

# Quatenaire Portugal

## NEWSLETTER #6 - july 2013

### Challenges and Accountability

In June 2013 two relevant moments in **Quatenaire Portugal's** activity have been achieved: the increase of the company's share capital and the beginning of the consultancy work in Angola (South Kwanza Province). The two achievements are inextricably linked.

The decision of the shareholders' General Assembly to approve the increase of the share capital responds the need to support Quatenaire Portugal's internationalisation project with a minimum amount of internal funding. The intervention in the Angola market is the beginning of a process that we want to be effective, with the creation of **Quatenaire Mozambique** (which is under way) being another important step.

The challenge of internationalisation and the need to honour the shareholders' trust in Quatenaire Portugal are key elements and inextricably characteristics of our project's development.

The challenge of internationalisation is mainly related to the ability to apply our work methodology to other socio-economic contexts that are significantly different from those in which our experience evolved. This challenge is extended to the ability to organise our resources combining work outside with hard work at national level. The need to be accountable is organisational-driven and is related to the need to ensure at these times adequate returns to our shareholders.



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

### Starting projects

#### ***Gil Eannes* Hospital Ship's museographic circuit renewal**

**Quatenaire Portugal** was recently hired by the **Gil Eannes Foundation** to design and develop the renewal project of *Gil Eannes* Hospital Ship's museography, which is anchored in the city of Viana do Castelo.

*Gil Eannes* is a rare example, both national and internationally, of the kind of ships that, between the 50s and 70s, joined the cod fishery in the northern seas. During those years, *Gil Eannes* had a very specific and highly relevant mission. Besides the medical support, as Hospital Ship, *Gil Eannes* also assured the provision to the other ships of bait, diesel and groceries, help as towing of ships in trouble, provision of religious service to other ship's crews, as well as communications and mail services. *Gil Eannes* was also responsible, in that time, for the justice fulfilment and enforcement and for Portugal's diplomatic representation in the northern seas.

*Gil Eannes* was converted in 1998 into a museum and, since 2003, it's also a youth hostel. It's visited by thousands of people each year. The main goal of this new museographic project is to improve *Gil Eannes's* visitor experience, by upgrading the visit route and interpretation, and also by developing new interpretative contents that will be available to visitants.

#### **Labour legislation's impact on qualifying assets and on the maintenance of a lifelong learning strategy**

**Quatenaire Portugal** is developing for the **UGT – Portuguese General Union of Workers** a diagnostic study concerning the labour legislation's impact on qualifying assets and on the maintenance of a lifelong learning strategy. The study main goals are (i) to evaluate Labour Code application impact, as well as the Collective Labour Conventions that seek to support the employees' active participation in the training process, (ii) to help to identify organizational measures that may contribute to its effective implementation, and (iii) to discuss feasible proposals for legal framework's amendments.

Currently the Quatenaire Portugal's team is carrying out a several case studies with employing entities. The collection of qualitative evidences is essential to deepening this analysis.

The study will be completed by the end of this year.

## Active ageing and senior businessmen

In the context of active ageing policies and strengthening the presence of older people in the labor market, the seniors' business activity has gained relevance. This relevance is related both from the perspective of the extension of a business initiated at an earlier stage, either as an option to ensure an occupation after retirement, maintaining lifestyles or finding an alternative to unemployment.

The study "Active ageing and senior businessmen", conducted by **Quaternaire Portugal** and commissioned by **AEP – Portugal's Business Association**, aims to deepen the knowledge about the reality of "senior businessmen" in Portugal and to contribute for the rational of support for this segment of businessmen.

Please check the Study website: <http://empresarios-seniores.quaternaire.pt>

## Integrated Territorial Investment in Cávado Valley Intermunicipal Community

**Quaternaire Portugal** started its collaboration with **Cávado Intermunicipal Community** to prepare a strategy for the next programming period of the European Union Structural Funds, 2014 to 2020. This new project will give continuity to Quaternaire's work in recent years in this region, namely the Cávado Valley Action Plan 2007-2013, Cávado Territorial Development Programme, Barcelos 2020 Municipal Strategy and several Urban Renewal Programmes in Braga (Historical Centre, North Park and East River/South Park.).

The first work stage – which includes some meetings about the current situation's diagnostic and municipal policy guidelines' identification - is almost completed. In early July, it's predicted to present a preliminary strategic vision and a draft definition of regional priorities, within national and EU guidelines for the Portuguese's Strategic Reference Framework 2014-2020. With such proposals, Cávado Intermunicipal Community expects to achieve an active partnership in the Operational Programme preparation, at national and regional levels.



## South Kwanza's Provincial Development Plan

**Quaternaire Portugal** is collaborating with Angolan company **Intersismet Consulting** in the preparation of the South Kwanza's Provincial Development Plan 2013-2017. A preliminary version of the Plan has already been presented during the last month of May.

This is a strategic planning process that focuses on the various dimensions of public policies (social, economic, territorial, environmental and institutional) for the South Kwanza Province, within the framework of the Angola 2025 Strategy, with a special focus on Intervention Program in the short and medium terms.

The main idea of the Plan is to be a benchmark for a transition from an economic and social model marked by profound inequalities and exclusion factors, based on subsistence agriculture, towards a model of an open, diverse and inclusive economy.

Within this project Quaternaire has already carried out two fieldwork missions, which included a first moment of public presentation and discussion at the Economic and Business Forum, in the city of Waku Kungo.

The work will be concluded until the end of July 2013.



## 360° eLearning's Panorama at Portugal

Last 19 June it was held at ISCTE, in Lisbon, a workshop under the study "360° eLearning's Panorama at Portugal", that **Quaternaire Portugal** is doing in partnership with **TecMinho**. The workshop was participated by several training operators, experts and operators of public policy.

This main goal of the workshop was to discuss public policies objectives and their role in boosting e-learning practices in Portugal, as well as the regulative practices that are needed to facilitate its development. During the meeting, Quaternaire's team tried to collect relevant inputs for the building of a good practices framework and the development of a Quality Framework.



## Completed and ongoing projects

### More Skills. Best Tourism

The study "More Skills, Best Tourism", conducted by **Quaternaire Portugal** for the **Portuguese Confederation of Tourism**, was publicly presented on April 4th, at Lisbon Hospitality and Tourism School.

The study was presented by Quaternaire Portugal's team. This presentation allowed debating the study conclusions, particularly in the following topics: the main strategic qualifications and competencies in tourism nowadays; how to "enrich" the training in this field; and the certification models which people need in accordance with new skills identified by the study.





## Regional Qualification Needs Assessment

The "Regional Qualification Needs Assessment Study", funded by the POAT / ESF and conducted under a partnership between **Quaternaire Portugal** and the **CEPCEP** closed in the first quarter of this year. It has as main objectives, to contribute to support the development of an integrated model of anticipation of skills needs in order to help the planning within the education and training system and the assessment of qualifications' demand through a regional perspective. This study's analysis emphasizes the high stress, at a regulation level, in order to foster a more consistent alignment between education and training provision and economic evolution dynamics.

## Certification of Romanesque Route's Tourism Products and Services

**Romanesque Route, in Vale do Sousa region**, is already one of the most important cultural tourism network products of Portugal, associated with an image of quality. This initiative has been recognized, among other ways, by several national and international awards. However, the remaining existing tourist and cultural offer, most in terms of other products and services that round the Romanesque Route out, do not enjoy yet the same quality image, at least in a homogeneous and certified way.

Considering that touristic destinations are increasingly the result of a shared promotion and integration of different kinds of resources / products and services, an intervention that aims to improve the quality of tourism and its certification is not only desirable but essential for the development and the (internal and external) promotion of the Romanesque Route and its Region.

In this sense, it was recognised the importance to create and develop a certification system of the Romanesque Route's tourism products and services. This project is currently ongoing and is being coordinated by **Quaternaire Portugal**.

## Technical Studies for Survey and Characterization of the *Montado* Landscape

Since 2011, **Quaternaire Portugal** is developing, for the **Alentejo's Tourism Regional Entity**, a set of in depth technical studies around the cultural, social, economic and environmental meaning of the *Montado* landscape.

The survey and characterization of this rural landscape in Alentejo intend to support a future inscription of *Montado's* cultural landscape in the World Heritage List, within UNESCO's World Heritage framework.

In recent months Quaternaire Portugal's team has focused on the identification of inscription's criteria and their request in order to the delimitation area. Simultaneously, the team pondered about the attributes and values that can justify the *Montado's* Outstanding Universal Value.

There have been also carried out, in this period, several technical meetings with the Executive Committee and with the Scientific Committee, responsible for the monitoring of Technical Studies for Survey and Characterisation of the *Montado* Landscape.

Last May, the on-going work was also presented by Quaternaire Portugal's team in the RETECORK - European Network of Cork-Producing Territories Meeting.



## Village Tourism Best Practices Handbook

**Quaternaire Portugal** concluded the preparation of the Village Tourism Best Practices Handbook for the **Portuguese Village Tourism Association**, an entity which groups several Local Development Associations in Northern Portugal.

This Handbook is intended to be an element of guidance for public and private actors involved in this kind of tourism, within the framework of rural development policies. These guidelines result from the identification of four key principles for successful initiatives: persistence, consistency with public policies, capacity to respond to territories' challenges and use of appropriate and innovative tools.

These proposals were discussed at three public meetings in Lamego, Macedo de Cavaleiros and Terras de Bouro, between February and May 2013.

In addition to the Handbook, the project has resulted in a promotional video.

To consult the manual: [http://issuu.com/indigo.comunicacaovisual/docs/ata\\_manual\\_en?mode=window](http://issuu.com/indigo.comunicacaovisual/docs/ata_manual_en?mode=window)

To watch the video: <http://vimeo.com/65093134>



## Publication on Training-Consulting Strategies in Portugal

**Quatenaire Portugal** is preparing a publication on Training-Consulting Strategies in Portugal, with the support of POAT / ESF. The project main objectives are (i) to clarify the relevance of the training-consulting modality, within the training public policies in Portugal, (ii) to map the key-characteristics that define the different kinds of training-consulting programs and identify current models and, finally, (iii) to clarify the margins evolution within this training modality.

The project is almost finishing and it will be publicly presented at a seminar that will take place next 17<sup>th</sup> of July, in Lisbon. Its program and all information on the application process will be soon available at Quatenaire Portugal's website, Facebook and LinkedIn pages.

## Opening of the Interpretative Centre of Afurada's Heritage

**Quatenaire Portugal**, in partnership with **Cariátides** and **Providência Design's** studio, have developed throughout 2012-13 the exhibition project and script, as well as the treatment and designing of the exhibition contents for the Interpretive Centre of Afurada's Heritage (ICAH).

Located at former fishing tackles warehouses, the buildings adaptation project was made by **Atelier 15** - architects Alexandre Alves Costa and Sergio Fernandez, recently nominated for the MIES ARCH 2013 award - under the responsibility of **Gaia Biological Park** and funded by NSRF - ON2.

The exhibition aims to be a "gateway" for those who visit this place for the first time and want to know more about its history, its people, its territory. With a strong visual component, ICAH's permanent exhibition is organized around the following five thematic areas: *Place*, contextualizing the territory and its historical evolution; *Nature*, addressing the richness of the Douro river estuary ecosystem, in which the Afurada is inserted; *Land*, addressing the fish sales, boat repair and fishing gear; *Life*, exhibiting the temporalities of those who stay in land and those who leaving for go fishing - addressing issues such as the rest periods and times of waiting, the nostalgia and the mourning, the solidarity and the struggle; *Man and Woman*, witnessing to the families' daily life and their work relationships, as well as Afurada identity, reflected in celebration days and festivities, in tragedies and grief memories, or even in everyday's life artefacts.

The ICAH was inaugurated on 22 March 2013, attended by Dr. Luis Filipe Menezes, the Mayor of Vila Nova de Gaia, Dr. Nuno Oliveira, Administrator of the Gaia Biological Park, Dr. Melchior Moreira, President of the Porto and Northern Portugal Regional Tourism Authority, among other regional and local personalities.



Photos: Luís Ferreira Alves

## Location Study for a Logistics Platform in Figueira da Foz

It is completed the location study for a Logistics Platform in Figueira da Foz. This project is part of the national network of logistics platforms and of the transboundary logistics system at the Centre of Portugal - Castile and Leon (CENCyL Project - E80 Corridor).

Not limited to the comparative analysis of the various alternatives initially placed, the work done by **Quatenaire Portugal** aims to be an usefulness element for policy decision, discussing alternative scenarios for the macroeconomic and territorial developments and making a preliminary analysis of the justification and feasibility of this infrastructure.

As main conclusion arises the proposal of an evolutionary and modular process of implementation of a multimodal platform, with strong links to Figueira da Foz's commercial port and with multifunctional characteristics (logistics, settlement and business services), associated, in locative terms, to the current Industrial and Business Park of Figueira da Foz



## NSRF's contribution to the reduction of the early school dropout

The Final Preliminary Report "NSRF's contribution to the reduction of the early school dropout", belonging to a evaluation study developed by the consortium Quatenaire Portugal / IESE, was presented on last 25 June. This presentation was inserted in a Workshops' Cycle called "Balance NSRF - Contributions for 2014-2020", organized by the NSRF Observatory.

The report presents very relevant indicators that testify the ESF important impact on promoting young people qualification. The document also includes some recommendations in order to support the organization of the next European Community Support Framework, particularly in what concerns the qualification issues.

The Final Report will be finished during the month of July and will seek to incorporate the several contributions collected during the preliminary report presentation and its discussion.



## Participation in technical and scientific meetings

### "Opportunities and challenges of sustainable growth: the capital gains of Alentejo's Region"

António Manuel Figueiredo

In "Regional Action Plan Alentejo 2020" Conference, held at the CCDR Alentejo Auditorium, in Évora, March 5, 2013

This paper aims to reflect on some key opportunities and challenges for sustainable growth in the Alentejo's Region, within the new programming period 2014-2020.

It starts by addressing some general questions related to the competitiveness and attractiveness of territories, with a particular attention to the Alentejo's Region and some of its specificities.

The paper tries to show the need for a better convergence between territorial and business competitiveness. Although this is not a simple process, the territories ability to develop its own differentiation and inimitability depend essentially its capability to be recognized as a not replicable territory. This implies an investment in strategies focused on the valuation of specific and differentiators asset, an effort in foster cooperation between resources, actors and institutions, and also in the developing a original combination of resources.

In this context, the environmental capital arise a highly relevant specific differentiation asset. Although it is important to recognize that this is a controversial topic in this region, the paper argues that a serious commitment in environmental excellence while Alentejo's differentiating factor is needed. It stresses also the potential of the resources combination that it will tend to enhance.

The paper conclusion emphasises the crucial need to consider a new paradigm of sustainability for this Region within the Alentejo's 2020 Strategy, namely through by close articulation of smart specialisation and sustainable growth.

### "From a binary towards a fragmented system: thoughts on the future of the polytechnic higher education sector in Portugal"

António Manuel Figueiredo and Hugo Figueiredo

In 16th Workshop APDR "Higher Education Network: Economic and Social Contributions and New Challenges", held at University of Évora, April 3, 2013

The paper develops the idea that the Portuguese Higher Education System is in the midst of an identity crisis as it progressively moves from a clearly defined binary system to an increasingly fragmented one. It further argues that polytechnic institutions potentially suffer the greatest impact from this instability and that the current policy and institutional framework carries significant risks of resource wasting or misallocation.

The paper starts by summarising the main drivers of change in the system that are forcing higher education institutions and polytechnics to adapt.

Next, it reviews available empirical evidence on the uniqueness and resilience of the polytechnic sector in adapting to two fundamental trends within the Portuguese Higher Education system, namely: i) the dramatic and recent shifts of supply and demand for tertiary degrees following the increasing massification of access to tertiary education in Portugal and the progressive implementation of the Bologna Process; ii) the changes in the level graduate unemployment following this massification and the ongoing economic crisis. So, it tries to draft a differentiation between two possible paths of adaptation for the sector, "downgrading" and "upgrading" strategies.

Then, the paper discusses the qualitative dimension of the Porto Polytechnic Institute's case study. It puts into evidence a special case of an "upgrading" strategy and tries to demonstrate how illusionary the idea of a binary higher education system may turn out to be.

It concludes by discussing some policy implications and questions, in particular, if it may be time not only to the review the mission of some higher education institutions, namely the polytechnics, but to reorganize the network and the territorial mission of these institutions in order that the higher education system may support the transition of the Portuguese economy towards a new development stage. Considering the risk of a mismatch between the more homogeneous higher education landscape implicitly envisaged by the current legislation and institutional framework and the actual evolution of the system towards increasing heterogeneity and fragmentation, the paper tries to demonstrate ways in which this may result in the destruction of resources contributing more for the deterioration rather than the improvement of the system.

[http://www.apdr.pt/evento\\_16/home.html](http://www.apdr.pt/evento_16/home.html)

### *Quaternaire Portugal: internationalisation challenges*

Given the constraints of the consulting market in Portugal, where restrictions on public spending are associated with a strong increase of competition, the sustainability of organisations such as **Quaternaire Portugal** - with a clear independence from public authorities or political centres of decision - depends from its ability to renew itself constantly, either in the range of products and work processes or in its geographical presence.

In this context, the company took as one of its priorities for the coming years the diversification of its territorial activity, extending it to the international market, through an incremental process anchored on a solid base on which its employees, partners and shareholders are involved. For reasons of historic and cultural affinity, the European and Portuguese speaking African markets are the first objective in this trading strategy.

The steps already taken were implemented through broadening of share capital, with the entry of new shareholders, the initiative of setting up a business in Mozambique, in partnership with a local investor (along with the presentation of various proposals and business contacts with potential customers), and in formalising a partnership with the Angolan company **Intersismet Consulting** (already materialised in the preparation of a strategic planning project and in the early steps of ensuring new projects).

In the specific case of the European market, some initial exploration and organisation of work is in progress, with the support of **Eupportunity**, a consultancy bureau based in Brussels.

Only the acquisition of new contracts, of course, will assess the success of this strategy, conceived for a period that will not be immediate. But the early results appear to be promising, not only in terms of work raising, but especially in knowledge of these new markets and their specificities, allowing a gradual adaptation of Quaternaire Portugal's internal structure and its network of partnerships.

## VII Congress on planning and management of coastal areas in Portuguese-speaking Countries (Maputo, Mozambique)

Ana Barroco

Last May, **Quaternaire Portugal** was present at the VII Congress on planning and management of coastal areas in Portuguese-speaking Countries, which had as main theme "a new generation of Coastal Territorial Planning". This scientific meeting was held at Maputo, Mozambique, a quite relevant market within the Quaternaire Portugal's internationalisation strategy.

At the Congress, Ana Barroco, from Quaternaire Portugal Administration, presented four co-authored papers, which reflect some of our company's most recent work experience in coastal areas:

- *Technical Guide for the Autonomous Region of Azores: the new challenges for a integrated management of Azores' Coastal Area*
- *Citizens' Information Guide: the conclusion of a cycle of coastal planning and integrated management.*
- *National strategy for an integrated management of the Portuguese coastal zone: a proposal of monitoring indicators*
- *Coastal's biodiversity: what the new generation of Coastal Zone Planning Plans brings new to the biodiversity conservation? A reflection on the Portuguese experience*

<http://www.aprh.pt/ZonasCosteiras2013/>

## "Chaves' Historic Centre Master Plan"

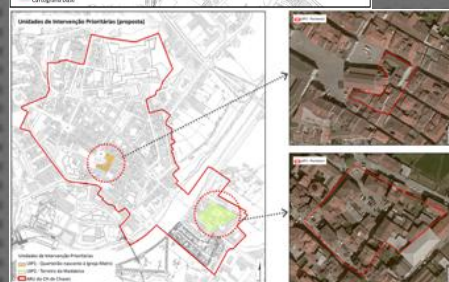
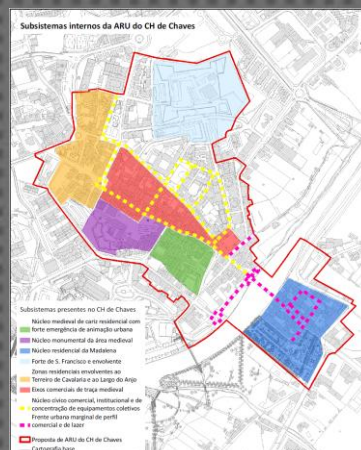
Daniel Soeiro Miranda and Rui Passos Mealha

In "1st Workshop - Urban Rehabilitation of Chaves' Historic Centre", promoted by the Municipality of Chaves, held at the Multipurpose Room of the Cultural Centre, at Chaves, April 19<sup>th</sup>, 2013

Based on the Strategic Program for the Urban Renewal (Masterplan) of Chaves' Historic Centre, that **Quaternaire Portugal** is preparing (within the Portuguese Legal Framework of Urban Renewal), the City Council decided to organise this public workshop dedicated to the theme of urban rehabilitation and regeneration. The workshop conceded a special attention on the specific case of the urban centre of the city. With this Masterplan, the City Council intends to frame, guide, stimulate and trigger the urban regeneration in the city's historic district, inserting it within a realistic and achievable, in the medium term, strategy for intervention and program of action, based on principles of sustainability, maintenance of the identity of the historical centre and creativity of the proposals.

Quaternaire Portugal had the responsibility to present the Masterplan's first report. The presentation focus was on some aspects related with the diagnosis, the proposed delimitation of the Historic Centre Urban Renewal Area (ARU), the vision taken for this territory, the central axes of the strategy and the preliminary programmatic lines, as well as the supports and incentives framework for the urban rehabilitation of Chaves' Historic Centre.

The session also served for the Quaternaire Portugal's team to present a delimitation proposal of two Intervention Priority units and thus listen to the workshop attendees' assumptions and expectations concerning these specific areas



## "Urban Regeneration: key factors and challenges"

Daniel Soeiro Miranda

In 1st Forum "Winning in 2013: Heritage and Urban Regeneration", organized by the Socialist Party candidate for the city of Braga, held at the D. Diogo de Sousa Museum's Auditorium, at Braga, February 22<sup>nd</sup>, 2013

Daniel Miranda, from Quaternaire Portugal, was one of the guest speakers for the first thematic forum that the Socialist Party candidate for the city of Braga is promoting. The topic under discussion was Heritage and the urban regeneration.

In his talk, Daniel Miranda tried to publicise the work that the Municipality has been developing in the field of urban regeneration, with emphasis on the Urban Rehabilitation Strategy for Braga's Historical City Centre, which was conducted by Quaternaire Portugal. Some future lines on the subject matter discussed were also identified and discussed.

Apart from the analysis of some statistical data that shows the weakness of urban regeneration dynamics in the construction sector in Portugal, compared with the European average, the presentation focused on the analysis of the basic conditions which seems necessary to achieve successful urban rehabilitation operations. It was also addressed the main policy challenges on the implementation of urban regeneration strategies and projects, especially in historical centres.

<https://www.facebook.com/events/326528207468104/>

<http://www.vitorsousa2013.com/index.html>





## "Urban Regeneration's Strategies"

Daniel Soeiro Miranda

In Conference "Business and urban regeneration: opportunities, challenges and funding", organized by the Portuguese Industrial Association / Chamber of Commerce and Industry and the Portuguese Confederation of Construction and Real Estate, held at the AICCOPN's Auditorium, in Porto, March 21<sup>st</sup>, 2013

The target audience of this conference being the whole value chain of the construction industry (from design to real estate), the paper presented by **Quaternaire Portugal**'s consultant seeks to emphasise the importance of urban regeneration integrated strategies (in its multiple dimensions) as engine for a more sustainable, smart and inclusive urban development.

The presentation identified a number of arguments related with environmental and sustainability issues, social, economic, historical-cultural and procedural themes which, in its integration, certainly legitimise urban regeneration policies and interventions.

Besides an outline of what has been the policy of urban regeneration in Portugal in the last two decades, the paper presents some guiding principles of regeneration strategies and urban regeneration. Finally, it also identifies the main challenges faced by dissemination of practical regeneration and urban renewal, which result from the knowledge acquired by Quaternaire Portugal in the preparation of various projects within the urban policy framework.

[http://newsletter.aip.pt/aipcci/2013/seminarios/regen\\_urbana/programa.html](http://newsletter.aip.pt/aipcci/2013/seminarios/regen_urbana/programa.html)

<http://www.cpci.pt/archives/1058>

## "Urban Regeneration Strategies: Recent Experiences"

Elisa Pérez Babo

In RIE 2013 - II Conference on Buildings and Infrastructures Rehabilitation, held at the Lusophone University of Porto, in Porto, May 14<sup>th</sup>, 2013.

The last decade is characterised by deep changes and developments in analysing the cities role within the framework of socio-economic development processes. This changes and developments are particularly evident in urban regeneration' strategies and interventions carried out both in Portugal and in Europe.

The paper first addresses some of the main challenges placed by the recent Europe 2020 Strategy (which will guide the next EU framework program 2014-2020) regarding the role cities and, particularly, the urban regeneration topic. In this context, the integrated urban regeneration operations are understood as a very relevant strategic tool to achieve a more intelligent, sustainable and socially inclusive urban model. In this sense, it is understood that the integrated urban regeneration operations will give a strong contribution to achieve the Europe 2020 Strategy main objectives, concerning urban structures and the existing built environment.

Secondly, the paper reflects briefly on recent developments on urban regeneration policies in Portugal, identifying the main changes, both legislative and in terms of urban dynamics, produced since 2000 to nowadays. To support this reflection on the way that thinking and political action on urban regeneration and rehabilitation in Portugal has evolved, different experiences of technical monitoring undertaken by **Quaternaire Portugal** during this period are evoked in the paper.

Finally, the paper concludes highlighting the urgency of a reflection and effective implementation in Portugal of urban governance models in this field of urban strategies and policies.

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

## "Culture, creativity and local development: challenges for municipal cultural policies"

Elisa Pérez Babo

In Colloquium "Culture as Horizon", held at the University of Beira Interior - Faculty of Arts and Letters, May 8<sup>th</sup>, 2013

This paper, based on a Master's research, aims to discuss some of the current main challenges to municipal cultural policies in Portugal.

It starts with some of the most recent theoretical approaches and perspectives around issues of culture and development, and with the significant role played by culture and creativity in terms of development of the people and strengthening the competitiveness and sustainability of the territories.

In order to foster a clearer understanding of the relationship between culture and socio-economic development, and how municipal cultural policies can impact this development, locally or regionally, some different theoretical contributions - from the economy of culture, urban and territorial planning and sociology of culture - are related throughout the paper. It is particularly stressed the importance of the following concepts: human capital, social capital, cultural districts and clusters and governance approach for cultural policies in a perspective of local development.

The paper concludes with the presentation of some clues of evolution with respect to municipal cultural policies in Portugal.

<http://www.labcom.ubi.pt/sub/evento/543>

<http://www.cienciasdacultura.ubi.pt/pt/evento/51>

## Workshop "Equity and land use: urban equity in local detail plan"

Fourteen years after the inclusion of the mechanism called *perequação* (equal distribution) in Portuguese legal framework, the theme of equity in local detail planning continues to arouse interest within the urban planners' community

This is certainly one of the conclusions that we can take from the workshop held on June 20, 2013, at the IST - Instituto Superior Técnico, in Lisbon. The workshop was carried out within the **Percom Program**, a research project dedicated to the analysis of the *perequação* practices in detail plan and that tries also to identify solutions to increase its effectiveness.

A high number of people attended the workshop, which seems to indicate that problems that urban planners face in this area remain unsolved. This is also an extremely relevant fact that must be taken in account in the process of changing the legal framework of land use planning that currently is on-going.

Taking advantage of the broad debate that's happening on this topic, **Quaternaire Portugal** wishes to also contribute, publicising a master's thesis developed by one of its consultants - Rute Afonso - concerning "Local Detail Plan Implementation and Urban Equity" (2009). This study presents a comprehensive diagnosis of the main weaknesses of the mechanism, identifies some of the obstacles to overcome and, finally, a *perequação* theoretical model that has been applied on some plans recently developed by Quaternaire Portugal.

<http://www.quaternaire.pt/Publicacoes/Implementacao-de-Planos-de-Pormenor-e-o-Sistema-de-Perequacao>

[http://mail.quaternaire.pt/Tese\\_2009\\_RuteAfonso.pdf](http://mail.quaternaire.pt/Tese_2009_RuteAfonso.pdf)

## Quaternaire Portugal's projects distinguished with several Planning and Cities Journal's "Cities of Excellence Awards 2011/2012"

The 2011-2012 edition of Cities of Excellence Awards, an initiative of Planning and Cities Journal, distinguished several projects in which Quaternaire Portugal is involved, both in design and in monitoring:

- **Honor Award in Innovation for the project *Fábrica de Santo Thyrsso*, in Santo Tirso**, which consists in the rehabilitation and adaptation of a former textile factory for the developing of a new incubator focused on creative activities in the field of Fashion. The study, prepared by **Quaternaire Portugal**, included the definition of goals, mission, the development of the concept and incubation model, and the definition of internationalisation and communication strategies for the incubator.
- **Merit Diploma in Strategic Planning for the 2010-2020 Strategic Plan of Viana do Castelo**, prepared by **Quaternaire Portugal**. During about two years, a wide range of stakeholders and local and regional institutions were involved in a broad reflection about Viana do Castelo, its future and the definition of a strategy for the next decade. It was particularly emphasized the following aspects: the Plan's consistent approach in terms of the future scenarios, taking into account the current context of high uncertainty; the Plan's approach on themes such as tourism; and, finally, the Plan's approach concerning the local governance issue.
- **Merit Diploma in Urban Project for the Urban Rehabilitation of Arouca Historic Centre**, in which **Quaternaire Portugal**'s team supported an intervention that covers public spaces of Arouca's city centre, Santa Mafalda's Monastery surroundings, and includes a strong component of culture valorisation and historical and natural heritage recover



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

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