

Quaternaire Portugal

NEWSLETTER #9 – July 2014



A disturbing silence

In mid July 2014 it was announced that the European Commission and the Portuguese Government had reached an agreement on the Partnership Agreement, the framework for the intervention of the European Structural and Investment Funds in 2014-2020, which had been submitted by Portuguese authorities on January 31. During this semester, and even now, despite the importance of the subject for citizens, businesses and policy makers at all scales, no public official information about the process has been released.

Naturally, given the expectation that was generated in Portuguese society, plenty of rumours and disperse statements arise from several sources. Little or not grounded at all, these news are about the alleged reaction of the European Commission to the Partnership Agreement proposal, and about the national authorities ulterior proceeding. As usual, cases of access to privileged information by some sectors or individuals, used without transparency, disturb this process of discussion and national consensus that should be exemplary.

Knowing the challenges that are of public knowledge (greater allocation of financial support to competitiveness policy, especially incentives for enterprises, and deep paradigm shift of public intervention, less infrastructural and with greater focus on issues of social cohesion and environmental sustainability), it is necessary that agents in the field, such as private companies, municipalities or other operational institutions prepare properly and in a timely manner, given that the first half of the programming period has been already surpassed.

Since, at the national level, one sees a lack of preparation for this new generation of policies, it is necessary to recover the time lost conceiving intelligently designed projects. Such projects should respond to the needs of effectiveness on achieving results and efficiency and sustainability in the allocation of resources that have been pursued for many years and, apparently, have not yet been achieved.

To consultant bodies, including **Quaternaire Portugal**, it competes to support promoters of such projects, but this mission can only be fulfilled if information is transparent and made available in due time, knowing that this kind of processes will always carry great amount of uncertainty, depending on successive approaches of all stakeholders. Unfortunately, despite our involvement in different studies (ex ante evaluations of two Regional and one Thematic Operational Programmes for 2014-2020 and strategic and action plans for several NUTS III regions), this information gap leads to a serious lack of guidance on critical aspects of operational nature.

It is not yet possible to fully answer questions such as "Which are, ultimately, the eligible typologies of projects? What criteria will be adopted in project selection? In practical terms, how will be implemented the relatively innovative models of territorial intervention (integrated territorial investments, community-led local development and integrated actions for sustainable urban development)?"

These and other issues are critical to appropriately design projects and partnerships that suit the objectives of public policies at all levels.

Starting projects

Masterplans in Lunda Norte – Angola

The partnership Intersismet Consulting / **Quaternaire Portugal** was awarded the development of two Municipal Master Plans in Lunda Norte Province, Angola (municipalities of Cambulo, pop. 80.000, and Chitato, pop. 107.000).

The first fieldwork mission is scheduled for next August, including meetings of institutional nature, with provincial and municipal authorities and with central administration, particularly INOTU - National Institute of Spatial Planning and Urban Development from the Ministry of Planning and Spatial Development).

Education and training in the activation of older unemployed

This is a study conducted in partnership with AEP, Associação Empresarial de Portugal, (Portuguese Business Association), and supported by ESF, European Social Fund.

The subject is in the intersection of two main analytical lines:

the unemployment of older workers, the heterogeneity of situations and the barriers to the employment, and

the education and training as measures for the activation and placement of these groups.

The study main objective is to increase the effectiveness of education and training for the unemployed older workers. The final product includes an e-Book, which will be available at the end of 2014, with recommendations for key stakeholders working in the activation of these target groups.

Maia's City Centre Urban Renewal Strategic Programme

Quaternaire Portugal, in partnership with GeoAtributo Ltd, launches this July a provision of services to the Espaço Municipal - Urban Renewal and Heritage Management, EM (Maia) to delimitate the Urban Renewal Area of Maia's City Centre and to elaborate its Strategic Rehabilitation Programme.

The aim of this work is to meet the expectations of the municipality of Maia on subjects relating to housing and urban renewal of the city centre and the need to take advantage of funding opportunities for public and private projects within the National Strategic Reference Framework, now in conclusion, and the next round of structural Funds (Common Strategic Framework 2014-2020).

The study assumes an approach focusing on two great moments (as envisaged in the Portuguese Regulations for Urban Renewal): first, most urgent, addressing the need of Maia Municipality in delimiting the Urban Renewal Area of this central part of the city; a second moment concerning the definition of a Urban Rehabilitation Operation and the development of its Strategic Programme.

It is expected that the work is completed and approved by the competent authorities in April next year.

Sea Forum

Quaternaire Portugal attended the Fórum do Mar (Sea Forum), organized by Ocean XXI (Association for Knowledge and Economy of the Sea) and AEP (Portuguese Entrepreneurial Association), which took place from May 28 to 30, 2014, at Exponor, in Matosinhos. This initiative, now in its fourth edition, tries to increase relationships between national and international stakeholders working in the fields related to the sea's knowledge and economy.

To **Quaternaire Portugal**, the presence in the Forum was a great opportunity to make contacts with potential partners and clients, particularly with international institutions, through short business meetings in our stand. The company's direction board and staff ensured a permanent link with the professionals and representatives present throughout the three days, and also participated in the conferences related with the importance of exploitation of sea resources to the country's sustainable development and to production of knowledge.



Strategic Training Programme on Trade and Services (2014-2020)

Quaternaire Portugal is developing, for the Confederation of Trade and Services of Portugal, a strategic program in training whose main purposes are:

- The identification of skills and competences requirements of the sector, in a prospective approach, aiming to evaluate how the dynamics of the evolution and transformation of the commerce and services impact the employment profiles.
- The development of proposals and methodological tools to ensure the transmission of the results of the diagnosis for training policy directed to the trade and services sector.

These results allow the trade and services sector to meet the conditions to address more strategic and planned way their participation in the Common Strategic Framework.

Completed and ongoing projects

Education Charter of Lajes do Pico

The Education Charter of the municipality of Lajes do Pico, Pico Island, Azores, was approved in the Municipal Assembly meeting, in April 2014, awaiting now its approval by the Regional Directorate of Education.

This is an important planning tool, containing a proposal for the reorganization of teaching equipments network (pre-school, elementary and secondary levels) in the municipality, consistent with demographic and socio-economic dynamics and the spatial model adopted by the Municipal Master Plan, in which review **Quaternaire Portugal** is also participating.

Forecasting next decade horizon, this Charter is intended to line up the network of equipment and services with the quality standards in teaching that regional and local educational policy seek to achieve.



Quadrilátero's international event «Contaminations in the edge»

The Quadrilátero's Municipalities Association (AMFE-Q) commissioned **Quaternaire Portugal** the work of designing an international event, which aims to promote this Urban Network, enhancing visibility and recognition, national and international, of the four urban centres - Barcelos, Braga, Guimarães and Vila Nova de Gaia - and the dynamic of their agents, active and institutions. This is a strategic project, already identified in the Quadrilátero's Strategic Programme.

Intitled «Contaminations in the edge», the Quadrilátero's international event aims to stimulate and promote projects and initiatives that, in unique, innovative and creative way, explore the potential dialogue and the multiple intersections in three core areas: art, science and technology.

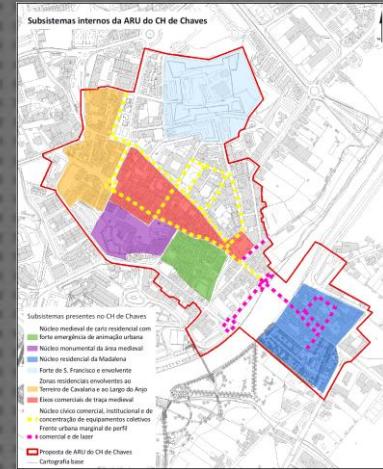
Over the last few months the **Quaternaire Portugal's** team, in close collaboration with policy makers and technical staff from the four municipalities that integrate this Urban Network and the AMFE-Q, worked to develop an idea and a concept for the event. In this sense, beyond the idea and concept of the event, the components of the formulation of objectives and strategic guidelines were developed, identifying key partners to be involved, the definition of segments of the target audience achieve and, finally, the estimated overall budget for the event and generic aspects concerning its financing engineering.

Chaves Historical Centre's Masterplan

Last June, the Municipality of Chaves approved unanimously the Urban Rehabilitation Project of the central area of Chaves. This is the last component of Chaves Historical Centre's Masterplan, developed by **Quaternaire Portugal** for this Municipality.

This document, prepared in accordance with the Portuguese Legal Framework for Urban Rehabilitation (Law No. 32/2012 - RJRU), embodies not only the historical centre urban regeneration strategy (vision, central axes of the strategy and key strategic choices underlying this urban regeneration programme), but also the model to implement the strategy, focusing on aspects such as the model for the management of the operation, the implementation period, the framework of tax benefits associated with the Urban Renewal Operation and the respective financial programming.

It is hoped that this Masterplan will frame and trigger urban renewal in the historic area of the city, in a reasoned strategy for intervention and a realistic and achievable medium-term action programme.



Panorama e-learning Portugal 360

The project Panorama e-learning Portugal 360, developed by **Quaternaire Portugal** in partnership with Tecminho, has coming to its end in last April with the presentation of a quality referential and several proposals concerning the governing framework of e-learning. Supported in the diagnosis of the governing and e-learning practices in Portugal and in a international benchmarking analysis, the project presented a Quality Charter for e-learning which is available to be consulted and commented in the community of practices Observatório Panorama e-learning Portugal ([www.panoramaelarning.pt](http://www.panoramaelearning.pt)) created under de project development. In this site one can access do documentation, legislations, information and knowledge about the e-learning.

Urban regeneration in Arouca: a project of excellence

Quaternaire Portugal concluded, last June, the external evaluation of the Programme for Urban Regeneration in Arouca, completing a collaboration initiated in 2009 with the conception of the intervention strategy.

The most important conclusion, which can easily be confirmed by a site visit, is the excellence of the results achieved in revitalization of downtown Arouca, in the surrounding area of the Monastery. From the initial programme, designed by the partnership **Quaternaire Portugal** / Ideias Maiores and translated in projects of urban intervention by architect José Manuel Soares, the Municipality of Arouca materialized a project whose quality has been publicly recognized by the Merit Award under the competition "Cities of Excellence", organized by the Journal Planning and Cities (2011-2012).

This quality is not limited to material results, but also on the effectiveness and efficiency of the process, conducted in a context of public funding that recommends investment in durable solutions, generating effects of social and economic development.

Integrated Municipal Urban Renewal Programme of Social Neighborhoods of Porto "Reabilitate for renting" application approved

Quaternaire Portugal announces with satisfaction that the Institute for Housing and Urban Renewal (IHRU) approved the application submitted by the Municipality of Porto to the second phase of the "Rehabilitation for Rent" programme.

Our company was responsible for preparing the Integrated Municipal Urban Renewal Programme of Social Neighborhoods of Porto, a document that served as a support to the application of this process, led by CMPH - DomusSocial – Porto Municipal Housing Company.

With the approval of this application, a global amount of approximately EUR 18 million (representing 50% of a loan granted by IHRU, the remaining 50% to be assured by local public promoters), the Municipality of Porto may carry out an extensive but urgent rehabilitation operation of eight social housing neighborhoods. These interventions, which in some cases take innovative aspects in terms of urban regeneration policy, aim to improve the living conditions of the current inhabitants and provide relocation of several families through the recovery of unoccupied houses.



Guide PME to internationalisation: a referential of competences to support the entrepreneurial initiative

Developed for the Industrial Association of Aveiro District, this study had as main output the presentation of a Competences Referential to Support the Internationalisation of SME and its related training referential. Supported in documental analysis, interviews and focus-group with enterprises and specialists in the internationalization field and case studies in companies, the itinerary of the study comprises the development of an international benchmarking analysis, the analysis of European policies in this domain and the search of strategic guidelines to the development of the referential of competences. The results achieved aim to contribute to the reinforcement and qualification of the public policies in this domain. Thus, it is expected that the mapping of the qualification needs and the developed referential may feed the consolidation of vocational training practices based on public instruments. The study yet developed recommendations to the guide of training strategies.

Training Referential for the Tourism Qualifications

This project, ordered to **Quaternaire Portugal** by the Portuguese Tourism Confederation, aims the development of qualifications standards based in competences and is reaching an advanced stage of development. After the sector training needs assessment study, also elaborated to the Portuguese Tourism Confederation in 2013, the work now under development take on the goal of go further that diagnosis exercise and comprises the goal of translate the priorities identified in the previous study into the sector qualifications. The new standards are based upon a competences methodological approach.

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

It is finished the diagnostic study concerning the labour legislation's impact on qualifying assets and on the maintenance of a lifelong learning strategy developed by **Quaternaire Portugal** for the UGT – Portuguese General Union of Workers. The study met the six purposes defined:

- Frame and discuss the evolution of the rules included in the labor law regarding the training and qualifications for employees;
- Analyse the evolution of companies and employees participation in vocational training;
- Measure the potential contribution of collective bargaining to enrich the qualification and the skills;
- Identify and discuss the role of labour law and collective bargaining in promoting strategies and practices of qualifying assets;
- Provide a concluding summary and proposals for action;
- Disseminate and share analysis, reflection and guidelines for intervention.

Spatial Planning in East Timor

A technical mission of the consortium Intersismet / **Quaternaire Portugal**, composed by 13 members of the "Spatial Planning in East Timor" project team, travelled to Timor-Leste, from 19 May to 20 June. This mission gave sequence the fieldwork started in the previous mission (March), in particular in the territories of the eastern region (Lautém) and the south coast (Viqueque Ainaro and Cova Lima).

The mission also undertook an extensive program of contacts and interviews with public entities and various economic, social and cultural agents, and it carried out several sessions of work with the staff of the National Directorate of Housing and Urban Planning (Ministry of Public Works).

These contacts permitted to conclude about the actual operating conditions of the government of Timor-Leste, suffering the consequences of being a young independent state, still building its institutional capacity. Nevertheless, these contacts permitted to collect relevant information to the understanding of the problems of the development of the territory, as well as knowledge of policies and sectoral intervention programs.

Conference Times of Uncertainty – what public policies for Portugal?

The Conference "Times of Uncertainty – what public policies for Portugal?" is a joint initiative led by the Calouste Gulbenkian Foundation and the Institute of Public Policy Thomas Jefferson – Correia da Serra (ISEG). Organised as a model that integrates intermediate workshops (held in June 2014) and a final public conference in October 2014, the Conference turns to be a valuable initiative of these institutions to stimulate an open and scientifically grounded debate on the future guidelines of public policies in Portugal and its contribution for a new cycle of growth/development of the Portuguese economy capable of simultaneously minimize the burden of the public debt and improve the deteriorated life conditions of the Portuguese people.

Quaternaire Portugal is actively represented in this initiative through the participation of two members of the Board of Directors, António Manuel Figueiredo and Maria Elisa Pérez Babo, charged of preparing a policy paper under the sub-theme Territorialization of Public Policies – Innovation and Culture. In this paper, we develop the pioneer work, "Territory-based Public Policies", coordinated by Quaternaire Portugal, published by IFDR (now ADC) in 2010 and elaborated as the Background Report of the Portugal Territorial Survey led by OECD in 2009. The paper formalizes knowledge about the **Quaternaire Portugal's** vast experience and wants to be an inspiring contribution to more effective governance models of public policies in Portugal, a crucial condition towards a more cost-effective public intervention.



Study "New skills to enable Small and Medium Enterprises"

Quaternaire Portugal is developing the study "New skills to enable Small and Medium Enterprises" for Portugal Farmers Confederation (CAP). The main goal of the study is to conceive an intervention model that promotes the development of the SME of agriculture sector and use training as a tool to meet their development needs. Two approaches will be considered: direct qualification of SMEs and indirect empowerment of SMEs by improving skills in Agricultural Associations (support services to SME providers).

The study uses a set of quantitative and qualitative methodologies that benefited from different stakeholders collaboration. Its conclusion is scheduled to the end of 2014.

Workshop EU Heritage Tour held in Porto

Last day June 20, 2014 the Portuguese partners from European cooperation project EU Heritage Tour - **Quaternaire Portugal** and Alentejo's Regional Entity of Tourism - organized a one-day workshop, held at Casa do Infante, in Porto.

The objective of this workshop was to bring together several entities, public and private, operating in different sites classified by UNESCO as a World Heritage, in order to meet best practices already implemented in the field and discuss some of the key issues and constraints that still needs to overcome to expand the cultural tourism offer in Portugal.

Participated as speakers at this meeting more than a dozen, public and private, entities from Porto, Guimarães, Évora and Douro, which boosted 4 thematic workshops on "Youth Tourism and Intercultural Dialogue"; "Discovering the Community"; "Accessible Tourism and Social Inclusion"; "Cooperation between Public and Private Entities".

On an overall assessment of this work day, it is worth highlighting the richness, diversity and liveliness of the debate and the exchange of experiences and knowledge between the various participants in this workshop. For **Quaternaire Portugal** and the Alentejo's Regional Entity of Tourism, while partners in the EU Heritage Tour project, this event proved to be an excellent opportunity to learn from the agents that are "in the field" and also to promote and "test" some of the proposals developed in the framework of this European cooperation project to design a new tourism product around the UNESCO's World Heritage Sites existing in Europe.

More information about the EU Heritage Tour project at www.euheritage-tour.eu



Central Alentejo 2020 - Spatial Development Strategy

This strategic plan was completed last May. It aims to guide the Intermunicipal Community of Central Alentejo (CIMAC) in the preparation of the actions to be undertaken by municipalities and other actors of local development in Central Alentejo, in the framework of the national development strategy set out in the Partnership Agreement Portugal 2020.

This project was conducted by a joint team involving professionals from CIMAC, ADRAL (Regional Development Agency of Alentejo) and **Quaternaire Portugal**, whose team also ensured the technical and methodological coordination.

The final document was subject to discussion and voting by the Strategic Council for the Intermunicipal Development and received a very positive view, reflected in a vote with only 3 abstentions and no votes against, from a total of 38 entities.

The Central Alentejo 2020 - Spatial Development Strategy will provide the strategic framework for the future building of multi-funding integrated territorial investments in this southern region of Portugal.

Publications

Training-Action Strategies in Portugal | SME

It is available at the **Quaternaire Portugal** website the digital version of "Training-Action Strategies in Portugal | SME".

The document summarises national experience in training-action projects implemented at SMEs over the last three programming cycles of the European Social Fund. It is discussed the intervention model and methodological strategies adopted considering the relevant theories seeing to indicate it possible developments.

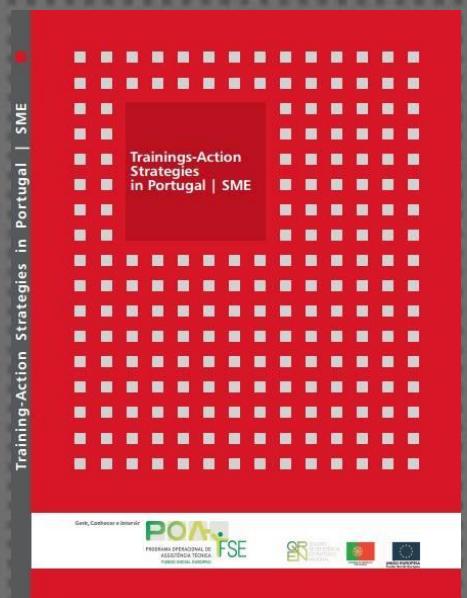
The development of this project was financially supported by the Technical Assistance Operational Programme of the European Social Fund.

You can download the Portuguese version at the following link

http://mail.quaternaire.pt/FormacaoAcao_PT.pdf

You can download the English version at the following link

http://mail.quaternaire.pt/FormacaoAcao_EN.pdf



Technical and scientific meetings

Seminars presenting and discussing results of project “Guide PME to internationalisation: a referential of competences to support the entrepreneurial initiative”

Last April, **Quaternaire Portugal** participated in the seminar do present the results of the study “Guide PME to internationalisation: a referential of competences to support the entrepreneurial initiative” organised by the Industrial Association of Aveiro District and held in Aveiro. Besides the participation of **Quaternaire Portugal** team, the seminar counted with the intervention of enterprises internationalisation experts António Paraíso e Adriano Fidalgo.

Session of presentation of the results of the study “Labour legislation's impact on qualifying assets and on the maintenance of a lifelong learning strategy”

Quaternaire Portugal participated in the session of presentation of the results of the study “Labour legislation's impact on qualifying assets and on the maintenance of a lifelong learning strategy”. The presentation took place in the conference room of the Centre for Trade Union Training and Professional Development (CEFOSAP), in the past 29th of April. Besides the intervention of **Quaternaire Portugal** team, the Seminar counted with the participation do the CEFOSAP Director, Jorge Mesquita, of the Executive Secretary of UGT, Vitor Coelho, and of Sandra Borges, CEFOSAP jurist.

Equitative Cities: X National Forum on Urbanism and Municipalities

Quaternaire Portugal participated in the X National Forum on Urbanism and Municipalities, dedicated to Equitative Cities, which took place in Faro, Algarve, in June 2014.

Ana Barroco (The social context and public participation in Spatial Planning) and António Figueiredo (Economic growth and equity: the Inclusive City) represented **Quaternaire Portugal**, as speakers in one of the discussion panels: Equity levels, economic growth and socially responsible urbanism.

More informations in:

<http://www.urbanismo-portugal.net/noticias/x-forum-nacional-urbanismo-autarquias-cidades-equitativas-faro6-7-junho-auditorio-cdr>



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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Framework Law for Land Policy, Spatial Planning and Urbanism

On last May 30, 2014, the Law n.º 31/2014, about the general bases of public policy on, land use and spatial and urban planning, was published. In our previous newsletter we referenced this legal diploma, by then still in its draft version, pointing out some of its limitations. The document now approved has undergone some improvements since its draft version, although it has not been changed in most aspects criticized by **Quaternaire Portugal**. Therefore, technicians working in the field of spatial planning and urban policies must adapt their practice and prepare themselves to the continued reshaping of the legal framework that regulates this activity.

Regarding the changes introduced in the final document, we highlight the increased role of the Municipal Master Plans (PDM), assumed as representative tools of all the conditions which govern the use and transformation of urban or rural land. Thus, the new law should start a process that will soon lead to a massive update and change in existing PDM, aligning them with the non-binding character that the special land use plans will now take.

Moreover, it is worth noting that there will be stronger legal requirements on all plans and programmes concerning its execution systems and its economic and financial viability.

Some of the planned changes in the law now require regulatory measures, an aspect that justifies some reserves, given the tradition of Portuguese lawmaking. For now, we expect that the new legal framework of land management instruments will be approved as soon as possible, taking into account their impact on the development processes of municipal spatial plans, including those in which **Quaternaire Portugal** is currently working.