

# Quaternaire Portugal

## NEWSLETTER #3 - may 2012

### From the The National Strategic Reference Framework (NSRF) 2006-2013 reprogramming to the new programming period 2014-2020

The Structural Funds programming in Portugal is through a very complex period. On one hand, the reprogramming decisions about the remaining funds are not yet totally known. On the other hand, the preparation of the new programming period is still very incipient, particularly when it is compared with the initiatives that the European Commission is leading.

The very small amount of funds still available to be allocated to new commitments under the influence of the NSRF 2006-2013 turns the reprogramming options into a minor problem. Consequences are expected concerning the not explained low levels of implementation of some projects and project leaders anxiously wait the announced increase of the community co-funding rates, at least for some families of projects. It is also expected that urban regeneration and rehabilitation processes (in which the know-how of **Quaternaire Portugal** makes our company an available partner) can benefit from any priority of allocating the remaining resources. It is also known that the allocation of available resources to enterprise projects will have maximum priority, what seems, in the present situation of economic crisis, a fair decision.

The delay in the preparation of the new programming period may be a particularly penalising factor, mainly when we are aware of the strong changes that Europe 2020 Strategy will provoke in cohesion policies. Loyal to its principles of transferring knowledge to regional and local development institutions and actors, **Quaternaire Portugal** is now animating, through my scientific coordination, the Thinking 21st Century Cities Forum, led by the municipality of Viana do Castelo and Eixo Atlântico, whose first edition has been held in March 23, 2012 in Viana. In this forum, the challenges of smart, sustainable and inclusive growth are analysed from the perspective of the next programming period and of the role of cities in animating that growth agenda.



**António Manuel Figueiredo**  
President of the Board of Directors

### Starting projects

#### Chaves Historic Centre Masterplan

Chaves Municipality has recently contracted **Quaternaire Portugal** to undertake the development of the Historic Centre Masterplan.

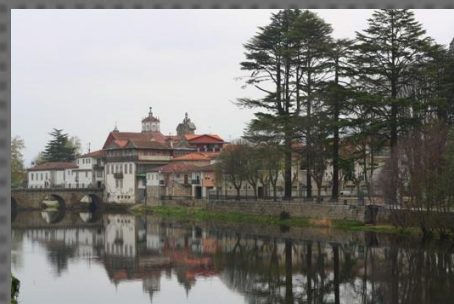
The prime goal is to develop a strategic document that establishes the framework and the basic guidelines for the urban rehabilitation process of this area (in accordance with the stipulations of the legal framework for urban rehabilitation – Decree-Law n.º 307/2009), embodied in a execution program for the priority intervention units to be defined, as well as a grounded proposal of the operationalization template and management and monitoring model for the urban rehabilitation operation.

This Masterplan should also be a privileged instrument to inform and mobilize the residents, owners and institutions involved and covered by the program, and also potential investors. To this end **Quaternaire Portugal** shall propose a set of awareness and promotion actions of the strategy outlined.

#### Design, Development and Application of a Network Cooperation Project in the former Santo Thyrsó Factory

In recent years Santo Tirso Municipality has been developing in the quarter of the former Santo Thyrsó Factory (located at Santo Tirso City, Metropolitan Area of Porto) a set of very relevant projects and investments, thus making this an emblematic area of the local urban regeneration policy. These different projects and interventions are closely linked to each other, complementing each other and jointly contribute to the setting of a Cultural Quarter.

**Quaternaire Portugal** was recently contracted by the Santo Tirso's Local Authorities for the design, development and application of a international cooperation network related with the future creative industries's incubator, specialized on fashion, that will be installed at one of the former industrial buildings of the Factory. It is considered that this initiative will be a significant contribution to the consolidation and sustainability of the ongoing urban regeneration strategy at the Santo Thyrsó Factory, namely, because it reinforces the external visibility of the projects in progress at the Quarter, it contributes to the promotion of new projects and activities for projection, it promotes the internationalization of the project and also for the strengthening of internal skills, particularly in terms of production and management of international projects.



## Selection of best location for Logistics Platform of Figueira da Foz

This study started in early May 2012 and has two major objectives: (i) make the diagnosis of the transport and logistics system in the territory of Figueira da Foz and (ii) select the best location for the installation of a logistics platform, among four alternatives.

The work will take into account the integration of the platform with the Port of Figueira da Foz and ensure consistency with the other actions of the cross-border project Logistics CENCyLE, carried out by the Port of Aveiro, the municipalities of Guarda, Figueira da Foz and Salamanca and the association CYLOG (Valladolid).

The study is addressed to the municipality of Figueira da Foz and has an estimated duration of six months.

**Quatenaire Portugal** will have the cooperation of **PARQUE INVEST** to execute some of the project's tasks.

## Village Tourism Network: Study on "Identification, Analysis and Dissemination of Best Practices Methodology"

**Quatenaire Portugal** is currently developing a study on "Identification, Analysis and Dissemination of Best Practices Methodology" in collaboration with the Village Tourism Association (ATA). This study is integrated in a broader project promoted by ATA "Village Tourism as Potential Tool for the Economic Dinamization of Rural Territories" funded by the Rural Network National Programme (Action 1: Capitalization of the Experience and Knowledge of the Rural Network National Programme).

Besides the identification of experiences developed in the associated territories, this study intends to contribute to the development of a technological tool which will enable the access and analysis of the experiences identified as best practices, to the production of a Best Practices Guide and a documentary about the same experiences. It will also integrate the realization of Workshops and a Final Seminar, in order to stimulate the reflexion, the debate and the dissemination of the interventions pursued and their potential contribution to the economic development of these territories.

## Completed and ongoing projects

### Climatlantic

Climatlantic is a project led by Eixo Atlântico and coordinated by Professor Emílio Fernández of University of Vigo. It covers the Atlantic regions and it is focused on the issue of climate change and proposals towards a low carbon economy. The transition towards a low carbon economy is scientifically analysed in four pillars: energy, mobility and transports, spatial planning and social behaviour.

The participation of **Quatenaire Portugal** consisted of elaborating the chapter about the strategy and project proposals to reduce the carbon footprint of the Atlantic regions, seeing it as an opportunity to transform this part of the EU territory into a new space of growth and development.

## Study for the Socio-Economic Development and Urban Competitiveness (SEDUC) of the Neighbourhoods of Amendoeiras / Olival, Armador, Condado, Flamengo and Lóios

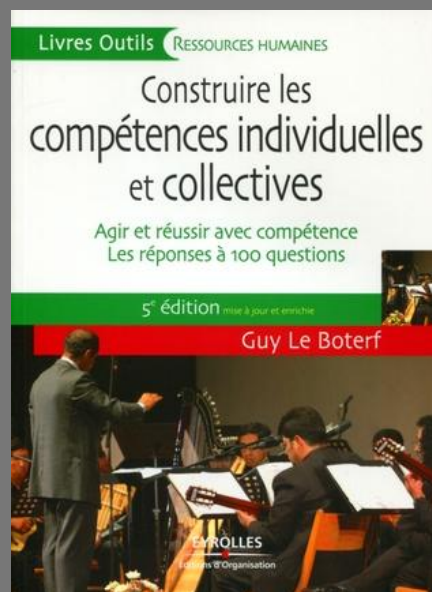
The Study SEDUC for five neighborhoods in Marvila was conducted for the Lisbon Municipality. Launched in 2008, it was intended to study and prepare an Action Plan for this urban area in a context in which they were expected significant impacts associated with the promotion of two large new projects in Lisbon: the Third Tagus Bridge and the new Eastern Hospital Park.

Apart from the perspective of implementation of this investments in a short and medium term, Study SEDUC also took into account the intervention in this area already being developed by the VIVER Marvila Program, organized in partnership between the Lisbon Municipality and the Institute for Housing and Urban Rehabilitation, counting also with the collaboration of the Parish of Marvila, the GEBALIS - Company for Management of Municipal Neighbourhoods in Lisbon and other local organizations, including representing some sectors of the population.

The work began in 2010 having completed a methodology of intense interaction between the Lisbon Oriental Territorial Intervention Unit of Lisbon Municipality and the **Quatenaire Portugal** technical team. The work developed by **Quatenaire Portugal** included contributions at different levels: Characterization and Strategic Diagnosis of the intervention area and the external environment; definition of a strategy of intervention; development of a Action Plan for 2011-2014; proposal of a governance model; and, finally, a definition of Monitoring and Evaluation Instruments of the Action Plan.

## Development based Skills needs analysis

Within its work experience, **Quatenaire Portugal** has consolidated an important knowledge in making skills needs analysis, covering organizational, sectoral and territorial levels. Today, building strategies for development and competitiveness are increasingly, and necessarily, supported by knowledge and skills. This is the key factor in the creation of value and for which it is essential to find strategic criteria. Training is important and should be seen as an investment, particularly when the context and the strategic purpose of the action we intend to undertake are clear. In this sense, **Quatenaire Portugal**, valuing its long experience of working on development of skills and also valuing the partnership with **Guy Le Boterf**, one of the world's leading experts in the development of organizations and people, is developing projects that apply this approach to specific organizational contexts, but also in territorial areas where we are implementing innovative approaches in the design of skills needs analysis.



Éditions d'Organisation – Groupe Eyrolles  
Paris, 2010

## Evaluation Study of “Consulting-Training Actions of Rumos Programme” (Autonomous Region of Madeira)

This study was divided between the evaluation of training methodologies, and evaluation of results and impacts achieved on businesses, and includes a detailed chapter of recommendations to support new editions of the programme.

We highlight two aspects regarding the methodology: the design of a theoretical model on the training programme structure of results and impacts; this model served as a reference to the evaluation exercise; the choice of a qualitative methodology that included detailed analysis of a set of companies.

The study conclusions were presented at a public meeting held in Funchal on 20 March.

The report may be obtained in the following link:

[http://www.drqp.gov.pt/EmpresasEntidades/financiaprojectos/testemunhos/Formulrios/AvalRumos\\_Tip123\\_RelFinal.pdf](http://www.drqp.gov.pt/EmpresasEntidades/financiaprojectos/testemunhos/Formulrios/AvalRumos_Tip123_RelFinal.pdf)

## Study Base for the Technical Vocational Training and Employment Sector

Last January, **Quaternaire Portugal** presented in Cidade da Praia in Cape Verde the Final Report of the Study Base for the Technical Vocational Training and Employment Sector that was assigned to **Quaternaire Portugal** by Lux Development. The study aimed to make a general characterization of the main organizational and functioning attributes of the sector, to diagnose performance issues and rank a set of recommendations for its future development.

The study was established as a preparatory work of analysis, reflection and proposal in order to the support the definition of new sectoral plans in the field of human resource development. In this perspective, the emphasis was put both on a programmatic and institutional/legal approach. Searching for a greater strategic coherence and unity, the proposals were grouped into five thematic agendas that across policy fields concerned and allow highlighting policy priorities that emerged from the analysis made.

## Study for the legalisation of a commercial unit in Leiria (Leiria Retail Park)

**Quaternaire Portugal** collaborated with **SOPSEC** in a strategic and operational study intended to frame the process of legalization of a business unit in land management instruments, including the Master Plan of Leiria. This retail park is in operation for nearly a decade without having been legalised, and both the current owner and the municipality understand that this situation should not remain in the future, requiring a choice between its requalification/legalization and its demolition.

The study has three dimensions: the main elements of the territorial, environmental and socio-economic framework, enabling to balance the costs and benefits of each option, the legal and administrative process suitable for the legalisation process, and recommendations for redevelopment of the project and for the model of territorial integration at different scales, compatible with current and future instruments of territorial management (Leiria PDM and PROT Centre).

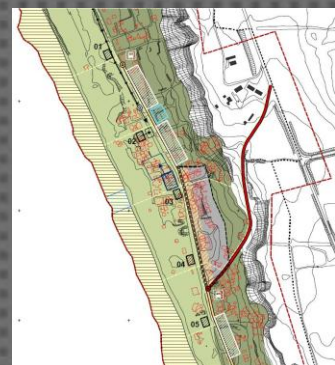


## Characterization, Diagnosis and Terms of Reference of Fonte da Telha's Detailed Plan

The study will support the future Plan Detail was approved in the past 7 March. This is a work was conducted between 2010 and 2011 for the Municipality of Almada, and involved a comprehensive survey of land occupation, aimed at defining a strategy for requalification of an area with a strong tourist resort and attended by a core of illegal origin.

The deep knowledge of the location and construction of different growth scenarios allowed the team to outline a strategy of intervention, which was broadly agreed with the multiple entities with supervision in the study area.

The study, which assumes the current planning options and incorporates the technical guidelines of the various entities, and identifies actions that can be run independently of the Plan, is an intermediate step towards to Fonte da Telha's requalification.





## Praia Formosa's detail local plan (Azores)

**Quaternaire Portugal** is elaborating Praia Formosa's detail local plan, the main beach area in Santa Maria Island, an urban space that has a significant expansion area and an exceptional location from environmental and landscape point of view.

The detail plan has as objectives: i) promote urban qualification and sustainable development; ii) create conditions for Praia Formosa asserts itself as a tourist destination on a regional scale; iii) exploit the existing biophysical structures, such as its waterfront and riparian zones and iv) improve the mobility and accessibility conditions.

The study is ongoing in a phase of presentation and discussion of the proposal. Note the high public intervention in the process, in regular work sessions since the beginning of the study.

## Dynamization of meetings carried out within the Animation Programme of the Urban Network - Alentejo Litoral

In the past 15th and 30th of March, took place the first two meetings of the Tourism Cycle, under the Animation Programme of the Urban Network - Alentejo Litoral. The first, entitled "Paths with history, tourism, urban centres and heritage" took place in Santiago do Cacém and had José Portugal as moderator.

The second meeting, "Alentejo Litoral; Regenerate to Attract" took place in Alcácer do Sal. António Manuel Figueiredo, President of the Board of Directors of **Quaternaire Portugal**, has presented a communication about "Tourism and resident attraction: convergence or conflict?".

These meetings intend to debate some of the most important issues about the touristic development of the Alentejo Litoral region, namely the importance of the heritage preservation and the revitalization of the urban centres towards destination attractiveness, approached in the context of this regional network.

The forward meetings will take place in Sines (3rd May), Odemira (18th May) and Grândola (24th May) will cover some other perspectives on tourism development, and will also count with the presence of **Quaternaire Portugal** consultants.



## Participation in technical and scientific publications

### Cities Governance's Challenges of XXI Century

It was recently published by the Atlantic Axis Association the digital edition of the book "Cities Governance's Challenges of XXI Century", coordinated by Professors Manuel António Figueiredo (President of the Board of Directors of **Quaternaire Portugal**), José Manuel Peña Penabad (Ayuntamiento de A Coruña) and Enrique Jose Varela Alvarez (University of Vigo).

This book focuses on different themes related to urban governance in the present context, framing and envisaging them as part of the main challenges in the particular context of Northern Portugal and Galicia regions.

Comprised of approximately 500 pages, this book presents ten original papers, plus an general introduction and synthesis of conclusion, also unpublished.

Among the articles of Portuguese authors, we highlight the contributions: *Competitive city* - António Manuel Figueiredo (**Quaternaire Portugal**); *"Creative cities ": branding or policies strategies? What challenges for urban policies in the context of the Atlantic Axis* - Elisa Pérez Babo (**Quaternaire Portugal**); *City, sustainability and public policy* - Paulo Pinho (CITTA / FEUP); *The Inclusive City* - Paula Guerra (IS / FLUP); *City and energy* - Joaquim Borges Gouveia (University of Aveiro / Energaia)

This publication is available for free download at: <http://www.eixoatlantico.com/libros/retos/>

### Social Inequalities: development models and policies in question

"Social Inequalities: development models and policies in question", a book recently published by Editora Caleidoscópio, includes an article by António Manuel Figueiredo, President of the Board of Directors of **Quaternaire Portugal**.

The book was coordinated by José Madureira Pinto (University of Porto) and results from the organization of a colloquium with the same name within the Centenary of Portuguese Republic celebrations, in 2010. It gathers texts from several experts with complementary views on social issues in the development process.

The article by António Manuel Figueiredo is entitled "The sustainability of economic growth: simple restriction or global equation to solve?"

[http://caleidoscopio.pt/index.php?page=shop.product\\_details&flypage=flypage.tpl&product\\_id=955&vmcchk=1&option=com\\_virtuemart&Itemid=80](http://caleidoscopio.pt/index.php?page=shop.product_details&flypage=flypage.tpl&product_id=955&vmcchk=1&option=com_virtuemart&Itemid=80)

## Douro Estuary Local Nature Reserve's Guide

Has just been published by Águas e Parque Biológico de Gaia, EEM the book "Douro Estuary Local Nature Reserve's Guide", coordinated by Nuno Gomes de Oliveira (Director of the Gaia Biological Park).

In recent years there has been a consistent action of reordering, recovery, preservation and interpretation of the Afurada Place and the Douro Estuary Local Nature Reserve, led by the efforts of the Vila Nova de Gaia Local Authorities, in close coordination with the APDL (Douro and Leixões Port Authority).

The creation of the Douro Estuary Ornithological Refuge or the future Afurada Heritage Interpretive Center (project coordinated by **Quaternaire Portugal**) are two very important elements in a wider strategy of environmental, urban, cultural and educational intervention, that this Guide seeks to account.

This book focuses on different themes related to the Douro River Estuary: from history and archeology to urban development, through the issues of environmental preservation of this area specific fauna and flora, framing and looking ahead to them under the main development challenges currently faced by the Vila Nova de Gaia Municipality.

This Guide has more than ten original articles, bringing together inputs from experts from different fields and institutions. We highlight the article "São Pedro da Afurada: an inhabited place" by José Portugal and Pedro Quintela (**Quaternaire Portugal** consultants), in collaboration with the historian Andrea Magalhães.

<http://www.parquebiologico.pt/>



## Participation in technical and scientific meetings

### “Culture and urban policies for creativity”

Elisa Pérez Babo

in Internacional Workshop MUSICULT II – Culture at the crossroads of the city, 28th February 2012, at the Faculty of Arts, University of Porto

The diversity of practices, analyzes and reflections on the relations between culture, city and development have contributed to change the conceptual framework and theoretical configuration of urban policies in recent decades. The cities, besides other knowledge, technological and human resources, include divers cultural and social nature assets that give them competitive advantages and which are essential factors of cohesion and sustainability.

The "creative city" concept has been associated with a new way of thinking and understanding the city in the context of the knowledge economy and creativity. It is adopted in several cases as a new city "brand". However, it is essential to understand and work more thorough and structured the relationship between culture, creativity and urban development. As many authors have reported, it requires a multidimensional approach, namely based on three pillars: the relation of creative and cultural systems with the place and the process of urban evolution; the dynamics of cultural consumption and urban development; and the production systems and the labour market specificities within cultural and creative sector.

<http://www.facebook.com/musicult>

### With our ears *On Top of the Village*: a listening sociological exercise

Pedro Quintela

in Internacional Workshop MUSICULT II – Culture at the crossroads of the city, 29th February 2012, at the Faculty of Arts, University of Porto

Soundscapes are inextricably related to time and space. The physical space and time where a sound is heard are an integral part of sound and experience of space. Therefore, through the identification of "soundscapes" we can decode the specific features that mark the historical and social processes of consolidation and growth of the city - in its diversity of places and territories - as well as the flexible and ephemeral space-time contexts and symbolic boundaries that are created in urban public space, but also more or less perennial cartography.

As the historic centers are the subject of the so called "urban regeneration operations" and cities suffer from a number of profound changes stemming from the processes of globalization, also their sonic landscapes are transformed – combining traditional sounds and modern sounds, hi-fi and lo-fi sounds, old and new sounds – and it is their configuration, in space and time, which gives them an identity and (re)create new and old boundaries.

From the analysis of the *Cimo de Vila* (On Top of the Village) Street, in Porto's Historical Center, the author tried to highlight the potential of this heuristic sociological perspective on the city and its multiple spaces and times, demonstrating how the auditory sensory stimulus contributes to the enrichment of reading the changes in the city itself, showing the limits and boundaries present in urban cartography, not always explicit and more or less ephemeral.

<http://www.facebook.com/musicult>



Photos: João Lopes Cardoso

## "The dual crisis of Portuguese economy and the "tongs effect" on local governance"

António Manuel Figueiredo

in IGU Commission on Geography of Governance Annual Conference 2012 - "New Challenges for Local Governance", Lisbon, 12-13th April 2012

The paper is based on an interpretation of the present crisis of Portuguese economy that combines the impact of the international Great Recession of 2008/09 with the exhaustion of the national growth/development model and the associated long and painful structural change. We see local governance as strongly impacted by this dual crisis and we use the concept of "tongs effect" to analyse the complexity of the consequences on the Local Authorities intervention. A "tongs effect" because we can identify in this process upward (bottom-up) and downward (top-down) pressures that will challenge local governance in the present and in the near future. Local Authorities are under upward pressure because new social needs and new demanding participation modalities in local life ask for alternative and integrated governance and management models. The downward pressure comes from the consequences of fiscal consolidation at every level of public interventions and from the tendency to increase the inter-municipal rationale. In order to increase efficiency, improve scale strategy and reduce transaction costs in policy decision-making Local Authorities will face either reorganization challenges or the need to delegate competences in institutions such as associations of municipalities.

The paper is divided into three sections and a summary of conclusions and policy implications. The first section presents the main concepts: dual crisis of Portuguese economy and the "tongs effect". The second section develops the upward pressures. The third section discusses the downward ones. Finally, in the last section, conclusions are drawn from the point of view of policy implications, governance and management models to tackle these consequences. A particular focus is placed on the urban (the city) and rural different challenges faced by Local Authorities, which is a very relevant input to design territorially-based public policies.

<https://sites.google.com/site/nc4qlisbon2012/home>

## Talking and Evaluating Spatial Planning

**Quatenaire Portugal** recently participated in two events for debate and training on Spatial Planning, represented by Artur Costa.

On 23-24 February 2012, the Department of Geography / CEGOT, University of Porto, organised a workshop about **Evaluation of Public Policies: Regional and Urban Spatial Planning**. Artur Costa was involved in the panel on *Evaluation: Concepts and Tools* in which, starting from the company's experience in evaluating policies, plans and programmes, he reflected on integrative perspectives of the different dimensions of evaluation in the field of Spatial Planning.

On 17-18 April 2012, CCDR Norte and the Institute of Public Administration and Management held a training session called **Talking Spatial Planning**, in which several experts discussed the dimensions to explore and the guidelines of action in Spatial Planning for the next years in Portugal. This session was focused on professionals from regional public administration in sectors with competences in territorial development. **Quatenaire Portugal** was represented on the panel *Strategies, Tools and Practices*.

## 2012 SME Leader

The 2012 SME Leader Statute was attributed to **Quatenaire Portugal, SA**, by the Institute for the Support of Small and Medium-sized Enterprises (IAPMEI) and by the Tourism of Portugal, together with the Partners Banks.

This statute, by FINCRESCE Program, aims to give visibility and optimize financing conditions of companies with higher risk profile and also that pursuit growth strategies and of strengthen their competitive basis, based on ratings notations and economic-financial criteria.

Increased awareness in the market, the differential access to financial instruments to facilitate the growth and preparation for new models of management of finance, are part of the bid for optimizing the business performances of SME Leader companies.



**Quatenaire Portugal** is a corporate society created in 1990 and working on the following fields of expertise: Evaluation; Culture; Employment, Competences and Vocational Training; Strategic planning; Spatial Planning; Urban Projects and Policies.

Our approach integrates the development of territories with the improvement of capabilities of private and public organisations. We aim to produce solutions that fit the specific needs of clients and to generate and diffuse pertinent strategic knowledge. In doing so, our multidisciplinary and increasingly qualified group of full time consultants regularly interacts with a network of high-skilled and well known national and international shareholders as well as with a regular and flexible group of external advisers in various fields of expertise.

### Matosinhos

Rua Tomás Ribeiro, 412 – 2º  
4450-295 Matosinhos Portugal  
Tel (+351) 229 399 150  
Fax (+351) 229 399 159  
[porto@quatenaire.pt](mailto:porto@quatenaire.pt)

[www.quatenaire.pt](http://www.quatenaire.pt)

<http://www.facebook.com/QuatenairePortugal>

<http://www.linkedin.com/company/quatenaire-portugal-consultoria-para-o-desenvolvimento-sa>

### Lisboa

Av. António Augusto de Aguiar, 15 – 5º Dto  
1050-012 Lisboa Portugal  
Tel (+351) 213 513 200  
Fax (+351) 213 513 201  
[lisboa@quatenaire.pt](mailto:lisboa@quatenaire.pt)