



NEWSLETTER - N° 15

APRIL 2019

EDITORIAL

A major part of **Quaternaire Portugal**'s activity is focused on the work with Local Authorities, which motivates a permanent reflexion and learning within the company on the issues of local development and the spheres and models of intervention suitable for this field of public administration.

Among the many of today's issues local councils face, that seek to assure in the wake of more and more complex and global challenges, a sustainable development, a growing social cohesion and an increase in its citizens welfare, these public entities have also to cope with embracing new expertise that were once the role of the country's central government.

In Portugal, we are currently within a transition period that will extend itself to the end of 2020, set up by Law 50/2018 of the 16th of August, in which local municipalities are to gradually integrate in their range of abilities a new set of roles. As such, in this very period, both municipalities and inter-municipal bodies should work to acquire the required expertise for the fulfilment of their new functions.

To create such conditions a reinforcement of resources (financial, human and real-estate) is in order, as well as a commitment to guarantee results that are positive, efficient and efficacious in public management and its impact in communities. To achieve this, priorities should be set on assessing the need for training and development of new skills within local bodies of government; on enforcing a posture of cooperation in the execution of public policies on various levels (inter-municipal and between the local and national bodies of public administration); and on designing and planning for the territory integrated sectorial policies that are adequate for each level of government.

The board

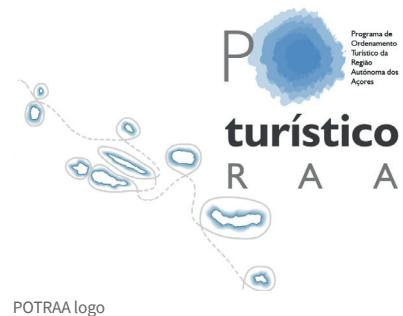
QUATERNaire PORTUGAL ACTIVITY

TERRITORY

TOURISM PLANNING PROGRAM FOR THE AUTONOMOUS REGION OF AZORES

Quaternaire Portugal, together with Simbiente Açores, is working on an update to the Autonomous Region of Azores's Tourism Planning Program (POTRAA), for the Tourism Directorate in the Azores.

POTRAA aims to define, in both short and medium terms, the strategic options for policies on economic development, with a particular emphasis on the regional tourism sector. This envisions an overall improvement in the Region's tourism activity and the quality of regional products, a process of safeguard and valorisation of local natural resources and cultural staples, and an adaptation to the changes in the tourism international market.



This program's proposals were held under public scrutiny for two months, during which nine clarification sessions took place, one in each of the Azores's islands. Currently an evaluation of proposals submitted by the public is underway, before the actual shaping of POTRAA's final version. As a support to the reviewing process, **Quaternaire Portugal** created a related website, to be consulted at [link](#).

REVIEWING MATOSINHOS MUNICIPAL GENERAL PLAN



Proposal for the Matosinhos Ecological Structure

The Matosinhos Municipality is undergoing a review of its Municipal General Plan (PDM) and **Quaternaire Portugal** is collaborating with the local government's technical staff in two distinct branches. The first one addresses the municipality's ecological structure and rural territory and the outlining of both the National Ecological Reserve (REN) and the National Agricultural Reserve (RAN). Concerning the ecological structure, the tasks at hand are its delimitation, regulation and consequent articulation with the remaining fields of territorial planning. The same happens with what's to be deemed as rural territory in a definition of its location and regulations to apply. On the REN and RAN, **Quaternaire Portugal** has delimited the reserves and designed proposals for particular exclusions, aiding the Municipality throughout the long process of agreement with the overseeing entities of these territories.

The field of cultural heritage is the second branch of **Quaternaire Portugal**'s collaboration in the PDM. Working in partnership with the Center of Studies for Architecture and Urban Planning of the University of Porto's Faculty of Arquitecture, Quaternaire Portugal is involved in the analysis and proposal of an inventory for arquitectural heritage, as well as in the production of a regulation at municipal level that can safeguard these assets.

INTERVENTION PLAN FOR THE RURAL ENVIRONMENT IN THE HERDADE DA MINGORRA

Quaternaire Portugal is currently developing an Intervention Plan for the Rural Environment (PIER) in the Herdade da Mingorra, situated on the district of Beja, and occupying an area of 1400ha. The PIER is a specific type of a Detailed Plan solely focused on rustic land which aims to define: i) uses and regulations concerning various forms of occupation; ii) standards for construction, reconstruction, modification and demolition of buildings; iii) the framework for implementing new infrastructures and improvement of existing ones under environmental and energetic requirements; v) rules to the cultivation of new areas of vineyard or other crops; among others.

This is the third PIER **Quaternaire Portugal** is undertaking in Alentejo, to which it joins the current elaboration of a fourth.



Herdade da Mingorra

The PIER for the Herdade da Mingorra sets as its goal to define the necessary conditions for reinforcing and assuring the economic feasibility of the location's farming and touristic activity, meanwhile safeguarding its agricultural planning within a view of an integrated development at social, economic and environmental levels.

PARU MANAGEMENT, MONITORING AND EVALUATION PLAN, IN PORTIMÃO

On the first trimester of 2019, **Quaternaire Portugal** begun a counselling to the Portimão Municipality for the elaboration of a Plan for Management, Monitoring and Evaluation of the municipality's PARU – Plan of Action for Urban Regeneration. It has been observed that this partnership will last until the end of 2020, when it is scheduled the physical and financial conclusion of the city's PARU (as agreed upon contract with the CRESC Algarve Managing Authority).

The Plan is to become a reference in the management of Portimão's PARU, in order to guarantee the best conditions to achieve the goals set, which may include the leveraging of public and private financing to complement the already funded operations. It's the Plan's role to establish an organics of the management process and the tools and actions to best materialize the project's various dimensions, while reporting its results to the several partners of the endeavour.

Quaternaire Portugal is particularly qualified for the elaboration of these mechanisms of management, monitoring and evaluation of such instruments of public policy, due to the company's vast experience in methodology design and former making of several Action Plans for Urban Regeneration with various Portuguese municipalities. In addition to that, the company has also a solid record of monitoring and evaluating management programs, tools and public policies.

OLHÃO MUNICIPALITY'S EDUCATIONAL CHARTER

Very recently a revision of the Educational Charter for the Municipality of Olhão has started, so as to update its former 2006 version. The points of attention lie in the changes in educational policies and specific legislation since then, the dynamics and transformations of the Olhão's territory, its demographic evolution and the development of new trajectories and outlooks in the life of local students and communities.

Quaternaire Portugal has from vast experience a knowledge on diagnosis studies of training and education systems, and when it comes to Educational Charters, it has concluded several in the past, all over Portugal. On the other hand, the company's experience in territorial management guarantees an effective articulation of the Educational Charter - a management tool that fits in both physical resources and social dynamics - with other fields of urban municipal development.

The recent change to the legislation that gives Local Authorities new roles on the educational field (Law n°.21/2019, from 30/01) also changes the legal framework of Educational Charters, and presses municipalities to update these planning documents and their integration in the revision of Municipal General Plans.



Classroom in one of the public facilities part of Olhão's school network

ECONOMIC AND SOCIAL DEVELOPMENT

STUDY FOR THE CONNECTION BAIÃO-ERMIDA'S BRIDGE



Ermida's Bridge

Built in 1998, the Ermida's Bridge connects the municipality of Baião, on the north of Douro River, to Resende, to the south, in a highway axis that aims to link the hinterland (the Viseu area) to the northern seaside, hence connecting highways A24 with the A4 and A11. On the north side of the Douro the remaining segment to be built lies between the mentioned bridge and the village of Baião, where there's a connection to the main road network.

For such a low density region, the lack of these 7 km of highway and the need for a local rehabilitation of the EN108 road strikes a heavy blow in the region's economic competitiveness, its quality of life and the safety of its populations. These contributes to a process of demographic and social impoverishment already witnessed in the last few decades

In this framework there arose a joint effort from the municipalities of Baião and Resende for stronger initiatives on political and communicational levels. They approached **Quaternaire Portugal** to elaborate a study addressing the central government, with conclusion by the end of April 2019, which can underlie the urgency for it completing the remaining part of the route.

TECHNICAL SUPPORT TO THE ISCTE-IUL

It has been requested to **Quaternaire Portugal** by the Rectory of ISCTE-IUL to provide technical support in the creation of a new institute for research and interface with society, under the model of a Center for Enhancement and Innovation Transfer, to be named ISCTE – Conhecimento e Inovação (ISCTE – Knowledge and Innovation). Some particular aspects of this project reside in that this to-be-formed unit acquires its own legal status, and in that all current research departments of ISCTE-IUL and related research institutions are transferred to a new building (which currently holds the Institute for Mobility and Transports, in Lisbon). This building will be rehabilitated so that the institution's desired physical and collaborative conditions are in place for the functioning of the new Center for Enhancement and Innovation Transfer.

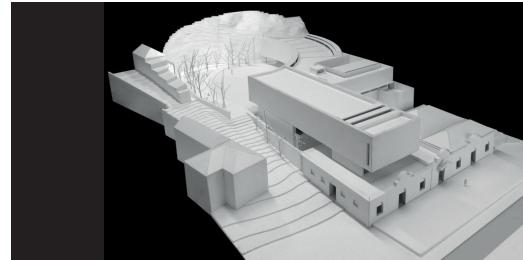
Quaternaire Portugal is working in close collaboration with both the ISCTE-IUL's Rectory and its research units. The challenge focuses on creating new synergies among the research units to be relocated as means to achieve a singular setting within Portugal's Scientific and Technological Context, connecting technology and social science. The collaboration also envisions the support on elaborating an application to Lisbon's 2020 Operational Program.

TORRES VEDRAS'S CENTER FOR THE ARTS AND CREATIVITY

The Torres Vedras Municipality hired **Quaternaire Portugal** to put into action the guidelines of the Main Program for the Center of Carnival Arts, which was produced by this same company in 2006.

The plan is to point out the basic concept, mission and objectives of the program, as it defines the framework for its functioning and organization, and sets orientations for the various areas of activity to be held at the Center for the Arts and Creativity. The current stage of this project, initiated in the last trimester of 2018, focuses on designing a Collection Management Program and a Museographical Program.

The reconversion and rehabilitation of Torres Vedras's Old Municipal Abattoir and adjacent buildings in order to set up there the Center for the Arts and Creativity is under the authorship of José Simões Neves Architecture Office. The necessary funding is provided by the Strategic Plan for the Urban Development of Torres Vedras.



Scale model for the Center for the Arts and Creativity.
Source: <http://www.cm-tvedras.pt/artigos/detalhes/centro-de-artes-e-criatividade/>

APPLICATION OF THE TEJO INTERPRETATION CENTER TO ALENTEJO 2020

At the closing of 2018, the Chamusca Municipality hired **Quaternaire Portugal** for technical support in creating and elaborating an application to Alentejo's 2020 Regional Operational Program, in order to establish the Tejo Interpretation Center in the territory. In broad terms, the main guidelines and objectives to figure in the application were the promotion of natural, historic and cultural patrimony that could attract tourism, through an offer based on quality and respect for local environment, nature and heritage, so that in the end it would strengthen the region's identity as a remarkable territory.

The activity of the Interpretation Center will be based on the heritage and characteristics of the territory, namely the presence and history of the Tejo River and its local communities in the past and present. These themes are closely related to the region's history of socio-economic activities and its environment.

SUPPORT STUDY FOR THE VIABILITY OF TURNING CESAE INTO A PROFESSIONAL TRAINING CENTER WITH SHARED MANAGEMENT

Since 1995 CESAE has been a Professional Training Center under the tutelage of AEP - the Portuguese Business Association, which cooperates with the national Employment and Professional Training Institute (IEFP) under the Decree-Law nº 165/85. Still under its initial naming of CESAI (from 1985 to 1995) which based its work in the subject of informatics, the institution was able to assume the status of CGP, a Professional Training Center with Shared Management. After a reshaping which renamed it as CESAE, the center developed a remarkable work in the areas of Information and Communication Technologies, emerging from an informatics-based sectorial perspective into a much wider take on the computer sciences.

Under the Portugal 2020 Program new conditions of application to the subsidies for vocational training have altered the way the IEFP deals with its partners on the matter. Therefore **Quaternaire Portugal** has been challenged to study ways for a new strategic transformation of the CESAE to meet the new requirements of a CGP, reshaping the institution in training for a digital transition of Portuguese economy and society. The study accounts for the resources CESAE was able to pool during its existence and it is also a suitable opportunity to discuss what challenges and gains are arising skills-wise from society's transformation into the digital age.

The study's conclusion places the new DIGITAL CESAE in a unique position as a provider of training content as well as of new methodologies and contexts for training, which will surely enrich them as an institution taking part in nowadays' digital revolution.

TRAINING AND EDUCATION SYSTEMS AND EXPERTISE

BASIC SUPPORT STUDY FOR AN ACTION PLAN ON THE PROMOTION OF YOUTH TRAINING AND EDUCATION

The Basic Support Study for an Action Plan on the Promotion of Youth Training and Education fits in Trás-os-Montes PIICIE program (the Integrated and Innovative Plan to Combat Academic Underachievement) and it's the first step on a larger project for the improvement youth training and education.

Quaternaire Portugal is currently responsible for this Study, focused on the system providing young people with training and education, and has the following goals: i) to support the implementation of new ways to organize the network of educational courses in the municipalities part of the Trás-os-Montes region; ii) to contribute to the improvement of quality in professional education; iii) to consolidate the collaboration between academic and professional education systems. The methodology taken in this study strives for an active participation of local and regional agents, as they are central elements throughout the process, and also combines diverse information sources in its making, from both a quantitative and a qualitative perspective. This analysis is bound to be completed by Autumn 2019.

ADVISING TO THE EXECUTION AND MONITORING OF MORA'S INNOVATIVE PLAN TO COMBAT ACADEMIC UNDERACHIEVEMENT

The central objective of this collaboration is to support the Mora Municipality in managing their Innovative Plan to Combat Academic Underachievement, the PICIE. The tasks are: i) to organize and support the execution of the activities figured in the Plan; ii) to promote networking and a knowledge-based response to challenges faced by the municipality in striving to improve academic success and education; iii) the elaboration of indicators useful for monitoring both the execution and the results of the Plan, a central aspect to ensure its quality, pertinence and efficacy.

This 6 months long collaboration with **Quaternaire Portugal** is framed by a close articulation and knowledge share with Mora's Municipality, which aims to create the necessary awareness and empowerment for a continuous intervention of municipal agency in the promotion of educational achievement.



Poster for an initiative from the Innovative Plan to Combat Academic Underachievement

EVALUATION

EXTERNAL EVALUATION OF THE LINK PME PROJECT

The external evaluation of projects is one of **Quaternaire Portugal**'s spheres of expertise, and the company is currently working precisely on assessing LINK PME, a project promoted by AEP - the Portuguese Business Association. This is a collaboration between the PME (the Portuguese acronym for SME - Small and Medium Sized Companies) and other stakeholders in key fields for competitiveness such as digital economy, innovation and investment, and it includes three main sectors of activity: the Entrepreneurial Observatory, the Go to market/Portal LINK PME and Go to network/Portal LINK PME.

The evaluation to be done by **Quaternaire Portugal** focuses on the project's performance, as it measures the relation between its execution and procedures and the goals and objectives set from the start. This will also entail recommendations supporting the project's best development.

This study will last for 2019 and up to April 2020, gathering a combination of methodologies and sources of both a qualitative and quantitative character, such as non-participatory observation, surveys, interviews and a case study panel.

ASSESSMENT OF SOL DO AVE AND ALTO TÂMega RURAL DLBC STRATEGIES



Collective work session in Alto Tâmega on community based local development strategies. Image kindly provided by ADRAT

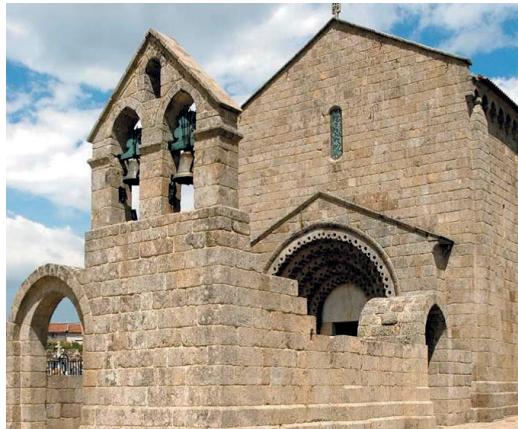
Community Based Local Development (DLBC) is one of the models for the territorialisation of public policies accorded in the partnership between Portugal and the European Union that oversees the application of European Structural Investment Funds (FEEI) from 2014 to 2020.

Halfway through the programme's course these development strategies, implemented by local Action Groups, should be evaluated under the light of two major purposes: to assess the contribution made by the various available lines of funding (FEADER, FEDER and FSE) in the achievement of the programme's objectives; to evaluate how the "LEADER approach", a bottom-up collaborative mode of operation, adds value to the whole intervention.

Quaternaire Portugal is currently engaged in two studies of the sort for the territories of Vale do Ave (GAL Sol do Ave) and Alto Tâmega (GAL ADRAT), both to be concluded by April 2019.

PARTICIPATION IN PUBLIC EVENTS

ANNUAL AWARD CEREMONY FOR THE “SELOS DE QUALIDADE ROTA ROMÂNICA”



Ferreira Monastery, Paços de Ferreira

Quaternaire Portugal has for long collaborated with the Rota do Românico (Romanesque Route) in diverse projects and initiatives, namely in a system that can add value to the Route's touristic products and services, by taking part in its Evaluation Committee of applications by entities that so wish to be included.

On December 5th, 2018, a ceremony was held for the 3rd Phase of the Diplomas and Seals of Quality Delivery to entities admitted in the System for Promoting Touristic Products and Services of the Romanesque Route. This “Quality Seal – Romanesque Route” is a registered trademark that stands for the excellence of the considered products and services, such as touristic projects, catering and beverage establishments and producers and traders of local products.

SESSION “MÉRTOLA, A WORLD HERITAGE? CONTRIBUTIONS ON ASSESSING THE ASSETS OF OUTSTANDING UNIVERSAL QUALITY”

Inscribed in the Mértola's process of application to be recognized as a World Heritage site, in which **Quaternaire Portugal** is currently advising the local municipality, a series of talks were held with specialists from a wide range of fields addressing this very same subject.

The first session happened on December 6th, 2018, themed: “Mértola, a World Heritage? Contributions on assessing the assets of outstanding universal quality”. The already immense and still growing body of knowledge on Mértola should in the future be part of the basis for the application and a catalyst for reflexion, discussion and critical analysis of this ‘peripheral place of excellence’.



Poster for the Session “Mértola, a World Heritage? Contributions on assessing the assets of outstanding universal quality”

CONFERENCE “+ECO.NOMIA ALENTEJO”

On the 14th of December, 2018, the “+Eco.nomia Alentejo” talk took place in the auditorium of the CCDR Alentejo, integrated in the Regional Agenda for Circular Economy, and had the presence of the State Secretary for the Environment. Here it was displayed an Analysis of Alentejo's Economic Regional Metabolism, authored by a **Quaternaire Portugal**'s partnership with SIMBIENTE and the University of Aveiro, and presented by Prof. Carlos Borrego, teacher and researcher from this higher education institution. Prof. Borrego is in charge of the development and application of the presented analytical model inspired by the Economy-Wide Material Flow Analysis. The methodology and results showed in the conference were discussed by a panel constituted by representatives of the Portalegre's Polytechnic Institute (from the Alentejo Circular Laboratory), the Regional Development Agency (ADRAT) and several representatives of Alentejo's municipal associations.

“EM CONCRETO (2)” MEETING



CIAGJ - José de Guimarães International Arts Centre
Auditorium, Guimarães

The second edition of “Em Concreto”, organized by A Oficina and the Minho University’s Network for Anthropological Investigation, together with the Institute for Ethnomusicology – Music and Dance Study Center, was held on the 13th and 14th of December, 2018. Its main subject was the discussion of the notion of Intangible Cultural Heritage (ICH), a definition with over a decade that has throughout the years been under analysis in Portuguese society, among researchers, municipalities, cultural institutions and local communities alike.

Mariana Feijó, from **Quaternaire Portugal**’s team, put forth on a round-table discussion session a reflexion on the company’s experience dealing with the notion of ICH. Her intervention mainly dealt with the recently finished application process of Campo Maior’s Festas do Povo to the National Inventory for ICH, and with the assessment of the Baião county ICH potential for a further application to the National Inventory.

WORKSHOP “CULTURAL LANDSCAPE OF THE MONTADO – BENEFITS AND PREJUDICES IN ITS CLASSIFICATION”

On the 14th of December in Évora, under the tutelage of the Regional Entity for Tourism, a workshop was held, entitled “Cultural Landscape of the Montado – Benefits and prejudices in its classification”. Ana Barroco, member of the **Quaternaire Portugal** Board, participated in the event with an analysis on the instruments for territorial administration that better fit the challenges in managing the Montado Cultural Landscape, namely taking into consideration the requirements entailed by the classifications of national “cultural heritage”, as Cultural Landscape of the Montado, and of UNESCO Cultural Landscape. The paper concludes that current national legislation fits the requirements for an efficient safeguard of the Asset, in a cross-sectorial and integrated perspective.

BRAINSTORMING AND FORECASTING SESSION “THINKING MAIA’S FUTURE” (PART OF THE SHARED REVISION OF MAIA’S MUNICIPAL GENERAL PLAN - PDM)

Upon invitation from the Maia Municipality and from the team currently dealing with the revision of its Municipal General Plan (headed by Prof. José Carlos Mota, from Aveiro’s University), **Quaternaire Portugal**’s António Manuel Figueiredo discoursed on the theme of Economic Development and Technology, in a session held on the 7th of February, 2018.

His intervention addressed the main tendencies of globalisation and technological development which relate to Portuguese society, in particular to its ‘extroverted’ northern region. Worth mentioning in this intervention was the diminishing potential product of economies (or their low growth rate) after the 2007-2008 crisis, the effects of technological progress on economic growth, and the question of why is the North Portugal’s region with the lowest per capita output and productivity.



Poster for the brainstorming and forecasting session for the revision of Maia’s PDM

3RD SEMINAR FOR REDONDO'S TOURISM OPERATION PLAN



Redondo's Historical Centre

On the 18th of March, 2019, it was held the third Monitoring Commission meeting for Redondo's Tourism Operation Plan (TOP) and the last public Seminar set to present and discuss it.

Quaternaire Portugal, together with the Portalegre Polytechnic Institute, is authoring the TOP and presented it in this public meeting. The TOP proposals aim to answer the request put forth by the Redondo Municipal Council, namely an evaluation of the municipality's touristic development opportunities and of the improvement margin of its already established touristic agents and entities. The **Quaternaire Portugal** technical team identified the municipality's most relevant and distinct assets in the field, pinpointed their main weaknesses, and suggested what would be priority interventions in a perspective of differentiating the region and reinforcing a sustainable competitiveness in tourism. All the TOP's proposals have an operational nature, as they contemplate a scheduling and institutional framework for implementation, management and monitoring.

EVENTS FROM THE URBAN M PROJECT

The Lisbon Municipality is currently participating in the Urban Manufacturing – Stimulating Innovation Through Collaborative Maker Spaces (**Urban M**), a project involving a network of eight cities and European regions, which is financed by Interreg Europe Program.

Lisbon's action plan was discussed and examined on the 14th and 15th of March, within a peer review held in Vilnius, Lithuania. The 26th and 27th of the same month, saw a partner meeting of the Urban M network happening in Zagreb, Croatia, starting a 'cruise-speed' phase of implementation of the plans of action in the various cities and regions.

Artur Costa, in representation of **Quaternaire Portugal**, participated in both these meetings, showing a continuous support effort to Lisbon's Municipality in this project.



Picture of Urban M's peer review meeting, in Vilnius

ARTEMREDE'S ADVISORY COUNCIL

Another meeting of the Advisory Council to ARTMEDE was held on the last 14th of March, with the participation of Elisa Pérez Babo, member of the **Quaternaire Portugal** Board, invited to integrate the board for this year under an instituted policy of turnover. This has been a way for ARTMEDE to empower both a healthy discussion in its midst, as well as contributions from several spectra of today's cultural context.

Subject to discussion were pressing current issues, such as: a draft-bill put forth by the party Bloco de Esquerda (Lefts Block)'s Parliamentary Group on the creation of a Portuguese Network of Theatres and Movie Theatres; the priorities for ARTMEDE's future sustainability; the transfer of expertise in the culture sector from a central to a local government character; the preparations for the ARTMEDE's 3rd Political Forum, to take place next May, in Pombal.

LOCAL HOUSING PLANS: QUATERNaire PORTUGAL'S APPROACH

Quaternaire Portugal has been actively following the development of New Generation Policies on Housing and the instruments for its implementation, with the current Local Strategy for Housing (ELH) having a crucial role at a municipal action level.

Our proposed methodological approach does not make the ELH a subordinate to specific mechanisms from this policy, as it happens with the 1º Direito Program. **Quaternaire**'s approach is, without totally dismissing the former, much closer to the guidelines assumed by the Housing State Secretariat in which the ELH's role is not only to solve cases of overwhelming destitution; it is also to identify and shape out what other housing needs and conditionings in an access to it exist so as to find solutions, through a mobilization of whatever instruments the City Councils have at their disposal for an effective public policy on housing.

The transfer of expertise on housing to local authorities deems it necessary that they have a better knowledge of their territory's conditions and problems concerning the access to housing, so that they can better participate in their resolution. Consequently, this makes it necessary to equip local authorities with an overview and an intervention strategy on the matter. In the near future they will have the role of shaping housing policies, leaving central government as but a legislator, regulator and supervisor.

There is also the possibility to make financial incentives available in the promotion of access to housing. Should they indeed happen, it will certainly be in articulation with the existing ELHs.

With this context in mind **Quaternaire Portugal** has been approaching the market and collaborating with local municipalities, as to mobilize resources and working methods that can favour a participation of all relevant agents in the matter.

QUATERNaire PORTUGAL

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.

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