

Quaternaire Portugal

NEWSLETTER #8 – April / May 2014

Editorial

The year 2013 and the General-Assembly held in 31 March 2014 represent two relevant milestones of **Quaternaire Portugal's** activity. We may say that they open a new development and awareness cycle of our society.

In 2013 **Quaternaire Portugal** succeeded to increase its total capital stock through the contribution of the core of shareholders and the attraction of new shareholders. Additionally, in strict coherence with the increase of total capital stock, we began to implement our internationalisation project, through the first strategic planning projects in Angola (very well succeeded). Last, but not the least, we have achieved in 2013 a significant recovery of our operating profits.

The General-Assembly of 31 March 2014 represents our transition towards a new management model of the society, in order to tackle the challenges determined by the emerging internationalisation process. The Board of Directors is now composed by three executive directors, António Manuel Figueiredo – President and Maria Elisa Pérez Babo and Ana Barroco, and by two non-executive directors representing two of the most representative shareholders of the society, Manuel Carvalho Fernandes – **AFSA** and Jaime del Castillo – **INFYDE Bilbao**. With this composition, the Board of Directors evolves towards a higher representativeness in terms of shareholders.

Being aware of the challenges ahead determined by the new cycle of activity development, the new Board of Directors salutes our clients with whom we have learned our way to be in the market and, regarding the difficult internal market prospects, is proud to announce that **Quaternaire Portugal** still maintains its visibility, resilience and capacity to conceive solutions fitting well the specific needs of our clients.



António Manuel Figueiredo
President of the Board of Directors

Starting projects

Spatial Planning for Timor-Leste

The consortium formed by **Quaternaire Portugal** and **Intersismet SA** began last March the project "Spatial Planning of Timor-Leste". This is an important project in the field of spatial planning in Timor-Leste developed under the policy guidance of the Ministry of Infrastructure and Public Works. The work will include the development of three products: the Timor-Leste National Land Plan; the legislative framework of territorial planning instruments; and the legislative framework for building and construction.

In association with the National Housing Policy, approved by the Government of Timor-Leste in 2007, this project is part of a (ongoing) process that aims to construct a legislative and policy framework that will support the national and municipal policies for land use planning and urban development of East Timor.

The economic and social context in which the project develops - peace-building, consolidation of the democratic state and consolidation of a trajectory of economic growth - is particularly relevant to the present and future life of the country and therefore, it emphasizes the political importance (and challenges) that the three project components contain.

From the **Quaternaire Portugal's** standpoint, this project is also an important step in the internationalization process that has marked the company's activity in recent years.

About this project, read also the interview with the consultant José Caldeira, further ahead.



Evaluation of the European Information Centre Jacques Delors Communication Plan 2013/14

Quaternaire Portugal was selected to conduct an external evaluation of the Communication Plan 2013/14, promoted by the European Information Centre Jacques Delors Jacques Delors, under the Partnership Management established between the Portuguese Government and the European Commission.

The study focuses on the analysis of the overall programming of the Communication Plan, particularly in what concerns the areas of strategic relevance and coherence, and also to evaluate the development of the eleven projects supported.

The evaluation includes a dual perspective: monitoring of the Communication Plan implementation and, simultaneously, measuring the results achieved at the end of project implementation.

Design and development of a tourism product for the cities of Évora and Elvas, inscribed on UNESCO's World Heritage List

Quaternaire Portugal was recently hired by the Alentejo's Regional Entity of Tourism to design and structure a new tourism product associated with the two goods located in this region which are classified by UNESCO as a World Heritage Sites: the Historic Centre of Évora and the Garrison Border Town of Elvas and its Fortifications.

The aim of this work is to help strengthen the affirmative capacity of both Goods, nationally and internationally. Now the great challenge is to also affirm them by the excellence and quality of services provided to visitors of both World Heritage Sites. Today, this is a key aspect to make these kind of touristic destinations more competitive in the global tourism market, particularly in the cultural touring segment.

In this sense, the project intends to work closely with the several public and private actors operating in the territories, in order to consolidate the tourism product in an integrated manner and increase the level of trust and satisfaction of visitors and tourists, while protecting the integrity of the cultural heritage and the benefits for local communities.

Design of the Quadrilátero International Event

The *Quadrilátero* is a project that aims to contribute to the urban, cultural and socioeconomic development of four cities located in the Northern Portugal: Barcelos, Braga, Guimarães and Vila Nova de Famalicão. This was one of five projects selected, at national level, to implement the "preparatory actions" of the "Polis XXI Cities Policy" Program. In this early phase, the project counted with the technical support of **Quaternaire Portugal**. Currently the project is already in progress and it involves, in addition to the four municipalities, relevant partner organisations such as the AIMinho - Business Association, CITEVE and the University of Minho.

Quaternaire Portugal was recently hired by the Association of Municipalities of the *Quadrilátero* to support the definition and design of a new event that aims to contribute to foster and promote this territory, its agents and institutions. The idea it's to build the event from the set of the most relevant resources that already exist in this territory and project them internationally. It is intended to be a biennial event, centered on the articulation of three key sectors for the development and assertion of the *Quadrilátero's* territory: arts and culture; teaching and research; and economy and innovation.

Completed and ongoing projects

North Lunda and South Lunda Provincial Development Plans Completed

The Provincial Development Plans that **Quaternaire Portugal**, in partnership with **Intersismet Consulting**, has developed in the provinces of North Lunda and South Lunda, in Angola, have been recently completed.

These two Provincial Plans follow the earlier plan developed by the same partnership for the Province of South Kwanza. These plans have the dual purpose of, on one hand, integrate the territory of the two Provinces in the national strategies and investments for development and cohesion and, on the other hand, define roadmaps for the provinces' development, including actions and projects for overcoming structural weaknesses and achieve a sustainable level of economic and social development.

Both Plans have already been approved by the provincial and national authorities after presentation and discussion of its contents.

It should be noted that this bet on **Quaternaire Portugal's** internationalisation has been particularly successful, both from the point of view of the quality of partnership with **Intersismet Consulting**, and the quality of work done in a demanding and challenging context, in order to create and integrate models and solutions adjusted of to the scale of the challenges and the specific conditions for overcoming them.

Devesa's Urban Park wins a Honorable Mention at the ceremony of "IHRU Awards 2013" in the category "Rehabilitation of Public Space"

The Portuguese Institute for Housing and Urban Rehabilitation (IHRU) awarded last January 15 the "IHRU Awards 2013," after consideration of a jury chaired by the architect Eduardo Souto de Moura and composed of representatives of the Portuguese Orders of Engineers and Architects, the Association Portuguese of Landscape Architects, the National Laboratory of Civil Engineering and IHRU. The mission of the jury was to award the best works in the field of urban renewal carried out in Portugal.

Located in Vila Nova de Famalicão, the Devesa's Urban Park was opened in September 2012. In addition to the construction of an urban park and the rehabilitation of the whole urban area, the project also includes the urban rehabilitation of the Brazil Avenue, of the Fernando Mesquita's Street, of the public spaces in South Lameiras' area and the building up of new paths at the Santiagos' Avenue .

Quaternaire Portugal congratulates the recognition of this project, which was part of the Programme of Action for the Devesa Park Urban Regeneration Partnership , developed, monitored and evaluated by **Quaternaire Portugal**, between 2009 and 2013.

<http://www.parquedadevesa.com/>



Montado – Comparative analysis and nomination proposal for UNESCO's World Heritage National Tentative List

Quaternaire Portugal's team, within the preparation of the application of Montado's insertion on the UNESCO's World Heritage List, was invited to participate in a meeting with two representatives of ICOMOS Spain, both professors at the University of Seville, Prof. Víctor Fernández Salinas and Prof. Rocio Pérez Silva. This meeting aimed to present the work undertaken so far within the framework of the "Technical Studies to Survey and Characterize Montado". The meeting was held in Évora, at the headquarters of the Regional Tourism Authority of Alentejo, and was attended by the architects Nuno Ribeiro Lopes and Sara Potes architect, from the company **Nuno Ribeiro Lopes Architects Ltd.**, which assumes the general coordination of the application.

At the end of the meeting the representatives of ICOMOS Spain underlined the great interest of the work carried out so far by the Portuguese team and the potential interest to conduct similar studies in Spain, in order to prepare a possible application of the Dehesa to UNESCO's World Heritage List.

Currently the **Quaternaire Portugal's** team is finishing the technical works that, in partnership with **Geoatributo**, are been made for the Montado nomination, namely its insertion on the National Tentative List to UNESCO's World Heritage. The study also includes a comparative analysis of Montado with other similar heritage sites, national and internationally.

Technical Assistance to DomusSocial - Municipality of Porto Enterprise for Housing and Maintenance, within the Program "Rehabilitate for Rent"

Quaternaire Portugal has recently developed the Integrated Municipal Urban Renewal Programme for Porto's Social Neighborhoods, that served as technical support document of DomusSocial application to the second phase of the "Rehabilitate to Rent", a program released by the Portuguese Institute for Housing and Urban Renewal (IHRU).

This programme has as its main purpose to carry out an extensive but urgent rehabilitation operation in eight social housing neighborhoods, located in the city of Porto. With over the age of 30, this neighborhoods show signs of a strong obsolescence. The interventions proposed aim to improve the living conditions of these neighborhoods inhabitants and to relocate several families through the rehabilitation of unoccupied homes.

Besides identifying the object, its general principles, the objectives of the Programme, the characterization and extension of rehabilitation operations to apply and the global financial programming, the Programme aims also to thoroughly evaluates the economic viability of the operation as a whole.

The application process is currently under merit consideration by IHRU's technical services.

Quaternaire Portugal contributions to the Parliamentary Committee on the Environment, Regional Planning and Local Government on the draft Law 183/XII - Framework Law of the Land Policy, Land Use and Planning

Within the discussion of this draft law, **Quaternaire Portugal** could not fail to express its position on the content of the diploma and the change that this process calls for in the field of land management and urban planning. The document sent to Parliament reflects the company's experience in the field of spatial planning, strategic planning and urban policies and identifies diverse character flaws, pointing out some solutions. In general, it is understood that the proposed law does nothing to solve the existing system of territorial management level problems and complicates its operation, as well as regresses in some aspects. It is not an ambitious or innovative law and does not reflect the practice of the last 15 years.

<http://www.parlamento.pt/ActividadeParlamentar/Paginas/DetailIniciativa.aspx?BID=38024>

Beginning of fieldworks for the evaluation study on cooperation with National Laboratories of Civil Engineering of Portuguese-speaking African countries

This study enters its decisive phase that includes fieldworks in each of the five national Laboratories, in Africa (Angola, Cabo Verde, Guinea-Bissau, Mozambique and S. Tomé and Príncipe). The preparation began in March, in Luanda (Angola), during the Annual Meeting of the Cooperation Coordinators. In the next months of May-June, Artur Costa will visit all five countries, for some meetings with Laboratories' boards of direction and staff, as well as with other institutions.

The project is expected to be finished until end of June, 2014.



Cavado Valley 2020 Action Plan

Preparation of regional strategy for the Cávado Valley Community, in northern Portugal, just concluded the participatory phase.

After a set of several workshops, in late December 2013 (Territory of Knowledge, Innovation and Employment; Tourism – New Resources to Mobilize, New Products to Design and New Business Models; Unemployment, Social Inclusion and Innovation in Social Policies and Projects; and Territorial Competitiveness), local encounters were held in all six municipalities (February-March) and the Secretary of State of Regional Development, accompanied by responsible for preparation of the next programming period for European Structural Funds, participated in a meeting in Braga, in January, 2014.



Seminar concerning active ageing and senior entrepreneurship in Portugal

The closing seminar of the Study "Senior Entrepreneurs in Portugal: Knowing and Valuing" took place on 11th December 2013. This study results of a working partnership between AEP (Business Association of Portugal) and **Quatenaire Portugal**, developed with the support of Technical Assistance Programme for the European Social Fund.

In order to disseminate the findings of the study and raise awareness for senior business activity and entrepreneurship, the seminar featured testimonies of senior businessmen and approached the subject from different perspectives. Speakers were from the following organizations: Centre for Communication and Society Studies (University of Minho), Portuguese Association of Traders of Building Materials, North Regional Delegation of IEFEP (Employment and Training Institute) and the National Association of Young Entrepreneurs.

The seminar was also an opportunity to publicize the book summarizing the results of the study, published by AEP.

Technical Studies to support the exceptional value of Marvão Site

The Municipality of Marvão has launched, in recent years, a strategy related to the Marvão Site inscription on the UNESCO's List of World Heritage. Considering the interest of a strategy to enrich the heritage value of Marvão and its territory, and also the investment already made in recent years, in terms of scientific and technical support, the Regional Authority of the Alentejo Tourism decided to promote "Technical Studies to support the exceptional value of Marvão Site".

The central objectives of this study are develop a work of "high technical and scientific rigor", that helps to set up the foundation and knowledge which is need for the development of a program for the development, promotion and international recognition of Marvão's living heritage. Also, the study aims to promote a set of initiatives that foster the enhancement and promotion of the specific features of this area and Marvão's touristic potential.

The documentary analysis carried out so far by **Quatenaire Portugal**'s team and also technical visit to the territory of the municipality of Marvão allowed to conclude that this is a huge territory, full of coherence and landscape values. We can find in Marvão a cultural watershed marked by numerous evidences and where memories are present in many traces that have been left throughout history - see for example the density of megalithic structure located near the basin of Sever river, the ruins of the Roman city of Ammaia or founding trademarks of the Muslim occupation of this territory. This are the main ideas so far of a work which is still ongoing.

Metaphor of Europe



The EUHeritage Tour is a project that **Quatenaire Portugal** is developing jointly with several cities, regions and European countries (in Portugal, Italy, Austria, Cyprus and Belgium) that integrate UNESCO's World Heritage List of Goods and Sites.

The EUHeritage Tour proposes an European Creative Roadmap that constitutes an alternative to the more obvious, saturated and generalist roadmaps, offering a set of proposals adjusted to the young audience segment.

This tourist itinerary is structured around four main themes (Town, Spirit, Genie and Hedonism) that define a composite offer for an young eclectic audience.

It is already defined a visual identity of the project and the touristic route which aims to reflects this idea of plurality and sharing.

It is also already available online the corporate website of the project, This is a central hub that will provide the stakeholders with all necessary information about the project, including: the EUHeritage Tour project concept; a description of the itineraries, themes and sites; information about how can additional World Heritage sites interested in joining the route get involved; practical information (leaflets, banners, logos,...); links to the e-learning platform, the public website of the project and to the website of the individual sites; information about the consortium and contact details.

Visit us at <http://euheritage-tour.eu/EuHeritageTour/Home.html>

Participation in the course "Design and management of cultural routes and itineraries"

José Portugal, **Quatenaire Portugal**'s coordinator-consultant, recently attended to a University Extension Course conducted at the University of Barcelona (Catalonia - Spain). Titled Diseño y Gestión de Rutas and culturales itineraries (Design and management of cultural routes and itineraries), this was a short course addressed to professionals working in the fields of heritage, cultural management, sustainable tourism and local development.

The academic management of this initiative is a responsibility of LABPATC - Laboratory for Heritage, Cultural Tourism and Creativity and of the IBERTUR network.

This course has the support and participation of experts from the Council of Europe's European Institute of Cultural Routes, from UNESCO, from the Organization of Ibero-American States, from the the IBERTUR - Heritage, Tourism and Sustainable Development Network, from the UNITWIN Network, from UNESCO Chair "Culture, Tourism and Development" at the University of Paris 1 Sorbonne (France).

Quatenaire Portugal participated in the Urban Renewal Week

Recognizing the topicality and the market opportunities associated with it, as well as the possibility to extend and share knowledge in this specific field of urban policies, **Quatenaire Portugal** participated in the Urban Rehabilitation Week 2014 which took place in Lisbon, between 19 and 26 March, sponsored by Vida Imobiliária and Promevi.

Over the course of several days, Daniel Miranda, Rute Afonso and Susana Magalhães had the opportunity to attend conferences, workshops and lectures, made by some of the most relevant actors in the field of urban regeneration. This events were focused on issues such as buildings' rehabilitation based on energy, innovative urban regeneration projects and strategies, sustainable urban regeneration, urban regeneration's good practices in Portugal and urban rehabilitation funding opportunities and tax issues concerning urban rehabilitation.

<http://www.semanadareabilitacao.vidaimobiliaria.com/>

Quaternaire Portugal in East Timor: a brief interview with Josué Caldeira

On his return to Portugal, after a month of intense work in East Timor, we talked with the economist and Quaternaire Portugal's consultant-coordinator Josué Caldeira about the project "Spatial Planning of Timor-Leste", which has just beginning, and its relevance in the current moment of this country in terms of its territorial and socio-economic development. And, of course, we also wanted to hear about Josué's first impressions on his first visit to East-Timor.

Please tell us about the project "Spatial Planning of East Timor". What are the main objectives of this work?

This is an important project in the field of urban and spatial planning, developed under the policy guidance of the Ministry of Infrastructure and Public Works (the ministry that oversees this area of public policy in East Timor). Strictly speaking, the project comprises three subprojects with different natures and specificities. Two of these subprojects are works of a legislative nature: on the one hand, the definition of the legal status of housing and lodging and, secondly, to define the legal regime of the territorial planning system. The third sub-project is a work in the field of spatial planning: the development of East Timor's National Plan for Spatial Planning. This is, therefore, a work package which is inscribed in East Timor government concerns in starting the development of specific public policy instruments in the fields of spatial planning, urban development and housing.

What is the relevance of this kind of project in current historical, political and socioeconomic situation in East Timor?

The importance of this project derives effectively from the socioeconomic environment that East Timor is now going through. Although not always recognized as such, spatial planning, cities' development and housing are key-issues in the economic and social development policies in any country. In fact, they touch fundamental aspects of families lives and also have a very clear translation into the social and economic well-being, at national scale. But there are also specific elements, which are related with the Timorese situation, that reinforce the importance of this project either from a policy perspective, either from a technical perspective.

East Timor began, just over a decade, a new phase, which is marked by the achievement of independence and national sovereignty. East Timor has entered the new millennium with a political and national development agendas which have serious long-term challenges: the consolidation of peace; the fight against poverty and underdevelopment; the building of a democratic state; creating the basic conditions for economic and social development; the construction of an international placement asserting their sovereignty, preserve their identity, establishing, in this sense, mutual beneficial ties both with neighboring countries in the South-east Asia region, and with all global partners (including the Portuguese-speaking countries). These challenges will be accompanied by new economic and social dynamics.

All these challenges and dynamics have a very strong territorial dimension and, in this sense, they also establish a very strong link with the way the territory of East Timor will organize and develop in the future. For example, we can think about the importance that, in this particular context, assumes the cities and the infrastructures' organisation, the organization and revitalization of rural areas, the (urgent) rebuilding of roads and the strengthening and renewing of international connectivity infrastructures...

This is indeed an area of national life that certainly will requires an immense effort of public policies. And it is also in this context that the relevance of our project emerges. A project that have, as I told you, a sectoral supervision of the Ministry of Infrastructure and Public Works, but whose importance goes beyond the strict boundaries of this ministry and it will require the cooperation and active participation of all national political and social agents.



This project is conducted by Quaternaire Portugal in consortium with Intersismet SA, cementing a partnership that has already been established in previous works. What are, in your view, the main advantages of this partnership? In which fields the experience and specific know-how of each one of this two companies complement and enrich each other?

Yes. In fact, the reference to the consolidation of the partnership between **Quaternaire Portugal** and **Intersismet** seems to me tightly in what concerns the relationship process that is ongoing between the two corporate structures. We are talking about two companies with different life histories and models of organization. The companies have also quite different experiences, both in different national and international markets. However, in terms of curriculum business, these two companies share a great common denominator: development, planning, administration and territorial governance issues are core activities in both companies. So there is a productive complementarity between the two companies' skills.

In the international projects already developed by the consortium it seems to be very clear, on the one hand, the advantages of **Intersismet's** great international experience working in Portuguese Speaking Countries, particularly in what concerns issues related with the central and local public administration management. On the other hand, the good results achieved by the consortium are also connected to the experience and extent of skills that **Quaternaire Portugal** holds in what concerns territorial planning, land use and urban development.

Obviously this relationship has also benefited from a good institutional, technical and even personal environment. This last issue seems to me an important point, in addition to good technical and commercial results, to foster credibility and trust either between both companies, and with the entities with whom we have been working.

Of course, the East Timor project adds an important aspect in the history of the two companies and of this consortium that must be underlined here: the geographical extension of the operation area and also the enhanced intervention of the consortium in the Lusophone space.

How would you describe the experience of this first working month in Timor-Leste? What are the aspects that you would highlight as those who most surprised you positively and negatively?

The short time of a one-month stay only allows me to register a few first impressions. Also, it is important to note that this was also the first time I visited Timor-Leste. I think that what struck me can be summed up by a paradoxical coexistence of a sense of distance and its opposite, the feeling of closeness. I am not referring to about 15,000 km that separates Lisbon to Dili, but the \$ 18,000 that separates the Portuguese GDP per capita to the Timor-Leste GDP per capita (a ratio of 16 to 1). This is a territory characterized by very rudimentary levels of social and economic development, which result in very basic conditions of human life. A large part of the Timorese territory is still marked by a subsistence economy where trade are reduced to extraordinarily short circuits. Moreover, with few exceptions, the traffic conditions in the territory are very precarious, which makes impossible a normal movement of people and goods. And this situation translates into a huge territorial isolation that visibly characterizes the lifestyle of people living in this communities. This said, I also don't want to forget the 500 years of Portuguese colonialism, and two and a half decades of Indonesian occupation.

On the other hand... in front of the Government Palace, in the middle of the historic center of Dili and facing the immense sea of Timor-Leste, there is a pattern left by the Portuguese State, carefully preserved. In many other places in the Timorese territory one can find symbols of the Portuguese colonial times in good stage of recovery. The pattern of Dili has engraved the Portuguese arms and we can read the following inscription: "1460 - 1960, for uncharted waters". I will not say "I'm a Timorese too", but although I am not a malai, the truth is that I did not feel a stranger at all in Timor-Leste.



Technical and scientific meetings

Some notes about participations in Public Events

March and April 2014 were months of intensive public participation, revealing the progressive visibility of **Quaternaire Portugal** work and the recognition that we have an innovative and structured knowledge about relevant issues for reorienting the future of the country. In this brief reflexive note, four public interventions will be analysed, trying to show the coherence of **Quaternaire Portugal's** view on these matters.

In 21 March 2014, the Portuguese Confederation of Commerce and Services – CCP invited me to make a speech in the Conference **“Portugal – what role in globalisation?”**, jointly organised by CCP and Services Forum (institution from which **Quaternaire Portugal** is a member). My speech was focused on an interrogation **“Is Territory a factor of competitiveness?”** and aimed at developing a perspective that is always present in **Quaternaire Portugal** work: to work together the concepts of territorial and entrepreneurial competitiveness, articulating them and design lessons for the bottom-up territorial strategies and for innovation, internationalisation and territorial cohesion public policies.

In 26 March 2014, the Entrepreneurial Association of Portugal (AEP) through its department of SME training, invited me to make a presentation to the seminar **“Innovation-led Interventions”**, held in the auditorium of the CCDR Centro, targeted at discussing Action-Training experiences. Focused on the topic **“To improve the SME capabilities – action-training strategies”**, the intervention aimed at disseminating the knowledge of **Quaternaire Portugal** about this training methodology, which is based in several evaluation exercises of this kind of training programmes. Here again territory and territorialisation of public policies are the focus of interventions designed in order to overcome the chronic and structural difficulties faced by SME in accessing and investing in training.

In 28 March 2014, the civil association *Alentejo de Excelência* invited me to a diner-debate at ECORK Hotel Évora, focused on the topic **Alentejo 2020 – More competitiveness, better skills**. The invitation of Alentejo de Excelência has been a unique opportunity to have a reflective view on the diversified work experience recently developed by **Quaternaire Portugal** in Alentejo region. The presentation focused on the topic **“Human capital and competitiveness: a very complex link”** aimed at disseminating the **Quaternaire Portugal's** view: how to combine in territories such Alentejo the improvement of skills (flows) and the fight against structural bottlenecks generated by a heavy stock of inertia. The confrontation of views with Dr. António Dieb, President of CCDR Alentejo and Professor Paulo Neto of Évora University has been extremely rewarding and it was a good moment of civic participation.

Finally, in 4 April 2014 I joined the rich ambiance of local development in Alentejo invited for the Opening Session of **Aljustrel Conferences –Citizenship, Innovation and Territory**, with the stimulating company of geographer Jorge Malheiros and historian José Pacheco Pereira. I has been asked to think of development models and territorial innovation. Within the framework of Alentejo development challenges, I tried to show in what measure the role of Alentejo and of territorial innovation was dependent upon the need to breathe fresh air in terms of the country's development model, inflecting the trajectory of impoverishment and of cheaper labour force to which Portugal is now evolving. The repercussion on the media of the intervention clearly exceeded my expectations.

In sum, a structured view on topics which are crucial for our future development is being built by **Quaternaire Portugal** as a consequence of its work as a collective group of “development reflective practitioners”.

António Manuel Figueiredo



Local cultural policies: contributions to an analytical model

Augusto Santos Silva, Elisa Pérez Babo and Paula Guerra

In VIII Portuguese Congress of Sociology, held at the University of Évora, between 14 and 16 April 2014

Following several empirical studies in which the authors were involved, and also taking into account the findings of other researchers, the authors sought to develop an overview on the development of local cultural policies in Portugal. The synthesis, entitled Cultural policy and site development: the Portuguese case, was presented in 2012 at the VII International Conference on Cultural Policy Research, held in Barcelona; and is published in Portuguese Journal of Social Sciences. The authors call for attention to the emerging changes in the municipal cultural policy scenario, suggesting that the paradigm that was predominant since 1976 - focused on three main areas of heritage conservation, increasing the supply and training of audiences - is now in transition, namely as a result of the increasing weight of the other two issues: the integration of culture in the local economy and its governance.

In this paper the authors seek to explore the methodological implications of this transition. How can we renew and densify the analytical model of the local cultural policies, in order to apprehend and interpret them in their complexity and dynamism? The model has as theoretical framework the intersection of perspectives from sociology and economics in the study of culture, public policies and local development.

The model suggests that the empirical research can be organized in three major plans: the context variables (such as the dynamics of the local political system, the dynamics of the local social system and the dynamics of the cultural activities and resources system); the interaction between European, national and local institutions, actors and guidelines; and the processes of formation of concrete policies and in game, either between inputs and outputs, and in the identification and assessment of impacts of the latter.

http://www.aps.pt/viii_congresso/



Participation in ARTEMREDE Meeting

In the beginning April the ARTEMREDE Associated Theatres held, at the Fábrica da Pólvora (in Oeiras), a Meeting of Strategic Reflection, which included the participation of a wide range of politicians, cultural programmers and managers, entrepreneurs, educators, third sector organizations and other stakeholders, adopting the "Future Search" methodology. This meeting was part of the ongoing ARTEMREDE's Strategic Plan. Within this framework, the meeting included plenary and thematic sessions, organized in four working groups with the following themes: artistic, associative, political and economic.

By invitation of ARTEMREDE, Elisa Pérez Babo, member of the Board of Directors of **Quaternaire Portugal**, attended the meeting, specifically in the economic group. Her participation in this meeting showed particular interest given the previous involvement of **Quaternaire Portugal**, which worked on the technical studies that supported the creation, in 2005, of this theaters' network located in Lisbon and Tagus Valley region.

The meeting was an interesting moment of brainstorming, with a great diversity of opinions, highlighting the interest of the ARTEMREDE experience in the national context, which is characterized by a strengthening of public policies supporting artistic production and dissemination of arts, particularly at a municipal level.

Participation at the Round Table "For what serves nowadays a World Heritage Site?"

The Municipality of Viseu in partnership with the newspaper Jornal de Notícias and the Center Region Tourism Entity, promoted on the 17th of April a conference concerning the question "For what serves nowadays a World Heritage Site?"

This initiative aimed to initiate a process of strategic reflection about the revitalization of the Historic Centre of Viseu and also to start the preparation of an application dossier of the Historic Centre of Viseu to the UNESCO's World Heritage List. The meeting was attended by several personalities and experts who carried out, in Portugal and Spain, previous applications for currently enrolled World Heritage Sites: Historic Centre of Guimarães, Historic Centre of Angra do Heroísmo, Historic Centre of Évora, Old City of Salamanca, University of Coimbra - Alta and Sofia, Alto Douro Wine Region, and the Landscape of the Pico Island Vineyard Culture.

Elisa Pérez Babo, member of the Board of Directors of **Quaternaire Portugal**, participated in the round table held at the end of the Conference. She stressed that the application process to the UNESCO's World Heritage List must fall within a framework of a comprehensive and integrated policy for the city and also stressed that the resident population and other agents in the city must be set as primary beneficiaries of this kind of development strategy.

Publications

From a Binary System to a Fragmentation of the system: some notes on the present and future of the polytechnic education system in Portugal

Article by Hugo Figueiredo, António Manuel Figueiredo and João Lourenço Marques published in the book *Ensino Superior: contributos perante os desafios do desenvolvimento* (Higher Education Networks: contributions towards the development challenges), recently edited by CEFAGE from the University of Évora, in Portugal (Conceição Rego, António Caleiro, Carlos Vieira, Isabel Vieira and Maria da Saudade Baltazar are editors)

The paper presents the singularity of having anticipated the debate about the reorganisation of the Higher Education institutions network, particularly of the Polytechnic Public ones, deconstructing some myths and misunderstandings that are inhibiting a sound development of the discussion. Among those myths, the paper criticises the idea that higher education system still is a binary system, considering the strong overlapping between the University and the Polytechnic Public Institutions missions. Additionally, the paper highlights the strong heterogeneity emerging within the Polytechnic sub-system. Methodologically, the paper works with data concerning supply of vacancies, first option demand of courses and registered unemployment of Polytechnic graduates. It concludes with the idea that the reorganisation of the Polytechnic Higher Education system will face the serious risk of destroying knowledge and training resources recently accumulated by these institutions, particularly if it will be not aware of these evidences gathered by the paper.



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.

Matosinhos

Rua Tomás Ribeiro, 412 – 2º
4450-295 Matosinhos Portugal
Tel (+351) 229 399 150
Fax (+351) 229 399 159

geral@quaternaire.pt

www.quaternaire.pt

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

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

Lisboa

Av. 5 de Outubro, 77 – 6ºEsq
1050-049 Lisboa Portugal
Tel (+351) 213 513 200
Fax (+351) 213 513 201