

FINAL REPORT //

Framework, strategy and practical tool: Co-design of a tool for supporting implementation of territorial plans

SOPORT: ESPON-TITAN Spin-off Portugal

Final Report // February 2022

This Final REPORT is produced within the framework of the ESPON 2020 Cooperation Programme, partly financed by the European Regional Development Fund.

The ESPON EGTC is the Single Beneficiary of the ESPON 2020 Cooperation Programme. The Single Operation within the programme is implemented by the ESPON EGTC and co-financed by the European Regional Development Fund, the EU Member States, the United Kingdom and the Partner States, Iceland, Liechtenstein, Norway and Switzerland.

This delivery does not necessarily reflect the opinions of members of the ESPON 2020 Monitoring Committee.

Coordination:

Carolina Cantergiani de Carvalho, TECNALIA Research & Innovation (Spain)

Authors

Carolina Cantergiani de Carvalho, Gemma García, Efren Feliu, TECNALIA Research & Innovation (Spain)

Advisory group

ESPON EGTC: Zintis Hermansons (project expert), Caroline Clause (financial expert)

Acknowledgements

Ana Seixas, Cristina Garrett, Fátima Bacharel, Marta Magalhães, Nuno David, Patricia Moreira, Paulo Machado, Direção Geral do Território (Portugal)

Information on ESPON and its projects can be found at www.espon.eu.

The website provides the possibility to download and examine the most recent documents produced by finalised and ongoing ESPON projects.

ISBN: [Click or tap here to enter text.](#)

© ESPON, 2020

Layout and graphic design by BGRAPHIC, Denmark

Printing, reproduction or quotation is authorised provided the source is acknowledged and a copy is forwarded to the ESPON EGTC in Luxembourg.

Contact: info@espon.eu

FINAL REPORT //

**Framework, strategy and
practical tool: Co-design of a
tool for supporting
implementation of territorial
plans**

SOPORT: ESPON-TITAN Spin-off Portugal

Final Report // February 2022

Table of contents

Abbreviations	6
1 Introduction	7
2 Case Study Contextualization	10
2.1 Contextualization	10
2.2 Administrative Structure and Planning System	11
3 Process for supporting the delivery of plans	15
3.1 Stages of application/use of the tool	15
3.2 Co-design.....	15
3.3 Adaptation to a real context	19
3.4 Consultations and refinement	28
4 Policy messages	29
5 References	30
6 Annexes	31
6.1 Questionnaire for characterization	31

List of maps, figures, charts and tables

List of figures

Figure 1.1	Four-stage framework for the implementation of territorial plans.....	8
Figure 1.2	Framework for the implementation of plans applied to Disaster Risk Management .	9
Figure 2.1	Municipalities of the Algarve Region, in Portugal	10
Figure 2.2	Territorial Programmes, planning levels and tiers of government in Portugal.....	11
Figure 2.3	Territorial Plans, planning levels and tiers of government in Portugal	12
Figure 2.4	Four strategic axes in a specific intervention zone (PRGPSMS)	14
Figure 3.1	Methodology to proceed with the stakeholders´ consultation	15
Figure 3.2	Example of tasks and timeline of the organization of the workshop	16
Figure 3.3	Example of challenges to relate to the actions of the plan.....	17
Figure 3.4	Example of logistics of the organization of the workshop	18
Figure 3.5	Methodological diagram of the construction of the desirable landscape.....	20
Figure 3.6	List of actions stated in the technical report and related information	21
Figure 3.7	Mapping and identification of key stakeholders to be invited in the workshop.....	23
Figure 3.8	Review of challenges in respect to the actions to be analysed.....	25
Figure 3.9	Space for gathering of strengths and opportunities in respect to each challenge, and their prioritization	26
Figure 3.10	Introductory section to the exercise, to guide the stakeholders in the consultation	27

Abbreviations

AGIF	National Agency for the Integrated Management of Rural Fires
APA	Portuguese Environment Agency
CCA	Climate Change Adaptation
CCDR	Regional Coordination and Development Commission
DGT	Director-General for Territory of Portugal
DRM	Disaster Risk Management
EU	European Union
ES	Ecosystem Services
ESPON	European Territorial Observatory Network
GDP	Gross Domestic Product
GIS	Geographic Information System
ICNF	Institute for Conservation of Nature and Biodiversity
IGT	Instrument of Territorial Management
KPI	Key Performance Indicators
NUTS	Nomenclature of Territorial Units for Statistics
OT	Territorial Management
PIOT	Intermunicipal Spatial Planning Programme
PNPOT	National Spatial Planning Policy Programme
POT	Territorial Management Plans
PRGP	Landscape Recovering and Management Programme
PRGPSMS	Landscape Planning and Management Programme for Serras de Monchique and Silves
PROF	Regional Programme of Forest Management
PROT	Regional Spatial Planning Programme
SGIRF	National System for the Integrated Management of Rural Fires
UGP	Unity of Landscape Management

1 Introduction

The present report has been drawn up within the context of the **ESPON-SOPORT – Spin-off Portugal** (hereafter SOPORT), which aims at developing a framework for supporting the implementation of an existing territorial programme (also applicable for territorial plans, strategies and other instruments) through a methodology of feedback gathering to be effected by the competent administration, as well as by the local stakeholders responsible for carrying out the specific proposed actions. SOPORT is a spin-off case study of the project **ESPON-TITAN – Territorial Impacts of Natural Disasters** (hereafter TITAN).

In brief, TITAN aimed at analysing trends and territorial patterns of natural hazards and their economic impacts in Europe. Those evidences were generated through direct and indirect economic analysis, and completed with an indicator-based vulnerability assessment. Based on those findings, the project explored good practices of Disaster Risk Management (DRM) and Climate Change Adaptation (CCA) at different territorial levels, supported by 8 regional case studies. The conclusions were translated into policy recommendations for better considering territorial vulnerability and economic impacts of natural hazards into both DRM and CCA strategies, as part of an integrated place-based spatial development planning.

The purpose of ESPON case studies (spin-offs) is to increase the national, regional and local relevance and application of ESPON's evidence in policy processes and developments at different scales. The Portuguese administration has been working on developing a territorial approach related to building resilient landscapes after wildfires, focused on risk management, landscape revitalization and climate change adaptation. Given this undisputed relation to TITAN development, the Portuguese team raised some policy questions especially relevant to them:

- What are the economic impacts of wildfires in terms of direct and indirect costs? Which areas and sectors are most vulnerable and how are the economic impacts distributed across the main affected areas and sectors?
- Which financial and funding arrangements should be designed in order to be more suitable to long term territorial transformations?
- What are the recommendations for policy makers in terms of multilevel governance in order to ensure the efficiency and coordination of adaptation and mitigation measures at different geographical scales?

The SOPORT project responds partially to some of those questions, since it tackles issues such as financial and funding opportunities, multilevel governance, stakeholder implications, in the context of the needs and gaps with respect to some preestablished actions. Considering that, **the main objective of ESPON-SOPORT is to support the administration in implementing their strategic territorial plan, aiding them in revising and developing the necessary steps to put their plan into practice.** This includes the design of a methodology for revisiting the actions established and the indications included in the recently launched Landscape Programme, whose goals are twofold: (i) allow the administration to revisit the content of the Programme in order to make it more realistic and guarantee its proper implementation, and (ii) promote a stakeholder consultation to check the actions indicated in the Programme, and conduct a feasibility assessment. These two objectives being fulfilled, the project would respond to the desired reflexive and adaptive planning, allowing for a better support to the community in terms of implementation of solutions (capacity and capability building, financial support, co-learning strategies, etc.). Results would also be useful for replication, since there are already some similar programmes under development, that could profit from the lessons learnt.

In the case of SOPORT, the object of the project is the **Landscape Planning and Management Programme for Serras de Monchique and Silves (PRGPSMS)**, already finalized and about to be implemented. Specifically, the two first steps of the planning process have already been executed, so that the

initial activities are already in the Monitoring phase of the process. Due to different reasons¹, the consultation itself could not be performed, so that this report is focused on presenting the methodology created and guidance on how to use it. Implementation can always be done in a further stage.

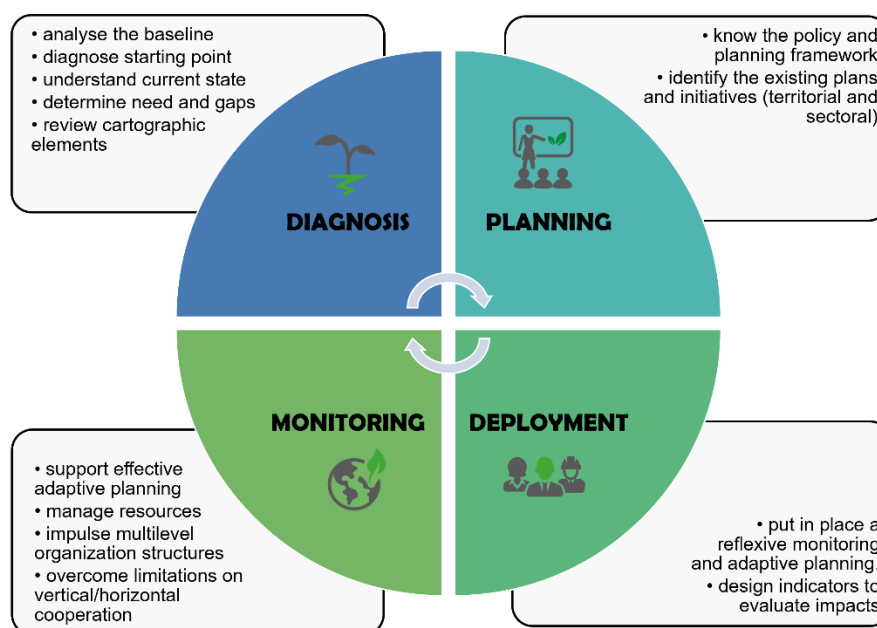
The development of this case study, in principle, was meant to be aligned with the other ESPON-TITAN case studies, so the first task was to fill, together with the administration, a questionnaire to collect basic information related to the region, as well as gather general information about disasters – more specifically rural fires – and their main impacts. The policy and planning frameworks were also scrutinized, so that the administrative structure is better understood. After this current introductory section (Section 1), a summary of the results is included in the Section 2. Section 3 is devoted to presenting the methodology and its adaptation to the Portuguese context, concluding with a final section (Section 4) on Policy Messages.

From theory to practice: an iterative framework for the implementation of territorial plans

A four-stage framework (Figure 1.1) has been developed to support the implementation of a territorial plan. Although the framework suggests a four-stage methodology to complete the implementation process, it could also be read in a modular rather than in a lineal way, such that the framework entry point would depend on one’s needs and interests.

So, the four stages – diagnosis, planning, monitoring and plan deployment – , for a better understanding here presented as a sequential four stages, are not necessarily implemented linearly. The back and forth from one part of the process to the other is commonplace; it is indeed expected in order to produce better results overall.

Figure 1.1
Four-stage framework for the implementation of territorial plans



The **diagnosis** is aimed at knowing the state of affairs, that means it should include exhaustive research, in order to identify existing materials (cartography, statistics) and to understand the current state through liaising with the local actors (needs, gaps), to have a clear picture of the starting point. Having a thorough

¹ Delays due to the COVID-19 pandemics, the involvement of the Project team on supporting the European Presidency – Portugal (1st Semester 2021), restrictions due to the change on administration leadership (National elections), availability of key stakeholders to participate on the process.

understanding of the territorial condition and baseline is key to a successful co-design of the plan, which could then be revisited and reviewed at any point along the process.

The **planning** stage is where the vision, aims and goals of the plan are designed, building on the diagnosis. Considering the baseline is set and the needs are clear, and knowing the context of the current policy and planning landscape, the puzzle is ready to be solved. The planning is a joint effort among the administration different departments (promoting both vertical and horizontal cooperation), that should also involve cocreation processes with the community, aimed at responding to specific demands. The final document should contain clear actions concerning the vision, aims and achievable goals, to be elaborated collaboratively with participation of different stakeholders holding different perceptions.

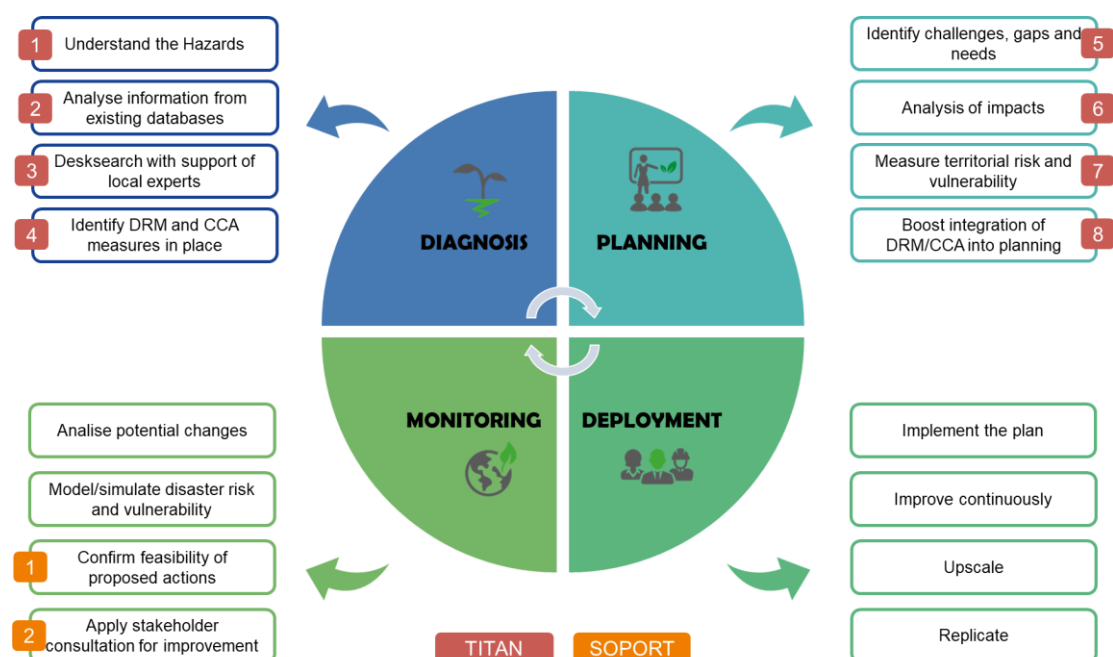
Monitoring is a fundamental component of the framework towards successful implementation of the plan. It implies the definition of measurable indicators to evaluate the progress and the impact of a defined action. Monitoring allows determining corrective measures to minimize risks, not only for assessing the progress of the plan and its actions themselves, but also for monitoring changes by measuring specific indicators. Ordinarily, monitoring is a cross-cutting stage, to be performed many times along the process.

The process culminates with the **deployment** of the plan. This stage is the final step from theory to practice, where contact with the stakeholders responsible for taking the action is more prominent and the responsibility for success is then shared. The communication and support from the administration to society is essential for achieving the expected results.

The planning system in general, except for few exceptions, naturally fits this framework (that although here presented in a simple and summarized way, it can be as complex as one likes). The process can be navigated either in territorial or sectoral plans, e.g. urban planning, transport and mobility, climate change adaptation, social regeneration, disaster risk management, etc.

In the case of the ESPON-TITAN Project and its spin-off ESPON-SOPORT (Portuguese case study), the focus has been placed on both DRM and CCA, and their relation to spatial planning. One of the goals of ESPON-TITAN was to identify how these two instruments are mainstreamed in territorial and sectoral plans, and to propose some related policy recommendations. By reviewing the aforementioned planning process thematically (Figure 1.2), i.e., by focusing on natural hazards and disasters, some concrete actions could be determined (numbers are explained further).

Figure 1.2
Framework for the implementation of plans applied to Disaster Risk Management



2 Case Study Contextualization

2.1 Contextualization

The Algarve Region, focus of the analysis of SOPORT, has been considered as the ninth case study of ESPON-TITAN, and so started from the data gathering stage. For that, the same questionnaires and procedures were put in place, aiming at getting the baseline and know the state of the affairs regarding rural fires, planning system, competent institutions, challenges, emergency activation, etc.

However, for the Portuguese case study, special attention was given to the development of the Landscape Recovery Programmes, given that the needs indicated by the authorities in terms of the development of SOPORT was on how to support the transition from the theoretical technical report towards the implementation of that instrument.

In this case, the contextualization, although exhaustive as in other case studies, are not presented in full format, but centred on the programme, its steps, the methodology in place, and the tool created to support its real delivery.

Algarve Region: Political-administrative, economic, and morphological characteristics

The Algarve, which capital is the city of Faro, is the southernmost region of continental Portugal, subdivided into 16 municipalities (Figure 2.1), with a surface of 4,960 km², and resident population of 438,486 inhabitants (EUROSTAT, 2022). Due to touristic activities in the region, the population increases by about one million in the high summer season.

Figure 2.1
Municipalities of the Algarve Region, in Portugal



Source: www.algarvepressnahora.wordpress.com

It has an Atlantic coast The Algarve region is divided into 3 main areas: the coastal zone xxx by the Atlantic Ocean, the hillside area ('Barrocal'), and the mountainous zone ('serra'), formed by three mountains – Monchique, Espinhaço de Cão and Caldeirão. These mountains occupy 50% of the region and protect the coastal areas from the northern winds. The highest peak is the Foia (902m), located in the mountain range of Monchique and Silves (which are traditionally affected by rural fires).

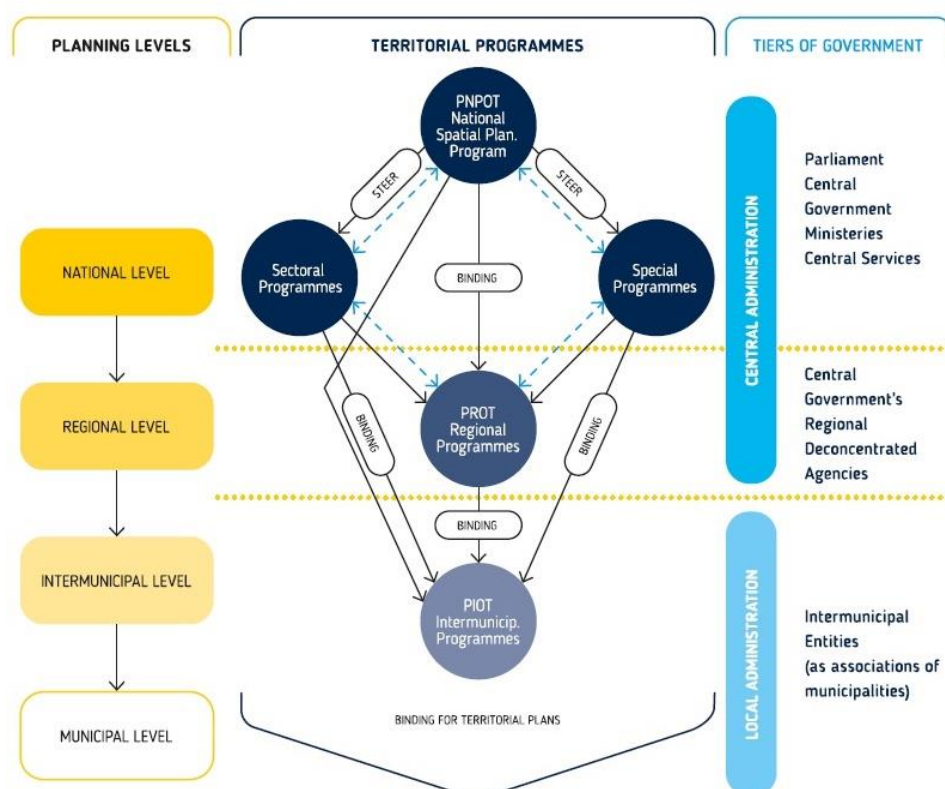
The climatic characteristics are very particular. The Algarve has a Mediterranean climate with hot, dry and sunny summers and mild and humid winters, being one of the sunniest and warmest regions in the country.

The Algarve is one of the most developed regions of Portugal and, with a GDP per inhabitant of 88% of the EU-27 average (EUROSTAT, 2022), is the third richest in the country (behind Lisbon and Madeira).

2.2 Administrative Structure and Planning System

Spatial planning and regional development in Portugal are based on four main levels: national, regional, intermunicipal and municipal (the last two, cover the same hierarchical level in terms of territorial actions). The institutional design of the Portuguese planning system follows an integrated and coordinated structure, where a systematic and hierarchical approach generates high levels of coordination through a cascade of instruments (Figure 2.2), from the national to the local level, following criteria of 'conformity' between them.

Figure 2.2
Territorial Programmes, planning levels and tiers of government in Portugal



The first level with territorial planning competencies, which is the main backbone of the entire territorial organization, is the Portuguese Director-General for Territory of all Portugal that, through the **National Spatial Planning Policy Programme² (PNPOT)**, establishes a territorial framework that must be considered in plans and programmes at lower levels. As strategic guidelines, the revised document explicitly assumes the sustainable development, the resilience of the territory, the energy and efficiency of the carbon, and the prevention of collective risks as main objectives of the land management policy in Portugal.

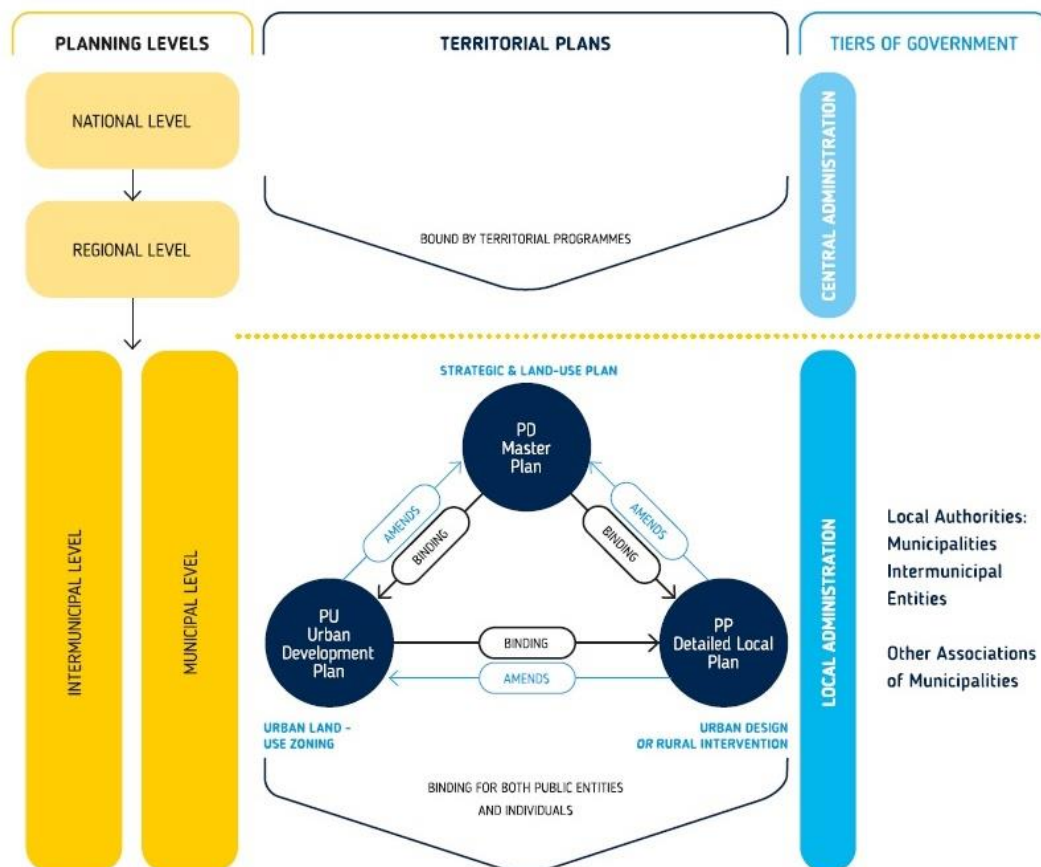
Among the territorial tendencies presented in the review of the PNPOT (2019), rural fires are included as important vulnerable topic, as well as the consideration of climate change. Among the conclusions, is that the climate changes factors show that, in 2030, Portugal may have a more vulnerable territory.

² <https://pnpot.dgterritorio.gov.pt/>

At regional level, the territorial program that runs in each of the regions of Portugal is established in the **Regional Programmes (PROT)**, which are directly linked to the programs of national scale (managed by the Regional Coordination and Development Commissions, and Deconcentrated Agencies).

At municipal scale (intermunicipal and municipal levels), different urban instruments are developed (Figure 2.3): (1) **Master Plan**, based on the strategic and land-use plan, (2) **Urban Development Plan**, where the urban land-use zoning is established, and (3) **Detailed Local Plan**. They are managed by local administrations (municipalities, intermunicipal entities and other associations of municipalities).

Figure 2.3
Territorial Plans, planning levels and tiers of government in Portugal



In terms of sectoral programmes at the national level, the strategies are addressed in the PNPOT. Each single programme includes actions related to risks and climate change. The PNOT is closely linked with the abovementioned regional programmes and territorial plans.

Still at national level, it is important to mention that some specific regulations on rural fires are established in the **National System for Integrated Management of Rural Fires (SGIRF)**, which is based on two pillars of action that the Independent Technical Committee consider key to reducing the impact of rural fires. These two pillars, *Rural Fire Management* and *Rural Fire Protection*, are significantly different in relation to the previous plan (2006-2018). They are based on the professionalization of specialization and integrated coordination, where conservation and forest planning are crucial to the success of the system, given its role in the construction of a sustainable rural landscape. The chain of processes includes the pillars of rural fire management and the protection of people and property in six stages (planning, prevention, preparation, pre-suspension, suspension and relief, and post-fire), in all stages led by the three main drivers: governance, qualification, and information and communication system.

In a multiscale dimension, in terms of political power on planning in the context of rural fires, it is important to mention the following entities and its competences:

- **Director-General for Territory**³ (DGT) is the national authority for land management, and a reference institution in the promotion of territorial development, recognized for the results of its work in the areas of valorisation of the territory, the valorisation of geographic information and the land registry and research and experimentation for innovation, as well as for its practices of transparency and institutional openness.
- **Forestry Authority**⁴ - **Nature Conservation Authority** (Institute for the Conservation of Nature and Biodiversity – ICNF), responsible for legal authorizations in matter of forest management and exploitation. Their mission is to propose, monitor and ensure the implementation of the conservation policies of nature and forests, aiming at conservation, sustainable use, valuation, leisure and public recognition of natural heritage.
- **Water authority**⁵ (Portuguese Environment Agency – APA), they are the main environmental regulator in Portugal, monitoring, planning and evaluating skills, licensing and inspection, being the responsible for giving permission for the use of water in "Public domain of water: rivers, water courses, groundwater, etc". It has decentralized services at regional levels (ARH - Algarve).
- **National Agency for the Integrated Management of Rural Fires**⁶ (**AGIF**) is responsible for planning, management, strategic coordination and evaluation of the National System for Integrated Management of Rural Fires (SGIFR), which is an important supporting tool in terms of rural fires.
- **Regional Coordination and Development Commission**⁷ (**CCDR Algarve**), responsible for implementing environmental, spatial and urban policies, regional development and media incentives and technically support local authorities and their associations. They contribute to the definition of the general basis of regional development policy within the framework of the country's economic and social development policy, as well as implement, evaluate and monitor environmental and spatial planning policies at regional level.
- **Municipalities of Monchique and Silves**⁸, responsible for the development of Territorial Management Plans (POT).

The Landscape Recovering and Management Programme (PRGP)

On 21 May 2020, the Council of Ministers approved the planning and management guidelines, the priority actions and the monitoring system for the **Landscape Planning and Management Programme for Serras de Monchique and Silves (PRGPSMS)**. The **PRGPSMS** was motivated and developed after the rural fires of August 2018, covering an area of about 43 thousand hectares.

The PRGPSMS was drawn up in the light of the PNPOT review guidelines, given the urgent need for public intervention to promote landscape reconversion initiatives in territories at high risk of rural fires. It is considered an experimental and innovative exercise, based on an approach to spatial planning through landscape, and aimed at fostering new work processes and new contents to be considered in territorial management and sectoral policy instruments.

The four strategic axes indicated in this programme are shown in Figure 2.4.

³ Webpage: www.dgterritorio.gov.pt

⁴ www.icnf.pt

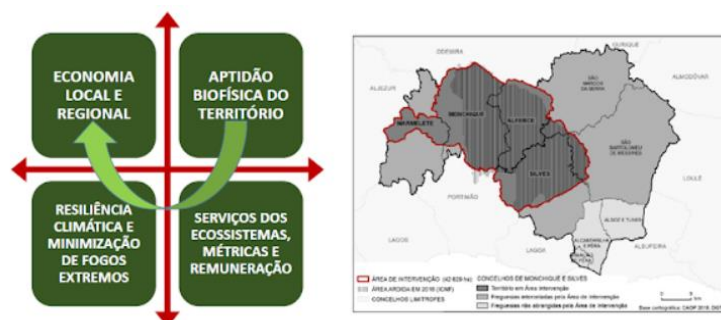
⁵ www.apambiente.pt / www.vapa.pt

⁶ AGIF webpage: <https://www.agif.pt/en/about-agif/mission>

⁷ www.ccdr-alg.pt

⁸ cm-monchique-pt and www.cm-silves.pt

Figure 2.4
Four strategic axes in a specific intervention zone (PRGPSMS)



The PRGPSMS follows a cycle of implementation, that are:

- **Strategy:** the intervention area as a socio-ecological transition and a reference for a new economy in low density rural territories, which values natural capital, ecosystem services and soil suitability, promotes resilience to fire and climate change, and stimulates the economy of proximity, as a result of a locally-based participatory process that strengthens the territorial culture and the entrepreneurial capacity of the actors.
- **Planning:** National Plan of Territorial Management Policy (PNPOT), Regional Programme of Forestry Management (PROF), Unity of Landscape Management (UGP), Ecosystem Services (ES), Instrument of Territorial Management (IGT).
- **Design:** biophysical feasibility, local economy, fire resilience and Geographic Information Systems (GIS).
- **Implementation and management:** key performance indicators (KPI), governance models, actions in the field, rural extension, and evaluation, review and adaptation.
- **Knowledge management:** scientific production, dissemination, recognition.

Nowadays, this specific programme is about to start its implementation and management phase, since the document is already formally in force, having gone through the strategy, planning and design process during the last years. The results of the discussions, diagnosis, participatory processes, exercises on priority action areas can be found in the specific report, publicly available⁹. It means that the stages of diagnosis and planning is already done, and the monitoring of the content can still be done among the administration team, and together with stakeholders involved. The methodology presented is developed to supply the administration with a effective tool to re-assess the content of the programme, and to identify possible opportunities for improvement, not only in the present situation, but also in the following PRGP planned to be designed in different regions of the Portuguese territory during the next years. Lessons learned gathered from the elaboration and implementation of the PRGPSMS is an asset not to be ignored for the development of the future programmes.

⁹ https://www.dgterritorio.gov.pt/sites/default/files/ficheiros-dgt/relatorio_tecnico.pdf

3 Process for supporting the delivery of plans

3.1 Stages of application/use of the tool

In general, the methodology developed presented along this chapter, aims at supporting the delivery of plans, so that it is flexible enough to be applied in different contexts, although it was developed to support the implementation of the Portuguese PRGPSMS.

Specifically, this methodology is developed as a basis for the performance of a consultation with the stakeholders, which main goal is to get feedback on the challenges and feasibility of the actions proposed in the PRGPSMS. This methodology guides the actors along the different steps of the process, leading them to share their perspective (or their institutions'), by reflecting on their individual experience and points of view, and also pushing them to look at opportunities, finally inviting them to be proactive towards the compliance of the indicated actions.

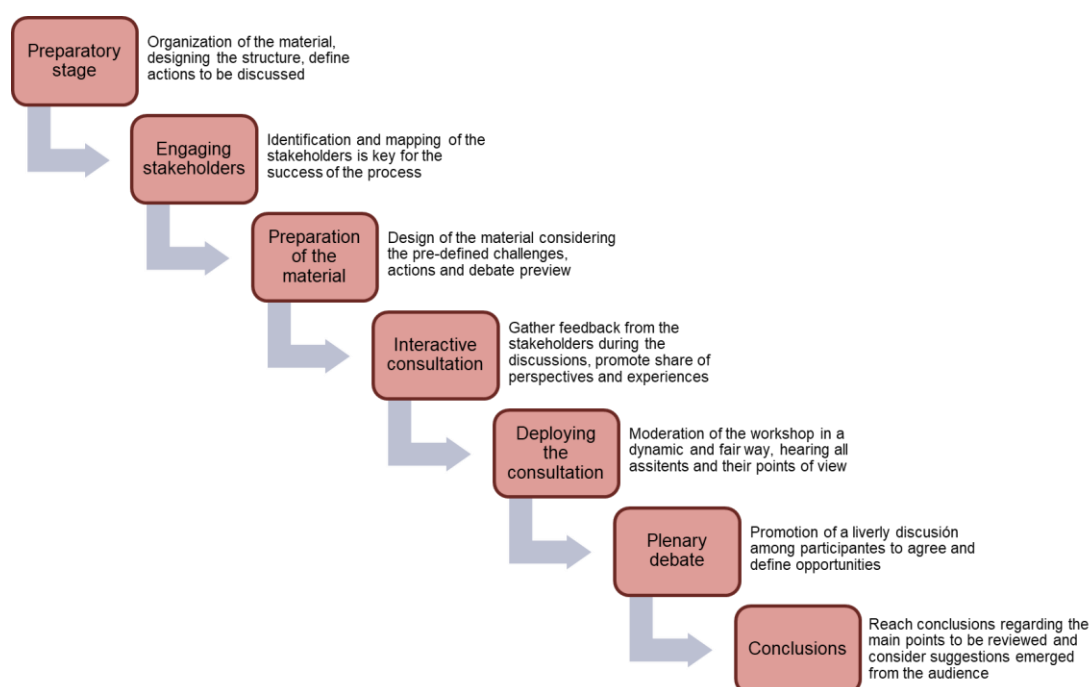
Besides, the implementation of the same methodology is also meant to be useful also for the administration in charge of the Programme, and those other individuals in the administration who will also support the stakeholders on putting the programme into action. This role-play exercise may give them opportunity to identify gaps, detect elements for improvement and overcome possible risks in terms of implementation.

In both cases – stakeholder consultation and administrative staff role-play exercise – a fruitful debate is generated, raising hot-spot topics for re-discussing, which could lead to a better instrument, more coherent with the reality, and with minimized risks of non-compliance.

3.2 Co-design

The organization of the structure of the tool is based on the sequential steps of the consultation aimed to happen. Considering the main goal is to have the stakeholders' feedback regarding the actions established, the methodology is presented in simple steps (Figure 3.1), further explained in detail.

Figure 3.1
Methodology to proceed with the stakeholders' consultation



Pre-preparation of material, structure, action to discuss

A good preparation of the workshop is as important as the workshop itself, as well as the final conclusions taken. The list of stakeholders, the identification of the chairs, the analysis of the plan to be evaluated, the organization of the exercises, the definition of a date and invitations to be sent, among others tasks, have to be discussed and designed in a logistics document to help the process to be successful (Figure 3.2).

Figure 3.2
Example of tasks and timeline of the organization of the workshop

ORGANIZATION OF THE WORKSHOP			
TIMELINE	TASKS	RESPONSIBLE	TARGET GROUP
4 weeks before	Identify list of stakeholders to be invited		
	Send invitation - save the day		
3 weeks before	Send briefing, request for confirmation		
	Confirmations received		
	Close content, design structure		
	First meeting with organizers/moderators (content, structure, tools to be used, general goals...)		
2 weeks before	Final list of attendees		
	Modify design according to confirmed public		
	IF NEEDED: Second meeting organizers/moderators (dynamic, specific goals, guided discussion...)		
1 week before	Share the document with confirmed attendees in advance		
DATE OF WORKSHOP	WORKSHOP		
1 week after	IF NEEDED: Second meeting organizers/moderators (dynamic, specific goals, guided discussion...)		
	Request written feedback		
	Compilation of notes, interpretation, writing report		
	Report delivery with suggestions of actions to be taken		
NOTES:	<i>the organization of the workshop dynamics will depend a lot on the kind of participants, their expertise, their profile, their knowledge, in order to know how they can best contribute to the discussion</i>		

Mapping and engaging key stakeholders to participate on the process

It is important that the invited audience for the workshop is somehow related to the content to be discussed, directly or indirectly. Directly if they are the individuals who will be responsible for implementing the actions in the field, of those administration members that will be responsible for supporting those individuals by indicating financial opportunities, offering capacities, solving doubts, etc. Indirectly related are all the governance team behind the elaboration of those proposed actions in the plan, as well as those who, even if not part of the writing group, are members of a related territorial or sectoral area that should also support the development of the plan.

The mapping of the stakeholders should be proposed by the administration in charge of the plan to be analysed, since they are the ones who have the knowledge of which members to involve in the process, and who could give valuable contributions.

In terms of profiles, heterogeneity is usually recommended. Although they should be related to the plan, challenges, action to be discussed, their origin can vary. The following list shows some different profiles to be considered:

- Technical experts within public services (including planners) and, academia, research and technological research organizations.
- Decision and policy makers.
- Civil society.
- Private sector i.e. practitioners, planners, designers

Preparation of the material, object of discussion

The material presented in the templates are general indications of general challenges and points for discussion, although it is imperative that those sections are reviewed and adapted accordingly (Figure 3.3).

Figure 3.3
Example of challenges to relate to the actions of the plan

DIMENSIONS	DATA, INFORMATION, MONITORING	SOCIAL DIMENSION	FINANCING	MULTILEVEL GOVERNANCE	EXPERTISE, CAPACITY
LEVEL	Availability, accessibility and usage/exploitation of updated data and information to be applied in planning and decision-making, from diagnosis to monitoring, evaluation and reporting	Social behaviour, awareness, mobilization and inclusive public engagement processes in planning, decision making, implementation, (maintenance?), monitoring, financing	Financial instruments and funding mechanisms; Long term financing and maintenance; Business models	Institutional traditional public governance ; Public-private partnerships; Private-private initiatives from civil society and NGOs	Technical expertise and installed capacities in public administrations at different levels of decision making
CATEGORIES/ACTIONS	<p><i>actions listed and grouped into categories (to be decided: stage of fire management, type of measure, resource/sector, ...)</i></p>				
	<p><i>for each category, the specific challenges of each dimension will be identified, through a SWOT analysis</i></p>				

Other dimensions can be added in advance, although the system would also have to leave space for new considerations raised by the stakeholders before or during the consultations. The design of the tool is flexible enough to receive and incorporate new suggestions at different stages of the process.

Figure 3.4
Example of logistics of the organization of the workshop

Timing			PRELIMINARY PROPOSAL	responsi- ble	language	block
Pre-workshop	week - 2		To share: briefing of the workshop (goals)			
	week - 2		To know: Scale, role and responsibility of the respondent			
	week - 1		To share the week before the event: documents that will be used in the workshop, so that attendees can have a look in advance and be better prepared			
Workshop day						
During-workshop	week 0	15'	Welcome and introduction to the workshop	TEC		
	week 0	15'	Discussion plenary INTRODUCTORY - Introducing the PLAN (PT) - Objective of the exercises (PT) - Getting familiarize with MIROBOARD? (TEC) - Breaking the ice, brainstorming MENDIMETER? (TEC)	PT/TEC	English	BLOCK 1
	week 0	90'	Exercise 2 - 3 breakout rooms per resources: water, soil, biodiversity (miro board) - Individual classification of actions according to main available challenges / other (distribute 5 points) - Review the most voted - focus on Weaknesses and Threats - SWOT per challenge, of each action sets - Focus on Strengths and Opportunities (pre sent/future, internal/external, ...) - Identify 5 main Strengths, and 5 main Opportunities - Prepare results of the discussion to present in plenary presenting the prioritized challenges per dimensions	PT (TEC support)	Portuguese	BLOCK 2
		30'	Discussion plenary FEEDBACK - Prepare results of the discussion to present in plenary presenting the prioritized challenges per dimensions	PT/TEC	English	
		15'	BREAK			
	week 0	30'	Exercise 3 - Grouping S and O (financing, multilevel governance, capacity building/agents formation, etc.) - Prioritization in order of importance - Having them listed by importance, decide scale of urgency	TEC/PT	English / guided	BLOCK 3
	week 0	15'	Discussion plenary WRAP-UP - Discussion and validation - Feedback on MENDIMETER? - Next steps	TEC	English	BLOCK 4
Post-workshop	week +1					

Arrangement of an interactive consultation workshop

An active discussion, the share of impressions, review, lessons learned, interchange of experiences are essential for the success of this consultation. The audience has to be motivated to participate and contribute to the development of the workshop. For that, the moderator of the workshop must follow a pre-established logistic, respecting partial goals and timing. An example of logistics of the organization of the workshop is presented in Figure 3.4

In some cases, the **conversion of the proposed workshop into an online consultation** can happen, given that under different situations, in-person event may not be possible. Indeed, lately, with the COVID-19 pandemics, digitalization and online meetings have visibly emerged. Without compromising the goal of the workshop, that is getting feedback from the participants in terms of challenges and feasibility regarding the practical implementation of specific actions indicated in the plan, it could be adapted to a digital consultation format. Although this consultation could be done remotely, a slightly bigger effort in terms of introduction, presentation and explanation of the steps to be taken would be necessary and needed to be considered.

Performance of the exercises with the audience

The journey along the process of performing the different proposed exercised should be smooth and fun (always desirable in long and complex processes of individual feedback gathering). The interactive functionalities may create the expected healthy environment where individual challenges, limitations, complains, and frustrations may inevitably meet. The main attention of the moderators should be pay on the conversion of those into opportunities and strengths.

Generation of a plenary debate

After individual contributions are included in the structure, a general debate is fundamental to generate the necessary interchange of opinions, the shared proposition of alternatives, the contrast of different points of view. Again, this stage may be tricky and expert knowledge is necessary in order to guide the discussions and bring clear results that reflect all participants impressions. When the discussion topic is too wide, the capacity of organizing the discussion and timely jumping from one issue to other is an asset.

Conclusion and generation of policy messages

Besides getting the conclusions by the discussion generated during the meeting, they also would have to be contrasted with the result of the written activities, where specific inputs and prioritization may not have given a special attention, although they must be part of the report that will search for improvements.

The material result from the application of the methodology of consultation may be useful to revisit the plan, as well as to reflect on further development of actions, supporting the decisions on how to guide the stakeholders through implementation process. From that moment on, corrective actions and design of supporting strategies might be considered by the administration to make the plan more coherent to reality and guarantee that the actions will be indeed implemented by the stakeholders in charge.

3.3 Adaptation to a real context

The case study presented here is the Portuguese case, specially designed for supporting the administration on outlining the pathway towards the implementation of their **Landscape Recovery and Management Programmes**, among which are the specific programme of the Serras de Monchique and Silves (PRGPSMS¹⁰). Given the stage of the development and the dedication that would be needed from the involved actors, neither the workshop with the stakeholders, nor the exercise with the administration could

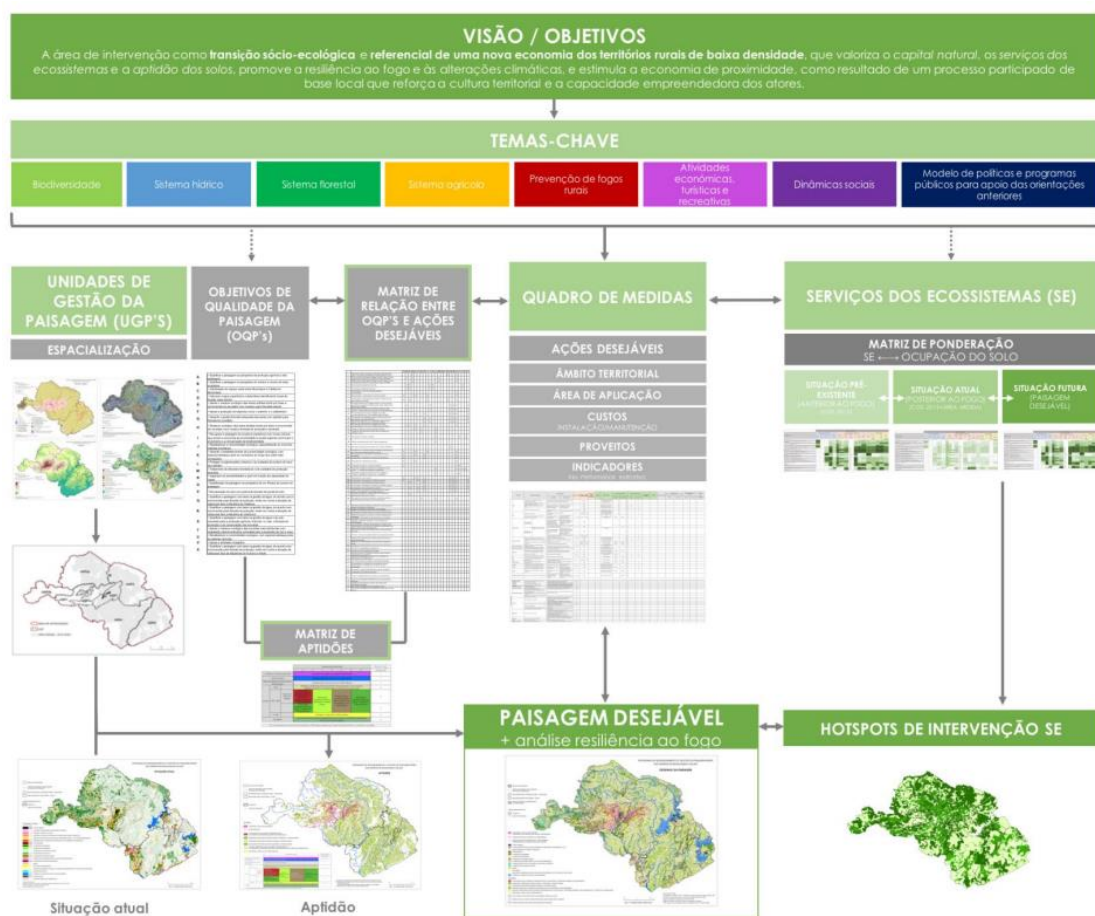
¹⁰ https://www.dgterritorio.gov.pt/sites/default/files/ficheiros-dgt/relatorio_tecnico.pdf

be performed. Despite that, the development of the methodology, as well as the adaptation of the material to the specific context, have gone through a deep joint discussion, not only in terms of expected results (main goal), but also of designing an effective tool to better evaluate the actions established in the programme. The competent Portuguese team in charge has expressed their intention to implement this methodology within the next months in both directions: among different administrative departments that would give support to the stakeholders, and applying the methodology with the stakeholders themselves, in order to get their feedback and identify other challenges not yet considered during the exhaustive process of elaboration of the programme.

As mentioned, the PRGPSMS was designed after an in-depth work in terms of identification of needs and gaps, priority areas, analysis of desired landscape, following a participatory approach. All these steps are included in the available technical report, what gives the reader a good basis to know what the state of the affairs is, and what are the main goals and actions designed to achieve them.

In summary, the PRGPSMS is planned to reorder and manage the landscape in a surface of 43ha, covering both mountain ranges of Monchique and Silves, which, in August 2018, has suffered an important rural fire that affected 26ha. For that programme, there are four strategic axes considered: economy, territorial susceptibility, resilience to fires and ecosystem services. During the preparation, the writing team, the administration and the stakeholders consulted have, together, designed the desirable and viable landscape on which the guidance is based. As a consequence, a new way to recover the landscape was designed (Figure 3.5).

Figure 3.5
Methodological diagram of the construction of the desirable landscape



The next steps to be taken after the programme is in place, are the implementation of the actions, the financing models and the assessment. For that, the tool here presented will be useful to aid the identification of hotspots which may demand a special attention.

For the proposed exercise, the actions to be discussed (Figure 3.6) are indicated in the PRGPSMS as priority ones. Those actions are numbered sequentially for an easy referring, and this table contains also the indication on if they are applied to burnt or not-burn (or both) areas are included, their description, as well as resources (biodiversity, soil and/or water), activities (forestry, agriculture, tourism, ...) and products (honey, cork, cheese, ...) with which they are linked.

Figure 3.6

List of actions stated in the technical report and related information

	ÁREA TO TAL	ÁREA ARDIDA	ÁREA NÃO ARDIDA	AÇÕES / MEDIDAS DE GESTÃO (ações incluídas no Programa)	RECURSOS	ATIVIDADES	PRODUTOS
1	X			Implementar faixas vegetais de filtragem (vegetative filter strip) no perímetro das albufeiras de Odelouca, Funcho e Arade (100m)	Água, Solo e Biodiversidade		
2	X			Melhorar a qualidade da água e tratar os efluentes domésticos e de unidades de produção pecuária	Água, Solo e Biodiversidade		
3	X			Promover a incorporação de material estilhado no solo e fomentar a compostagem	Solo		
4	X			Adoptar técnicas que condicionem a mobilização do solo sobretudo em locais de declive acentuado	Solo		
5		X		Recriar/restaurar habitats naturais e seminaturais especialmente os considerados prioritários	Biodiversidade		
5			X	Valorizar os habitats naturais e seminaturais especialmente os considerados prioritários	Biodiversidade		
6		X		Introduzir bosquetes de adelfeiras (<i>Rhododendron ponticum</i>) e carvalho-de-monchique (<i>Quercus canariensis</i>)	Biodiversidade		
6			X	Valorizar os bosquetes de adelfeiras (<i>Rhododendron ponticum</i>) e o carvalho-de-monchique (<i>Quercus canariensis</i>)	Biodiversidade		
7		X		Recuperar as galerias ripícolas com vegetação ribeirinha autóctone	Biodiversidade		
7			X	Valorizar as galerias ripícolas introduzindo vegetação ribeirinha autóctone	Biodiversidade		
8	X			Remover exemplares de acácias e/ou outras espécies infestantes	Biodiversidade		
9	X			Condicionar/controlar o uso de agroquímicos na atividade agrícola	Água, Solo e Biodiversidade	Agricultura	
10	X			Criar novos pontos de água para auxílio ao combate dos incêndios rurais	Água, Solo e Biodiversidade	Floresta	
11	X			Valorizar o potencial turístico das áreas envolventes às albufeiras de Odelouca, Funcho e Arade	Água, Solo e Biodiversidade	Turismo	
12	X			Recuperar o sistema tradicional de rega nos socalcos	Água	Agricultura	
13		X		Recuperar os socalcos potenciando o seu aproveitamento agrícola	Solo	Agricultura	
13			X	Conservar e valorizar os socalcos fomentando o seu aproveitamento agrícola	Solo	Agricultura	
14				Reconverter áreas de eucaliptal por outras culturas/espécies com maior aptidão edafoclimática	Biodiversidade	Floresta	

15		X		Remover os cepos de eucalipto em áreas onde não se pretenda a sua regeneração natural	Biodiversidade	Floresta	
15			X	Remover o sob-coberto infestante e promover ações de gestão do povoamento minimizando os riscos de incêndio	Biodiversidade	Floresta	
16	X			Criar faixas de descontinuidade florestal através da alternância de espécies e da introdução do sistema mata-clareira (áreas contínuas > 500ha)	Biodiversidade	Floresta	
17	X			Introduzir herbívoros (coelhos e veados) para manutenção do sistema florestal e gestão do sob-coberto	Biodiversidade	Floresta	
18	X			Introduzir projeto piloto de gestão de combustível com recurso a pastorícia ("cabras saporadas")	Biodiversidade	Floresta	
19	X			Introduzir herbívoros (coelhos e veados) para a atividade cinegética e criar pastagem cinegéticas	Biodiversidade	Caça	
20	X			Criar um parque de recreio promovendo a relação de Monchique e das Caldas de Monchique	Biodiversidade	Turismo	
21	X			Introduzir e/ou manter atividades hortofrutícolas em áreas de solos com melhor aptidão	Solo	Agricultura	Hortofrutícolas
22	X			Introduzir novos prados e culturas melíferas	Biodiversidade	Agricultura	Mel
23		X		Potenciar novas áreas de plantas aromáticas e medicinais	Biodiversidade	Agricultura	Plantas aromáticas e medicinais
23			X	Valorizar as áreas de plantas aromáticas e medicinais existentes	Biodiversidade	Agricultura	Plantas aromáticas e medicinais
24		X		Recuperar bosquetes de medronhais e introduzir medronhais em pomar	Biodiversidade	Agro-florestal	Medronho/Aguardente
24			X	Conservar os bosquetes de medronheiro existentes e introduzir novos medronhais em pomar	Biodiversidade	Agro-florestal	Medronho/Aguardente
25		X		Introduzir novas áreas de souto	Biodiversidade	Agro-florestal	Castanha
25			X	Conservar, valorizar e aumentar as áreas de souto	Biodiversidade	Agro-florestal	Castanha
26		X		Introduzir novas áreas de pinhal manso	Biodiversidade	Floresta	Pinhão
26			X	Conservar, valorizar e aumentar as áreas de pinhal manso	Biodiversidade	Floresta	Pinhão
27		X		Introduzir novas florestas de sobreiro	Biodiversidade	Floresta	Cortiça
27			X	Conservar, valorizar e aumentar as florestas de sobreiro privilegiando a regeneração natural	Biodiversidade	Floresta	Cortiça
28	X			Rentabilizar os subprodutos do eucalipto existente (biotrituradores)		Floresta	Produtos florestais/Rolaria
29	X			Fomentar a introdução e gestão de herbívoros não cinegéticos (cabras) e criar pastagens zootécnicas		Pecuária	Queijo de cabra
30	X			Criar novas áreas de pastagem para a alimentação do gado		Pecuária	Queijos e enchidos
31	X			Incentivar a reabilitação e valorização das edificações existentes no espaço rural no contexto da exploração agrícola, florestal e/ou turística		Agricultura, Floresta ou Turismo	
32	X			Melhorar as acessibilidades e infraestruturas de apoio às atividades turísticas (p.e. posto turístico, estacionamento, sinalética)		Turismo	

In the Portuguese case, the stakeholders that are able to react indicating challenges that may exist behind each of those actions were identified and included in a mailing list to go through the process of engagement. Considering an optimal process, the members proceed from different administrative level and origin institutions were compiled, many times with multiple representatives covering different profiles and roles. Figure 3.7 shows a list of institutions, with personal information not included, due to data protection reasons.

Figure 3.7
Mapping and identification of key stakeholders to be invited in the workshop

WORKSHOP ESPON - TITAN Spin-off case-study Portugal - SOPORT
 stakeholders - public administration and technical team

institution	scope	name	email
Directorate General for Territory (Direção-Geral do Território - DGT)	National authority for spatial planning at national level		
National Institute for Nature Conservation and Forests (Instituto da Conservação da Natureza e das Florestas - ICNF)	Forest Authority, which is as well the Nature Conservation Authority. Responsible for legal authorizations regarding forest managing and exploitation. Operative competences through regional services.		
National Agency for the Integrated Management of Rural Fires Agency (Agência para a Gestão Integrada de Fogos Rurais, I. P. - AGIF)	Responsible for planning, management, strategic coordination and evaluation of the National System for the Integrated Management of Rural Fires (SGIFR). The Agency has 12 under-regional groups, covering all continental territory. It shares responsibilities with ICNF, which has all the forest sector planning competences.		
Portuguese Environment Agency (Agência Portuguesa do Ambiente - APA)	Water Authority, regarding legal permits for water use in "Water public dominium - rivers, water courses, ground water, etc. Operative competences lie on regional bodies: Hydrographic Regions Administrations - ARH. Also national competent authority on Climate Change, Air Quality, Waste, Soil, Noise, Integrated environmental Licensing, EIA, SEA, Environment Education and Citizenship, Chemicals and GMO, radiologic safety and environmental management.		
Commission for Coordination and Regional Development Algarve (Comissão de Coordenação e Desenvolvimento Regional- CCDR Algarve)	Responsible for regional spatial planning and EFDR- Regional Funding;		
Commission for Coordination and Regional Development (Comissão de Coordenação e Desenvolvimento Regional- CCDR Alentejo)			
Commission for Coordination and Regional Development LVT (Comissão de Coordenação e Desenvolvimento Regional- CCDR LVT)			
Commission for Coordination and Regional Development Centro (Comissão de Coordenação e Desenvolvimento Regional- CCDR Centro)			
Commission for Coordination and Regional Development Norte			

(Comissão de Coordenação e Desenvolvimento Regional- CCDR Norte)			
Regional Directorate for the Ministry of Agriculture Algarve (Direção Regional de Agricultura e Pescas do Algarve - DRAP Algarve)	Responsibilities in projects for rural development, enforcement of agricultural policy, licensing and funding. It has recently signed a protocol with the Municipality of Monchique to develop a project which reintroduces in the area a specific variety of apple - “Pero de Monchique”		
Regional Directorate for the Ministry of Agriculture Alentejo (Direção Regional de Agricultura e Pescas do Algarve - DRAP Alentejo)			
Regional Directorate for the Ministry of Agriculture LVT (Direção Regional de Agricultura e Pescas do Algarve - DRAP LVT)			
Regional Directorate for the Ministry of Agriculture Centro (Direção Regional de Agricultura e Pescas do Algarve - DRAP Centro)			
Regional Directorate for the Ministry of Agriculture Norte (Direção Regional de Agricultura e Pescas do Algarve - DRAP Norte)			
Intermunicipal Community of Algarve (Comunidade Intermunicipal do Algarve)			
Municipality of Monchique (Câmara Municipal de Monchique)	Local physical, land use and urban planning and management; local permits for building; PRGP implementation Stakeholder involvement.		
Municipality of Silves (Câmara Municipal de Silves)	Local physical, land use and urban planning and management; local permits for building; PRGP implementation Stakeholder involvement.		
Biodesign	Private consultant company - studies for the elaboration Of PRGP - SMS.		
Atthis consulting			
Quatternaire			
Geoatributo			
CENSE -Center for environmental and sustainability Research - New University of Lisboa	Research team - participated in the studies for the elaboration Of PRGP - SMS in matters related to Ecosystem Services		
ERENA- Ordenamento e Gestão de Recursos Naturais, S.A.	Private consultant		

The challenges are structured as in the template, that by reading the actions, may adjust to the main concerns from the stakeholders. In any case, one of the initial exercises would be going through that list and adding any additional challenge that could easily be included in the tool.

Besides making some activity to break the ice (word clouds, general discussion), and presenting the scope and agenda of the workshop, the first activity proposed are the individual (or in pairs) analysis, aiming at pointing out specific challenges in relation to each of the proposed actions. Different outcomes are expected, given that the stakeholder profile is supposed to be different in terms of thematic knowledge, capacity of making decisions and implement certain actions, spatial reference, etc. Figure 3.8 presents a possible view of the chart that crosses the actions from the programme with the challenges indicated, and previously agreed.

Figure 3.8
Review of challenges in respect to the actions to be analysed

Projeto SOPORT - Identificação dos principais desafios para colocar as ações do PRGPSMS em prática									
Por favor, indique qual dos seguintes perfis mais se aproxima do seu e qual a área de conhecimento: Perfil: Técnico Académica Policy making ONG Sociedade civil Outro (qual?): _____		Área de conhecimento: Meio ambiente Infraestrutura Turismo Agricultura Florestal Património Biodiversidade Planeamento Outro (qual?): _____							
AÇÕES PRIORITÁRIAS (informação extraída do PRGPSMS - Quadro 19 do relatório)		EXERCÍCIO 01: IDENTIFICAÇÃO DOS PRINCIPAIS DESAFIOS PARA IMPLEMENTAR AS AÇÕES PRIORITÁRIAS DEFINIDAS NO PRGPSMS							
		Marque com um "X" em cada célula alaranjada, os desafios que considera que estão associados a cada ação prioritária. Se puder, inclua descrição detalhada.							
ÁREA TOTAL ÁREA ANUNCIADA ÁREA NÃO ANUNCIADA	AÇÕES / MEDIDAS DE GESTÃO (ações incluídas no Programa)	DESAFIOS	DADOS, INFORMAÇÃO, MONITORIZAÇÃO	DIMENSÃO SOCIAL	FINANCIAMENTO, RECURSOS DISPONÍVEIS	GOVERNANÇA MULTINÍVEL	CONHECIMENTO ESPECIALIZADO, CAPACIDADES TÉCNICAS	RELAÇÃO ENTRE INSTRUMENTOS DE PLANEAMENTO SETORIAL E TERRITORIAL	other...
		EXEMPLOS	Disponibilidade, acesso e uso/exploração de dados e informação atualizados para serem aplicados no planeamento e tomada de decisões, desde o diagnóstico até a monitorização, avaliação e elaboração de relatórios.	Comportamento social, sensibilização, mobilização e processos de envolvimento público nas fases de planeamento, tomada de decisões, implementação, manutenção, monitorização, financiamento, etc.	Instrumentos financeiros e mecanismos de financiamento, Financiamento e manutenção a longo prazo, Modelos de negócio, Remuneração de Serviços dos Ecossistemas, etc	Governança pública institucional tradicional, Governança multinível territorial e setorial, Parcerias público-privadas, Iniciativas privadas-privadas da sociedade civil e ONGs, etc.	Competências técnicas e capacidades instaladas nas administrações públicas a diferentes níveis de tomada de decisão		
1	Implementar faixas vegetais de filtragem (vegetative filter strip) no perímetro das albufeiras de Odelouca, Funcho e Arade								
2	Melhorar a qualidade da água e tratar os efluentes domésticos e de unidades de produção pecuária								
3	Promover a incorporação de material estilhado no solo e fomentar a compostagem								
4	Adoptar técnicas que condicionem a mobilização do solo sobretudo em locais de declive acentuado								
5	Recrilar/restaurar/ valorizar habitats naturais e seminaturais especialmente os considerados prioritários								
6	Introduzir e valorizar bosquetes de adelfeiras (Rhododendron ponticum) e carvalho-de-monchique (Quercus canariensis)								
7	Recuperar/ valorizar as galerias ripícolas com vegetação ribeirinha autóctone								
8	Remover exemplares de acácias e/ou outras espécies infestantes								
	...etc.								

Following the process, the next exercise is structured to, based on those identified challenges, convert them from being a weakness/threat and, change perspective, reread them as opportunities and strengths (Figure 3.9). Although it is not an easily done in practice, the lively and dynamic interchange, with an effective moderation, should lead to raise a new list of suggestions for each of those previously mentioned challenges. Since the methodology is designed to promote a rich interchange, discussion and debate, this first block of the workshop should be organized in small groups, where all the participants have opportunities to share ideas and express their opinion, so that breaking rooms of about 8 members are suggested.

The following prioritization is key to the process, since after agreeing among the participants through a plenary lively debate, the most voted challenges and respective solutions will be object of a further discussion, this time aiming at proposing, under the different points of view, what are some feasible results and ideas on how to smoothly implement the actions.

Figure 3.9

Space for gathering of strengths and opportunities in respect to each challenge, and their prioritization

EXERCÍCIO 02: IDENTIFICAÇÃO DE FORTALEZAS E OPORTUNIDADES EM RELAÇÃO A CADA DESAFIO

Descreva brevemente nos quadros verdes de cada coluna, e considerando as ações indicadas com um "X" no exercício 01, quais as 5 principais fortalezas e oportunidades atuais relacionadas a cada desafio indicado, em ordem de importância (sendo o primeiro o mais prioritário atualmente).

DADOS, INFORMAÇÃO, MONITOREO	DIMENSÃO SOCIAL	FINANCIAMENTO, RECURSOS DISPONÍVEIS	GOVERNANÇA MULTINÍVEL	CONHECIMENTO EXTERNO, CAPACITAÇÃO TÉCNICA	(adicional outros)	(adicional outros)	(adicional outros)	(adicional outros)
(por exemplo, existencia de um fundo local de financiamento para xxx..., convênio com algum departamento específico da universidade xxx..., algum programa de formação em xxx..., etc.								

In case it goes digital, and an online consultation happens, it is important to add explanatory material indicating the pathway to which the stakeholders should follow, preferably estimating the time to be consumed in each step, and presenting the contact information for any needed clarification. The Figure 3.10 shows an example of this.

Figure 3.10

Introductory section to the exercise, to guide the stakeholders in the consultation

Projeto SOPORT

O PROJETO SOPORT:

O projeto SOPORT é uma Spin-off do projeto ESPON-TITAN, recém finalizado, e dedicado a analisar os desastres e seus impactos econômicos, e entender como as medidas de Gestão de Desastres e Mudanças Climáticas estão integradas ao planeamento. Concretamente, o projeto SOPORT busca desenvolver um marco estratégico de planeamento, considerando as medidas relacionadas aos incêndios florestais em um contexto de mudança climática.

OBJETIVO DA CONSULTA ONLINE:

- Identificação dos principais desafios para colocar as ações do PRGPSMS em prática.
- Os resultados desta consulta serão usados para a proposição de recomendações específicas relacionadas aos desafios identificados como prioritários.

ESTRUTURA DA CONSULTA ONLINE:

A consulta online consta de 2 exercícios, disponíveis em las seguintes abas de este excel:

EXERCÍCIO 01: IDENTIFICAÇÃO DOS PRINCIPAIS DESAFIOS PARA COLOCAR AS AÇÕES EM PRÁTICA

- Leia com atenção as ações de 1 a 32 (coluna G) e **preencha com um "X" os quadros alaranjados que corresponderiam, segundo teu critério, com os principais desafios** (linha 6) associados a posta em prática da ação correspondente.
- **Se quiser adicionar algum desafio que não esteja descrito previamente**, escreva a continuação na mesma linha 6 (colunas Q, R, S, T).
- **Caso tenha qualquer comentario que queira deixar registrado**, pode escrever um texto no mesmo quadrado alaranjado correspondente, no lugar do "X".

EXERCÍCIO 02: IDENTIFICAÇÃO DE FORTALEZAS E OPORTUNIDADES EM RELAÇÃO A CADA DESAFIO

- Para cada desafio identificado, **adicione ao menos 3 fortalezas e oportunidades associadas**, em ordem de importância (sendo o primeiro o mais prioritário atualmente)

INDICA QUAL É O TEU PERFIL:

- Não pediremos informação pessoal por questões de proteção de dados, mas gostaríamos de saber qual è o teu perfil para que possamos interpretar melhor os resultados.

**A PARTICIPAÇÃO É VOLUNTÁRIA, E NÃO VINCULA O RESPONDENTE AO PROJETO
A INFORMAÇÃO OBTIDA SE USARÁ EXCLUSIVAMENTE PELA ENTIDADE PROPONENTE**

3.4 Consultations and refinement

The ideal consultation should be done in two rounds, as mentioned, with two different target audience, that are complementary. Both exercised could be proposed, without any consequences that affect one process or another. On the one hand, the administration staff itself should be convened, so that they revise their own proposition of actions having into account the inputs from colleagues from different departments. The results themselves are already a great input with valuable information that could make the implementation more according to reality. The anticipation of problems may give space for a better support to the stakeholders that will follow the instructions indicated in the programme.

On the other hand, it is fundamental to get the feedback from the stakeholders who will act in the field in advance, i.e., that before they try to put the actions in practice, they have the opportunity to share what their main challenges are in order to complete them. They may bring potential risks and needs, which, in some cases, the administration could consider when restructuring the plan and end to overcome them. Some of those could be financing-related, closest support, request for training, change of some element, among others.

All the inputs, possible changes on the programme, experience from the process, and the generation of relevant discussion among the administration and the stakeholders, as well as among administration staff themselves, are very positive in order to replicate and upscale the results. All the lessons learnt from the implementation of the proposed methodology could be easily considered in the follow-up of the programme in place, and also in the following programmes, making the development and review more coherent with reality.

4 Policy messages

There are some key policy messages that emerge from the development of the presented methodology, that could be useful to check when performing the consultation.

- The stakeholder consultation should include members from multiple administrative levels, as well as impulse participation of actors with heterogeneous profiles, that originally could be from the different departments from the national, regional and local administration, from associations, from academy, consultants, and community leaders, in general.
- Guarantee a minimum number of assistants, so that the feedback gathered may better represent the real challenges and general feelings on the limitations encountered to put an action in place.
- Make use of the flexibility that the tool offers, by including additional challenges and elements that may be raise along the consultation process.
- Be aware that the tool is designed to cover basis needs, although a deeper review and complement of the actions should be proposed further, in a formal context, with the team in charge of the specific plan under analysis.
- The exercises indicated in the pathway aims at rethinking the complaints and disagreements into suggestion and solutions, promoting a transformation of the limitations and weaknesses identified into strengths and opportunities to be considered.
- The co-learning process is an indirect objective of the implementation of the tool, that should count on opening the minds to reviewing planning instruments already in place, and mainly to foster a systematic continuous improvement on planning approaches.

5 References

European Commission, & European Environment Agency (EEA). (n.d.). Forest Ecosystem Services and Biodiversity. European Commission. Retrieved 16 November 2020, from <https://forest.jrc.ec.europa.eu/en/activities/forest-ecosystem-services/>

European Commission (EC). Eurostat Database <https://ec.europa.eu/eurostat/data/database>

Ling, P., Prince, S., Baiocchi, G., Dymond, C., Xi, W., & Hurtt, G. (2020). Impact of fire and harvest on forest ecosystem services in a species-rich area in the southern Appalachians. *Ecosphere*, 11(6). <https://doi.org/10.1002/ecs2.3150>

Ministério do Planeamento da Administração do Território, Decreto-Ley no 53/90, de 13 de febrero. (1990). Diário da República - 1 série. nº 37. 572-578 pp. Retrieved 17 November 2020, from https://snig.dgterritorio.gov.pt/sites/default/files/Documentos/39/DL_53_90.pdf

Ministerio do Ambiente e da Ação Climática, DGT – Direção-Geral do Território (2020). Programa de Reordenamento e Gestão da Paisagem (PRGP) das Serras de Monchique e Silves – Relatório Técnico. https://www.dgterritorio.gov.pt/sites/default/files/ficheiros-dgt/relatorio_tecnico.pdf

Prosperi, P., Bloise, M., Tubiello, F. N., Conchedda, G., Rossi, S., Boschetti, L., Salvatore, M., & Bernoux, M. (2020). New estimates of greenhouse gas emissions from biomass burning and peat fires using MODIS Collection 6 burned areas. *Climatic Change*, 161(3), 415–432. <https://doi.org/10.1007/s10584-020-02654-0>

Complementary references:

Algarve Daily News (2019). Lagos global warming plan includes many practical measures. Published online on 28 January 2019. Link: <https://algarvedailynews.com/news/16036-lagos-global-warming-plan-includes-many-practical-measures>

Beighley, M. & Hyde, A.C. (February, 2018). Portugal Wildfire Management in a New Era Assessing Fire Risks, Resources and Reforms. (Page 10). Link: https://www.isa.ulisboa.pt/files/cef/pub/articles/2018-04/2018_Portugal_Wildfire_Management_in_a_New_Era_English.pdf

Comunidade Intermunicipal de Algarve (Mayo, 2018). Sumário Executivo Fases 1 e 2 – Identificação e avaliação de vulnerabilidades atuais e futuras. Florestas (page: 8). CCIAM/cE3c/FCUL. Portugal. Link: https://966b4b3e-03eb-45c4-88cb-469340b9806f.filesusr.com/ugd/f9c44f_48a0de2c8951499182bc1f9fdacbf136.pdf

Dias, L.F. et al., (2019). 5. Integração da Adaptação no Ordenamento do Território. (Pages: 166 – 173). In: Plano Intermunicipal de Adaptação às Alterações Climáticas do Algarve. Faro, Março de 2019. Portugal. Link: https://966b4b3e-03eb-45c4-88cb-469340b9806f.filesusr.com/ugd/14d34d_1110d4c1943147c59af94682ec7093b0.pdf

Stigter et al., (2012). Cambio Ambiental Regional. Published online on Dec/12. Link: <https://www.climatechangeport.com/news/2013/5/21/climate-change-impacts-coastal-aquifers-mediterran/>

Santos, H. & Calheiros, T. (no data). Relatório Setor. Florestas. Vulnerabilidades Atuais e Futuras. (Pages: 2-45). (CCIAM/cE3c/FCUL). Portugal. Link: https://966b4b3e-03eb-45c4-88cb-469340b9806f.filesusr.com/ugd/14d34d_3d746117786a4e319cf09c130892a58b.pdf

Telha, J. et al. (2018). Lagos. Plano Municipal de Adaptação a las Alteraciones Climáticas. Câmara Municipal de Lagos. Link: <https://www.cm-lagos.pt/areas-de-atuacao/ambiente/alteracoes-climaticas>

Links of interest:

Centro Ibérico para a Investigação e Luta Contra Incêndios Florestais (AMAL): <https://amal.pt/atividades/gabinete-florestal/cilifo>

Plan Intermunicipal de Adaptación al Cambio Climático de AMAL: <https://www.climaaa.com/documentos>

Plano intermunicipal de adaptação às alterações climáticas da CI-AMAL. Resumo não Técnico: https://966b4b3e-03eb-45c4-88cb469340b9806f.filesusr.com/ugd/14d34d_57818b16c5774417b71ee35b4b5cf

Workshop. Criação da visão estratégica e caminhos de adaptação. Universidade do Algarve, Faro 02 de julho de 2018: https://966b4b3e-03eb-45c4-88cb-469340b9806f.filesusr.com/ugd/f9c44f_2ec443cbe57d40a088775ba5647f2bdf.pdf

6 Annexes

6.1 Questionnaire for characterization

ESPON-TITAN CHARACTERIZATION QUESTIONNAIRE	
PROPOSED QUESTIONS	
A. CONTACT IDENTIFICATION	
	<p>A1. Full name</p> <p>A2. Email</p> <p>A3. Telephone number</p> <p>A4. Organization</p> <p>A5. Position</p> <p>A6. Main role</p> <p>A7. How do you think the project is related to what you do?</p> <ul style="list-style-type: none"> DRM / box how CCA / box how Spatial Planning / box how Hazard mapping / box how Economic impacts assessment / box how Other / box how <p>A8. Please indicate your profiles:</p> <ul style="list-style-type: none"> Policy maker Decision maker Technical expert Academic Civil society Other (<i>please specify</i>)
B. ADMINISTRATIVE STRUCTURE, GOVERNANCE	
	<p>B.1. Please indicate your country administrative structure:</p> <ul style="list-style-type: none"> Centralized Political power on regional level Political power on local level Other (<i>please specify</i>) <p>B.2. Describe what is the planning system, indicating spatial planning levels and associated responsibilities - e.g., Which institutions take care of comprehensive planning on the different planning levels? What are the responsibilities of national, regional (if existent), and local level planning? How is the coordination with sectoral planning divisions organized?,...</p>
C. RURAL FIRES AND ECONOMIC IMPACTS	
	<p>C1. Please indicate which forest fires have mainly affected your region and how. Please provide additional information - e.g., <i>how serious, reference date of extreme event, mainly affected area, main impacts,...</i></p> <p style="color: red;">SEE DATASHEET: TABLE-REF-C1</p>

	<p>C2. What are the main economic impacts caused by rural fires? <i>- e.g., possible related territorial and sectoral consequences, existence of information on direct and indirect impacts, datasets source/link/availability/restrictions, coverage by insurances,...</i></p>
D. POLICIES (DRM, CCA, SPATIAL PLANNING FRAMEWORK)	
	<p>D1. Would you extend on the following: <i>The answers may differ for each type of hazard - floods, drought, windstorms, earthquakes, landslides. Whenever possible, please consider the situation of each different hazard that affects your region, otherwise, complete according to your specific knowledge.</i></p> <p>a) What is the legal framework and the basis for risk management? <i>- e.g., existence of legal acts, legal framework for hazard and risk mapping, practices beyond legal framework,...</i></p> <p>b) What are the existing steps for risk assessment of different natural hazards <i>- e.g., characteristics of hazard and risk maps, responsibility of spatial planning for risk assessment, role of sectoral planning, involvement of the community...</i></p> <p>c) What are the existing steps for risk management of different natural hazards <i>- competences of spatial planning, protection goals, mitigation measures, evaluation/monitoring...</i></p>
	<p>D2. Would you extend on the following: <i>Consider different approaches of application at local communities within a region, if it is the case (some examples would be enough):</i></p> <p>a) What is the legal framework and the basis for climate change adaptation? <i>- existence of legal acts, legal framework for design and develop climate change impact assessment***, practices beyond legal framework...</i></p> <p>b) What are the existing steps for climate change impact assessment****? <i>- characteristics of climate change impact maps, climate change vulnerability maps, responsibility of spatial planning for climate change impact assessment, role of sectoral planning for climate change impact and vulnerability mapping...</i></p> <p>c) What are the existing steps for climate change adaptation? <i>- competences of spatial planning, protection goals, adaptation measures, evaluation(/monitoring...</i></p>
	<p>D.3. Please extend on the cooperation system <i>- e.g., vertical/horizontal coordination, coordination between spatial plans and hazard/risk maps or climate change impact assessment results (how results from hazard/risk assessments inform spatial planning, integration of information into spatial plans - regional plans, local land-use plans -, how is the step from the (scientific) assessment of hazards and risks to the (normative/political) evaluation of hazards and risks or in other words: the judgement about thresholds, when a hazard is too high or still low), how are community involved in the risk management process</i></p>
E. LESSONS LEARNED, GOOD PRACTICES	
	<p>E1. Are there any strengths or weaknesses in dealing with natural hazards and climate change impacts, that you would like to highlight? <i>- e.g., transfer of ideas, prerequisites identified, practice beyond legal framework x formal approaches...</i></p>
F. OTHERS/ADDITIONAL (financial mechanisms, ecosystem services...	
	<p>Additional questions (not directly related to ESPON-TITAN), but that would allow a more complete characterization of the case studies:</p> <p>F1. What are the main financial mechanisms behind the risk management? Insurance?</p> <p>F2. What are the ecosystem services provided by the case study, that may be affected by natural hazards?</p> <p>F3. Which other instruments and tools are used to accompany and support the public/administrative risk management: risk communication and/or risk awareness campaigns, capacity building, behavioural incentives, ...</p>

Questionnaire support – related definition (in order of appearance):

Comprehensive spatial planning and sectoral planning: A distinction is drawn in spatial planning between comprehensive spatial planning and sectoral planning. Comprehensive spatial planning is cross-sectional at all planning levels, whereas sectoral planning addresses single, mostly technical infrastructure sectors, dealing with specific projects like railways, airports, and waterways.

Sectoral planning: Apart from cross-sectional, comprehensive planning (urban land-use planning, regional planning, state spatial planning), there is sectoral planning for specialised, long-life, and long-term projects. Sectoral planning is concerned with linear planning and certain infrastructural facilities. Nature conservation and landscape planning occupy an ambiguous position. They are both cross-sectional comprehensive plans (landscape programme, landscape outline plans, green structures plans) and sectoral plans (e.g. protection area ordinances).

Regional planning: Regional planning is the task of settling the spatial or physical structure and development by drawing up regional plans as an integrated part of the formalised planning system of a state. Thereby regional planning is required to specify aims of spatial planning which are drawn up for an upper, state, or federal state-wide level. The regional level represents the vital link between the state-wide perspective for development and the concrete decisions on the land-use taken at local level within the land-use planning of the municipalities.

Regional plan: The spatial plan of an administrative area (superior to the municipal level); is part of the official (national or federal) planning system; makes statements and/or determinations referring to the spatial and/or physical structure and development of a region (spatial distribution of land use: infrastructure, settlement, nature conservation areas etc.); has impacts on the subordinate levels of planning hierarchy (local level, e.g. municipal land use plans etc.); textual and cartographic determinations and information normally refer to the scale 1:50,000 to 1:500,000.

Local level planning: In many countries, spatial planning on the local level consists of a preparatory and a more detailed land-use planning (see definitions below). To understand the horizontal interaction between the planning levels it is therefore necessary to describe also both planning levels that exist on the local level.

Definition land-use planning: Land-use Planning creates policies at the local/municipal level that guide how the land (inside the administrative borders of a municipality) and its resources will be used. The main instruments of land-use planning are a preparatory land-use plan (or an equivalent instrument) and a legal binding land-use plan (or an equivalent instrument) (see below).

Direct economic impacts: change (decline) in economic output (million €) in a region, induced by natural hazard events directly affecting capital stock and productive capacity of this region (e.g., by damaging a manufacturing firm's factory site).

Indirect economic impacts: change (decline) in economic output (million €) in region 'A', induced by natural hazard events not directly affecting region 'A', but directly affecting capital stock and productive capacity of another region (region 'B'). The direct shock to region 'B' imposes second-order effects on region 'A' by transmitting the impacts to region 'A' via supply-chain linkages being present across all regions and economic industries (e.g., a direct damage to a manufacturing firm's factory site in region 'B' induces a fall in supply to its downstream buyers in region 'A').

Risk assessment: Risk assessment consists of risk estimation and risk evaluation. Risk estimation is concerned with the outcome or consequences of an intention taking account of the probability of occurrence and risk evaluation is concerned with determining the significance of the estimated risks for those affected: it therefore includes the element of risk perception. Risk perception is the overall view of risk held by a person or group and includes feeling, judgement, and group culture.

Risk management*:** Risk management is the entirety of adjustment policies which intensify efforts to lower the potential for loss from future natural hazards. Such adjustment policies may refer to a broad range of guidelines, legislation and plans that help to minimize hazard potential and vulnerability (i.e. exposure to a hazard or maximizing coping capacity of a region or community by, e.g. guaranteeing resources and preparing adequate plans for pre-disaster mitigation and post-disaster response measures). Risk management involves both policy/regulatory issues and planning practices. Risk management consists of prevention orientated mitigation, non-structural mitigation, structural mitigation, and reaction.

***In ESPON TITAN we restrict risk management activities only to the public (policies and administrative) activities. Private sector activities (private households, business activities, insurances) are addressed in section F.

ISO 31000 definition of risk management: Risk management refers to a coordinated set of activities and methods that is used to direct an organization and to control the many risks that can affect its ability to achieve objectives. The term risk management also refers to the programme that is used to manage risk. This programme includes risk management principles, a risk management framework.



Co-financed by the European Regional Development Fund

Inspire Policy Making with Territorial Evidence

espon.eu   

ESPON 2020

ESPON EGTC
11, Avenue John F. Kennedy, L-1885 Luxembourg
Grand Duchy of Luxembourg
Phone: +352 20 600 280
Email: info@espon.eu
www.espon.eu

The ESPON EGTC is the Single Beneficiary of the ESPON 2020 Cooperation Programme. The Single Operation within the programme is implemented by the ESPON EGTC and co-financed by the European Regional Development Fund, the EU Member States, the United Kingdom and the Partner States, Iceland, Liechtenstein, Norway and Switzerland.

Disclaimer
This delivery does not necessarily reflect the opinion of the members of the ESPON 2020 Monitoring Committee.

ISBN: 978-2-919816-59-0