



# **COST Action E 51**

**Integrating Innovation and Development Policies for  
the Forest Sector**

**PHASE I**

**COUNTRY REPORT  
Portugal**

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## Abstract

Portugal is a democratic republic ruled by the constitution of 1976. In this date it was established the largest unit of classification into mainland Portugal (*Portugal Continental*) and the autonomous regions of Portugal (Azores and Madeira) which have a Regional Government directly above them.

The four main governing components are the president of the republic, the assembly of the republic, the government, and the courts.

The leader of the government is the prime minister who chooses the Council of Ministers consisted by all the ministers and it's state secretaries.

The processes related to the policy making in the areas covered by this report are the responsibility of different ministries. Forest and rural development is under the Ministry of Agriculture, Rural Development and Fisheries, sustainable development is under two ministries, the Ministry of Environment, Territory Planning and Regional Development and the Ministry of Economy and Innovation, innovation is under the Ministry of Economy and Innovation and finally, renewable energy is under the Ministry of Economy and Innovation and the Ministry of Environment, Territory Planning and Regional Development.

The documents analysed, namely, *Energia e Alterações Climáticas* (Energy and Climate Changes) and *National Strategy for Energy* (Estratégia Nacional para a Energia), *Programa de Acção para o Sector Florestal* (Action Programme for the Forest Sector), *Estratégia Nacional para as Florestas* (National Strategy for the Forests), *Estratégia Nacional para o Desenvolvimento Sustentável 2005-2015* (National Strategy for the Sustainable Development 2005-2015), *Plano Estratégico Nacional para o Desenvolvimento Rural* (National Strategic Plan for the Rural Development), *Plano Tecnológico – Uma estratégia de crescimento com base no Conhecimento, Tecnologia e Inovação* (Technological Plan – a strategy based in Knowledge, Technology and Innovation), were prepared by different entities belonged to the ministries referred above, according to the policy areas they are related on.

In what is concerned to the regional development, as the country is divided into seven regions (seven NUT's II), according to the European Union's System of Territorial Units for Statistics, seven strategic programmes were prepared by the Commissions of Coordination of Regional Development (CCDRs in Portuguese initials) and co-financed by the FEDER. The seven Portuguese NUT's II are: *Azores, Alentejo, Algarve, Centro, Lisboa e Vale do Tejo, Madeira* and *Norte*.

This report is the result of collection and analysis of data relating to the Integration of Innovation and Development Policies for the Forest Sector in mainland Portugal.

Data was collected from 7 Portuguese documents where forest issues are discussed and from information and working papers available in the website of entities dealing with forest resources.

Concerning the documents analysed in this report, apart from the Action Programme for the Forest Sector, all the other documents analysed are named strategies. This Action Programme and one of the strategic documents, the National Strategy for the Forests, were specifically prepared for the forest sector while the others were prepared for other sectors/issues but including forest related matters because they also interfere with the objectives of each strategy.

At the present moment the main document dealing with the forest sector is the National Forest Strategy (Estratégia Nacional para as Florestas), presented in 2006

and approved by unanimity in the assembly of the republic. This document can be divided in two parts, one with the characterisation of the sector and identification of the main stakeholders involved in the forest sector and other with the definition of the strategy itself and its implementation. Apart from the specialisation of the territory in terms of forest land use no new innovative measures seems to be introduced.

Overall, through the reading of the documents analysed it can be perceived that Portuguese forest sector is considered to be very important to the sustainable economic development of the country and that some important innovations have been introduced along the years in terms of territory based services but that some measures still to be implemented, as for example, the cadastre of forest holdings.

In what is concerning to the wood processing sector and now the issues related to renewable energy and biomass, innovation is strongly recommended by the documents.

Some of the documents establish already the objectives, targets and tools to accomplish innovation but only with the monitoring reports, which are not available at the moment, it will be possible to understand if the innovative measures are being supported, developed and implemented.

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# 1. Introduction

## 1.1 Portuguese Forest – Short Facts

### Importance of the forest sector

In Portugal, forest covers about 3,5 million of hectares, which corresponds to 38% of the national territory. It represents 3% of the of the GVA and employs about 3,3 % of the active population.

According to Mendes *et al.* (2004), 93,4 % of the area of forests and other wooded land are under private management, the rest being almost entirely communal forests managed by the Forest Services.

The main forest species in the country, pine, eucalyptus and cork, define the four major stakeholders concerned with forestry in Continental Portugal:

- 1) the non-industrial private forest owners (NIPFO), who manage more than 80% of the pine forests (usually small forest holdings in the north and centre of Portugal) and almost all of the cork oak forests (often with large holdings, in the southern regions);
- 2) the Forest Services, managing the public forests and most of communal forests which are often dominated by maritime pine;
- 3) the pulp an paper industry, managing 28% of the eucalyptus forests, the rest being almost entirely with non-industrial private forest owners.

There is also a contrast in landownership structures between the North and the South of Portugal, with small-scale forestry (mostly below 10 ha) in the Northern and Central regions, and much larger holdings (mostly above 100 ha) in the South. The communal forests are located mostly in the Northern and Central regions.

If considered in the aggregate, the forest sector is one of the main sectors in the Portuguese economy on several counts:

- a) its share of the GDP is high by international standards (third in the EU after Finland and Sweden);
- b) the same is true about the share in total workforce;
- c) for more than one century the share of total exports has been consistently high;
- d) the forest sector includes the only activities where Portugal has a leading position at world level (raw cork production and manufacturing).

This importance, as a whole, is very hard to translate into collective and cooperative force at the policy level and at the level of coordinated strategies by major private stakeholders in the sector. The reason is that, in fact, there are not **one** Portuguese forest sector, but **three**, at least, all very different from each other in terms of species, forest ownership and management and forest industries and market structures: the sub-sector based on pine; the sub-sector based on eucalyptus and the sub sector based on cork.

To these three we can add a fourth one including the non wood forest products besides cork, and the forest public goods.

According to Mendes (2005), non wood forest products and services (NWFP&S) represent the main component of the gross total value of forest production (wood, NWFP, recreation and environmental services):

- a) Wood: 26, 96 %
- b) NWFP&S: 73, 04 %

Most of this value NWFP&S corresponds to **marketable** goods which are already on the market, with the internalisation of the corresponding benefits by the forest owners, namely cork, resin, honey, fruits (pine nuts, chestnuts and carob), grazing and acorns for livestock production and some of the hunting. With the exceptions of mushrooms

and some of the honey and game production, the main issue here is not so much to secure the property rights of the forest owners to ensure they can get a revenue from these products, but the fact that they are very unevenly distributed across the country. COST E30 Portuguese report (2005) refers that given the increase of population's income, there is a potentially increasing demand from urban areas and from abroad for this kind of products with more and more national and foreign tourists looking for the consumption of these goods and services.

Examples are the Alentejo region, where comes most of the cork production and where other important non wood forest products can be found and the Douro Valley, where comes the Port wine. These regions are now interesting destination for urban people looking for secondary houses or just for weekend rests which helps to make the local economy viable.

### **Two important barriers to entrepreneurship in the forest sector**

Both timber and NWFPs are subject to a relatively high risk of destruction by forest fires.

This, together with the current state of property rights in forestry which impedes that a significative amount of the total economic value of the forest production is not internalised in revenues for the forest owners, are high constraints to entrepreneurship in forest sector. What many of them actually get as revenues is too low to motivate and finance active management behaviours.

Because the level of this type of risk, the main priority for public policies and private stakeholders's strategies is the protection of the existing resources against forest fires.

### **Latest innovations in the organisational forest model (In Mendes & Fernandes, 2007)**

#### *Creation and development of Forest Owners Organisations*

In spite of the fact that, for many years, there has been a high percentage of forestland under private ownership, which is also very fragmented in a large part of the country, the collective organisation of private forest owners is a very recent phenomenon. Until the mid 1980s, the Portuguese forest policy either did not pay attention to private forestry, or intended to promote this kind of forestry through direct intervention.

The emergence of this movement happened only during the 1990s and has been relatively fast in recent years, especially in the Northern and Central regions where small scale forestry is largely dominant.

According to Mendes & Fernandes (2007), the main factors that could have contributed to this emergence are the following:

- The co-funded forest programmes by the EU started in 1987, which gave the possibility for forest owners to apply for new financial incentives with a forest project designed by specialized engineers;
- The increasing risk of forest fires which made forest owners start thinking and acting on a collective way instead of individually;
- The available public financing to the creation and development of organisations of agriculture producers.

In 2006 there were 163 organisations recorded by the State Forest Services. Most of these organisations cover more than one county which means that for a total of 278 counties in the Continental Portugal, the current number of organisations is enough to embrace almost all the territory where forest exists. However, this does not mean that on its territory, each organisation has a membership representing the majority of forest owners' or most of the forest land.

The existing forest owners' organisations have to main types of primary functions, which are here distinguished based on an economic criterion:

4) The provision of services which are **public goods**:

- representation and defence of the collective interests of their members;
- raising society's awareness for the importance of forest public goods;
- spreading information among their members and also among the rest of the population about what should be done to protect and promote forest resources;

5) The provision of **private services** (non rival and with exclusion) to their members:

- technical advice;
- silvicultural works reducing the risk of forest fires.

Before the emergence of these organisations, no other structure nor the State provided these services to the private forest owners.

#### *Zones of Forest Intervention (Zonas de Intervenção Florestal)*

In August of 2005 was approved a Law-decree (Law-decree N. 127/2005 of 5<sup>th</sup> of August) which rules the creation of Forest Intervention Zones (*Zonas de Intervenção Florestal-ZIF*). These zones can be created when in a given perimeter of 1000 or more hectares of contiguous forest holdings, the forest owners of at least 50% of that area are in agreement for its creation.

If created, all the forest holdings inside the given perimeter will be under the same rules of forest management that will be approved in general assembly of members.

One of the justifications for the creation of these zones is the recent awareness that issues like forest fires can not be solved without collective organisation of forest owners.

#### *Permanent Forest Fund (Fundo Florestal Permanente)*

The Permanent Forest Fund is a fund granted by resources coming from the taxes over the fuel products, justified by the fact that forests can be a sink for greenhouse gases, in part caused by car's traffic.

The objective of this fund is to compensate the forest owners of the public goods produced by forest (carbon sequestration, soils stabilization and protection from run off and erosion, landscape, protection of water resources...).

This mechanism was introduced by the Basic Law of Forest Policy of 1996 (*Lei de Bases da Política Florestal*) but had to wait to the big forest fires of 2003 to be regulamentated.

#### *The management of forest by town councils*

Besides the appearing of forest owners organisations in the 90s, other structural change that happened during the last decade of the XX century has been the increasing importance of town councils in the forest management of private forest holdings.

Town councils were given responsibility and financial and human resources to intervene in private forest management. The expansion of this movement has been specially motivated by the increasing problem of the forest fires.

After the fires of 2003 an important step was given with the "Structural Reform of the Forest Sector" (Reforma Estrutural do Sector Florestal). In this reform the following measures were taken:

- Town councils can get money from the Permanent Forest Fund for the preparation of projects of defence of forest against fires;

- Town councils can be financed by public funds to implement and manage brigades of forest sappers;
- Town councils started to be financed for the implementation of Technical Forest Offices (*Gabinetes Técnicos Florestais*), which consist mainly in the hiring of one or two forester to be in charge of the forest issues;
- It was created the legislation that rules the burnings in the forest, which gives to the town councils the responsibility of implementing and monitoring it.

According to Mendes *et al.* (2004) Portugal is one of the countries in Europe where non-industrial private forestry is more important. In spite of this situation coming from long time ago, public policies and forest research have not taken much into consideration. For more than one century forest policies have given priority to the management of public and communal forests.

Given the percentage of private forest it is here that most innovation is expected. However, without support of public policies this innovation can be committed.

The COST E51 country report can be an important document to identify what is being done and to suggest what can still be improved in terms of supporting innovation in the forest sector.

## 1.2 Background and objective

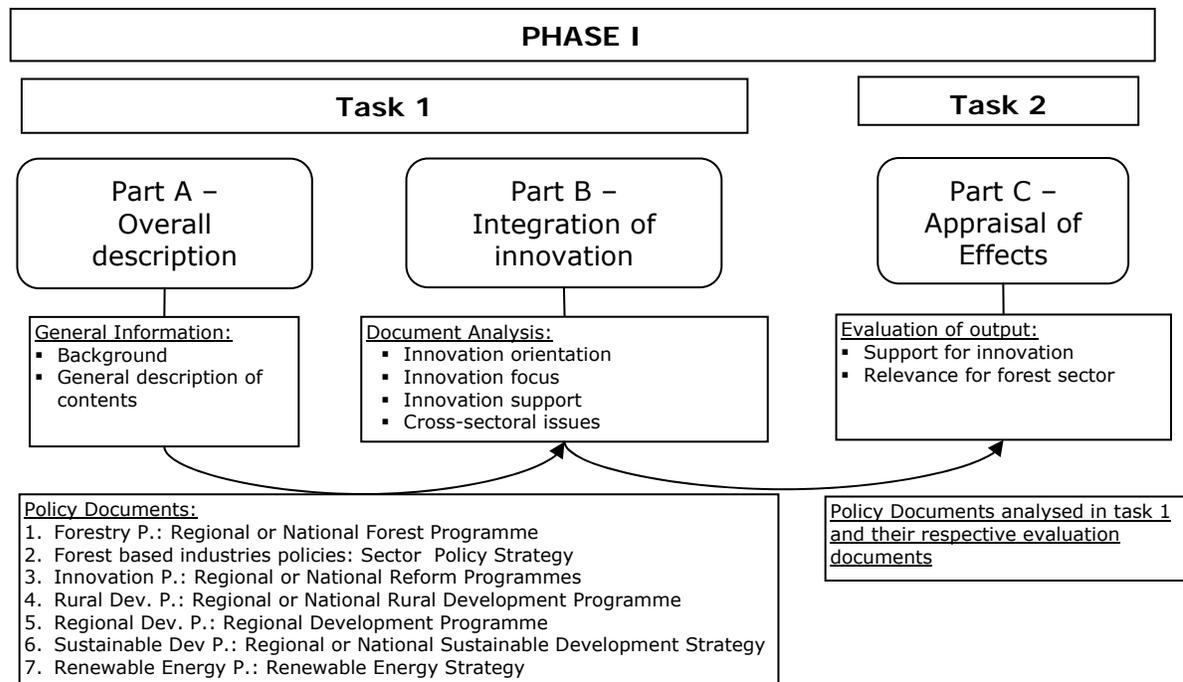
This report was produced for the first phase of the COST Action E51 "Integrating Innovation and Development Policies for the Forest Sector". This Cost Action runs from March 2006 until March 2010 and aims the development of knowledge that enables the integration of innovation and development policies for a more effective and sustainable development in the forest sector.

In the first phase, running from October 2006 - September 2007, the participants studied the integration of innovation in different policy areas and their effects on innovation in the forest sector. The two tasks in the first phase were:

Task 1: Analysis of existing EU as well as national strategies and programmes and their implementation mechanisms on: innovation, rural development, regional development and sustainable development policies, and

Task 2: Appraisal of effects of these programmes on forestry and forest sector enterprises.

The document analysis in phase I consisted of three parts (Part A, Part B, Part C) covering tasks 1 "Analysis of relevant programmes and their implementation" and task 2 "Analysis of effects" of the Scientific Programme. The following figure sketches the structure of work conducted and an overview of what is to be found in the following tables and what policies were analysed.



**Figure 1: Structure of guidelines for phase 1 and analysed policies**

Altogether seven policy areas and respectively seven key policy documents (see figure 1) are analysed along the three Parts. In “Part A” a short overall description of the concerned policy documents is given. In “Part B” the concerned policy documents are analysed along the questions how innovation is integrated, how forestry or the forest sector is integrated and what cross-sectoral coordination issues are addressed. In “Part C” the effects of the concerned policy documents are appraised on the basis of existing monitoring and evaluation reports.

The seven policy areas are covered by this report:

**Table 1: Policy areas and documents analysed**

Policy area	Document
1. Forest policy	Action Plan for the Forest Sector
2. Forest Based Sector Policy	National Strategy for the Forests
3. Innovation Policy	Technological Plan – A Strategy of Growth Based on Knowledge, Technology and Innovation
4. Rural Development Policy	National Strategic Plan – Rural development
5. Regional Development Policy	Regional Operational Programme of the North region, 2007-2013
6. Sustainable Development Policy	National Strategy for the Sustainable Development
7. Renewable Energy Policy	National Strategy for Energy

The **Action Plan for the Forest Sector** was adopted by the government in 2003 after being recognised the importance of forests for the national economy. The protection

and development of forests, considered priorities of the government in charge, were the aims of the Action Plan.

The **National Strategy for the Forests** was produced because of the government's commitment to create a strategic framework for the development of the forest sector in the short and medium term. This document is considered to be of special importance because of the consequences in the definition of the 2007-2013 European financing period, as well as the national financing schemes.

The **Technological Plan** is one of the main strategic bet of the XVII Constitutional Government to promote sustainable development in Portugal.

It is an action plan to put in practice an articulated set of policies with the aim of encouraging the creation, diffusion, retaining and using of knowledge as a leverage to transform Portugal in a dynamic economy, capable of being recognized in the world economy.

The **National Strategic Plan of Rural Development** is the Portuguese version of the European Strategy for Rural Development. It establishes the priorities of the action of the ERDF for Portugal for the period 2007-2013 articulating the European orientations and its specific objectives with the orientations of the national policy.

For the **Regional Development Policy** it was not found a document at the national level. It was found instead, the strategies of regional development prepared by the CCDRs.

Considering only Continental Portugal, the five Regional Operational Programmes, approved by the European Union, are available in the website of the National Strategic Reference Framework: Regional Operational Programme of the North, Regional Operational Programme of the Centre, Regional Operational Programme of Lisbon, Regional Operational Programme of Alentejo, Regional Operational Programme of Algarve.

We decided to choose the first, Regional Operational Programme of the North, because the North region it is, together with the Centre, where the small forest dimension ownership is more well represented and where the forest owners struggle to obtain representative income from the forest sector. Here, the potential for innovation in the territory based services and value added chain is probably very high.

The regional development strategy for the North region was prepared by the Commission of Coordination of Regional Development of the North region (CCDR-N in Portuguese initials) to take advantage of the funding opportunities given by the European programme within the period 2007-2013. It is a set of proposals centred in the economic re emerging of the North region as a whole. .

The **National Strategy for the Sustainable Development** envisages the period 2005/2015. It is considered to be a political process which intends to integrate the environmental, social and economic dimension in the conception and implementation of the different public policies, orientated in the short and medium term by the vision of a modern country, participator in the promotion of peace and sustainable development at the global scale.

The **National Strategy for Energy** is not available. However, there is some information that can be accessed from the website of the Ministry of Economy and Innovation. Because of the non availability of the document, there was some indecision whether to analyse the information available at the ministry's website or the National Plan for the Climate Changes. In the end it was decided to analyse the first since it contains more information about the generation of energy from wood (forest biomass) than the second one.

Governement in charge at the time the document was produced, considers that the strategy for the energetic sector plays a central role in its policy because it is an important factor for the portuguese economic growth and competitiveness, and also a vital key for the sustainable development of the country.

The Portuguese country report was produced according to the common guidelines for the COST E51 Phase 1 Country Reports and following step 1 (important innovation areas and relevant documents and step 2 (document analysis).

The policy documents were analysed by Américo Mendes and Diana Feliciano.

## 2 Important innovation areas in forestry in the country

The most important products, processes, marketing organisational and institutional innovations in the forest sector were identified according to 2 different innovation areas: territory based services and value added chain.

The list is presented in the following table.

**Table 2: Most important innovation areas in forestry in Portugal**

Type \ Area	Territory based services	Value added chain
<b>Product</b>	Training programme in Forest Policy & Economics and in Management for foresters in the forest owners' organisations	Bioenergy for electricity New cork products Introduction of genetically improved materials for afforestation (eucalyptus, pine) New processes of cork manufacturing aiming for quality improvement
<b>Process</b>		Improved quality control systems in cork industries
<b>Marketing method</b>	Local initiatives to promote some non wood forest products (chestnut, mushrooms, etc.)	Certification of cork industries (SYSTECODE) Certification of sustainable forest management (Portuguese National Norm for Sustainable Forest Management NP 4406, PEFC, FSC)
<b>Organisational model</b>	Implementation of the Permanent Forest Fund Creation and development of forest owners' organisations Expansion in the number of brigades of fire sappers in the forest owners' organisations, other forest organisations and in the municipalities Creation of <i>ZIF – Zonas de Intervenção Florestal</i> (Forest	Vertical integration (pulp and paper, cork) Creation of an interprofessional organisation for cork production and manufacturing (FILCORK)

	<p>Intervention Zones)</p> <p>Increase in the number and area of hunting zones (associative, municipal, touristic, others)</p> <p>Forest investment funds</p> <p>Improved coordination of fire fighting resources</p> <p>Increasing role of municipalities in forestry, namely in forest fires prevention</p>	
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## 2.1 Specification of documents to analyse

The following table shows the Portuguese policy documents for six of the seven policy areas. The documents analysed are all for the national level and it was used the latest version available, as suggested by the data collection guidelines.

Information about the publication date and the website from where the document can be accessed is also given.

Regarding Renewable Energy Policy, the National Strategy for Energy was not available. Some information can be found at the website but not the whole document. It could be analysed instead the renewable energy section of the National Plan for the Climate Changes, as suggested by the data collection guidelines, but as this plan does not contain much information about forest biomass one decided not to use it.

Concerning Regional Development Policy there is no National Programme for Regional Development. However, there are regional development strategies for each region. These strategies were developed by the Commissions of Coordination and Regional Development of the Portuguese regions (*Comissões de Coordenação e Desenvolvimento Regional* – CCDR's in Portuguese initials). It was chosen the programme prepared by CCDR – N (North).

**Table 3: Documents for Task 1 - Relevant documents for Portugal**

<p><b>Forest Policy (Regional or National Forest Programme):</b>  Document: <i>Plano de Acção para o Sector Florestal</i> (Action Plan for the Forest Sector)  Publication Date: February 2003  Website: <a href="http://www.dgrf.min-agricultura.pt/v4/dgf/ficheiros/20030323205054PF.pdf">http://www.dgrf.min-agricultura.pt/v4/dgf/ficheiros/20030323205054PF.pdf</a> (accessed 30/11/07)  Supplementary documents: PNDFCI (Plano de Defesa Nacional da Floresta Contra Incêndios); Resolução do Conselho de Ministros nº65/2006 (National Plan of Defense against Forest Fires); <a href="http://www.min-agricultura.pt/oportal/extcnt/docs/FOLDER/PROT_DESTAQUES/MADRPCNT_DSTQ_LTR/DES_ZONA_LTD_13/INT_PNDFCI.HTM">http://www.min-agricultura.pt/oportal/extcnt/docs/FOLDER/PROT_DESTAQUES/MADRPCNT_DSTQ_LTR/DES_ZONA_LTD_13/INT_PNDFCI.HTM</a></p>
<p><b>Forest Based Sector Policy (Sector Policy Strategy), if any:</b>  Document: <i>Estratégia Nacional para as Florestas</i> (National Strategy for the Forests)  Publication Date: 2006  Website: <a href="http://www.min-agricultura.pt/oportal/extcnt/docs/FOLDER/CA_IMPrensa/MPR_DOCS/ESTRAT_NACIONAL_FLORESTAS.PDF">http://www.min-agricultura.pt/oportal/extcnt/docs/FOLDER/CA_IMPrensa/MPR_DOCS/ESTRAT_NACIONAL_FLORESTAS.PDF</a> (accessed 30/11/07)  Supplementary documents:</p>
<p><b>Innovation Policy (Regional or National Reform Programme):</b>  Document: <i>Plano Tecnológico – Uma Estratégia de Crescimento com base no Conhecimento, Tecnologia e Inovação</i> (Technological Plan – A Strategy of Growth Based on Knowledge, Technology and Innovation)  Publication Date: Approved on 24<sup>th</sup> November 2006  Website: <a href="http://www.planotecnologico.pt">www.planotecnologico.pt</a>; <a href="http://www.planotecnologico.pt/en/technological-plan/documents/list.aspx">http://www.planotecnologico.pt/en/technological-plan/documents/list.aspx</a> (accessed 30/11/07)  Supplementary documents:</p>
<p><b>Rural Development Policy (Regional or National Rural Dev. Programme, Forestry Part):</b>  Document: <i>Plano Estratégico Nacional – Desenvolvimento Rural</i> (National Strategic Plan – Rural development)  Publication Date: February 2007  Website: <a href="http://www.gppaa.min-agricultura.pt/drural/doc/PEN_8.2.07_EN.pdf">http://www.gppaa.min-agricultura.pt/drural/doc/PEN_8.2.07_EN.pdf</a> (accessed 30/11/07)</p>

<p>Supplementary documents: Regional RDP Açores, Decision no C (2001)475 final Regional RDP Madeira, Decision no C (2001)1159 final</p>
<p><b>Regional Development Policy (Regional or National Regional Dev. Programme):</b> Document: <i>Programa Operacional Regional do Norte, Programa Operacional Regional do Centro, Programa Operacional Regional de Lisboa, Programa Operacional Regional do Alentejo, Programa Operacional Regional do Algarve.</i> (Regional Operational Programme for the North , Centre, Lisboa, Alentejo, Algarve 2007-2013); Publication Dates: September 2007 Website: <a href="http://www.qren.pt/item3.php?lang=0&amp;id_channel=34&amp;id_page=203">http://www.qren.pt/item3.php?lang=0&amp;id_channel=34&amp;id_page=203</a> (accessed 13/05/08) Supplementary documents: <i>Programa Operacional Temático Factores de Competitividade (FEDER)</i> (Thematic Operational Programme Competitiveness Factors (FEDER)); <i>Programa Operacional Temático Potencial Humano</i> (Thematic Operational Programme Human Potential (FSE)), <i>Programa Operacional Temático Valorização do Território (FEDER e Fundo de Coesão)</i>, (Thematic Operational Programme Valuation of the Territory).</p>
<p><b>Sustainable Development Policy (Regional or National Sustainable Dev. Strategy):</b> Document: <i>Estratégia Nacional para o Desenvolvimento Sustentável</i> (National Strategy for the Sustainable Development) Publication Date: 2006 Website: <a href="http://www.desenvolvimentosustentavel.pt/">http://www.desenvolvimentosustentavel.pt/</a> (accessed 30/11/07) Supplementary documents:</p>
<p><b>Renewable Energy Policy (Regional or National (renewable) Energy Strategy):</b> Document: <i>Estratégia Nacional para a Energia</i> (National Strategy for Energy) – support documentation Publication Date: October 2005 Website: <a href="http://www.portugal.gov.pt/Portal/PT/Governos/Governos_Constitucionais/GC17/Ministerios/MEI/Comunicacao/Outros_Documentos/20051024_MEI_Doc_Estrategia_Energia.htm">http://www.portugal.gov.pt/Portal/PT/Governos/Governos_Constitucionais/GC17/Ministerios/MEI/Comunicacao/Outros_Documentos/20051024_MEI_Doc_Estrategia_Energia.htm</a> (accessed 30/11/07) Supplementary documents: <i>Concorrência e Eficiência Energética – Uma Estratégia Nacional para a Energia</i> (Competition and Energetic Efficiency – A National Strategy to the Energy, September, 2006); <a href="http://www.portugal.gov.pt/NR/rdonlyres/C7F87B58-4E94-4F17-8F88-ABBE541FA209/0/Estrategia_Energia.pdf">http://www.portugal.gov.pt/NR/rdonlyres/C7F87B58-4E94-4F17-8F88-ABBE541FA209/0/Estrategia_Energia.pdf</a> (accessed 30/11/07)</p>

**Additional documents:**

*Programa Nacional de Política de Ordenamento do Território* (National Programme of Territory Disposition);  
Published in: February 2006  
Website: [http://www.portugal.gov.pt/NR/rdonlyres/D1EF0839-5644-4291-8215-017E831BE8E3/0/PNPOT\\_PAcao.pdf](http://www.portugal.gov.pt/NR/rdonlyres/D1EF0839-5644-4291-8215-017E831BE8E3/0/PNPOT_PAcao.pdf) (accessed 30/11/07)

*Plano Nacional para as Alterações Climáticas* (National Plan for the Climate Changes)  
Published in: January 2003  
Website: <http://www.portugal.gov.pt/NR/rdonlyres/4E0C9C6B-C223-47FB-B4D2-77653339E215/0/PNAC.pdf> (accessed 30/11/07)

### 3 Forest Policy – National Forest Programme

In March of 2003, the Ministry of Agriculture, Rural Development and Fisheries adopted an Action Programme for the Forest Sector. This programme integrated a set of interventions with the objective of improving the shortcomings of the current framework tools and support, simplifying proceedings, eliminating barriers, protecting the productive potential and promoting the investments that create richness.

The Action Programme for the Forest Sector was the product of the recognition of the economic importance of Portuguese forests, which covered at that time 38% of the territory, represented 3% of the gross added value and employed 3,3% of the active population.

#### 3.1 General description

##### Part A - General document information

<b>Name:</b>	<b>Action Programme for the Forest Sector</b>
<b>Adoption:</b> Please mark by whom and at which level the document is adopted	<input type="checkbox"/> Parliament <input checked="" type="checkbox"/> Government <input type="checkbox"/> Ministry: _____ <input type="checkbox"/> Others: _____ <input type="checkbox"/> No formal approval Level: <input checked="" type="checkbox"/> National <input type="checkbox"/> Regional <input type="checkbox"/> Local Adoption date: 19 of March of 2003
<b>Validity period:</b>	The implementation of the measures of the Action Programme had to be concluded until December 2004.
<b>Revision:</b>	No revision or update of the document is mentioned.
<b>Monitoring/ Evaluation:</b>	The implementation of this programme is monitored by the Ministry of Agriculture, Rural Development and Fisheries (MADRP in Portuguese initials) through an independent commission enlarged by the civil society and coordinated by the General Director of Forests. The main objectives of this commission are: 1) to identify the constraints emerging during the implementation of the programme; 2) to foster the most convenient solutions to face the difficulties and 3) To assure the achievement of the objectives of the programme. This commission had to produce public access reports every 6 months.
<b>Related documents:</b>	No related documents mentioned.
<b>Geographical scope:</b>	<input checked="" type="checkbox"/> National <input type="checkbox"/> Regional; name: _____ <input type="checkbox"/> Local, name: _____
<b>Budget:</b>	It is mentioned that the Action Programme would not originate additional expenses to the expenses already associated with the forest sector and contained in the several structural programmes that apply to the sector.
<b>General description of contents as written in document</b>	
<b>Objective of the document</b>	The Action Programme for the Forest Sector approves a strategy which the objective is the improvement of the sustainable forest management of the Portuguese forest. The strategy is essentially supported in the improvement of shortcomings through a correct effect of the intervention and action of the State.
<b>Priorities</b>	The priority of the Action Programme for the Forest Sector is to introduce a positive effect through the intervention and action of the State in 4 strategic areas: 1) the structure of the forest property; 2) the lack of coordination and organisation of the public action; 3) the complexity of the acts of Public Administration and proceedings to access the sector supporting tools, and the inadequacy of the aim regimes; 4) the high risk associated with the forest production.

<b>Structure</b>	<p>First, the document briefly presents the numbers for the portuguese forest sector, then explains the strategic framing for the forest sector and then presents the Action Programme. The Action Programme is divided in the following areas:</p> <ol style="list-style-type: none"> <li>Institutional articulation;</li> <li>Legislation;</li> <li>Planning and forest management tools;</li> <li>Public forests and commons;</li> <li>Simplification of the investment in the scope of the Community Support Framework III;</li> <li>Afforestation of agricultural land;</li> <li>Forest investment;</li> <li>Forest fires;</li> <li>Associativism;</li> <li>Training;</li> <li>Research and development.</li> </ol> <p>For each subject it is enumerated the actions/decisions, entities in charge of accomplishing the actions and the timetable to accomplish the actions.</p>
<b>Measure Areas</b>	<p><b>The measure areas are the same considered above:</b></p> <ol style="list-style-type: none"> <li>Institutional articulation;</li> <li>Legislation;</li> <li>Planning and forest management tools;</li> <li>Public forests and commons;</li> <li>Simplification of the investment in the scope of the Community Support Framework III;</li> <li>Afforestation of agricultural land;</li> <li>Forest investment;</li> <li>Forest fires;</li> <li>Associativism;</li> <li>Training;</li> <li>Research and development.</li> </ol>
<b>Follow-up / Implementation</b>	
<b>Follow-up measures:</b>	<input type="checkbox"/> No follow-up activities so far <input type="checkbox"/> New or adapted funding programme(s) /budget line; name: <input checked="" type="checkbox"/> New or adapted regulations/laws; name: <input checked="" type="checkbox"/> New or adapted informational campaigns/instruments; name: <input checked="" type="checkbox"/> New or restructured institutions/organisations; name: <input type="checkbox"/> Implementation in forest policy:
<b>General comment:</b>	<p>List research needs you identified, they might be taken up in phase II of COST E51  Name further reference sources used</p>

### 3.2 Integration of innovation

#### Part B - Overall Innovation Orientation

<b>Overall innovation orientation</b> (use word search function).	Please mark the frequency of occurrence of the <u>more generic terms</u> 'innovation' or synonyms ('new products', 'new services', 'new processes', 'new marketing methods', 'new business models') in the document	<input checked="" type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> frequently
	Please mark the frequency of occurrence of the forest sector ' <u>innovation frontier</u> ' - innovation areas identified in Chapter 3 - in the document	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input checked="" type="checkbox"/> frequently
	Please mark the frequency of occurrence of the <u>terms</u> that are related to innovation, for example entrepreneurship, diversification, competitiveness	<input checked="" type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> frequently Terms used:

	Further comments on overall innovation orientation of the document:
<b>Relevance of innovation:</b> Please mark how much relevance is given to innovation in the document (one answer)	<input type="checkbox"/> No relevance at all <input type="checkbox"/> Marginal issue <input type="checkbox"/> One issue among others <input checked="" type="checkbox"/> Important issue <input type="checkbox"/> Central issue  Comments: The term "innovation" is never referred in the Action Plan for the Forest Sector, however the great majority of actions inserted can be considered as real innovations in the Portuguese forest sector.
<b>Degree of specification:</b> Please mark how general or specific innovation is addressed by the document (one answer) Please use comments section to describe if the degree of specification varies for different parts of the document, esp. when concerning forestry	<input type="checkbox"/> very general ( <i>innovation is named in general parts, e.g. preamble, but no related goals, measures, identified needs or similar are addressed by the document</i> ) <input type="checkbox"/> rather general ( <i>innovation is addressed in overall goals, needs are identified but no specification of measures</i> ) <input type="checkbox"/> rather specific ( <i>innovation is addressed in concrete goals, measures are formulated</i> ) <input checked="" type="checkbox"/> very specific ( <i>quantified goals related to innovation are formulated, concrete measures introduced, a fixed budget and timetable exist</i> ) Comments: Under each area of intervention, all the actions suggested by the Action Programme, including the innovative ones, are totally specified, the entities in charge of implementation are identified and the timetable is set. However there is no fixed budget.
<b>Understanding of innovation policy</b> Please assess what overall understanding of innovation policy is reflected in the document. See chapter 2.2.1	<input type="checkbox"/> Predominately traditional science and technology policy <input type="checkbox"/> Traditional S&T policy with systemic elements <input checked="" type="checkbox"/> Systemic innovation policy with S&T policy elements <input type="checkbox"/> Predominantly systemic innovation policy Comments:
<b>Goals and objectives:</b> The actions are identified. The objectives in relation to innovation is to accomplish them within the deadlines set up by the programme.	
<b>Issues, problems and related topics:</b> The document mentions that despite the development in some areas there are still problems in the forest sector. These problems can be considered as barriers to innovation. They are the following: 1) Poor institutional and organisational framework because of the lack of a strategy in the long-term and continuous changes; 2) Poor dynamic of growth and development; 3) Bad management and use of the resources and an excessive vulnerability to erosion problems and destruction of forests productive potential because of forest fires.	
<b>Innovation areas:</b> - Creation and development of forest owner's organisations; - Training; - Exchange of knowledge through a national network of the main research centres in Portugal; - Expansion in the number of brigades of fire sappers in the forest owner's organisations, other forest organisations and in the municipalities; - Forest investment funds; - Improved coordination of fire fighting resources.	
<b>General comment:</b> List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used	

### Part B - Innovation Support Measures

<b>Innovation support measures</b> <i>Consult classification in chapter 2.2.2</i>	<b>Research and Development</b>	<p>The main innovation support measures are related to the linkage between the academic research and the needs of the forest sector:</p> <ol style="list-style-type: none"> <li>1) Creation of the forum "Research, Technological Development and Knowledge" to discuss and evaluate the national programmes of research and development;</li> <li>2) Preparation of a multi annual programme, subject to periodic adjustments and to the validation of the forum "Research, Technological Development and Knowledge";</li> <li>3) Establishment of a routine of enlarged thematic meetings, every three monthes, for discussion and diffusion of technologies and technical information focused in the existing problems;</li> <li>4) Preparation and implementation of a strategy of diffusion of technological knowledge and technologies;</li> <li>5) Creation of a network of the main national centres of forest Research and Development.</li> </ol> <p>All thes measures were in charge of the National Forest Station (<i>EFN – Estação Florestal Nacional</i>).</p>
	<b>Diffusion of innovation</b>	Not mentioned in the document.
	<b>Strengthening the knowledge base</b>	<p>The main innovation support measures related to the strengthening of the knowledge base are related to the implementation of training programmes according to the requirements of the forest sector, namely:</p> <ol style="list-style-type: none"> <li>1) Previous agreements with partners to find out which are the specific necessities and training programmes;</li> <li>2) Adoption of professional certificates;</li> <li>3) Adoption of a plan to require qualification in the forest activities in charge of the Ministry of Agriculture;</li> <li>4) Requirement of proper equipment and security proceedings;</li> <li>5) Creation of a national network of specialized trainers.</li> </ol>
	<b>Strengthening interaction</b>	<p>The main innovation support measures to strength interaction are measures related to the institutional articulation:</p> <ol style="list-style-type: none"> <li>1) Agreement between the ministries wich are in charge of the forest issues;</li> <li>2) Creation and regulamentation of the Inter ministerial Comission for the Forest Affairs (CIAF in Portuguese initials) under the Law of Forest Policy.</li> </ol>
	<b>Demand creation</b>	Not mentioned in the document.
	<b>Improving frame conditions</b>	<p>Some of the innovation support measures related to the improvement of the frame conditions are the following:</p> <ol style="list-style-type: none"> <li>1) Support and consolidation of Forest Owners Organisations (FOO);</li> <li>2) Establishment of partnerships between the governement and the FOO's in order to give them some tasks that in the beginning were accomplished by the State.</li> </ol>
	<b>Comments</b>	
<b>Priorities</b>		The measures announced are considered to have similar priority: all with high priority. The Action Programme was set in March 2003, and the deadlines for the accomplishment of great part of the measures was the 3 <sup>rd</sup> trimester of December of the same year. The deadlines for the remaining measures was 2004.
<b>Assessment of overall relevance</b>		N.a.
<b>Promotion of innovation</b>		N.a.
<b>General comment:</b>		<p>List research needs you identified, they might be taken up in phase II of COST E51</p> <p>Name further reference sources used</p>

## Part B - Cross-sectoral coordination

<b>Policy formulation</b>	
<b>Co-ordination with other processes and documents</b>	In the policy formulation of this Action Programme there was co-ordination between the Ministry of Agriculture, Rural Development and Fisheries (MARDP in Portuguese initials) and the General Direction of Forest Resources (DGRF in portuguese initials).
<b>Administrative Co-ordination:</b>	<input checked="" type="checkbox"/> between different sections/departments within the same ministry; specify: Ministry of Agriculture Rural Development and Fisheries (MADRP) and General Direction of Agriculture (DGRF). <input type="checkbox"/> between different ministries, specify: <input checked="" type="checkbox"/> between ministries and other public organizations / agencies, specify: Ministry of Agriculture Rural Development and Fisheries and Ministry of Internal Affairs. <u>Comments:</u> The policy formulation of the Action Programme for the Forest Sector was in charge of the MADRP (Ministry of Agriculture Rural Development and Fisheries) and the General Direction of Forest Resources that is under MADRP umbrella;
<b>Stakeholder involvement</b>	<input checked="" type="checkbox"/> Forestry: name most important organisations: DGRF; EFN; Universities; FORESTIS; FFPF; FENAFLORESTA; UNAC; ANEFA; CELPA; Associations and organisations of commons; BALADI; Organisations of Forest Owners; Centro PINUS; SUBERAV; RAIZ <input type="checkbox"/> Forest-based industries: name most important organisations: AIMMP; <input checked="" type="checkbox"/> Agriculture: name most important organisations: CNA; CONFRAGRI ; CAP ; <input type="checkbox"/> Tourism: name most important organisations: <input type="checkbox"/> Energy: name most important organisations: <input checked="" type="checkbox"/> Environment: name most important organisations: ICN; <input type="checkbox"/> Other sector: ____: name most important organisations: <u>Comments:</u> To the effectiveness of the programme the document suggests that Public Administration and the private sector has to cooperate in the planning, management, conservation and efficient use of the forest resources in the scope of a sustainable development.
<b>Coordination mechanisms:</b>	<input checked="" type="checkbox"/> Formal (central) coordination body; name: Independent Commission enlarged to the civil society and coordinated by the General Director of Forests. <input type="checkbox"/> Formal coordination process <input type="checkbox"/> Inter-sectoral working groups <input type="checkbox"/> Inter-sectoral advisory body <input type="checkbox"/> Formal mandatory consultation process <input type="checkbox"/> Formal voluntary consultation process <input type="checkbox"/> Informal consultations (please describe ____) <input type="checkbox"/> Others:
<b>Policy Implementation</b>	
<b>Responsible actors and their roles:</b>	<u>Actions related to institutional articulation:</u> (Ministry of Agriculture, Rural Development and Fisheries – MARDP in Portuguese initials- and General Direction of the Forest Resources – DGRF in Portuguese initials); <u>Actions related to the revision of legislation:</u> DGRF; <u>Actions related to planning and forest management tools:</u> DGRF; General Direction of Agriculture (DRA); <u>Actions related to the management of public and communitarian forests:</u> DRA; DGRF; MADRP; <u>Actions related to the simplification of the investment in the scope of the CSF II:</u> Manager of the AGRO programme; CAO (Commission to follow the forest operations); DGRF; <u>Actions related to the afforestation of agricultural land:</u> The manager of the RURIS programme; <u>Actions related to the forest investment:</u> MARDP; MFAP (Ministry of Finance and Public Administration); MJ; MCOTA, now MAOTDR (Ministry of Territory and

	<p>Environment); IDHRa (now DGADR)- General Direction of Agriculture and Rural Development); DGRF;</p> <p><u>Actions related to forest fires</u>: MAI (Ministry of Internal Affairs); MADRP; DGRF ; SNBPC (National Service of Firemen and Civil Protection);</p> <p><u>Actions related to collective organisation of forest owners</u>: Manager of the programmes AGRO and RURIS, GPPAA (Office of Planning and Food Policy), IFADAP; DGF.</p> <p><u>Actions related to training</u>: DGRF; IDHRa (now DGADR), IIEFP (Institute of Employment and Training); DRA;</p> <p><u>Actions related to research and development</u>: EFN (National Forest Station); INIAP (National Institute of Agricultural and Fisheries Research).</p>
<b>Level of delegation</b>	<input checked="" type="checkbox"/> Decentralized, e.g. <input type="checkbox"/> Central, e.g. ministry, public agency <input checked="" type="checkbox"/> Outsourced to private actors <input checked="" type="checkbox"/> Local, e.g. by municipalities <input type="checkbox"/> Regional, e.g. by regional public actors <input type="checkbox"/> Others: _____
<b>General comment</b>	<p>List research needs you identified, they might be taken up in phase II of COST E51</p> <p>Name further reference sources used</p>

## 4 Forest-Based Industries Policy

The National Strategy for the Forests results from the commitment assumed by the Government for the definition of a strategic framework for the development of the sector in the short and medium term. The General-Direction of Forest Resources (DGRF in Portuguese initials) was in charge of the production of this document. The adoption of a strategic document about the forest sector was of great importance because of the consequences in the definition of measures of support for the sector. The measures were designed at the European level, in the scope of the Programme Period (2007-2013), and at the national level, in the scope of the Permanent Forest Fund (*FFF – Fundo Florestal Permanente*).

### 4.1 General description

#### Part A - General document information

<b>Name:</b>	<b>National Strategy for the Forests</b>
<b>Adoption:</b> Please mark by whom and at which level the document is adopted	<input type="checkbox"/> Parliament <input checked="" type="checkbox"/> Government <input type="checkbox"/> Ministry: _____ <input type="checkbox"/> Others: _____ <input type="checkbox"/> No formal approval Level: <input checked="" type="checkbox"/> National <input type="checkbox"/> Regional <input type="checkbox"/> Local Adoption date: 17 <sup>th</sup> of August 2006
<b>Validity period:</b>	30 years
<b>Revision:</b>	The National Strategy for the Forests had 2 versions before the final version: 1) The first version was presented by the General Direction of Forest Resources (DGRF) in a public session in 21 <sup>st</sup> of March 2006; This document was subjected of 2 months public discussion. 2) An intermediate version was released for public discussion in 8 <sup>th</sup> of May 2006; 3) The final version was approved in council of ministries in 17 <sup>th</sup> of August 2006. According to the DGRF the Strategy is valid for 30 years but no future revisions are mentioned in the document.
<b>Monitoring/ Evaluation:</b>	The document mentions that the General Direction of Forest Resources (DGRF in Portuguese initials) intends to evaluate the National Forest Strategy through a report produced every 3 years which will be submitted to the Forest Consultive Council <sup>1</sup> for appraisal. The report and appraisal will be delivered to the Minister of Agriculture, Rural Development and Fisheries in order to check the results of the implementation of the Strategy and to adjust the policies for the forest sector. The report should contain the description of the activities developed and the objectives achieved by the stakeholders involved in the Strategy's implementation as well as the deviations from the original orientations.
<b>Related documents:</b>	National Strategic Plan of Rural Development (PENDR in Portuguese initials); National Plan of Protection of Forest Against Forest Fires (PNDFCI in Portuguese initials); Plan of Fight against the nematode of <i>Pinus pinaster</i> (PROLUMP in Portuguses initials)
<b>Geographical scope:</b>	<input checked="" type="checkbox"/> National <input type="checkbox"/> Regional; name: _____ <input type="checkbox"/> Local, name: _____
<b>Budget:</b>	Not defined. It will use the funds of the Permanent Forest Fund (FFP) and the funds available in the programation period 2007-2013.
<b>General description of contents as written in document</b>	
<b>Objective of the document</b>	There are two main objectives, one for the short term and the other for the long term. The objective in the short term is to reduce the real and perceived risk against forests (e.g. forest fires, pests and diseases) and the objective in the medium term is to improve the competitiveness (quality and efficiency) of the forest sector in the several areas and the specific domains that contribute to increase the economic value of forests, aggregating both direct and indirect use values.

<sup>1</sup> Forest Consultive Council (*Conselho Consultivo Florestal*)- it's a consultation entity composed by experts in forest issues which collaborates with the Ministry of Agriculture, Rural Development and Fisheries in the definition of the Portuguese forest policy.

<b>Priorities</b>	<p>The Strategy is supported in a structural matrix of the value of forests that should be maximised through six lines of strategic actions that in the short term should decrease the risk of forest fires and biotic agents and in the medium term to assure the competitiveness of the forest sector. The six lines of strategic action considered in the National Strategy for forests are:</p> <p>a) Minimisation of the risk of forest fires and biotic agents;  b) Specialisation of the territory;  c) Improvement of productivity through sustainable forest management;  d) General improvement of the efficiency and competitiveness of the forest sector;  e) Reduction of the market risks and increase of the price of the forest products;  f) Rationalisation and simplification of political tools.</p>
<b>Structure</b>	<p>The document starts describing the values and resources of Portuguese forests and also its successful factors. Then presents the context changes and new risks for forests. After, presents the Strategy that is, the priorities for the Portuguese forests and the measures towards the accomplishment of these priorities. In the end of the description of the Strategy it is presented a table with the main actions, the objectives for each action, the goals, the entities in charge for the development of each action, the tools and the indicators.</p>
<b>Measure Areas</b>	<p>The measure actions and the sub-actions or objectives are:</p> <p>A) <u>Minimisation of the risk of forest fires and biotic agents</u>  <u>Sub actions/objectives:</u> A1-Protection of forest against forest fires; A2- Protection against biotic and harmful agents; A3) Recovering and rehabilitation of forest ecosystems affected;</p> <p>B) <u>Specialisation of the territory</u>  <u>Sub actions/objectives:</u> B1) Valuation of the environmental functions of the forest spaces; B2) Recovering forest stands with misadjusted species in what is concerned to ecologic conditions; B3) Installation of forest and agro-forest systems;</p> <p>C) <u>Improvement of productivity through sustainable forest management</u>  <u>Sub actions/objectives:</u> C1) Improvement of forest stands productivity through sustainable forest management; C2) Improvement of the productivity of the forest resources; C3) Advise and support services for forest management;</p> <p>D) <u>Reduction of the market risks and increase of the price of the forest products</u>  <u>Sub actions/objectives:</u> D1) Forest certification; D2) Increase of the value of the forest products.</p> <p>E) <u>General improvement of the efficiency and competitiveness of the forest sector</u>  <u>Sub actions/objectives:</u> E1) Information about the sector and increase of the price of the forest products; E2) Forest cadastre; E3) Organisation of the sector; E4) Qualification/Training of stakeholders; E5) Application of scientific knowledge.</p> <p>F) <u>Rationalisation and simplification of the political tools</u>  <u>Sub actions/objectives:</u> F1) Organic, legal and planning; F2) Financial tools of support for competitiveness.</p>
<b>Follow-up / Implementation</b>	
<b>Follow-up measures:</b>	<p><input type="checkbox"/> No follow-up activities so far</p> <p><input type="checkbox"/> New or adapted funding programme(s) /budget line; name:</p> <p><input type="checkbox"/> New or adapted regulations/laws; name:</p> <p><input type="checkbox"/> New or adapted informational campaigns/instruments; name:</p> <p><input type="checkbox"/> New or restructured institutions/organisations; name:</p> <p><input checked="" type="checkbox"/> Implementation in forest policy: It were given licences for 13 forest biomass centrals; It was created a programme for the revitalisation of cork oak stands ("montados") and a programme to combat pinewood nematode (PROLUMP is the name of the programme in Portuguese initials)</p>
<b>General comment:</b>	<p>List research needs you identified, they might be taken up in phase II of COST E51</p> <p>Name further reference sources used</p>

## 4.2 Integration of innovation

### Part B - Overall Innovation Orientation

<b>Overall innovation orientation</b> (use word search function).	Please mark the frequency of occurrence of the <u>more generic terms</u> 'innovation' or synonyms ('new products', 'new services', 'new processes', 'new marketing methods', 'new business models') in the document	<input type="checkbox"/> never <input checked="" type="checkbox"/> sometimes <input type="checkbox"/> frequently
	Please mark the frequency of occurrence of the forest sector ' <u>innovation frontier</u> ' - innovation areas identified in Chapter 3 - in the document	<input type="checkbox"/> never <input checked="" type="checkbox"/> sometimes <input type="checkbox"/> frequently
	Please mark the frequency of occurrence of the <u>terms</u> that are related to innovation, for example entrepreneurship, diversification, competitiveness	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input checked="" type="checkbox"/> frequently Terms used: diversification and competitiveness
	The word "innovation" is hardly mentioned in the National Strategy for the Forests.	
<b>Relevance of innovation:</b> Please mark how much relevance is given to innovation in the document (one answer)	<input type="checkbox"/> No relevance at all <input checked="" type="checkbox"/> Marginal issue <input type="checkbox"/> One issue among others <input type="checkbox"/> Important issue <input type="checkbox"/> Central issue Comments: Innovation is hardly mentioned by the document.	
<b>Degree of specification:</b> Please mark how general or specific innovation is addressed by the document (one answer) Please use comments section to describe if the degree of specification varies for different parts of the document, esp. when concerning forestry	<input checked="" type="checkbox"/> very general ( <i>innovation is named in general parts, e.g. preamble, but no related goals, measures, identified needs or similar are addressed by the document</i> ) <input type="checkbox"/> rather general ( <i>innovation is addressed in overall goals, needs are identified but no specification of measures</i> ) <input type="checkbox"/> rather specific ( <i>innovation is addressed in concrete goals, measures are formulated</i> ) <input type="checkbox"/> very specific ( <i>quantified goals related to innovation are formulated, concrete measures introduced, a fixed budget and timetable exist</i> ) Comments: Please specify further in which context innovation is addressed (Is innovation a goal, underlying rationale, a strategy or means to reach other goals, unrelated, etc.?)	
<b>Understanding of innovation policy</b> Please assess what overall understanding of innovation policy is reflected in the document. See chapter 2.2.1	<input type="checkbox"/> Predominately traditional science and technology policy <input type="checkbox"/> Traditional S&T policy with systemic elements <input checked="" type="checkbox"/> Systemic innovation policy with S&T policy elements <input type="checkbox"/> Predominantly systemic innovation policy Comments: Please describe further the understanding of innovation policy	
<b>Goals and objectives:</b> The Strategy itself does not mention the goals and objectives in relation to innovation. However it is clear that it will follow the measures taken by the Rural Development Plan (RDP): the measure "Re-structure and develop the physical potential and promote innovation", included in the Axis I - Increase competitiveness of the agricultural and forest sectors of the RDP, can then be considered also an objective of the National Forest Strategy in relation to innovation.		
<b>Issues, problems and related topics:</b> The issues and problems in relation to innovation are the ones already formulated by the Technological Plan (see chapter of Innovation Policy). These are: -Lack of qualified and specialised human resources; - Reduced technological capacity; - Insufficient penetration of innovation.		
<b>Innovation areas:</b> Economic value of forests; Value of forest products; Cooperation for the producing of new products and new technological processes in the forest sector; Infra-structures related to the evolution and adaptation of forests.		

**General comment:**

List research needs you identified, they might be taken up in phase II of COST E51  
Name further reference sources used

### Part B - Innovation Support Measures

<b>Innovation support measures</b> <i>Consult classification in chapter 2.2.2</i>	<b>Research and Development</b>	The Strategy recommends the revision of the funding process of forest research in order to increase the capacity of the forest actors to identify and suggest subjects of research to supply them findings according to their needs; The Strategy aims the internationalisation of research.
	<b>Diffusion of innovation</b>	The Strategy mentions that new products and markets should be developed and promoted through business cooperation. The forest products and services that will be a target for financed promotion are: tourism, hunting, fishing, grazing and other non forest products like mushrooms, dried fruits, medicinal and cooking forest products.
	<b>Strengthening the knowledge base</b>	According to priorities established by the Technological Plan, the Strategy considers very important for the competitiveness and development of the forest sector the specialisation and training of the different agents involved. The Strategy will promote a continuous and integrated training of the agents of the forest sector, giving them transversal and specific competences for the development of their activities.
	<b>Strengthening interaction</b>	Not mentioned by the document.
	<b>Demand creation</b>	Increase the value of the forest products through the use of biomass for energy - Adoption of technologies using forest biomass for production of energy;. Development and promotion of new products and markets through business cooperation.
	<b>Improving frame conditions</b>	The Strategy proposes the improvement of the information available and the capacity of collecting and processing that information. This measure includes the elaboration of a cadastre for the forest holdings and the systematic collection and management of data; Simplification and rationalisation of the political tools in order to facilitate the action of the private actors and administration.
<b>Comments</b>		
<b>Priorities</b>	It seems that from the above innovation support measures, the most important is the use of forest biomass for energy production because it is a measure directly related with the reduction of the risk of forest fires since it takes advantage of the forest wood residues for energy producing. According to the Strategy, the main challenge of the Portuguese forest sector in the short term is the reduction of the risks for forest, including the risks of forest fires.	
<b>Assessment of overall relevance</b>	Since the use of forest biomass for production of energy is an important issue promoted by this Strategy, the demand for research and innovation in this area is needed. We then consider innovation as having a moderate relevance in the Strategy.	
<b>Promotion of innovation</b>	N.a.	
<b>General comment:</b>	List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used	

## Part B - Cross-sectoral coordination

<b>Policy formulation</b>	
<b>Co-ordination with other processes and documents</b>	National Forest Strategy and the 21 Regional Plans of Land Use Planning ( <i>Plano Regional de Ordenamento do Território</i> ); National Forest Strategy and the Council Plans for Defense of Forest against Forest Fires ( <i>PNDFCI - Planos Nacionais de Defesa da Floresta contra Incêndios</i> ); National Forest Strategy and the Zones of Forest Intervention ( <i>ZIF's - Zonas de Intervenção Florestal</i> ); National Forest Strategy and the National Action Programme to Combat Desertification (PANCD in Portuguese initials).
<b>Administrative Co-ordination:</b>	<input checked="" type="checkbox"/> between different sections/departments within the same ministry; specify: Ministry of Agriculture, Rural Development and Fisheries (MADRP) and General Direction of Forest Resources (DGRF); <input type="checkbox"/> between different ministries, specify: <input type="checkbox"/> between ministries and other public organizations / agencies, specify:  <u>Comments:</u> The Government, through the MADRP, had the commitment of defining a strategic framework for the development of the sector in the short and medium term; the DGRF was in charge of the production of the document.
<b>Stakeholder involvement</b>	<input checked="" type="checkbox"/> Forestry: name most important organisations: Agroconsultores Lda; ANEFA; ANSUB; RAIZ; UNAC; Centro <i>Pinus</i> ; CELPA; FENAFLORESTA; FPPF; BALADI; PEFC; FORESTIS <input checked="" type="checkbox"/> Forest-based industries: Grupo Portucel Soporcel; Sonae Indústria <input checked="" type="checkbox"/> Agriculture: name most important organisations: CAP; DRABI <input checked="" type="checkbox"/> Tourism: name most important organisations: CTP <input type="checkbox"/> Energy: name most important organisations: <input checked="" type="checkbox"/> Environment: name most important organisations: LPN; QUERCUS; ICN <input checked="" type="checkbox"/> Other sector: Regional Development: name most important organisations: ADL; CCDR-LVT <input checked="" type="checkbox"/> Other sector: Municipalities: name most important organisations: Gabinete Técnico Florestal da Câmara Municipal de Esposende; Gabinete Técnico Florestal da Câmara Municipal de Torres Vedras <input checked="" type="checkbox"/> Other sector: Investment agencies name most important organisations: API  <u>Comments:</u> The process of public discussion of the National Forest Strategy was carried out between 21 of March and 21 of May of 2006. The General Direction of Forest Resources (DGRF) organised a total of 7 public discussions plus a discussion session only for intervenients. More sessions to discuss the National Forest Strategy were also organised by other entities. There was a strong involvement and participation of public and private agencies from the forest sector and out of the forest sector. From the process resulted important contributions for the improvement of the Strategy.
<b>Coordination mechanisms:</b>	<input checked="" type="checkbox"/> Formal (central) coordination body; name: General Direction of Forest Resources (DGRF in Portuguese initials). <input type="checkbox"/> Formal coordination process <input type="checkbox"/> Inter-sectoral working groups <input type="checkbox"/> Inter-sectoral advisory body <input type="checkbox"/> Formal mandatory consultation process <input type="checkbox"/> Formal voluntary consultation process <input type="checkbox"/> Informal consultations (please describe _____) <input type="checkbox"/> Others:
<b>Policy Implementation</b>	
<b>Responsible actors and their roles:</b>	<u>Action A - Minimisation of the risk of forest fires and biotic agents</u> - DGRF, GNR, SNBPC, DGGE, CBE, ICN, EFN, R&D entities, OPF's, IES, forest owners. <u>Action B - Specialisation of the territory</u> - DGRF, ICN, INAG, forest owners and OPF's; Commons' Associations; IA. <u>Action C - Improvement of productivity through sustainable forest management</u> -

	<p>DGRF, forest owners and OPF's, Commons's Associations, Hunting Associations, fishermen, beekeepers.</p> <p><u>Action D - Reduction of the market risks and increase of the price of the forest products</u> - DGRF; Forest owners and OPF's; forest industries; forest producers and merchants; Environmental NGO's; agents of the secondary and tertiary sector.</p> <p><u>Action E - General improvement of the efficiency and competitiveness of the forest sector</u> - DGRF, INE, Ministry of Finance, forest owners and OPF's, Forest services providers and their associations, forest industries, IGP, Associations of commons, MADRP, workers in the forest sector, IES, MCTES, EFN.</p> <p><u>Action F - Rationalisation and simplification of the political tools</u> - Government and MADRP.</p>
<b>Level of delegation</b>	<p><input type="checkbox"/> Decentralized, e.g.</p> <p><input checked="" type="checkbox"/> Central, e.g. ministry, public agency (DGRF, GNR, DGGE, EFN, INAG, IA...) and</p> <p><input checked="" type="checkbox"/> Outsourced to private actors: Forest owners organisations, hunting associations, forest industries, forest products merchants, non governmental organisations...)</p> <p><input type="checkbox"/> Local, e.g. by municipalities</p> <p><input type="checkbox"/> Regional, e.g. by regional public actors</p> <p><input type="checkbox"/> Others: _____</p>
<b>General comment</b>	<p>List research needs you identified, they might be taken up in phase II of COST E51</p> <p>Name further reference sources used</p>

## 5 Innovation Policy – National Reform Programme

In 24<sup>th</sup> of November of 2005, after a great effort of the Unit of Coordination of the Technological Plan<sup>2</sup> in the collection of ideas and contributions from the Government and the civil society, the Council of Ministers approved a document of reference and public commitment. This document, named Technological Plan, aimed the application of a strategy of growth and competitiveness based on knowledge, technology and innovation.

The technological plan is an agenda of change for the Portuguese society that aims to mobilize the enterprises, the families and the institutions in order to achieve the challenges of modernisation of Portugal with the effort of all.

In the framework of this agenda, the Government assumes the Technological Plan as a priority for the public policies.

The coordination of the implementation of the Technological Plan is in charge of the structure of coordination of the Lisbon Strategy.

### 5.1 General description

#### Part A - General document information

<b>Name:</b>	<b>Technological Plan – A Strategy of Growth Based on Knowledge, Technology and Innovation</b>
<b>Adoption:</b> Please mark by whom and at which level the document is adopted	<input type="checkbox"/> Parliament <input checked="" type="checkbox"/> Government <input type="checkbox"/> Ministry: _____ <input type="checkbox"/> Others: _____ <input type="checkbox"/> No formal approval Level: <input checked="" type="checkbox"/> National <input type="checkbox"/> Regional <input type="checkbox"/> Local Adoption date: 24 <sup>th</sup> of November 2005
<b>Validity period:</b>	10 years – “The challenge is to reach the European average in the indicators of competitiveness and innovation in the period of 10 years.”
<b>Revision:</b>	Since it's public presentation, the Technological Plan has been followed, revised and improved. Each one of the 112 measures proposed is followed by the coordination of the Technological Plan through a monitoring platform.
<b>Monitoring/ Evaluation:</b>	The implementation of the measures proposed by the Technological Plan has been followed regularly by the State institutions, by the society and by a group of qualified experts on innovation matters. For that, the following mechanisms were predicted and required: a) An interministerial commission to follow the Plan; b) A consultation council; c) Public access. The monitoring process has 3 main objectives: 1) Strategic alignment; 2) Operational coordination; 3) Monitoring the implementation of the several measures; 4) Writing a regular report. The evaluation process has been the verification of the degree of accomplishment of the measures contained in the Plan, as well as the description of the constraints that have been difficulting the accomplishment of those measures.
<b>Related documents:</b>	The National Programme of Action for the Growth and Employment (PNACE in Portuguese initials) 2005-2008
<b>Geographical scope:</b>	<input checked="" type="checkbox"/> National <input type="checkbox"/> Regional; name: _____ <input type="checkbox"/> Local, name: _____
<b>Budget:</b>	The Technological Plan is not a fund and not all the measures are achieved through financial tools. From the public point of view, the budget is the amount needed to the achievement of the measures that integrate the Plan, either from the State General Budget or from the Operational Programmes for the financing period 2007-2013.
<b>General description of contents as written in document</b>	

<sup>2</sup> Unidade de Coordenação do Plano Tecnológico in Portuguese initials.

<b>Objective of the document</b>	The objective is to join the effort of enterprises, families and institutions to face the challenges of modernisation faced by Portugal.
<b>Priorities</b>	The 5 main priorities are transcribed in 5 transversal focuses of action: 1) A reinforced scientific and technological basis; 2) A better planning of the competitive basis; 3) A public and modern administration; 4) A favorable environment for business; 5) A qualified population.
<b>Structure</b>	The document is organised as following: 1) The chapter 2 describes the action axes of the Technological Plan and some of its main measures; 2) The chapter 3 shortly presents some of the transversal subjects that were the main concerns in the elaboration of the Plan; 3) The chapter 4 presents a model for monitoring the implementation of the Plan until the end of the legislative period.
<b>Measure Areas</b>	The Technological Plan is an agenda of mobilisation for all the Portuguese society with a strategy of development and competitiveness based on 3 axes: Axis1: <u>Knowledge</u> - To educate the Portuguese inhabitants for the knowledge society; Axis 2: <u>Technology</u> - To overcome the slow scientific and technologic development; Axis 3: <u>Innovation</u> - To provide a new impulse for innovation.
<b>Follow-up / Implementation</b>	
<b>Follow-up measures:</b>	<input type="checkbox"/> No follow-up activities so far <input type="checkbox"/> New or adapted funding programme(s) /budget line; name: INOVJOVEM, INOV Contacto. <input checked="" type="checkbox"/> New or adapted regulations/laws; name: Simplex 2008; <i>e-escola</i> (e-school); <input checked="" type="checkbox"/> New or adapted informational campaigns/instruments; name: <i>Plano tecnológico – Portugal a inovar; Conferência das Comunicações 2007</i> ; broadband in the Portuguese Enterprises; Moodle Space <input type="checkbox"/> New or restructured institutions/organisations; name: <input type="checkbox"/> Implementation in forest policy:
<b>General comment:</b>	List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used

## 5.2 Integration of innovation

**Table 4: Part B - Overall Innovation Orientation**

<p><b>Overall innovation orientation</b> (use word search function).</p>	<p>Please mark the frequency of occurrence of the <u>more generic terms</u> 'innovation' or synonyms ('new products', 'new services', 'new processes', 'new marketing methods', 'new business models') in the document</p>	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input checked="" type="checkbox"/> frequently
	<p>Please mark the frequency of occurrence of the forest sector '<u>innovation frontier</u>' - innovation areas identified in Chapter 3 - in the document</p>	<input type="checkbox"/> never <input checked="" type="checkbox"/> sometimes <input type="checkbox"/> frequently
	<p>Please mark the frequency of occurrence of the <u>terms</u> that are related to innovation, for example entrepreneurship, diversification, competitiveness</p>	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input checked="" type="checkbox"/> frequently Terms used: Entrepreneurship, diversification, competitiveness
	<p>Innovation is what this Plan intends to promote. Nothing is said in terms of forest and/or forest resources but it is implicit that innovation is to be promoted in all the sectors of Portuguese economy, including renewable energy, natural resources and forestry.</p>	
<p><b>Relevance of innovation:</b> Please mark how much relevance is given to innovation in the document (one answer)</p>	<input type="checkbox"/> No relevance at all <input type="checkbox"/> Marginal issue <input type="checkbox"/> One issue among others <input type="checkbox"/> Important issue <input checked="" type="checkbox"/> Central issue	<p>Comments: Innovation is an issue that is mentioned through all the document. The Plan is focused in the areas of knowledge, technology and innovation.</p>
<p><b>Degree of specification:</b> Please mark how general or specific innovation is addressed by the document (one answer) Please use comments section to describe if the degree of specification varies for different parts of the document, esp. when concerning forestry</p>	<input type="checkbox"/> very general ( <i>innovation is named in general parts, e.g. preamble, but no related goals, measures, identified needs or similar are addressed by the document</i> ) <input type="checkbox"/> rather general ( <i>innovation is addressed in overall goals, needs are identified but no specification of measures</i> ) <input type="checkbox"/> rather specific ( <i>innovation is addressed in concrete goals, measures are formulated</i> ) <input checked="" type="checkbox"/> very specific ( <i>quantified goals related to innovation are formulated, concrete measures introduced, a fixed budget and timetable exist</i> )	<p>Comments: The Technological Plan understands innovation as a process of adoption of new processes and methodologies, new products and new services. The document identifies a set of activities essential to the promotion of innovation.</p>
<p><b>Understanding of innovation policy</b> Please assess what overall understanding of innovation policy is reflected in the document. See chapter 2.2.1</p>	<input type="checkbox"/> Predominately traditional science and technology policy <input type="checkbox"/> Traditional S&T policy with systemic elements <input type="checkbox"/> Systemic innovation policy with S&T policy elements <input checked="" type="checkbox"/> Predominantly systemic innovation policy	<p>Comments:</p>
<p><b>Goals and objectives:</b> The objectives in relation to innovation are to be achieved until the year 2010. These are:            - To place the Portuguese Gross Value Added per worker at the average level of the European Union;            - To increase to 0,8% the weight of the R&amp;D business in the Gross Domestic Product;            - To increase to 4,7% the weight of employment in the industries of high and medium technology in the total of economy;            - To increase to 11% the weight of exports in the high technology sectors;            - To increase the weight of national exports in the Gross Domestic Product.</p>		
<p><b>Issues, problems and related topics:</b> The document points the following issues, problems and related topics:            - Market failures, namely in what is concerned to the investment in human capital and activities of innovation, research and development (R&amp;D);            - Market failures in the current national innovation system;</p>		

- Lack of higher articulation of the innovation system, linkage and cooperation between the relevant actors, namely between the public labs of R&D, the higher education institutes, enterprises and business associations;  
- It is recognised the necessity of providing qualification opportunities to the population and of promoting the innovation and the technological modernisation.

**Innovation areas:**

Adaptation of the production processes to the challenges demanded by globalization through diffusion, adaptation and use of new processes, organisation ways, services and products.

**General comment:**

List research needs you identified, they might be taken up in phase II of COST E51  
Name further reference sources used

### Part B - Innovation Support Measures

<b>Innovation support measures</b> <i>Consult classification in chapter 2.2.2</i>	<b>Research and Development</b>	<ul style="list-style-type: none"> <li>- Creation of knowledge and supply for R&amp;D;</li> <li>- Dinamisation of places of regional competitiveness;</li> <li>- Industrial valuation of the activities of R&amp;D.</li> </ul>
	<b>Diffusion of innovation</b>	<ul style="list-style-type: none"> <li>- Financing the innovation processes, with the aim of improving the marketing of knowledge and its adoption (Can be applied in the forest sector);</li> <li>- Platform of innovation and exports (Can be applied in the forest sector);</li> <li>- Implementation of the <i>Dinamo</i> programme: Integrated intervention of support for the modernisation and international recognition of enterprises working in the area of "<i>Fashion</i>" (Specific for "fashion enterprises");</li> <li>- Local products: Project to support innovation in the production of local products and creation of a common brand, associated with the idea of nature conservation (Can be applied in the forest sector).</li> </ul>
	<b>Strengthening the knowledge base</b>	<ul style="list-style-type: none"> <li>- Acquisition of competences and increasing human capital through education and training;</li> <li>- INOVJOVEM – This measure aims to facilitate the integration of young qualified people in small and medium enterprises, in order to dynamise strategies of innovation and reinforce the competitiveness of the enterprises;</li> <li>- INOV Contacto – This measure aims to increase the qualifications of the Portuguese workers giving them new competences through an international experience;</li> <li>- Training of qualified workers to supply the direct investment of enterprises abroad.</li> </ul>
	<b>Strengthening interaction</b>	N.a.
	<b>Demand creation</b>	<ul style="list-style-type: none"> <li>- Emergence of new markets of products and services;</li> <li>- Creation of patterns and requisites of quality for new products and services;</li> <li>- Transaction and competition through the market and through the creation of networks;</li> <li>- Creation of new activities by the access to people, equipments and administrative support;</li> <li>- Promotion of qualified entrepreneurship;</li> <li>- Projects of innovation and tourism;</li> <li>- <i>Exportar Mais</i> – Set of actions aiming the increase of Portuguese exports;</li> <li>- Biomass central heatings – contest to the attribution of power.</li> </ul>
	<b>Improving frame conditions</b>	<ul style="list-style-type: none"> <li>- Creation and transformation of business organisations and public institutions adapted to the innovation process;</li> <li>- Offer of consultation services, including transfer of technology, legal support and marketing information, relevant for the innovation processes;</li> <li>- Platforms for protection and marketing of the rights of industrial property;</li> <li>- Creation of a legal regime for the actors of the innovation system.</li> </ul>
	<b>Comments</b>	
<b>Priorities</b>		All the measures described appears to have the same priority.
<b>Assessment of overall relevance</b>		Innovation is very important in this document. It is <b>one</b> of the three Axis considered by the Technological plan.
<b>Promotion of innovation</b>		In the Technological Plan it is recognized the necessity of qualifying the Portuguese citizens and to promote innovation and technological modernisation, setting up policies to support the processes of specialization of the Portuguese economy in order to increase the production of different goods and services, based in the activities of R&D and directed to the external markets.
<b>General comment:</b>		List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used

### Part B - Cross-sectoral coordination

<b>Policy formulation</b>	
<b>Co-ordination with other processes and documents</b>	The Technological Plan is co-ordinated with the following processes and documents: - National Plan of Action for Growth and Employment 2005-2008 (PNACE in Portuguese initials); - Programme of Stability and Growth (PEC in Portuguese initials); - National Plan of Employment (PNE in Portuguese initials); - Framework of National Strategic Reference (QREN).
<b>Administrative Co-ordination:</b>	<input type="checkbox"/> between different sections/departments within the same ministry; specify: <input checked="" type="checkbox"/> between different ministries, specify: Minister of Economy and Innovation; Ministry of Economy and Innovation (MEI); Ministry of Science, Technology, and Universities; Ministry of Environment, Land Use Planning and Rural Development. <input checked="" type="checkbox"/> between ministries and other public organizations / agencies, specify: Ministry of Economy and Innovation, AEP and AIP. <u>Comments:</u> Shortly explain the role of the main administrative actors
<b>Stakeholder involvement</b>	<input type="checkbox"/> Forestry: name most important organisations: <input type="checkbox"/> Forest-based industries: name most important organisations: <input type="checkbox"/> Agriculture: name most important organisations: <input checked="" type="checkbox"/> Tourism: name most important organisations: Institute of Tourism of Portugal (ITP in Portuguese initials). <input checked="" type="checkbox"/> Energy: name most important organisations: General Direction of Geology and Energy (DGGE in Portuguese initials). <input type="checkbox"/> Environment: name most important organisations: <input type="checkbox"/> Other sector: ____: name most important organisations: <input checked="" type="checkbox"/> Other sector: Business, education, name most important organisations: PRIME; IAPMEI; API; ITP; ICEP; INPI, CCDR (acronyms in Portuguese initials). <u>Comments:</u> The stakeholders referred are involved in the implementation of the measures related to the 3 <sup>rd</sup> Axis - Innovation.
<b>Coordination mechanisms:</b>	<input checked="" type="checkbox"/> Formal (central) coordination body; name: Structure of Coordination of the Lisbon Strategy. <input type="checkbox"/> Formal coordination process <input type="checkbox"/> Inter-sectoral working groups <input type="checkbox"/> Inter-sectoral advisory body <input type="checkbox"/> Formal mandatory consultation process <input type="checkbox"/> Formal voluntary consultation process <input type="checkbox"/> Informal consultations (please describe ____) <input type="checkbox"/> Others:
<b>Policy Implementation</b>	
<b>Responsible actors and their roles:</b>	The role of the Structure of Coordination of the Lisbon Strategy is to promote and to monitor the implementation of the measures as well as to support the initiatives developed by the civil society in the scope of the Technological Plan.
<b>Level of delegation</b>	<input checked="" type="checkbox"/> Decentralized, e.g. <input type="checkbox"/> Central, e.g. ministry, public agency <input type="checkbox"/> Outsourced to private actors <input type="checkbox"/> Local, e.g. by municipalities <input type="checkbox"/> Regional, e.g. by regional public actors <input type="checkbox"/> Others: ____
<b>General comment</b>	List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used

## 6 Rural Development Policy – Rural Development Programme

The National Strategic Plan for the Rural Development (*Plano Estratégico Nacional para o Desenvolvimento Rural*) establishes the priorities of the FEADER action and of each Member State for the funding period of 2007-2013. It aggregates the communitarian strategic orientations and specific objectives with the orientations of the national policy. The Plan is the reference tool for the preparation of FEADER funding plan.

### 6.1 General description

**Table 5: Part A - General document information**

<b>Name:</b>	<b>National Strategic Plan - Rural Development</b>
<b>Adoption:</b> Please mark by whom and at which level the document is adopted	<input type="checkbox"/> Parliament <input type="checkbox"/> Government <input checked="" type="checkbox"/> Ministry: Ministry of Agriculture _____ <input type="checkbox"/> Others: _____ <input type="checkbox"/> No formal approval Level: <input checked="" type="checkbox"/> National <input type="checkbox"/> Regional <input type="checkbox"/> Local Adoption date: September 2006
<b>Validity period:</b>	National Strategic Plan is valid for the period 2007-2013.
<b>Revision:</b>	Revision done in 22th of September of 2006 with financial allocation per Programme.
<b>Monitoring/ Evaluation:</b>	It is mentioned that the Strategy will be monitored.
<b>Related documents:</b>	Rural Development programme for Portugal 2000-2006. Decision no: C(2000)3368; Regional programme of rural development in Madeira 2000-2006. Decision no. C(2001) 1159 final; Regional rural development programme for the Azores 2000-2006. Decision no: C(2001) 475 final.
<b>Geographical scope:</b>	<input checked="" type="checkbox"/> National <input type="checkbox"/> Regional; name: _____ <input type="checkbox"/> Local, name: _____
<b>Budget:</b>	3 909 061 459 € for Continental Portugal, Madeira and Azores for the period 2007-2013. i.e. State, EU, regions, co-financed, etc.
<b>General description of contents as written in document</b>	
<b>Objective of the document</b>	The objective of National Strategy for agriculture and rural development is to foster the competitiveness and the sustainability of the agroforestry activities, reinforcing their contribution to the development of the country and its territories.
<b>Priorities</b>	The purpose of the natural strategy for agriculture and rural development consists on improving the competitiveness of agriculture and forest sectors as well as the countryside, in a sustainable manner. In order to fulfil this purpose, three strategic and interconnected objectives were defined. They were directly oriented to rural development, complemented with two national goals and classified as transversal objectives, for which the formers should actively contribute and interact with. The objectives are described as: <u>Strategic objectives:</u> - Improving the competitiveness of the agricultural and forestry sectors; - Improving the sustainability of the countryside and natural resources; - Improving quality of life in rural areas and promoting diversification; <u>Transversal objectives:</u> - Reinforcing social and territorial cohesion; - Promoting effectiveness in the intervention of public, private and associative agents in sector and territorial management.
<b>Structure</b>	The document is divided in 6 parts: I- Analysis of the economic, social and environmental situation; II- Global strategy for rural development; III- Strategy for axis (Axis I, Axis II, Axis III, Axis IV); IV- Programme identification; V- Internal and external coherence of the rural development strategy; VI - National rural network.

<b>Measure Areas</b>	<p><b>Axis I – Improving the competitiveness of the agricultural and forestry sectors</b></p> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>- Improving vocational training and developing services, building performing capacities;</li> <li>- Rejuvenating the business fabric;</li> <li>- Ensuring a significant structural change in transferred farms;</li> <li>- Developing new products, processes and technologies through cooperation;</li> <li>- Increasing the competitiveness of strategic chains;</li> <li>- Increasing the competitiveness of agroforestry sector enterprises;</li> <li>- Developing agricultural and forestry infrastructures;</li> <li>- Valorising quality products.</li> </ul> <p><b>Groups of measures</b></p> <ul style="list-style-type: none"> <li>- Technical support and advisory services;</li> <li>- Information and vocational training;</li> <li>- Installation of young farmers;</li> <li>- Early retirement of farmers;</li> <li>- Innovation in chains and territories;</li> <li>- Integrated projects for strategic chains;</li> <li>- Enterprise modernisation and capacity building;</li> <li>- Promotion of forestry competitiveness;</li> <li>- New financial instruments and risk management;</li> <li>- Cooperation for the market and internationalisation;</li> <li>- Sustainable development of irrigated land and development of other infrastructures;</li> <li>- Product development and promotion and participation in quality schemes.</li> </ul> <p><b>Axis II – Improving the environment and countryside</b></p> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>- Promoting the protection of biodiversity and high nature landscape value systems associated with agricultural and forestry systems;</li> <li>- Encouraging the introduction or maintenance of production methods compatible with the protection of environmental values, and of water and soil within the framework of the agricultural and forestry activity;</li> <li>- Improving eco-efficiency and reducing pollution;</li> <li>- Preserving agricultural activity in less-favoured areas.</li> </ul> <p><b>Group of measures</b></p> <ul style="list-style-type: none"> <li>- Protecting biodiversity and landscape values;</li> <li>- Integrated intervention in NN 2000 sites;</li> <li>- Promoting sustainable production methods;</li> <li>- Management of forestry and agroforestry areas;</li> <li>- Integrated plans of environmental requalification;</li> <li>- Maintenance of agricultural activity in less-favoured areas.</li> </ul> <p><b>Axis III – Quality of life in rural areas and diversification of rural economy</b></p> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>- Promoting the diversification of the economy and employment in the countryside;</li> <li>- Promoting the improvement of quality of life in the rural areas;</li> <li>- Building capacities in rural areas;</li> </ul> <p><b>Group of measures</b></p> <ul style="list-style-type: none"> <li>- Diversification and development of activities in farm holdings, micro-enterprises, tourism and leisure;</li> <li>- Basic services for the economy and rural populations;</li> <li>- Rural and natural heritage;</li> <li>- Capacity building.</li> </ul> <p><b>Axis IV – LEADER approach</b></p> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>- Promoting the diversification of activities and quality of life in rural areas;</li> <li>- Promoting cooperation and good practices;</li> <li>- Increasing the LEADER approach execution capacity.</li> </ul> <p><b>Groups of measures</b></p> <ul style="list-style-type: none"> <li>- Implementation of local development strategies to reach Axis III objectives;</li> <li>- Execution of cooperation projects to implement local development strategies;</li> <li>- Operation of Local Action Groups, capacity building and dynamisation of the territories.</li> </ul>
<b>Follow-up / Implementation</b>	
<b>Follow-up measures:</b>	<input type="checkbox"/> No follow-up activities so far <input type="checkbox"/> New or adapted funding programme(s) /budget line; name: <input type="checkbox"/> New or adapted regulations/laws; name: <input type="checkbox"/> New or adapted informational campaigns/instruments; name: <input type="checkbox"/> New or restructured institutions/organisations; name: <input checked="" type="checkbox"/> Implementation in forest policy: Creation of Forest Intervention Areas which are grouped management areas (ZIF in Portuguese initials).
<b>General</b>	List research needs you identified, they might be taken up in phase II of COST E51

<b>comment:</b>	Name further reference sources used
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## 6.2 Integration of innovation

**Table 6: Part B - Overall Innovation Orientation**

<b>Overall innovation orientation</b> (use word search function).	Please mark the frequency of occurrence of the <u>more generic terms</u> 'innovation' or synonyms ('new products', 'new services', 'new processes', 'new marketing methods', 'new business models') in the document	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input checked="" type="checkbox"/> frequently
	Please mark the frequency of occurrence of the forest sector ' <u>innovation frontier</u> ' – innovation areas identified in Chapter 3 - in the document	<input type="checkbox"/> never <input checked="" type="checkbox"/> sometimes <input type="checkbox"/> frequently
	Please mark the frequency of occurrence of the <u>terms</u> that are related to innovation, for example entrepreneurship, diversification, competitiveness	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input checked="" type="checkbox"/> frequently Terms used: entrepreneurship; diversification, competitiveness
	Further comments on overall innovation orientation of the document:	
<b>Relevance of innovation:</b> Please mark how much relevance is given to innovation in the document (one answer)	<input type="checkbox"/> No relevance at all <input type="checkbox"/> Marginal issue <input type="checkbox"/> One issue among others <input type="checkbox"/> Important issue <input checked="" type="checkbox"/> Central issue	Comments: The RDP recognises the importance of innovation in rural areas and specially in systems depending on the use of natural resources where innovation may play a key role in their sustainability and in the competitiveness of the products coming from those areas.
<b>Degree of specification:</b> Please mark how general or specific innovation is addressed by the document (one answer) Please use comments section to describe if the degree of specification varies for different parts of the document, esp. when concerning forestry	<input type="checkbox"/> very general ( <i>innovation is named in general parts, e.g. preamble, but no related goals, measures, identified needs or similar are addressed by the document</i> ) <input type="checkbox"/> rather general ( <i>innovation is addressed in overall goals, needs are identified but no specification of measures</i> ) <input checked="" type="checkbox"/> rather specific ( <i>innovation is addressed in concrete goals, measures are formulated</i> ) <input type="checkbox"/> very specific ( <i>quantified goals related to innovation are formulated, concrete measures introduced, a fixed budget and timetable exist</i> )	Comments: In relation to the promotion of innovation in the forest sector some measures are specified and some indicators are set in order to measure the implementation of the objectives through their impact in the economy, environment and rural areas.
<b>Understanding of innovation policy</b> Please assess what overall understanding of innovation policy is reflected in the document. See chapter 2.2.1	<input type="checkbox"/> Predominately traditional science and technology policy <input type="checkbox"/> Traditional S&T policy with systemic elements <input checked="" type="checkbox"/> Systemic innovation policy with S&T policy elements <input type="checkbox"/> Predominantly systemic innovation policy	Comments: Please describe further the understanding of innovation policy
<b>Goals and objectives:</b> Axis I – Improving the competitiveness of the agricultural and forestry sectors. <u>One of the main objective is:</u> Promoting innovation; <u>Specific objectives:</u> Developing new products, processes and technologies through cooperation; <u>Groups of measures:</u> Innovation in chains and territories.		
<b>Issues, problems and related topics:</b> The capacity of innovation at the level of the products and processes has been, in some way, limited and		

insufficient to respond to the areas of the market in development.  
The research and experimental development were dynamic enough to generate results that could be used by the economic activities.

**Innovation areas:**

- Products;
- Processes;
- Technologies.

**General comment:**

List research needs you identified, they might be taken up in phase II of COST E51  
Name further reference sources used

**Table 7: Part B - Innovation Support Measures**

<b>Innovation support measures</b> <i>Consult classification in chapter 2.2.2</i>	<b>Research and Development</b>	N.a.
	<b>Diffusion of innovation</b>	- Support interprofessional associations in order to promote certified and high quality products.
	<b>Strengthening the knowledge base</b>	- Create conditions to the promotion of knowledge and development of competences, by establishing the adequate articulation between vocational training, services and capacity of innovation, giving more importance to the implementation of cooperation practices and partnerships with a view to obtain the results sought by producers and consumers.
	<b>Strengthening interaction</b>	- Integrated projects for strategic chains; - Cooperation for the market and internationalisation; - Enabling a truly implementation of strategic partnerships; - Increasing the interconnection between the businesses and the market;
	<b>Demand creation</b>	- Developing new products, processes and technologies through cooperation; - Use of forest biomass;
	<b>Improving frame conditions</b>	- New financial instruments and risk management; - Improving the quality of agricultural production and products; - To implement and develop innovative, financial and other tools which promote the best efficiency in the use of the public resources supporting the effective use of public funds; - Encourage investment in cooperation, namely in the areas of technological development, environmental qualification, including the energetic valorisation of agricultural and forestry production and its by-products, and business certification.
<b>Comments</b>		
<b>Priorities</b>	According to the strategy, the priority in the forest subsector is the training, innovation and development in the assistance services regarding the competitiveness of forest chains, with the FOO's (Forest Owners Organisations) playing an important role delivering these services. So, these priorities come within the innovation support measures: Strengthening the knowledge base and Improving frame conditions.	
<b>Assessment of overall relevance</b>	Promoting of innovation is one of the main objective of the Axis I – Improving the competitiveness of the agricultural and forestry sectors. In the Axis II– Improving the environment and countryside, Axis III – Quality of life in rural areas and diversification of rural economy and Axis IV – LEADER approach, little is said in relation to innovation. However, the promotion of innovation and the cooperation to innovation, which are interventions with a dominant effect in the objective of the competitiveness of the sector, have a transversal impact in everything relating to territory and in the scope of the other Axis.	
<b>Promotion of innovation</b>	Innovation is of great importance in the Rural Development Programme. In the scope of the future policy of rural development the priorities are: - Innovation and knowledge transfer; - Qualification of the workers of the agro-feeding and forest sectors; - Development of the competences in the rural areas and; - Promotion of information transfer and promotion of good practices between agents of rural development. At the national level it was created the National Plan for Development and Employment (PNACE in portuguese initials) in order to promote the Society of Knowledge. This plan is assumed as a central element of the rural development policy and its priorities.	
<b>General comment:</b>	List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used	

**Table 8: Part B - Cross-sectoral coordination**

<b>Policy formulation</b>	
<b>Co-ordination with other processes and documents</b>	Lisbon Strategy; LEADER programme; QREN (National Framework of Strategic Reference); CAP (Common Agriculture Policy); National Forest Strategy; National Plan for Development and Employment.
<b>Administrative Co-ordination:</b>	<input checked="" type="checkbox"/> between different sections/departments within the same ministry; specify: Ministry of Agriculture Rural Development and Fisheries (MADRP in Portuguese initials) and the Office of Planning and Agro-Feeding Policy (GPPAA in Portuguese initials). <input type="checkbox"/> between different ministries, specify: <input type="checkbox"/> between ministries and other public organizations / agencies, specify: <u>Comments:</u> MADRP and GPPAA were in charge of the coordination, dynamisation, and implementation of the technical activities needed for the preparation of the National Strategic Plan. The board of technical coordination of GPPAA is also in charge of following the works and their continuity.
<b>Stakeholder involvement</b>	<input checked="" type="checkbox"/> Forestry: name most important organisations: DGRF (General Direction of Forest Resources); <input type="checkbox"/> Forest-based industries: name most important organisations: <input checked="" type="checkbox"/> Agriculture: name most important organisations: IDRHa (Institute of Rural Development and Hydraulic); Authority of Management of AGRO programme; IFADAP(Institute of Financing and Support to the Development of Agriculture and Fisheries)/INGA (National Institute of Intervention and Agricultural Guarantee); GPPAA (Office of Planning and Agro-Food Policy); Office of the MADRP (Ministry of Agriculture Rural Development and Fisheries). <input type="checkbox"/> Tourism: name most important organisations: <input type="checkbox"/> Energy: name most important organisations: <input checked="" type="checkbox"/> Environment: name most important organisations: Environmental Auditor <input type="checkbox"/> Other sector: ____: name most important organisations: <input type="checkbox"/> Other sector: ____: name most important organisations: <u>Comments:</u> The mission of the stakeholders, who form together the GRE (Group of Strategic Reflexion), was to develop the technical activities needed to the preparation of the National Strategic Plan, as well as to prepare the additional documents for the period 2007-2013, assuring the linkage between the services and the actions and the involved partners.
<b>Coordination mechanisms:</b>	<input checked="" type="checkbox"/> Formal (central) coordination body; name: GPPAA <input type="checkbox"/> Formal coordination process <input type="checkbox"/> Inter-sectoral working groups <input type="checkbox"/> Inter-sectoral advisory body <input type="checkbox"/> Formal mandatory consultation process <input type="checkbox"/> Formal voluntary consultation process <input type="checkbox"/> Informal consultations (please describe ____) <input type="checkbox"/> Others:
<b>Policy Implementation</b>	
<b>Responsible actors and their roles:</b>	The board of technical coordination of GPPAA is in charge of following the works and their continuity. The LEADER Local Action Groups are important agents in the management of local development.
<b>Level of delegation</b>	<input type="checkbox"/> Decentralized, e.g. <input checked="" type="checkbox"/> Central, e.g. ministry, public agency

	<input type="checkbox"/> Outsourced to private actors <input type="checkbox"/> Local, e.g. by municipalities <input type="checkbox"/> Regional, e.g. by regional public actors <input type="checkbox"/> Others: _____
<b>General comment</b>	List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used

### 6.3 Part C – Appraisal of effects: Rural Development Programme 2000-2006

Most of documents that will be analysed in Part A and Part B are rather new, and effects will not be separately appraised. Task 2 “Appraisal of effects” will therefore be implemented only for the Rural Development Programme 2000-2006 wherever country capacities allow.

Sources to be used are monitoring data, mid-term evaluation and final evaluation reports.

Please insert in table 9 general information on the programme output for the whole Rural Development Programme and the forestry part of the programme separately.

**Table 9: Part C - Appraisal of Effects - General Information**

	<b>Whole document (RDP)</b>	<b>Forestry Part</b>
<b>Total amount of funding</b>	3.366.552.000 €	3.065.441.518 € <sup>3</sup>
<b>Total number of projects</b>	N.a. online	N.a. online
<b>Total number of beneficiaries</b>	N.a. online	N.a. online
<b>Average amount of funding per project</b>	N.a. online	N.a. online
<b>Median of project funding</b>	N.a. online	N.a. online
<b>Average amount of funding per beneficiary</b>	N.a. online	N.a. online
<b>Median of funding per beneficiary</b>	N.a. online	N.a. online
<b>General comment:</b>		
incl. research needs and further reference sources used		

<sup>3</sup> This amount corresponds to the total amount spent in the Axis 1- Improve the agro-forest competitiveness and the rural sustainability. **Source:** *Agro- Programa Operacional Agricultura e Desenvolvimento Rural 2000-2006* (III European Support Framework). <http://www.qca.pt/publicacoes/download/agro.pdf>

Please fill in table 10 for only for the forestry part of the Rural Development Programme 2000-2006. The categories refer to the classification of innovation support in chapter 2.2.2. Gathering data for these categories includes re-ordering of monitoring data. Participants who undertake this task will receive further special guidance.

**Table 10: Part C - Appraisal of Effects: Funding for private sector innovation**

<b>Support for</b>	<b>Research &amp; development</b>	<b>Diffusion of innovation</b>	<b>Strengthening knowledge base</b>	<b>Strengthening interaction</b>	<b>Demand Creation</b>
<b>Volume of funding in €</b>					
<b>Share of funding in overall funding in %</b>					
<b>Number of projects supported</b>					
<b>Share of projects in all projects in %</b>					
<b>Average funding per project in €</b>					
<b>Number of beneficiaries</b>					
<b>Share of beneficiaries in total number of beneficiaries in %</b>					
<b>Average amount of funding per beneficiary in €</b>					
<b>Priorities of funding</b>	Please state which activities were most often supported in this category (see list in chapter 2.2.2)	Please state which innovation areas were most often supported in this category (see list in chapter 2.2.2) and in what stage of adoption	Please state which activities were most often supported in this category (see list in chapter 2.2.2)	Please state which activities were most often supported in this category (see list in chapter 2.2.2)	Please state which activities were most often supported in this category (see list in chapter 2.2.2)
<b>Overall assessment:</b> Please give an overall assessment on the actual support of innovation by the programme.					
<b>General comment:</b> incl. research needs and further reference sources used					

## 7 Regional Development Policy

This proposal of strategy was prepared by the Commission of Coordination and Regional Development of the North (CCDR –N). It is a set of suggestions with a guideline based on the economic re emerging of the region as a whole: coast and inland, highly populated regions and lowly populated regions and deprived and rich regions. In this document the priorities are established to reach this target. To the CCDR – N and to all regional actors and institutions was asked the sucessfully implementation of the strategy and vision for the North region.

### 7.1 General description

**Table 11: Part A - General document information**

<b>Name:</b>	<b>Regional Operational Programme for the North Region 2007-2013</b>
<b>Adoption:</b> Please mark by whom and at which level the document is adopted	<input type="checkbox"/> Parliament <input checked="" type="checkbox"/> Government <input type="checkbox"/> Ministry: _____ <input type="checkbox"/> Others: _____ <input type="checkbox"/> No formal approval <b>Level:</b> <input type="checkbox"/> National <input checked="" type="checkbox"/> Regional <input type="checkbox"/> Local Adoption date: Resolution of the Council of Ministries nº 27/2000, 16 of May.
<b>Validity period:</b>	N.a.
<b>Revision:</b>	N.a.
<b>Monitoring/ Evaluation:</b>	The programme will be monitored. To the monitoring of the programme will contribute the system of indicators of assistance and performance and the strategic and operational evaluations.
<b>Related documents:</b>	<i>Norte 2015: Competitividade e Desenvolvimento 2007-2013</i> (Competitiveness and Development – A Strategic vision, February 2007); <i>Norte 2015, Grupo de Prospectiva: O Território. Mobilização dos Recursos Naturais</i> (Américo Mendes). (North 2015 – Prospective group. Mobilisation of the Natural Resources, May 2005); <i>Sustentabilidade do Território - Mobilização dos Recursos Naturais</i> (Américo Mendes). (Territory Sustainability - Mobilisation of the Natural Resources, May 2005). <i>Sustentabilidade do Território - Património Natural e Paisagístico</i> (Teresa Anderson). (Territory Sustainability – Natural and Landscape Heritage, May 2005). <i>Sustentabilidade do Território II - Património Natural e Paisagístico</i> (Teresa Anderson). (Territory Sustainability – Natural and Landscape Heritage, May 2005).
<b>Geographical scope:</b>	<input type="checkbox"/> National <input checked="" type="checkbox"/> Regional; name: North region <input type="checkbox"/> Local, name:
<b>Budget:</b>	4.254.747.967 Euros from which 2.711.645.133 Euros are funded by FEDER.
<b>General description of contents as written in document</b>	
<b>Objective of the document</b>	The main objective of the document is to be the guideline for the economic re-emerging of the North region as a whole.
<b>Priorities</b>	The Regional Programme is structured in 5 strategic priorities, corresponding to 6 prioritarian axes: Axis 1: Competitiveness, Innovation and Knowledge; Axis 2: Economic valuation of specific resources; Axis 3: Valuation and ambiental and territorial qualification; Axis 4: Qualification of the urban system; Axis 5: Regional institutional capability; Axis 6: Technical Assistance.

<b>Structure</b>	The document is structured as follows: Chapter 1- Introduction and metodological framework Chapter 2 - North 2015: Synthetic Diagnosis Chapter 3 - North 2015: Vision and matrixes of strategic planning and programming to the North Region Chapter 4 - Structure of the Operational Programme of the North Region Chapter 5 - Funding Plan Chapter 6 - Implementation dispositions Chapter 7 - Ex-ante Evaluation
<b>Measure Areas</b>	<u>People</u> : Training and Education, Social inclusion, Health, Culture, Employment and Unemployment; <u>Economic activities</u> : Traditional sectors and competitiveness; Technologic Intensification and Regional Specialisation, Externalities and Foreign direct investment; <u>The institutions</u> : Territorial dynamics, environmental systems, mobility, accessibility and transportation, Territory sustainability, Territory governance; <u>The Territory</u> : Partnerships for Regional Development, Local administration, Inter-regional cooperation, Deconcentrated services.
<b>Follow-up / Implementation</b>	
<b>Follow-up measures:</b>	<input checked="" type="checkbox"/> No follow-up activities so far <input type="checkbox"/> New or adapted funding programme(s) /budget line; name: <input type="checkbox"/> New or adapted regulations/laws; name: <input type="checkbox"/> New or adapted informational campaigns/instruments; name: <input type="checkbox"/> New or restructured institutions/organisations; name: <input type="checkbox"/> Implementation in forest policy:
<b>General comment:</b>	List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used

## 7.2 Integration of innovation

**Table 12: Part B - Overall Innovation Orientation**

<b>Overall innovation orientation</b> (use word search function).	Please mark the frequency of occurrence of the <u>more generic terms</u> 'innovation' or synonyms ('new products', 'new services', 'new processes', 'new marketing methods', 'new business models') in the document	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input checked="" type="checkbox"/> frequently
	Please mark the frequency of occurrence of the forest sector ' <u>innovation frontier</u> ' - innovation areas identified in Chapter 3 - in the document	<input checked="" type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> frequently
	Please mark the frequency of occurrence of the <u>terms</u> that are related to innovation, for example entrepreneurship, diversification, competitiveness	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input checked="" type="checkbox"/> frequently Terms used: entrepreneurship, diversification, competitiveness.
	Further comments on overall innovation orientation of the document:	
<b>Relevance of innovation:</b> Please mark how much relevance is given to innovation in the document (one answer)	<input type="checkbox"/> No relevance at all <input type="checkbox"/> Marginal issue <input type="checkbox"/> One issue among others <input checked="" type="checkbox"/> Important issue <input type="checkbox"/> Central issue	Comments: Innovation is referred al over the document. It is also one of the main issues of the axis 1 – Competitiveness, Innovation and Knowledge.
<b>Degree of specification:</b> Please mark how general or specific innovation is addressed by the document (one answer) Please use comments section to describe if the degree of specification varies for different parts of the document, esp. when concerning forestry	<input type="checkbox"/> very general ( <i>innovation is named in general parts, e.g. preamble, but no related goals, measures, identified needs or similar are addressed by the document</i> ) <input type="checkbox"/> rather general ( <i>innovation is addressed in overall goals, needs are identified but no specification of measures</i> ) <input type="checkbox"/> rather specific ( <i>innovation is addressed in concrete goals, measures are formulated</i> ) <input checked="" type="checkbox"/> very specific ( <i>quantified goals related to innovation are formulated, concrete measures introduced, a fixed budget and timetable exist</i> )	Comments: For the Axis I – Competitiveness, Innovation and Knowledge, of the Regional Operational Programme, there are 7 objectives established. The areas where innovation is pursued are technology, business development, energy and education.
<b>Understanding of innovation policy</b> Please assess what overall understanding of innovation policy is reflected in the document. See chapter 2.2.1	<input type="checkbox"/> Predominately traditional science and technology policy <input type="checkbox"/> Traditional S&T policy with systemic elements <input checked="" type="checkbox"/> Systemic innovation policy with S&T policy elements <input type="checkbox"/> Predominantly systemic innovation policy	Comments: Innovation is understood as a complex process, taking place in an environment of interacting actors and institutions, having multiple sources and running through multiple feedback loops between the different stages.
<b>Goals and objectives:</b> In terms of Axis I – Competitiveness, Innovation and Knowledge: <ul style="list-style-type: none"> <li>- Consolidation of the regional collective services of support to innovation and promotion of the regional system of innovation;</li> <li>- Support the creation and consolidation of emerging "clusters" and enterprises of technological base in sectors that promote the interface with the competences and regional capabilities in knowledge and technology;</li> <li>- Promotion and development of the net of parks of science and technology and on integrated operations of planning and business sheltering;</li> <li>- Qualification, innovation and support of the value chains in the sectors of specialisation;</li> <li>- Promotion of the collective actions of business development;</li> <li>- Promotion the digital economy and the knowledge society;</li> <li>- Promotion of actions of energetic efficiency.</li> </ul>		
<b>Issues, problems and related topics:</b> - One of the main problems is related to education. In the North region there is a low business and individual		

demand of training and qualification;

- There is a deficit of articulation between enterprises and universities and a lack of significative dynamism of business investment in the conception and development of new products and of systems of marketing and promotion;
- The traditional sectors of specialisation in the region have difficulties in terms of competitiveness, which is a result of an obsolete business model;
- There is a lack of articulation between the subjects of the training programmes offered and the real needs of the productive sector of the region.

**Innovation areas:**

In the North region, the areas where innovation is pursued are technology, business development, energy, tourism and education.

**General comment:**

List research needs you identified, they might be taken up in phase II of COST E51  
Name further reference sources used

**Table 13: Part B - Innovation Support Measures**

<b>Innovation support measures</b> <i>Consult classification in chapter 2.2.2</i>	<b>Research and Development</b>	Promotion and development of networks and parks of science and technology.
	<b>Diffusion of innovation</b>	Giving the loose of competitiveness in the traditional sectors of cloth, shoes, wood and furniture, very important for the North region, the Regional Operational Programme aims to redirect the enterprise activities both upstream the value chain (conception of products, design, production technologies) and downstream the value chain (distribution and international marketing). The dynamics of requalification, innovation and strengthening of the value chain in these sectors, are imperative objectives of the Regional Operational Programme. To these objectives it will be allocated significant resources both to support the strategies of collective efficiency and direct support to the qualification of enterprises.
	<b>Strengthening the knowledge base</b>	<ul style="list-style-type: none"> <li>- Increasing of the years of compulsory education, of the expansion of the professional training and of the requalification of active adults;</li> <li>- Improvement of the higher education system;</li> <li>- Advanced training of human resources in science and technology, in order to create a solid base of qualification.</li> </ul>
	<b>Strengthening interaction</b>	<ul style="list-style-type: none"> <li>- Articulation between training at the higher level and the scientific work, and the insertion of researchers and technicians in the enterprises. These are interventions at the human potential level that will be directly articulated with the promotion of the economy of knowledge, of the emerging economic activities with high technological intensity and with innovation in general;</li> <li>- Promotion of technologies of support and the conception and development of networks of cooperation between enterprises and/or sectors.</li> </ul>
	<b>Demand creation</b>	Development and consolidation of "clusters" and enterprises of technological base, promoting: <ul style="list-style-type: none"> <li>- The institutions and services to support technological base enterprises;</li> <li>- The entrepreneurship of technological base in order to facilitate the transfer of scientific and technical knowledge to the market, transforming the potential of ideas in innovation and in new products, processes or services in several sectors;</li> </ul> Promotion of energetic efficiency while decisive factor to the regional competitiveness.
	<b>Improving frame conditions</b>	The Thematic Agenda Factors of Competitivity and the Thematic Agenda Human Potential integrate several measures which will contribute directly or indirectly for the competitiveness of enterprises. The measures are: <ul style="list-style-type: none"> <li>- Training in the scope of projects of competitiveness and innovation;</li> <li>- Training-Action in the scope of projects of competitiveness and innovation;</li> <li>- Insertion and recruitment of highly qualified workers in the enterprises;</li> <li>- Entrepreneurship;</li> <li>- Training for the management and innovation of public administration;</li> <li>- Training associated to "strategies of collective efficiency" of the Thematic Agenda Factors of Competitivity.</li> </ul>
<b>Comments</b>		
<b>Priorities</b>	From the above mentioned categories, the one that seems to be prioritarian is the strengthening of the knowledge base. This happens because in the North region the level of education of the population is low and the percentage of people that leave school at younger ages is high. This fact is a big constraint to the support of innovation.	
<b>Assessment of overall relevance</b>	Innovation is one of the axes of the Regional Operational Programme for the North Region but, cross-cuts also other axes. So it is perceived as very important within the programme and even more important when comparing with other innovation supporting measures.	
<b>Promotion of innovation</b>	Innovation is very important within this document which can be seen by the title of the axis I – Competitiveness, Innovation and Knowledge. In terms of public policies, this document tries to establish the priorities related to the public and private investment co-funded by the Structural Funds for the North region. So, it is an important document for the formulation of public policies.	
<b>General comment:</b>	In the Regional Operational Programme for the North Region, it is pointed the tendencies that have been occurred in terms of land use: The complementarity and substitution between agriculture, forest and rural tourism, the global regression of the forest uses and the expansion of non cultivated land. It is also considered that the development of rural places is more and more linked to the diversification of the economic base, to the promotion of tourism and the valuation of the agro-forest products of quality.	

It also considers that given the decreasing of the population in the rural areas it is important to reinforce the net of collective organisations, which the forest associativism is an example, existing already a network of about 45 forest owners organisations (FOO's) in the North region. It is even highlighted that by its subject and nature, one of the few structural transformations occurred in the rural world in the last years was the implementation of FOO's. In the SWOT analysis, it is pointed that one of the strengths of the North region is the existence of several factors of competitiveness in rural area, namely in wine production, milk production, olive oil production, fresh fruits and forest production.

Even though all these considerations, the only measures directly related to forest are including in the axis II – Economic valuation of Specific Resources, namely projects of improving the agro-forest systems with environmental value, the support of afforestation and support of forest-pasture activity in the mountain areas.

Nothing is referred in terms of direct support measures to innovation in the forest sector.

Also, for the characterisation of the North region in terms of territory, the only indicator used that is linked with forest was the total forest area burnt in 2004.

**Table 14: Part B - Cross-sectoral coordination**

<b>Policy formulation</b>	
<b>Co-ordination with other processes and documents</b>	<i>Programa Operacional Temático Factores de Competitividade (FEDER) (Thematic Operational Programme Competitiveness Factors (FEDER)); Programa Operacional Temático Potencial Humano (Thematic Operational Programme Human Potential (FSE)), Programa Operacional Temático Valorização do Território (FEDER e Fundo de Coesão), (Thematic Operational Programme Valuation of the Territory).</i>
<b>Administrative Co-ordination:</b>	<input type="checkbox"/> between different sections/departments within the same ministry; specify: <input type="checkbox"/> between different ministries, specify: <input checked="" type="checkbox"/> between ministries and other public organizations / agencies, specify: There is a Directive Commission named by the Government which is constituted by the president of the CCDR, plus 2 vowels named by the Ministerial Commission of Coordination of the Operational Programme, plus 2 vowels chosen by the National Association of Municipalities. <u>Comments:</u>
<b>Stakeholder involvement</b>	<input checked="" type="checkbox"/> Forestry: name most important organisations: <input checked="" type="checkbox"/> Forest-based industries: name most important organisations: <input checked="" type="checkbox"/> Agriculture: name most important organisations: <input checked="" type="checkbox"/> Tourism: name most important organisations: <input checked="" type="checkbox"/> Energy: name most important organisations: <input checked="" type="checkbox"/> Environment: name most important organisations: <input type="checkbox"/> Other sector: ____: name most important organisations: <input type="checkbox"/> Other sector: ____: name most important organisations: <u>Comments:</u> The preparation of the programme was an extremely participated process of debate and public concertation which involved 4 coordinators, 4 relators, about 20 experts and more than 300 specialists. Also 2 participations via internet, and more participants from the seminar NORTH 2015.
<b>Coordination mechanisms:</b>	<input type="checkbox"/> Formal (central) coordination body; name: <input type="checkbox"/> Formal coordination process <input checked="" type="checkbox"/> Inter-sectoral working groups: <input type="checkbox"/> Inter-sectoral advisory body <input type="checkbox"/> Formal mandatory consultation process <input type="checkbox"/> Formal voluntary consultation process <input type="checkbox"/> Informal consultations (please describe ____) <input type="checkbox"/> Others:
<b>Policy Implementation</b>	
<b>Responsible actors and their roles:</b>	The governance of the Regional Operational Programme involves 4 types of entities: - Ministerial Commission of Coordination: Global political coordination to assure the accomplishment of the respective Operational Programmes; - Strategic Advisor Commission of the Region (members of government with functions in the regional development and the president of the CCDR of each region): To promote the regional concertation with the aim of economic, social and territorial development of each region; - Management Authority: will assure the exercise of the defined competences by the communitarian regulations for the Management Authorities; The Management authority will receive political orientation of the entity of political direction and will give the pertinent and relevant information about the accomplishment of the Operational Programme; - Commission of Monitoring ( <i>Comissão de Acompanhamento</i> ): It is in charge of the exercise of the competences defined by the communitarian regulations to the commissions of monitoring and which has the essencial mission of assuring the participation of the municipalities, of the economic and social partners and the institutional entities.
<b>Level of delegation</b>	<input type="checkbox"/> Decentralized, e.g.

	<input type="checkbox"/> Central, e.g. ministry, public agency <input type="checkbox"/> Outsourced to private actors <input type="checkbox"/> Local, e.g. by municipalities <input checked="" type="checkbox"/> Regional, e.g. by regional public actors <input type="checkbox"/> Others: _____
<b>General comment</b>	List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used

## 8 Sustainable Development Policy

The National Strategy for the Sustainable Development (*Estratégia Nacional para o Desenvolvimento Sustentável* – ENDS in Portuguese initials) points a strategy of reference for the action in the period 2005-2013. This Strategy aims to give global consistence to the several public initiative programmes related to sustainability in preparation and implementation, working as a tool of mobilisation and agreement for the schemes and actions of the economic, social and cultural agents of the civil society. It should constitute also a reference for the initiatives co-financed by the communitarian funds in the period 2007-2013. For this effect it was assured a total articulation with the Framework of National Strategic Reference (QREN) in the elaboration of the Strategy.

The Framework of National Strategic Reference was approved by the Council of Ministries and guides the elaboration of the regional and thematic operational programmes for the same period (2007-2013).

### 8.1 General description

#### Part A - General document information

<b>Name:</b>	<b>National Strategy for Sustainable Development</b>
<b>Adoption:</b> Please mark by whom and at which level the document is adopted	<input type="checkbox"/> Parliament <input checked="" type="checkbox"/> Government <input type="checkbox"/> Ministry: _____ <input type="checkbox"/> Others: _____ <input type="checkbox"/> No formal approval Level: <input checked="" type="checkbox"/> National <input type="checkbox"/> Regional <input type="checkbox"/> Local Adoption date: 20 August of 2007
<b>Validity period:</b>	Year 2015
<b>Revision:</b>	The Strategy is to be revised every 3 years by the Unit of Mission for the Sustainable Development (UMDS in Portuguese initials).
<b>Monitoring/ Evaluation:</b>	The monitoring will be done every year through a progress report in charge of Unit of Mission for the Sustainable Development (UMDS).
<b>Related documents:</b>	- Implementation Plan of the National Strategy for Sustainable Development ( <i>PIENDS – Plano de Implementação da Estratégia Nacional de Desenvolvimento Sustentável</i> in Portuguese initials); - National Programme of Action for Growth and Employment ( <i>PNACE – Programa Nacional de Acção para o Crescimento e Emprego</i> in Portuguese initials); - National Programme of the Planification of Territory ( <i>PNPOT – Programa Nacional de Política do Ordenamento do Território</i> in Portuguese initials); - National Programme for the Climate Changes ( <i>PNAC – Programa Nacional para as Alterações Climáticas</i> in Portuguese initials).
<b>Geographical scope:</b>	<input checked="" type="checkbox"/> National <input type="checkbox"/> Regional; name: _____ <input type="checkbox"/> Local, name: _____
<b>Budget:</b>	The budget is not mentioned. It is only mentioned that the Annual State Budget should contemplate the feasibility of the National Strategy for Sustainable Development.
<b>General description of contents as written in document</b>	
<b>Objective of the document</b>	The National Strategy for the Sustainable Development has 6 objectives: 1) Qualification of the Portuguese active population; 2) To assure a faster growth of the Portuguese Economy; 3) To assure a model of development covering environment protection; 4) To contribute to the reduction of the negative impact of the edge position of Portugal in Europe; 5) To assure that the public institutions are prepared to respond to the ageing of population; 6) International cooperation around the global sustainability.

<b>Priorities</b>	<p>The thematic priority areas of the document are:</p> <ul style="list-style-type: none"> <li>- Education;</li> <li>- Research and innovation;</li> <li>- Competitive economy;</li> <li>- Technologies of information;</li> <li>- Sustainability of natural resources;</li> <li>- Nature conservation and biodiversity;</li> <li>- Good territorial planning;</li> <li>- Organisation of the Portuguese society to face extreme conditions (forest fires, climate changes);</li> <li>- Well being of the population, management of unemployment, training and mobility;</li> <li>- To reinforce the links between the Portuguese speaking countries.</li> </ul>
<b>Structure</b>	<p>The document is structured in the following chapters:</p> <ul style="list-style-type: none"> <li>- Introduction;</li> <li>- Diagnosis for the sustainability in Portugal;</li> <li>- Looking for the future;</li> <li>- Objectives, strategic vectors and actuation lines;</li> <li>- The National Strategy of Sustainable Development as a challenge of citizenship;</li> <li>- Application and management of the strategy;</li> <li>- Key indicators to the National Strategy of Sustainable Development.</li> </ul>
<b>Measure Areas</b>	<p>The measures of the National Strategy for the Sustainable Development are divided between its nature:</p> <ul style="list-style-type: none"> <li>- Measures of investment and measures of reference, that require investments, incentive systems and programmes;</li> <li>- Measures of framework and complementary interventions.</li> </ul>
<b>Follow-up / Implementation</b>	
<b>Follow-up measures:</b>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> No follow-up activities so far</li> <li><input type="checkbox"/> New or adapted funding programme(s) /budget line; name:</li> <li><input type="checkbox"/> New or adapted regulations/laws; name:</li> <li><input type="checkbox"/> New or adapted informational campaigns/instruments; name:</li> <li><input type="checkbox"/> New or restructured institutions/organisations; name:</li> <li><input type="checkbox"/> Implementation in forest policy:</li> </ul>
<b>General comment:</b>	<p>List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used</p>

## 8.2 Integration of innovation

### Part B - Overall Innovation Orientation

<b>Overall innovation orientation</b> (use word search function).	Please mark the frequency of occurrence of the <u>more generic terms</u> 'innovation' or synonyms ('new products', 'new services', 'new processes', 'new marketing methods', 'new business models') in the document	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input checked="" type="checkbox"/> frequently
	Please mark the frequency of occurrence of the forest sector ' <u>innovation frontier</u> ' - innovation areas identified in Chapter 3 - in the document	<input checked="" type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> frequently
	Please mark the frequency of occurrence of the <u>terms</u> that are related to innovation, for example entrepreneurship, diversification, competitiveness	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input checked="" type="checkbox"/> frequently Terms used: entrepreneurship; diversification; competitiveness.
	Further comments on overall innovation orientation of the document:	
<b>Relevance of innovation:</b> Please mark how much relevance is given to innovation in the document (one answer)	<input type="checkbox"/> No relevance at all <input type="checkbox"/> Marginal issue <input type="checkbox"/> One issue among others <input checked="" type="checkbox"/> Important issue <input type="checkbox"/> Central issue	Comments: Innovation is referred in all the objectives of the National Strategy for Sustainable Development.
<b>Degree of specification:</b> Please mark how general or specific innovation is addressed by the document (one answer) Please use comments section to describe if the degree of specification varies for different parts of the document, esp. when concerning forestry	<input type="checkbox"/> very general ( <i>innovation is named in general parts, e.g. preamble, but no related goals, measures, identified needs or similar are addressed by the document</i> ) <input type="checkbox"/> rather general ( <i>innovation is addressed in overall goals, needs are identified but no specification of measures</i> ) <input checked="" type="checkbox"/> rather specific ( <i>innovation is addressed in concrete goals, measures are formulated</i> ) <input type="checkbox"/> very specific ( <i>quantified goals related to innovation are formulated, concrete measures introduced, a fixed budget and timetable exist</i> )	Comments: Innovation is referred as something very important and something to achieve. For that, concrete goals and measures were set up, mainly in the areas of education and research.
<b>Understanding of innovation policy</b> Please assess what overall understanding of innovation policy is reflected in the document. See chapter 2.2.1	<input type="checkbox"/> Predominately traditional science and technology policy <input type="checkbox"/> Traditional S&T policy with systemic elements <input checked="" type="checkbox"/> Systemic innovation policy with S&T policy elements <input type="checkbox"/> Predominantly systemic innovation policy	Comments: Broaden innovation understanding, involving research and education issues.
<b>Goals and objectives:</b> -To increase the innovation in the methodologies of long term training; - To link research innovation with businesses; - To increase technologic innovation; - To develop a network of "centres of quality and innovation"; - To have an economy based in the knowledge and innovation; - To increase the innovation in enterprises; - To reinforce innovation, investment and internationalisation of enterprises.		
<b>Issues, problems and related topics:</b> - Portugal has a serious problem of sustainable economic growth; - Portugal has an ageing population; - Portugal has a low level of education and qualification of the active population; - The social structure is marked by inequality, creating relations of dependence even in the democratic context; - There is a technologic and scientific delay of the country with a low ratio of researchers in the total population.		
<b>Innovation areas:</b>		

Innovation and difusion of technologies;

Included in the 1<sup>st</sup> objective of the strategy (Qualification of Portuguese citizen to the knowledge society) are the following innovation measures:

4.1.2 - High Education and qualified research that promote innovation;

4.1.3 – Research, innovation and information to the sustainability.

**General comment:**

List research needs you identified, they might be taken up in phase II of COST E51

Name further reference sources used

## Part B - Innovation Support Measures

<b>Innovation support measures</b> <i>Consult classification in chapter 2.2.2</i>	<b>Research and Development</b>	<p><b>High Education and qualified research that promote innovation</b></p> <ul style="list-style-type: none"> <li>- To assure the State intervention in the financing of the Higher Education and Research promoting the competition between professors and researchers;</li> <li>- Internacionalisation by several ways of the institutions of Higher Education and R&amp;D and use them as points of attraction for talents and competences;</li> <li>- To promote the intervention of the High Education in the life training;</li> <li>- To reinforce the relations of the centers of R&amp;D with the business networks and with the multinationals, contributing to the formation of clusters;</li> <li>- To create in a selective way, a net of park of knowledge and tecnology and eco-parks which contribute to the diversification of activities namely in the regions more exposed to the international competition and with vulnerable specializations.</li> </ul> <p><b>Research, innovation and information to the sustainability</b></p> <ul style="list-style-type: none"> <li>- To lauch projects of R&amp;D about Climate Changes;</li> <li>- To lauch projects of R&amp;D about critical technologies to the "Economy of Hydrogen" mainly the ones that allow the combination between Renewable Energy+Hydrogen;</li> <li>- To lauch a programme of R&amp;D about technologies and concepts for "Sustainable Towns" including the concept of "green mobility";</li> <li>- To launch a programme of R&amp;D in "Oceans and Technologies", mainly the technologies of underwater research;</li> <li>- To launch a programme of R&amp;D about "Vigilance of Forests and Oceans" focused in the development of planes without pilots, and geographical information systems;</li> <li>- To create and implement a national strategy of education to sustainability directed and adapted to all degrees of education.</li> </ul>
	<b>Diffusion of innovation</b>	N.a.
	<b>Strengthening the knowledge base</b>	N.a.
	<b>Strengthening interaction</b>	- To reinforce the relations and networks between national enterprises, universites and cultural entities with countries that have the world leadership in innovation matters;
	<b>Demand creation</b>	N.a.
	<b>Improving frame conditions</b>	N.a.
	<b>Comments</b>	
<b>Priorities</b>	Within the document, innovation is focussed mainly on the research and education sector. More specifically, innovation is regarded as a mean to strengthen Portuguese economy through research, development and education.	
<b>Assessment of overall relevance</b>	The overall relevance of innovation support measures in the National Strategy for Sustainable Management is high in Research and Development support measures. For other areas, it is mentioned the need of innovation but the support measures are not referred.	
<b>Promotion of innovation</b>	Innovation is an important issue within the document and it is considered very important for the sustainable development strategy.	
<b>General comment:</b>	<p>List research needs you identified, they might be taken up in phase II of COST E51</p> <p>Name further reference sources used</p>	

**Table 15: Part B - Cross-sectoral coordination**

<b>Policy formulation</b>	
<b>Co-ordination with other processes and documents</b>	<ul style="list-style-type: none"> <li>- Framework of National Reference Strategy (QREN in Portuguese initials);</li> <li>- National Programme of Action for Growth and Employment (<i>PNACE – Programa Nacional de Acção para o Crescimento e Emprego</i>);</li> <li>- National Programme of Territory Planning (PNPOT – Programa Nacional de Política do Ordenamento do Território);</li> <li>- National Programme for the Climate Changes (<i>PNAC – Programa Nacional para as Alterações Climáticas</i>).</li> </ul>
<b>Administrative Co-ordination:</b>	<input type="checkbox"/> between different sections/departments within the same ministry; specify: <input checked="" type="checkbox"/> between different ministries, specify: The National Strategy for Sustainable Development was prepared by all the Ministries. <input checked="" type="checkbox"/> between ministries and other public organizations / agencies, specify: In the preparation of the National Strategy for Sustainable Development iwere considered the contributes of the civil society. <u>Comments:</u> Shortly explain the role of the main administrative actors
<b>Stakeholder involvement</b>	<input checked="" type="checkbox"/> Forestry: name most important organisations: <input checked="" type="checkbox"/> Forest-based industries: name most important organisations: <input checked="" type="checkbox"/> Agriculture: name most important organisations: <input checked="" type="checkbox"/> Tourism: name most important organisations: <input checked="" type="checkbox"/> Energy: name most important organisations: <input checked="" type="checkbox"/> Environment: name most important organisations: <input type="checkbox"/> Other sector: ____: name most important organisations: <u>Comments:</u> The participation of the stakeholders in the preparation of the National Strategy for Sustainable Development means in first place a requirement of sustainability. The Implementation Plan of the National Strategy for Sustainable Development (PIENDS in Portuguese initials) is an important opportunity to reinforce the partnerships bewteen the State and the society in the implementation of the Strategy.
<b>Coordination mechanisms:</b>	<input checked="" type="checkbox"/> Formal (central) coordination body; name: Unit of Mission for the Sustainable Development. <input type="checkbox"/> Formal coordination process <input type="checkbox"/> Inter-sectoral working groups <input type="checkbox"/> Inter-sectoral advisory body <input type="checkbox"/> Formal mandatory consultation process <input type="checkbox"/> Formal voluntary consultation process <input type="checkbox"/> Informal consultations (please describe ____) <input type="checkbox"/> Others:
<b>Policy Implementation</b>	
<b>Responsible actors and their roles:</b>	The National Council of Environment and Sustainable Development and the Social Economic Council (CES) are in charge of following the National Strategy for Sustainable Development.
<b>Level of delegation</b>	<input type="checkbox"/> Decentralized, e.g. <input checked="" type="checkbox"/> Central, e.g. ministry, public agency <input type="checkbox"/> Outsourced to private actors <input type="checkbox"/> Local, e.g. by municipalities <input type="checkbox"/> Regional, e.g. by regional public actors <input type="checkbox"/> Others: ____
<b>General comment</b>	List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used

## 9 Renewable Energy Policy

### 9.1 General description

Table 16: Part A - General document information

<b>Name:</b>	<b>National Strategy for Energy</b>
<b>Adoption:</b> Please mark by whom and at which level the document is adopted	<input type="checkbox"/> Parliament <input checked="" type="checkbox"/> Government <input type="checkbox"/> Ministry: _____ <input type="checkbox"/> Others: _____ <input type="checkbox"/> No formal approval Level: <input checked="" type="checkbox"/> National <input type="checkbox"/> Regional <input type="checkbox"/> Local Adoption date: October 2005
<b>Validity period:</b>	N.a.
<b>Revision:</b>	N.a.
<b>Monitoring/ Evaluation:</b>	The creation of a monitoring system is a measure considered by the National Strategy for Energy but it is not mentioned how that monitoring system is going to be applied.
<b>Related documents:</b>	National Strategy for Energy – The creation of a network of centres of biomass production; Energy and climate changes – More investment, better environment; National Plan for Climate Changes ( <i>Plano Nacional de Alterações Climáticas-PNAC</i> in Portuguese initials); National Plan for the Attribution of emission licences ( <i>Plano Nacional de Atribuição de Licenças de Emissão - PNALE</i> in Portuguese initials); Technological Plan ( <i>Plano Tecnológico</i> ).
<b>Geographical scope:</b>	<input checked="" type="checkbox"/> National <input type="checkbox"/> Regional; name: _____ <input type="checkbox"/> Local, name: _____
<b>Budget:</b>	N.a.
<b>General description of contents as written in document</b>	
<b>Objective of the document</b>	The objectives of the National Strategy for Energy are: 1) To assure the security in supply; 2) To promote and facilitate the competition in order to protect the consumers as well as the competitiveness and efficiency of enterprises; 3) To assure the environmental suitability of all the energetic process, reducing the environmental impacts at local, regional and global scales, namely in what is concerned to the carbon intensity of GDP. The final objective of this strategy is to create conditions to supply energy at competitive prices in a sustainable way.
<b>Priorities</b>	<ul style="list-style-type: none"> <li>- Liberalisation of the markets;</li> <li>- Structural framework of the competition;</li> <li>- To support and to reinforce the renewable energies;</li> <li>- Energetic efficiency;</li> <li>- Public provision energetically efficient;</li> <li>- Reorganisation of the fiscality and incentive systems;</li> <li>- Prospective and innovation in energy;</li> <li>- Communication, sensibilisation and evaluation.</li> </ul>
<b>Structure</b>	The document of the National Strategy for Energy is not available online, only some related documents and working papers. It is not possible to describe its structure.
<b>Measure Areas</b>	<ul style="list-style-type: none"> <li>- The intensification and diversification in the use of renewable sources – focusing in the wind energy and the water energy;</li> <li>- The clarification of the licencing mechanisms;</li> <li>- The elaboration of a code of proceedings of operation of the PRE;</li> <li>- The legislative framework of the green certificates and the creation of a platform for its negotiation;</li> <li>- The valuation of the forest biomass;</li> <li>- The transposition of the directive about bio-fuels and their introduction in Portugal;</li> <li>- The redinamization of the programme: Sunny Hot Water for Portugal;</li> <li>- The valuation of criteria of remuneration of the electricity produced, taking in account the technological specificities and the environmental criteria.</li> </ul>

<b>Follow-up / Implementation</b>	
<b>Follow-up measures:</b>	<input type="checkbox"/> No follow-up activities so far <input type="checkbox"/> New or adapted funding programme(s) /budget line; name: <input checked="" type="checkbox"/> New or adapted regulations/laws; name: System of energetic certification of the buildings; fiscal incentives for the biofuels; Public contracts for the creation of biomass centrals. <input type="checkbox"/> New or adapted informational campaigns/instruments; name: <input type="checkbox"/> New or restructured institutions/organisations; name: <input type="checkbox"/> Implementation in forest policy:
<b>General comment:</b>	<p>According to the documents consulted, the National Strategy for Energy has an essential role in the current policy framework since it is considered very supportive of the Portuguese economic growth and competitiveness, apart from being a central issue for the sustainable development of the country.</p> <p>This Strategy is also very important for the forest sector because it aims to increase in 100 MW the objective of the installed capacity in 2010 (an increase of 67%), promoting a strong articulation between the resources and the regional forest potential, and the policies to combat the risk of forest fires.</p>

## 9.2 Integration of innovation

**Table 17: Part B - Overall Innovation Orientation**

<p><b>Overall innovation orientation</b> (use word search function).</p>	<p>Please mark the frequency of occurrence of the <u>more generic terms</u> 'innovation' or synonyms ('new products', 'new services', 'new processes', 'new marketing methods', 'new business models') in the document</p>	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> frequently Document not available.
	<p>Please mark the frequency of occurrence of the forest sector '<u>innovation frontier</u>' – innovation areas identified in Chapter 3 - in the document</p>	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> frequently Document not available.
	<p>Please mark the frequency of occurrence of the <u>terms</u> that are related to innovation, for example entrepreneurship, diversification, competitiveness</p>	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> frequently Terms used: Document not available.
	<p>Further comments on overall innovation orientation of the document:</p>	
<p><b>Relevance of innovation:</b> Please mark how much relevance is given to innovation in the document (one answer)</p>	<input type="checkbox"/> No relevance at all <input type="checkbox"/> Marginal issue <input type="checkbox"/> One issue among others <input checked="" type="checkbox"/> Important issue <input type="checkbox"/> Central issue Comments: The document is not available to assess the relevance of innovation but it is expected that innovation is a very important issue. The promotion of renewable energies requires investment and innovation in order to control technologies that are not totally known or stabilized.	
<p><b>Degree of specification:</b> Please mark how general or specific innovation is addressed by the document (one answer) Please use comments section to describe if the degree of specification varies for different parts of the document, esp. when concerning forestry</p>	<input type="checkbox"/> very general ( <i>innovation is named in general parts, e.g. preamble, but no related goals, measures, identified needs or similar are addressed by the document</i> ) <input checked="" type="checkbox"/> rather general ( <i>innovation is addressed in overall goals, needs are identified but no specification of measures</i> ) <input type="checkbox"/> rather specific ( <i>innovation is addressed in concrete goals, measures are formulated</i> ) <input type="checkbox"/> very specific ( <i>quantified goals related to innovation are formulated, concrete measures introduced, a fixed budget and timetable exist</i> ) Comments: Through the consultation of the documentation available online it was perceived that innovation is addressed in concrete goals and measures are formulated. However that is not possible to assure given the non availability of the main document.	
<p><b>Understanding of innovation policy</b> Please assess what overall understanding of innovation policy is reflected in the document. See chapter 2.2.1</p>	<input type="checkbox"/> Predominately traditional science and technology policy <input type="checkbox"/> Traditional S&T policy with systemic elements <input checked="" type="checkbox"/> Systemic innovation policy with S&T policy elements <input type="checkbox"/> Predominantly systemic innovation policy Comments: Please describe further the understanding of innovation policy	
<p><b>Goals and objectives:</b> The National Strategy for Energy will promote the oriented research and technological development, mainly the promotion of technological innovation with energetic objectives and establishment of partnerships between enterprises and scientific institutions which support the production and transfer of new technologies.</p>		
<p><b>Issues, problems and related topics:</b> One problem pointed in the documentation available about the National Strategy for Energy is the diversity and dispersion of the stakeholders, mainly of the small dimension ones constraining the efficiency from the demand side. This is be considered as a constraint to the competitiveness of the sector and consequently to innovation.</p>		
<p><b>Innovation areas:</b></p>		

- Wind energy;
- Hydro energy;
- Biomass;
- Solar energy;
- Wave energy;
- Biofuels;
- Biogas;
- Microgeneration.

**General comment:**

List research needs you identified, they might be taken up in phase II of COST E51  
Name further reference sources used

**Table 18: Part B - Innovation Support Measures**

<b>Innovation support measures</b> <i>Consult classification in chapter 2.2.2</i>	<b>Research and Development</b>	N.a.
	<b>Diffusion of innovation</b>	N.a.
	<b>Strengthening the knowledge base</b>	- One of the measures that is going to be adopted is the creation of tools supporting a more strong and opportune participation of the national centres of R&D in the effort of maximization the diffusion of renewable energies, the promotion of energetic efficiency and the improvement of the treatment of emissions, including sequestration and deposition of CO <sub>2</sub> ;
	<b>Strengthening interaction</b>	N.a.
	<b>Demand creation</b>	N.a.
	<b>Improving frame conditions</b>	N.a.
	<b>Comments</b>	
<b>Priorities</b>	N.a.	
<b>Assessment of overall relevance</b>	N.a.	
<b>Promotion of innovation</b>	N.a.	
<b>General comment:</b>	List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used	

**Table 19: Part B - Cross-sectoral coordination**

<b>Policy formulation</b>	
<b>Co-ordination with other processes and documents</b>	Coordination with the objectives of the Technological Plan.
<b>Administrative Co-ordination:</b>	<input checked="" type="checkbox"/> between different sections/departments within the same ministry; specify: Ministry of the Environment, Territory and rural Development (MAOTDR in Portuguese initials), Institute of Environment ( <i>Instituto do Ambiente</i> ) and General Direction of Geology and Energy ( <i>Direcção Geral de Geologia e Energia</i> , DGGE in Portuguese initials). <input checked="" type="checkbox"/> between different ministries, specify: Ministry of Economy and Innovation (MEI in Portuguese Initials); MAOTDR . <input type="checkbox"/> between ministries and other public organizations / agencies, specify:... <u>Comments:</u> The Ministry of Economy and Innovation is in charge of presenting the National Strategy of Energy.
<b>Stakeholder involvement</b>	<input checked="" type="checkbox"/> Forestry: name most important organisations: <input type="checkbox"/> Forest-based industries: name most important organisations: <input type="checkbox"/> Agriculture: name most important organisations: <input type="checkbox"/> Tourism: name most important organisations: <input checked="" type="checkbox"/> Energy: name most important organisations: GALP; EDP <input checked="" type="checkbox"/> Environment: name most important organisations: <input type="checkbox"/> Other sector: ____: name most important organisations: <input type="checkbox"/> Other sector: ____: name most important organisations: <u>Comments:</u> This information is not mentioned by the documentation available.
<b>Coordination mechanisms:</b>	<input checked="" type="checkbox"/> Formal (central) coordination body; name: Ministry of Economy and Innovation through an institution under its umbrella. <input type="checkbox"/> Formal coordination process <input type="checkbox"/> Inter-sectoral working groups <input type="checkbox"/> Inter-sectoral advisory body <input type="checkbox"/> Formal mandatory consultation process <input type="checkbox"/> Formal voluntary consultation process <input type="checkbox"/> Informal consultations (please describe ____) <input type="checkbox"/> Others:
<b>Policy Implementation</b>	
<b>Responsible actors and their roles:</b>	N.a.
<b>Level of delegation</b>	<input type="checkbox"/> Decentralized, e.g. <input type="checkbox"/> Central, e.g. ministry, public agency <input checked="" type="checkbox"/> Outsourced to private actors <input type="checkbox"/> Local, e.g. by municipalities <input type="checkbox"/> Regional, e.g. by regional public actors <input type="checkbox"/> Others: _____
<b>General comment</b>	List research needs you identified, they might be taken up in phase II of COST E51 Name further reference sources used

## 10 Conclusion and research needs

For the preparation of this report it was analysed the latest version of the documents.

Apart from the Action Plan for the Forest Sector, where the term innovation is not referred, in the other plans and programmes innovation is introduced as being very important for the sustainable development of the country.

It has to be pointed that after some other documents and some other measures launched in the forest sector, which were never implemented, the big forest fires occurred in 2003 triggered the formulation of a new strategy for the forest sector. This strategy touches areas like the minimisation of the risks of forest fires and biotic agents, territory specialisation, improvement of the productivity through forest management, reduction of the risks of market and increasing of the value of the products, general increasing of the efficiency and competitiveness of the sector and rationalisation and simplification of the political tools. This strategy was discussed during about one year and presented in several seminars and conferences in order to be improved by the opinions and ideas of several participants that attended them. It aims to be the reference and orientation for the public and private actions of development of the sector in the following decades.

However, the National Strategy for the Forest does not seem to specify innovation supporting measures for the forest sector but mainly to support other measures that were planned but for some reason were not implemented in the past.

In terms of supporting innovation in the forest sector, the National Strategic Plan for Rural Development 2007-2013 is the one that clearly specifies the main objectives, the specific objectives and the groups of measures related to innovation.

Overall, the topic of innovation (innovation in explicit terms) appears to be only a marginal issue within the forest policy in Portugal. However, there are measures and new products and services that can be considered innovative like: the biomass using the biomass centres, the creation of ZIFs (innovation in the organisational model), the specification of the territory, the emerging of forest owners associations or the Permanent Forest Fund, which was established by law of 1996 but never implemented before.

These new innovations, some of them presented already in table 2, although quite new in terms of implementation, were not proposed by any of the documents analysed in this report.

According to Carvalho Mendes & Fernandes (2007), there are some shortcomings with some of the innovations introduced:

*Permanent Forest Fund* – The fund has not been well managed. The purpose of the fund was to pay the forest owners for the environmental services that are public goods generated by their forests when they are organised to produce and improve these goods. But this fund has gone to the public entities, namely the Town Councils for the implementation of technical forest offices.

*Forest Owners organisations* – There is no contract programme (contratos programa) nor effectiveness assessment by independent activities of these organisations and also there is no criteria of eligibility based on that evaluation;

*Increasing the competences of the Town Council in the access to financing in forest intervention matters* – It can induce destructive concurrence between Town Councils and Forest Owners Associations.

Finally, in the preparation of the plans it seems to have been a big participation of different stakeholders but in terms of coordination it is not explicit in the documents how it will work.

## 11 References

Carvalho Mendes, A. M. S., Feliciano, D., Tavares, M. & Dias, R. (2004). *The Portuguese Forests*. Relatório preparado para o Projecto EFFE – Evaluating Financing of Forestry in Europe. Porto: Faculdade de Economia e Gestão – Universidade Católica Portuguesa.

Carvalho Mendes, A. M. S. & Feliciano, D. (2005). Portugal. In Zajac, S. *et al.* (Eds.). *Acta Silvatica & Lignarica Hungarica*. Edição especial. 2, 555-642.

Carvalho Mendes, A. M. S. & Fernandes, L. (2007). Políticas e Instituições Florestais em Portugal – desde o final do Antigo Regime até à actualidade. In Silva, J. S. (Eds). *Floresta e Sociedade, uma história em comum*. Árvores e Florestas de Portugal, 07.

Mendes, Américo M.S. Carvalho (2005). Portugal. In *Valuing Mediterranean Forests: Towards Total Economic Value*. (Eds) Maurizio Merlo & Leila Croituru. Wallingford, Oxon (UK): CAB International. Pp 331-252.

## **ANNEX 1- Acronyms**

AEP – Associação Empresarial de Portugal  
AIMMP – Associação das Indústrias de Madeira e Mobiliário de Portugal  
ANEFA – Associação Nacional de Empresas Florestais, Agrícolas e do Ambiente  
ANSUB – Associação de Produtores Florestais do Vale do Sado  
API – Agência Portuguesa para o Investimento  
BALADI – Federação Nacional dos Baldios  
CAOF – Comissão de Acompanhamento para as Operações Florestais  
CAP – Common Agricultural Policy  
CAP – Confederação dos Agricultores de Portugal  
CBE – Centro de Biomassa para a Energia  
CCDR – Comissão de C ordenação e Desenvolvimento Regional  
CELPA – Associação da Indústria Papeleira  
CES – Conselho Económico Social  
CNA – Confederação Nacional de Agricultura  
CONFRAGRI – Confederação Nacional das Cooperativas Agrícolas e do Crédito Agrícola de Portugal)  
CTP – Confederação do Turismo Português  
DGADR – Direcção Geral de Agricultura e Desenvolvimento Rural  
DGGE - Direcção-Geral de Geologia e Energia  
DGRF – Direcção Geral dos Recursos Florestais  
DRABI – Direcção Regional de Agricultura da Beira Interior  
EDP – Energias de Portugal  
EFN – Estação Florestal Nacional  
FENAFLORESTA – Federação Nacional das Cooperativas de Produtores Florestais  
FORESTIS – Associação Florestal de Portugal  
FPFP – Federação dos Produtores Florestais de Portugal  
GNR – Guarda Nacional Republicana  
GPPAA – Gabinete de Planeamento e Política Agro-Alimentar  
GRE – Grupo de Reflexão Estratégica  
IA – Instituto do Ambiente  
IAPMEI – Instituto de Apoio às Pequenas e Médias Empresas  
ICEP – Instituto das Empresas para os Mercados Externos  
ICN – Instituto da Conservação da Natureza  
IDHra – Instituto de Desenvolvimento Rural e Hidráulica  
IEFP – Instituto de Emprego e Formação Profissional  
IFADAP – Instituto de Financiamento e Apoio ao Desenvolvimento da Agricultura e Pescas  
IGP – Instituto Geográfico Português  
INAG – Instituto Nacional da Água  
INE – Instituto Nacional de Estatística  
INGA – Instituto Nacional de Intervenção e Garantia Agrícola  
INIAP – Instituto Nacional de Investigação Agrária e das Pescas  
INPI – Instituto Nacional da Propriedade Industrial  
ITP – Instituto de Turismo de Portugal  
LPN – Liga para a Protecção da Natureza  
MAOTDR – Ministério do Ambiente, do Ordenamento do Território e do Desenvolvimento Regional  
MCOTA – Ministério das Cidades, Ordenamento do Território e do Ambiente  
MCTES – Ministério da Ciência, Tecnologia e Ensino Superior  
MEI – Ministry of Economy and Innovation  
NFI – National Forest Inventory  
MFAP – Ministério das Finanças e da Administração Pública  
NGO – Non Governmental Organisation  
OPF – Organização de Produtores Florestais  
PANDC – National Action Programme to Combat Desertification

PEFC – Programme for the Endorsement of Forest Certification  
Pescas  
PIENDS – Plano de Implementação da Estratégia Nacional de Desenvolvimento Sustentável  
PNAC - Plano Nacional para as Alterações Climáticas  
PNACE – Programa Nacional de Acção para o Crescimento e Emprego in Portuguese initials  
PNALE – Plano Nacional de Atribuição de Licenças de Emissão  
PNPOT - Programa Nacional da Política de Ordenamento do Território  
PNPOT – Programa Nacional de Política do Ordenamento do Território in Portuguese initials  
PROLUNP - Programa Nacional de Luta Contra o Nemátodo da Madeira do Pinheiro  
QREN - Quadro de Referência Estratégico Nacional  
QUERCUS – Associação Nacional de Conservação da Natureza  
RAIZ – Instituto de Investigação da Floresta e do Papel  
RURIS - Plano de Desenvolvimento Rural  
SNBPC – Serviço Nacional de Bombeiros e Protecção Civil  
UMDS – Unidade de Missão para o Desenvolvimento Sustentável  
UNAC – União da Floresta Mediterrânica  
ZIF – Zonas de Intervenção Florestal