of Leixões and Viana do Castelo Ports and the Inland Waterway of the Douro, following the international public tender that resulted in its award to the consortium of Quatenaire Portugal with TIS.pt.

SPATIAL PLANNING

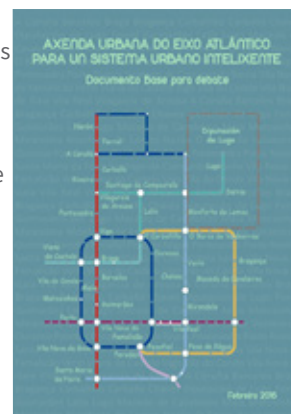
The first quarter of 2016 was marked by the completion of a set of relevant projects within this field of expertise, highlighting the continuity of the company's activity in international markets.

Within' this, one should highlight the publication of legislation that 'regulates the process of elaboration and implementation of development plans in the coastline and the adjacent sea' (Decree-Law No. 14/2016, of March 1, BO Republic of Cape Verde), the approval of the National Strategy for the Cape Verde Sea, which is awaiting publication, and also the approval of the East Timor Spatial Planning Framework Law by the Minister Council meeting of the Democratic Republic of East Timor, held at 20 April 2016, the respective Planning Framework Law of Territory.

At a national level, one must highlight the approval of the proposal for public discussion of Corvo's municipal masterplan revision, in Azores, which will take place between 17 May and 17 June 2016. Also, after two years of suspension, the **Quatenaire Portugal**'s team had the chance to develop a new proposal of Funchal's municipal master plan, at Madeira, according to the new executive orientation.

Alongside these developments, **Quatenaire Portugal** continues to invest in both international and domestic markets, developing technical work in numerous projects and also presenting a significant number of proposals. Simultaneously we bet on updating our team's knowledge and deepening tools able to respond to new methodological challenges resulting from the new legal framework on territorial management and also new market requirements.

Finally, one must also highlight the revision of the environmental assessment of Porto's municipal master plan, which started in May 2016 and whose work will extend over the coming months.



Corvo's Masterplan

URBAN PROJECTS AND POLICIES

National and European commitment in urban regeneration and rehabilitation policy has been a significant market opportunity for **Quatenaire Portugal**. The company has also made a significant investment in the development of specific skills in this area, relating them with the **Quatenaire Portugal**'s original expertise in fields such as strategic planning and spatial planning. Consequently, much of the recent activity of **Quatenaire Portugal** in the field of urban projects and policies is related to the preparation of Urban Strategic Development Plans (PEDU), Urban Regeneration Action Plans (PARU), Sustainable Urban Regeneration Integrated Plans (PIRUS) and Strategic Urban Rehabilitation Programs (PERU).

After a task force (completed in September 2015) in order to conclude the preparation of Arouca, Braga, Guimarães, Mangualde, Matosinhos, Porto, Santo Tirso and Vila Nova de Famalicão's PEDU, followed by monitoring the negotiation between the Municipalities and North 2020's Management Authority, **Quatenaire Portugal**'s team concluded Mora and Viana do Alentejo's PARU applications to Alentejo 2020 and Albufeira, Loulé and Quarteira's PARU application to Algarve 2020. It is still in progress the development of Póvoa do Varzim's PARU. Moreover, in the Azores Autonomous Region **Quatenaire Portugal** is working in PIRU for Madalena, Vila do Porto, Pico, Graciosa and Lajes Corvo.



PARU and urban regeneration funding schemes presentation in Quarteira

Já Within the Legal Framework for the Urban Rehabilitation, **Quatenaire Portugal** has continued to work on the development of urban regeneration strategies (PERU), including general advice to municipalities in the delimitation of Urban Renewal Areas (ARU) and the definition of Urban Rehabilitation Operations (ORU), using our own methodology, which has had a good recognition by municipal officials.

It was concluded, by the end of 2015, the technical support of Maia's urban center PERU, having recently been completed the public discussion period. Currently, it is under development and completion other PERU: Matosinhos, Leça da Palmeira, Arouca, Porto Carvoeiro (municipality of Santa Maria da Feira), Vila Nova de Famalicão, Póvoa de Lanhoso and Matosinhos-South. Also, it is ongoing three new ARU in Braga city: Braga North, Braga South and Braga East.

Finally, Quatenaire Portugal developed, in partnership with the Quadrangle Association - involving the municipalities of Barcelos, Braga, Guimarães and Vila Nova de Famalicão, the University of Minho, AlMinho - Business Association and CITEVE -, an application to the European Programme Urban Innovative Actions, within the theme "Jobs and Skills in the Local Economy".

Simultaneously, the Quaternaire Portugal's team has invested in a continuous updating of their knowledge concerning the financing instruments which are or will find available to support private and public interventions in the field of urban regeneration and revitalization, in particular, the Financial Instruments for Urban Regeneration and Revitalisation (IFRRU) and for Energy Efficiency (IFEN), the Efficient House Programme and the National Fund for Built Rehabilitation (FNRE).).

In this way, **Quaternaire Portugal** believes it can support public and private investors in the preparation and negotiation of their applications to these different funding schemes.



Matosinhos and Leça da Palmeira Urban Renewal Areas



Square in Vila Nova de Famalicão

PUBLIC PARTICIPATION

PUBLIC MEETING ON INCENTIVES FOR URBAN REHABILITATION (PÓVOA DE LANHOSO, 29 JANUARY 2016).

The Municipality of Póvoa de Lanhoso hosted a public presentation about incentives to urban rehabilitation, addressed to the population, local councilors, property owners in the urban area, architects, real estate agents, investors and contractors. Daniel Miranda was one of the guest speakers, focusing his intervention on the available instruments to foster urban rehabilitation (fiscal, financial, regulatory or administrative instruments).



Póvoa de Lanhoso

CONFERENCE “TERRITORY: A COMMON HOME” (CUPERTINO DE MIRANDA FOUNDATION, AT VN FAMALICÃO, 9 TO 16 FEBRUARY 2016)

António Figueiredo, President of **Quaternaire Portugal**'s Board of Director, participated in the Conference “Territory: a Common House”, presenting an interpretation of the Ave Valley territory based on the economic changes observed in its specialisation profile and level of education qualifications of the labour force.



Conference “Territory: a Common Home”



UNIVERSITY OF ÉVORA: CYCLE OF CONFERENCES “PUBLIC POLICIES IN 2020” (ÉVORA, 19 FEBRUARY 2016) CONTENT

António Figueiredo animated a debate in Capelo Room of the Évora University, inviting Professors Mário Rui Silva (FEP) and Sandro Mendonça (ISCTE), following the programme of dissemination of the collective work “Economy, Public Policies and Society”, edited by Professors Paulo Neto and Maria Manuela Serrano, of Évora University, in which he published a paper on innovation and internationalisation policies.

ANNUAL EVENT OF THE HUMAN CAPITAL OPERATIONAL PROGRAMME (FIL - LISBON, 16 MARCH 2016)

This event was entitled Best Qualifying for a Bigger Employability. António Figueiredo participated with a communication that discussed the implications of the ex-ante evaluation of the programme, conducted by Quaternaire Portugal, and its relevance within the implementation context and the state of the art of the problems on which the OP plans to intervene.

(See [here](#) the intervention).



Human Capital OP anual event

ROMANESQUE ROUTE QUALITY LABEL (MONASTERY OF SANTO ANDRÉ DE ANCEDE, IN BAIÃO, 4 APRIL 2016)

Within the implementation of the Romanesque Route Products and Tourist Services System Enhancement, which counted with the involvement and technical guidance of [Quaternaire Portugal](#), it was held the ceremony of the first quality label to tourist agents and producers who saw recognized their services and productions and expressed their adherence to the intervention principles for the development of the Romanesque Route. José Portugal, from **Quaternaire Portugal**, was member of the evaluation committee that assigns this distinction.



Romanesque Route Quality Labels

MEETING “HOW TO PROMOTE SUSTAINABLE TOURISM IN LISBON?” (LISBON, APRIL 6, 2016).

In the space Renewing Mouraria, in Lisbon, the Citizen Academy held a meeting to talk about the mass tourism effects in Lisbon, inviting Daniel Miranda, from **Quaternaire Portugal**, as chairman of the direction of APRUPP (Portuguese Association for Urban Rehabilitation and Protection of Heritage) to intervene on the correlations between the tourist activity in the historic centres and the dynamics of urban regeneration. Concepts such as touristification, gentrification, right to housing, right to the city, public space, urban regeneration and sustainable tourism, were questioned, clarified, discussed and redefined.



How to promote sustainable tourism in Lisbon?

SEMINAR “PUBLIC HOUSING IN THE CONTEXT OF PORTUGAL 2020” (BRAGA, APRIL 7, 2016)

Quaternaire Portugal is collaborating with the Portuguese Municipal Housing Association in organising a regional-based cycle of three seminars (north, centre and south) dedicated to the opportunities and funding mechanisms for public housing. The first seminar took place in Braga, with interventions focused on policy instruments available to municipalities and municipal housing companies, in the need to focus on integrated policies and activities of requalification and rehabilitation of social housing and in presentation of case studies and new experiments in social interventions. Daniel Miranda, with the collaboration of Mariana Rodrigues, were in charge of **Quaternaire Portugal** participation.



Braga, seminar on public housing

The second seminar will take place this month of May, in Tavira, Algarve, while the third will be held in June, in the Lisbon Metropolitan Area.

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O segundo seminário acontecerá já este mês de maio, em Tavira, enquanto o terceiro deverá ter lugar em junho, na Área Metropolitana de Lisboa.

TECHNICAL MEETING AT THE LISBON AND TAGUS VALLEY CCDR (LISBON, 11 APRIL 2016)CONTENT

Quaternaire Portugal, through its President of the Board of Directors, attended a technical meeting organised by the Lisbon and Tagus Valley CCDR, with the presence of the Secretary of State for Local Government, which aimed to discuss the existing disagreement between the jurisdiction of the LTV CCDR territory in what concerns planning and the access to Structural Funds.

MAIS ALCOUTIM SEMINAR (ALCOUTIM, 16 APRIL 2016)

The municipality of Alcoutim organised a workshop to launch More Alcoutim project, dedicated to the definition of development options for the municipality, based on valorisation of the local natural resources, particularly agroforestry areas of the county. The session was attended by fifty participants, from a wide range of entities: local companies, producer associations, public institutions with competences in forest and environment protection, local development associations, academic institutions and consulting firms.

Joshua Caldeira, of **Quaternaire Portugal**, was in charge of one of the opening session interventions, focused on the presentation of the strategic and programmatic orientations of Endogenous Resources Development Action Plan (PADRE), which covers the entire Algarvian interior area, promoted by Algarve Municipalities Association and prepared by **Quaternaire Portugal**.

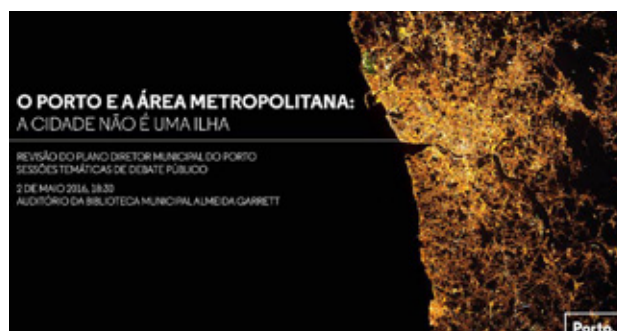
THE WORLD IN 2050 - TRENDS, RISKS AND IMPACT ON THE TERRITORY (LISBON, 27 APRIL 2016)

António Figueiredo presented a paper at this seminar, organised by the Portuguese Association for Water Distribution and Drainage (APDA), focused on discussion of major global and national trends that will impact consumption and access to water resources.

PUBLIC SEMINAR ON PORTO'S NEW MASTERPLAN (ALMEIDA GARRETT MUNICIPAL LIBRARY, PORTO, 2 MAY 2016)

António Figueiredo participou no primeiro seminário público organizado pela Câmara Municipal do Porto, no âmbito da revisão do seu Plano Diretor Municipal, sob o tema “O Porto e a Área Metropolitana – A Cidade não é uma Ilha”, apresentando uma comunicação sobre ficções e realidades metropolitanas.

(See [here](#) the communication).



SPAIN AND PORTUGAL, PROSPECTS AFTER 30 YEARS OF EU MEMBERSHIP (CORUNNA, 9 MAY 2016)

The President of the Board of Directors of **Quaternaire Portugal**, António Figueiredo, participated in a Conference organised by the Diputación de Coruña focused on 30 years of EU integration of Portugal and Spain, in which he discussed the opportunities and constraints of integration following a period analysis: from adhesion to the Euro; from the Euro to the slow growth model of the 2000's decade and the period of adjustment to the sovereign debt crisis.

REGIONAL IN-DEPTH PROCESSES OF ANTICIPATING INTERMEDIATE QUALIFICATIONS NEEDS

Along 25 years of activity, **Quaternaire Portugal** developed specific competences concerning the identification and prospective analysis of qualifications needs.

Recognising **Quaternaire Portugal**'s competences, ANQEP (National Agency for Qualifications and Vocational Education) invited the company to conceive a methodology, combining quantitative and qualitative dimensions, targeted at anticipating intermediate qualifications needs, integrating regional and territorial dimensions.

That methodology helped to build the Qualification Needs Anticipation System (QNAS), focused on the supply of intermediate qualifications, mainly those produced through Professional (Vocational) Courses.

In 2015, regional in-depth processes targeted at establishing experimental NUTS III agreements on the supply of vocational courses, involving Intermunicipal Communities, Vocational Schools, Regular Schools offering vocational courses, entrepreneurs, municipalities and other local and regional institutions. **Quaternaire Portugal** technically supported six NUTS III agreements, from north to south: Alto Tâmega, Trás-os-Montes, Cávado, Dão-Lafões, Médio Tejo and Lisbon Metropolitan Area. In some of these processes, the regional in-depth anticipation of qualification needs evolved jointly with some work concerning the fight against school failure (Alto Tâmega) and of elaboration of Employability Pacts (Cávado).



QNAS discussing meeting in Dão-Lafões

Understood as exploratory and learning processes of territory-based agreements concerning the supply of vocational courses, Quaternaire Portugal is sure that these processes will have long term results in terms of the consistency of supply.

Nesta perspetiva, a empresa regozija-se pelo facto de ter colocado o seu conhecimento e o seu saber-fazer e saber-agir em matéria de concertação de base territorial ao serviço de prática tão promissora.

NEWS

Portugal 2020's application periods are open in various areas of investment in which Quaternaire simple frame Portugal, by its internal skills, experience and ability to build and mobilize networks, can be a relevant partner to public or private promoterscontent.



- Some examples of Portugal 2020's calls for application currently open:
 - In North and Central Regional Operational Programmes, until 30 June 2016, applications are open for Urban Regeneration Action Plans in Urban centers in Complementary Network.
 - In Madeira Regional Operational Programme several calls for the urban rehabilitation of public buildings and public spaces, until December 31, 2018.
 - In Centre Regional Operational Programme a prequalification call for Business Hosting is open until May 31, 2016.
 - In North, Centro, Alentejo and Lisbon Regional Operational Programmes calls for Cultural and Natural Heritage are open until 31 October 2016, and in the Madeira Regional Operational Programme the call is open until 31 December 2018.

An updated calendar for 2016 application periods is available, [here](#).

The Atelier 15, Architecture's proposal for the **Design and Development of the Musealization Project of Rio de Vila Gallery in Porto downtown** (Mouzinho da Silveira Street, between S. Bento railway station and the São Domingos Square) was the winner of the public tender promoted by Águas do Porto. **Quaternaire Portugal** is a partner in the development of this proposal.

The new headquarters of the Regional Section of the Architects Order and the North 41 Project - Centre for Architecture, Creativity and Sustainability, whose mission is to promote research, training, dissemination and debate on emerging issues in the professional practice of architecture, opened last 9 April 2016. **Quaternaire Portugal** was responsible for preparing the project's application for EU funding and is pleased that this project have come to a successful conclusion.



Foto: Martin Henrik/Público

The Secretary of State for Development and Cohesion announced that the first (municipal and intermunicipal) projects developed within the Portugal 2020's Pacts for Development and Territorial Cohesion will be approved during May 2016, in a total amount of 115 million euros. We remind that Quaternaire Portugal provided technical assistance to Vale do Cávado and Central Alentejo Pacts and also, although with a distinct framework, to the Algarve Pact.

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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