

EDITORIAL

In 2018, another four-year period of **Quatenaire Portugal** management mandate was concluded, with Dr. António Figueiredo as President of the Board of Directors, a position he has held for the last 19 years. Throughout this period, **Quatenaire Portugal** has benefited from his exceptional scientific and technical competence, but also from his enormous commitment and dedication, not only to the company and its team but especially to its clients and partners.

Dr. António Figueiredo maintains his ties to Quatenaire Portugal, keeping his know-how at the disposal of company's business project. In this new context, he assumes an essential coordination function for the future of the company in the fields of Strategy and Innovation.

In Portugal, the current development of consultancy market has accentuated the need for companies to strengthen their internationalisation skills, and this will undoubtedly remain a priority for **Quatenaire Portugal** in the next four years – along with the consolidation of its position in the internal market.

These objectives will be pursued not only paying special attention to the opportunities and needs of the public sector, but also responding to emerging challenges in the private market. In this sense, the understanding of the main tendencies in public policies, especially in those areas in which the company has established its expertise, is also a priority. This fact has clear repercussions in what concerns strengthening our individual and collective competencies, and also in fostering innovation in the company.

Quatenaire Portugal is committed to follow the particular moment of discussion and programming of a new period of European policies and programmes. The company also aims to contribute to the debate on topics of great relevance, both at national and international level, such as those related with the future of low-density territories or the new skills needed to face the current technological developments. And, finally, **Quatenaire Portugal** is committed in sharing the experience and knowledge arising from its own activity. Our position will be reflected during this year, namely in the edition of a new thematic newsletter, focusing on low-density territories, and also in the promotion of an event focusing on issues related to the formative and education system, scheduled to be held during the third quarter of the year.

Elisa Pérez Babo
President of the Board of Directors



EMPLOYMENT, COMPETENCES AND VOCATIONAL TRAINING

Technical support to the Médio Tejo Training Offer Network 2018-2019

Following works previously carried out in this field, **Quatenaire Portugal** continues to provide technical advice to different Intermunicipal Communities (CIM) in the context of the System of Anticipation of Qualification Needs (SANQ), namely in what concerns the prospective needs of intermediate qualifications in different national territories.

In general, the methodology proposed by **Quatenaire Portugal** endorses a knowledge transfer to the CIM, in order to assure that they are able to incorporate this theme in their own inter-municipal planning works. Within this context, **Quatenaire Portugal** recently developed a technical assistance to support the Médio Tejo CIM in coordinating the Training Offer Network for the period 2018-2019.

Youth Employment in the Textile and Clothing Industries

As part of a broader collaboration, **Quatenaire Portugal** is currently providing technical advice to SIGMA CONSULTING in the framework of a study on employment in Textiles and Clothing Industries (TCI). This study intends to analyse trends in the current economic context, in which TCI companies face growing difficulties in terms of recruitment and, in particular, the attraction of young workers. In addition, a central element of the analysis is the identification of possible responses to this recruitment and generational renewal of employment difficulties.

Combatting School Failure in Mora

The School Failure Combat Plan carried out for the Municipality of Mora inserts within the framework of a series of project related with the education-territory relationship that Quatenaire Portugal has been developing in recent years, with other examples in the Porto Metropolitan Area and Alto Tâmega sub-region.

These projects aim to answer the needs of knowledge production in the field of school failure and to enable the Intermunicipal Communities and municipalities to adopt a more integrated approach to this phenomenon. This is a domain of expertise in which **Quatenaire Portugal** will tend to affirm its presence, always trying to combine rigorous and innovative approaches to educational problems with awareness to the territorial development challenges.

Revision of the Lagos Education Charter

Last February, a revision of the Lagos Education Charter, a municipal instrument for planning the educational network, was approved (the initial version had already been prepared by **Quatenaire Portugal** in 2007). Considering the optimisation of resources and the most recent economic and social dynamics, the new Lagos Educational Charter was drawn up within a period of only three months, establishing the basis for the reorganisation of the school network in Lagos (Algarve). Within this context, the new Education Charter anticipates the construction of two new schools and the closure of pre-existing facilities, within a global horizon of 10 years.

SPATIAL PLANNING

Herdade do Serrinho Rural Space Intervention Plan

Last February, **Quatenaire Portugal** started its fourth Rural Space Intervention Plan (PIER), this time for the Herdade do Serrinho, located in Ourique (Alentejo), covering an area of approximately 100 ha. PIER is a specific modality of Detail Plan, exclusively in land qualified as rural, establishing a set of rules regarding, among others, i) construction, reconstruction, alteration, extension or demolition of buildings, when necessary to the exercise authorised activities in rural land; ii) implementation of new infrastructures and facilities; iii) operations to protect, enhance and reclassify the landscape..

The Herdade do Serrinho PIER aims the definition of a spatial model that guarantee, from a perspective of environmental sustainability and economic-financial viability, the preservation of agriculture, forestry and shepherd, in conjunction with the installation of new touristic activities.



Limits of the intervention area of Herdade do Serrinho PIER



Herdade do Serrinho panoramic view

Plan of Funding and Economic Feasibility of the Detail Plan of the Ginjal Quay

Quatenaire Portugal is providing technical support to Ginjal Quay Detail Plan promoter (Almada). This Detail Plan includes a Plan of Funding and Economic Feasibility, as required by the new public policy on land use and town planning (Law no. 31/2014). The purpose of this work is to verify the viability of this urbanisation operation in Ginjal Quay, in the perspective of the Municipality of Almada, in the horizon of the Detail Plan.



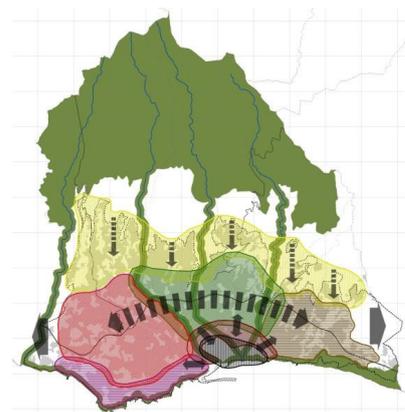
Ginjal Quay aerial view

Funchal Municipal Master Plan

The revision of the Funchal Municipal Master Plan was finally approved and published.

This project, initiated by the consortium Quatenaire Portugal / Norvia Engenharia in 2010, shapes the general principles to territorial qualification and organisation, in order to guarantee higher efficiency and resilience conditions - particularly through the containment of the urban expansion, densification and a strong conditioning of land uses and buildability in the most vulnerable spaces in terms of natural risks. Its main objectives can be summarised as follows: i) affirmation of the Funchal city as a cosmopolitan space and a nuclear space in the process of economic development; ii) building an inclusive, bio-cyclic and low carbon city; iii) strengthening urban resilience; iv) control and spatial balance of real estate valuation, v) effectiveness and efficiency of the municipal urban planning system.

More information here: [Link01](#) [Link02](#) (Portuguese only)



Territorial model scheme of the Funchal Municipal Master Plan

STRATEGIC PLANNING

Study for the identification of the Cesaredas Plateau Identity Products

This study, commissioned by the Oeste's Intermunicipal Community, started in April and corresponds to action no. 5 of the application "Oeste Portugal PT.COM - Tourism Promotion and Communication - Promotion of an Intermunicipal Based Tourist Product - Surfing in the Central Region / Oeste Sub-Region (Oeste Portugal Surfing Spot)". It aims, among other aspects, to consolidate this area as a tourist destination, not only around water sports but also tourism associated with nature, recreation and leisure, based on the intrinsic natural, cultural and landscape values of the Oeste Sub-Region.

With a 6 months schedule, this work focuses on the Cesaredas Plateau, a landscape unit shared by the municipalities of Lourinhã, Óbidos, Peniche, and Bombarral. This project is an opportunity for the development of new tourism products related to Oeste label.

The study will incorporate a global strategy (vision, action plan, and governance model) for the Cesaredas Plateau, in order to enhance the characteristics that define its character and identity. Also, it seeks to contribute to begin a common and shared process of management of this territory.



Cesaredas Plateau panoramic view

Vision, Strategic Challenges and Development Opportunities for the Alentejo Region on the horizon 2030

As part of a long-standing collaboration, **Quatenaire Portugal** has recently advised the Gabinete Oliveira das Neves in the development of a project, commissioned by the Alentejo Regional Coordination and Development Commission, regarding a preliminary framework of Alentejo's region contribution for the preparation of the PT 2030. This collaboration benefits from the vast and valuable experience of work that **Quatenaire Portugal** has been developing in this region in a variety of domains, including culture, heritage, strategic planning, among others.

Strategy for Collective Efficiency PROVERE Douro 2020

Quatenaire Portugal recently collaborated with the Douro Intermunicipal Community (CIM Douro) in the preparation of the Strategy for a Collective Efficiency PROVERE Douro 2020.



Alto Douro Wine Region

Within this context, it was promoted a broad participatory process, involving several entities from the region, both public and private, in order to develop an in-depth diagnosis of the Douro region, as well as the formulation of an intervention strategy. The Action Programme for the 2018-2020 time horizon assumes as its main strategic line the valorisation of the Douro cultural landscape as a well-recognised symbolic and identity capital, with universal value, and is based on a multi-sectoral economic value based on identity, cultural heritage and creativity. Working closely with CIM Douro and the numerous regional stakeholders, public and private, **Quatenaire Portugal** collaboration consisted in the elaboration of the various technical elements necessary for the formulation of the diagnosis, strategy and action programme.

EVALUATION

Evaluation of the Implementation of the National and Regional Research and Innovation Strategies for Smart Specialisation RIS3 - Network, Outputs and Results

Quatenaire Portugal recently begun another work on the evaluation of public policies, developing for this purpose a set of specific evaluation methodologies based on theory.

This project, awarded to **Quatenaire Portugal** after a very demanding public tender, has in fact a number of innovative aspects, since it concerns the evaluation of an approach model, rather than a single programme or public policy: the operationalisation of the National and Regional Research and Innovation Strategies for Smart Specialisation in Portugal (Mainland, Azores and Madeira) and each of its NUTS 2 regions.

AMIF-ISF Interim Assessment

The AMIF (Asylum, Migration and Integration Fund) and the ISF (Internal Security Fund) assemble European funding focused on common policies on asylum and international protection, migration and their integration into European societies and internal security and protection. They are managed, within the framework of the respective national programmes, by the General Secretariat of the Ministry of Internal Administration, with the assistance of Delegated Authorities (the High Commissioner for Migrations, in the case of AMIF; and the General Secretariat of the Ministry of Justice, in the case of ISF).

This interim assessment of the two programmes was carried out successfully, enabling **Quatenaire Portugal** to have contact with a wide range of stakeholders, such as the Portuguese Refugee Centre, the Portuguese Red Cross, the International Organization for Migration, the National Republican Guard, Public Security Police, Immigration and Borders Service, local associations, among others.

CULTURE

Interpretive and Tourism Reception Centres of Évora and Central Alentejo

Quatenaire Portugal has recently completed the General Project for the Interpretative and Tourist Reception Centres of Évora and Alentejo Central.

It was a complex and time-consuming process which involved a multidisciplinary team and a serious investment in the coordination of interests, objectives, and expectations of the various partner entities involved in the Monitoring Committee. A population survey was also carried out and there were several moments of discussion and reflection with tourism and cultural agents. In the end, programmatic proposals were presented for the two Centres, including their missions, general and strategic objectives; functional programme and valences; institutional and organisational solutions; architecture, design, museography, content production and multimedia proposals; preliminary analysis of the feasibility and sustainability of the structures; among other aspects. Additionally, a communications and signage plan was developed for the 1º de Maio Square, in Évora, where the two Centres are located, as well as general proposals for the promotion of the 1º de Maio Municipal Market and for the requalification of its surrounding public space.

More information here: [Link](#) (Portuguese only)



Information and Public Involvement Campaign, “Show us your Alentejo”, developed within the project Interpretive and Tourism Reception Centres of Évora and Central Alentejo

Touristic Valorisation of the Mangualde's Misericordia Church Complex

This touristic valorisation project aims to recover and enhance the Mangualde Misericordia Church complex, one of the most remarkable religious monuments of this county, thus creating better conditions for its regular opening to the public. Simultaneously, the project includes a new space for tourist reception and interpretation of the cultural and natural heritage of Mangualde, thus improving the communication and interpretation of this heritage and, additionally, fostering the visit to other monuments and place in the county, therefore prolonging the average tourist stay. It is also planned a requalification of the surrounding public space, improving the accessibility conditions to the site and enabling events to be held here. Operationally, this project was split into two applications, one conducted by the Municipality of Mangualde and other by the Santa Casa da Misericórdia of Mangualde, which were successfully submitted to the Valorizar Program and both approved in March 2018.



Mangualde's Misericordia Church Complex

Côa Parque Foundation application to the 2nd Call for the INTERREG V-A Spain-Portugal Programme (POCTEP) 2014-2020

Quatenaire Portugal recently advised technically the Côa Parque Foundation within the preparation and submission of an application to the POCTEP 2014-2020: elaboration of an Integrated Plan for the Prevention and Management of Risks and Catastrophes in Sites Inscribed on the UNESCO World Heritage List.



Côa Valley

The main objective of the project is to assure urgent conditions for an integrated, participatory and effective cross-border action to prevent, monitor, combat and mitigate natural risks (fire, water and erosion) cultural and natural heritage sites that are located in the Euro-region of Central and Northern Portugal and of Castile and León (Spain). Within this technical assistance, Quatenaire Portugal has developed a wide work of articulation between the different partners involved, both in Portugal and Spain, as well as participated in the design and formatting of the activities and actions to be developed, and also helped to define the involvement of each partner in this cooperation project.

Campo Maior People's Festivities – Intangible Heritage

Quatenaire Portugal has been involved in the process of surveying, studying and inventorying the intangible cultural manifestations associated with the Campo Maior People's Festivities.

Within this context, a systematic collection of information and data was carried out to characterise and demonstrate the singularity of this popular event, which includes the collection of written documentation, as well as the collection of visual and audio-visual elements. Interviews were also conducted, as well as meetings with so-called "street heads" and other active participants in this manifestation of Intangible Cultural Heritage. Following this extensive work it was possible to prepare and submit, in 2017, to the Portuguese General Directorate of Cultural Heritage a proposal to inscribe the Campo Maior People's Festivities in the National Inventory of Intangible Cultural Heritage which is already approved and will soon be made publicly available on the Matriz PCI website

[Link](#) (Portuguese only)



Campo Maior People's Festivities

Montado system information structure

The preparation of the Montado Cultural Landscape inscription on the UNESCO World Heritage List is a process led by the Tourism of Alentejo and Ribatejo Regional Entity. This process has been requiring a significant investment in knowledge and in the production and organisation of scientific and technical information.

The future challenges of an integrated and sustainable management of the Montado system have made it a priority to define a model of facilitating the sharing of information and mobilising the active participation of the different stakeholders, protagonists and interested in this “living and evolving cultural landscape”.

The importance and the desire to recognise the singularity and exceptionality of this unique agroforestry system, in the national and international panorama, has led to the designation of a Scientific Coordinator of the application, Professor Inocência Seita Coelho (INIAV), after its inclusion on the Portuguese Indicative List of World Heritage, in May 2016. Also, there has been a reinforcement of the Scientific Committee, already constituted, extending it to several experts of national relevance. Within the design of the Montado system information structure model, **Quatenaire Portugal** participated in some meetings held with the Executive Committee and the Scientific Committee of the application and, additionally, maintains a collaboration with the Scientific Coordinator.

The results of this work undoubtedly play an important role in improving the conditions for the future management of this heritage, of collaboration and participation of the various stakeholders and communities in their preservation and safeguarding, and in the adequacy of public policy instruments to the risks and challenges that the Montado system shows, particularly in a context of climate change trends and tendencies to abandon low density territories.

URBAN PROJECTS AND POLICIES

Technical assistance to the Urban M Lisbon project

Lisbon is one of the partner cities of the interregional cooperation project “Urban Manufacturing - Stimulating Innovation through Collaborative Maker Spaces” (Urban M), supported by the INTERREG Europe Programme. The general objective of the project is to contribute to a shift in the approach of European regional operational programmes to fostering spaces for innovation, collaboration and entrepreneurship and, in the specific case of Lisbon, aims to influence the municipal policies focusing on innovation in cultural and creative industries.

In this context, **Quatenaire Portugal** was recently contracted by the Municipality of Lisbon to elaborate the project’s action plan and to monitor its execution until June 2020. Also, it is expected that our team will participate in interactive moments of work, which include joint sessions of the local stakeholders and study visits to be held in some European partner cities.

More information about the project here: [Link](#)



Urban M project Logo

Santo Tirso Municipal Signposting Plan

Since mid-2017, **Quatenaire Portugal** has been carrying out a Local Signposting Plan for the Municipality of Santo Tirso. This project represents a new product of the company and it required the development of a specific methodology.

The plan aims, among other purposes, to strengthen Santo Tirso as a tourism and investment destination, to improve local mobility, to foster the use of collective transport and soft modes of mobility, to strengthen local identity, to qualify the landscape and to provide the municipality with an efficient and effective monitoring and management system. Operationally, this plan provides specific guidelines for improving a 3D signage system – information, guidance and interpretation –, identifying a set of measures to be implemented, in a short and medium term. Currently, the project is in its second phase, having already been developed, in the first phase, an audit of the existing signage system and a survey of the resources and assets that can be inserted in the signposting system.

PUBLIC PARTICIPATION

Participation in the 3rd Tagus Congress

Organised by the Lisbon and Tagus Valley Regional Coordination and Development Commission, the 3rd Tagus Congress, which took place on 16 February in Lisbon, was aimed at discussing and evaluating the most problematic situations affecting the largest national river, the Tagus, seeking, in a constructive way, to propose solutions that can be taken into account by official entities. António Figueiredo, from **Quatenaire Portugal**, participated in this meeting, on its 3rd Panel “Present and Future: Strategic Planning and Development”, moderated by Professor João Ferrão (from ICS, University of Lisbon). António Figueiredo paper focus on the Tagus River as a unit of planning, and was based on a set of reflections on matters related to regional development, economy, territory, planning and coordination.

More information about the event here: [Link](#)



Logo of the 3rd Tagus Congress (above)
Picture of the Tagus River, Lisbon (below)

Key speaker at the Technical Journeys on “New Models of Heritage Management”

Elisa Pérez Babo, from **Quatenaire Portugal**, was the key speaker at the Technical Journey on “New Models of Heritage Management”, organised by the North Region Directorate for Culture, held on 9 March at Casa Allen, in Porto, and on 10 March at the Arouca Monastery, in Arouca.

The purpose of these Technical Journeys was to discuss a set of themes that are transversal to the management of heritage and cultural facilities. In her speech, Elisa Pérez Babo presented a reflection on the new models of heritage management today, identifying the main aspects that characterise its recent transformation and discussing some of the main challenges that today arise, namely those that are generated by the rising of so-called creative ecosystems as engines of development and innovation policies, by the growing pressure of tourism or by the emergence of the new paradigm of the so-called sharing economy.

More information here: [Link](#) (Portuguese only)



Elisa Pérez Babo, key speaker at the Technical Journey on “New Models of Heritage Management”, 9 March 2018

Moderation of a Panel at the International Seminar “Territory, Policies and Governance”

This international seminar, promoted by Agency for Development and Cohesion (AD & C), took place on 12 March, at the Rectory of the Lisbon Nova University. Throughout this day, different aspects related to the models of governance and territorialisation of public policies were discussed, with the participation of several political representatives and specialists, national and international.

António Figueiredo, from **Quatenaire Portugal**, participated in this event as moderator of a panel on “Territorial Governance: institutions, scales and policies”, in which António Ramos (Director of the Regional Policy Unit in AD & C), Sérgio Barroso (CEDRU), Pedro Calado (High Commissioner for Migration and National Coordinator of the Program “Escolhas”), Paulo Feliciano (Vice-President of the IEFPP), João Teixeira (President of CCDR LVT), Ribau Esteves (Mayor of Aveiro and President of the Intermunicipal Council of the Aveiro Region), Pedro Ribeiro (Mayor of Almeirim) and António Machado (Secretary General of AD RAT).

More information here: [Link](#) (Portuguese only)



Image of the International Seminar “Territory, Policies and Governance”

Participation in a panel discussion with the representatives of the Local Action Groups concerning the DLBC (Community Based Local Development) public policy instrument and the models for its continuity in the period 2021-2027

Last 5 April, António Figueiredo, from **Quatenaire Portugal**, participated in a workshop organized by the Minha Terra Federation, an organization that brings together Local Action Groups (GAL) – LEADER program. This meeting was dedicated to do a first balance on the DLBC (Community Based Local Development) public policy instrument during the current programming period of Portugal 2020, as well as to reflect on the continuity / evolution of this instrument in the next programming period (2021-2027). António Ramos (Agency for Development and Cohesion, IP - AD & C) and Joaquim Felício (CCDR Centro and OP Centro2020) also participated in this panel discussion that was moderated by Maria João Botelho (President of Minha Terra Federation). This session took place in the Auditorium of the Aveiro District Industrial Association.

Participation at a seminar on “Heritage, Tourism and Sustainable Development”

Pedro Quintela, from **Quatenaire Portugal**, participated in the Seminar “Heritage, Tourism and Sustainable Development”, which took place on 19 and 20 April, at the D. Pedro IV Auditorium in Porto. This initiative, by Pporto.pt and VERdeNOVO, was part of the 2018 Year of European Cultural Heritage. This seminar aimed to promote a reflection on the role and contribution of culture and tourism to the sustainable development of societies and territories. It involved different actors, public and private, with equally distinct experiences in terms of cultural heritage, territory, tourism, and economy.

Pedro Quintela paper, included in the “State of Art” panel, consisted in the presentation of a set of theoretical-conceptual references on the relationship between culture, heritage and territorial development strategies, in a sustainability approach, complemented by some reflections resulting from the Quatenaire Portugal work experience in these domains.

More information here: [Link](#) (Portuguese only)



Pedro Quintela participation in the Seminar “Heritage, Tourism and Sustainable Development”, 19 April 2018

A NEW PROGRAMMING PERIOD AND THE EXPECTATIONS ON IT

The preparation of the Portugal 2030 (PT2030 - strategic reflection on the future of Portugal in middle and long term) will not be different from that of other programming periods. It generates expectations of new contributions to public investment - that takes time to resume desirable rates of growth. It opens up innovation perspectives in public policies, and it is hoped that such innovations will later find a sustained space in the normal design of such policies (with the corresponding budgetary resources). **Quatenaire Portugal** itself tends to look at this preparation period with expectation. It opens up opportunities for the application of the company's knowledge and its capacity to transfer knowledge to the territories and organisations that vivify it.

But experience (and the generality of our clients knows this better than anyone) shows us that, between the worlds of innovation in the preparation process and the unavoidable reality of administrative regulations, including the winding path of negotiations in Brussels and Lisbon, many expectations are lost. The confrontation with the inertia of programming tends to be made, not always with the most ambitious results.

From what is being known, in the drawing prepared by the Government for the initial work, there is a mix of novelty and well-known and expected priorities.

At the level of the so-called cross-cutting areas of the PT 2030, "Innovation and knowledge" and "Qualification, training, and employment" are priorities with a broad consensus, given the stage of development of the Portuguese economy. "Demographic sustainability" is a new area. It will be all the more innovative when there is less predominance of a strictly demographic approach. The national demographic decline is no longer a demographic issue in the strict sense. It is rather a development issue. This is a domain in which the **Quatenaire Portugal** skills must assert themselves.

The proposed initial model also includes areas with a relevant territorial impact: "Energy and climate change", "Economy of the sea", "External networks and markets", "Competitiveness and cohesion of low-density areas" and "Agriculture and forests". Here, too, there is a mix of novelties and expected priorities.

As always, it will be crucial to keep a close eye on how specific territorial problems are welcomed and managed, such as the issue of the low-density areas.

Quatenaire Portugal will put its knowledge and skills at the service of the new programming.

QUATERNAIRE 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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