

OECD Mission to Norte of Portugal

Project “Helping regions adapt to demographic change”

10 – 13 November 2025

AGENDA

OECD Delegation:

- Eleanor West (mission leader, chapter lead for land-use and housing): Policy Analyst in the National Urban Policy and Climate Resilience Unit of the Cities, Urban Policies and Sustainable Development Division
- Sandra Jolk (project co-ordinator of the overall demographic change project, chapter lead for multi-level governance and subnational finance): Policy Analyst, in the Decentralisation, Subnational Finance and Infrastructure Unit of the Regional Development and Multi-level Governance Division
- Rang Lee (chapter lead for services provision and accessibility): Senior Policy Analyst in the Head of Division's office in the Economic Analysis, Data and Statistics Division

MONDAY, 10 NOVEMBER (PORTO)

Venue: Norte Regional Coordination and Development Commission (CCDR Norte) Rua Rainha D. Estefânia, 251, 4150-304 | Porto

9:00 - 10:00 - INITIAL MEETING WITH CCDR NORTE TEAM

Topic: Check-in, review mission agenda, objectives and logistics

Participants:

- OECD team
- CCDR Norte
 - o Raquel Meira, Director of UPDR - Regional Planning and Development Unit
 - o Ricardo Simões, Director of UI - Innovation Unit
 - o Paulo Santos, Head of DPEDR - Division for Strategic Planning and Regional Development

10:00 - 11:00 - MEETING WITH CCDR NORTE PRESIDENT

Topic: Discussion about demographic change in the region

Participants:

- OECD team
- António M. Cunha, President of CCDR Norte

11:00 - 11:15 - Break

11:15 - 13:15 - MEETING WITH CCDR NORTE TEAM ABOUT REGIONAL STRATEGIES AND PLANS

Topic: Presentation and discussion about the main regional strategies and plans:

- Norte Regional Development Strategy (NORTE 2030): Competitiveness, skills and talent attraction
- Norte Regional Smart Specialisation Strategy (S3NORTE2027)
- Norte Regional Spatial Plan (PROT-NORTE)

Participants:

- OECD team (lead)
- CCDR Norte
 - o Célia Ramos, Vice-President of CCDR Norte responsible for Spatial Planning and Environment
 - o Raquel Meira, Director of UPDR - Regional Planning and Development Unit
 - o Ricardo Simões, Director of UI - Innovation Unit
 - o Alexandra Cabral, Director of UOTCNB - Territorial Planning, Nature Conservation and Biodiversity Unit
 - o Paulo Santos, Head of DPEDR - Division for Strategic Planning and Regional Development
 - o Vasco Leite, Head of the DETR - Division for Territorial and Regional Studies
 - o Ricardo Sousa, Senior Technician, Specialist in Transports

13:30 - 15:00 Lunch

15:00 - 16:00 - MEETING WITH NORTE REGIONAL PROGRAMME (NORTE 2030) MANAGEMENT AUTHORITY

Topic: Presentation of the programme and discussion about priorities related to support demographic change

Participants:

- OECD Team (lead)
- NORTE 2030 Regional Programme
 - o Pedro Mória, Technical Secretary for Planning, Programming and Territorial Approaches of NORTE 2030

16:00 - 16:30 - Break

16:30 - 18:30 - MEETING WITH STAKEHOLDERS ABOUT "MULTI-LEVEL GOVERNANCE AND SUBNATIONAL FINANCE"

Topic: Impact of demographic change on regional and municipal government structure, intermunicipal co-operation, finances and investment

Participants:

- OECD team (lead)
- CCDR Norte
 - o António M. Cunha, President of CCDR Norte
 - o Rui Monteiro, Director of ODR - Observatory of Regional Dynamics
- Stakeholders
 - o Andra Gaspar Nikolic, General-Director of the Directorate-General for Local Authorities (DGAL) (National)
 - o Nuno Vaz Ribeiro, President of Norte Regional Council (Regional)
 - o Nuno Romão - Director of the Regional Policy Unit of the Agency for Development and Cohesion (AD&C) (National)
 - o Marta Luís - Coordinator of the Unit for Territorial Studies and Policies of the Agency for Development and Cohesion (AD&C) (National)
 - o Óscar Afonso, Dean of Faculty of Economics of the University of Porto (academic expert)
 - o Pedro Bacelar de Vasconcelos, Constitutional Law Scholar and Emeritus Professor of Public Law at the School of Law, University of Minho (academic expert)

TUESDAY, 11 NOVEMBER (PORTO)

Venue: Norte Regional Coordination and Development Commission (CCDR Norte) Rua Rainha D. Estefânia, 251, 4150-304 | Porto

9:30 – 13:00 – MEETING WITH STAKEHOLDERS ABOUT “SPATIAL PLANNING, LAND-USE, AND HOUSING”

Topic: Impact of demographic change on spatial planning, urban development and housing

Participants:

- *OECD team (lead)*
- *CCDR Norte*
 - o *Célia Ramos, Vice-President of CCDR Norte responsible for Spatial Planning and Environment*
 - o *Alexandra Cabral, Director of UOTCNB - Territorial Planning, Nature Conservation and Biodiversity Unit (CCDR Norte)*

9:30 – 10:30 – National stakeholders

- *Maria da Graça Igreja, Director of the Observatory for Housing, the Rental Market and Urban Rehabilitation of IHRU - Institute for Housing and Urban Rehabilitation (National)*

10:30 – 11:30 – Municipalities

- *Luísa Salgueiro, Mayor of Matosinhos Municipality (metropolitan)*
- *Miguel Oliveira, Architect at Viana do Castelo Municipality (urban)*
- *Alexandra Machado, Architect at the Division of Spatial Planning and Urbanism of Mogadouro Municipality (low density)*

11:30 – 13:00 – Private sector and academia

- *Manuel Reis Campos, President of AICCOPN – Association of Civil Construction and Public Works Contractors*
- *Sónia Oliveira, General-Director of AICCOPN – Association of Civil Construction and Public Works Contractors*
- *Bento Aires, President of the Board of Directors of OERN – Portuguese Engineers Association – Norte Region (Regional)*
- *António Rodrigues, Chairman of the Board of Directors of Casais Engineering and Construction, 1st place in “Mais a Norte Awards”*
- *Paulo Santos Conceição, Assistant Professor at the University of Porto – Faculty of Engineering and researcher at CITTA – Research Centre for Territory, Transport and Environment (academic expert)*
- *Ricardo Guimarães, Managing partner of Confidential Real Estate Magazine (market expert)*

13:00 – 14:30 Lunch – Break

14:30 - 16:30 – MEETING WITH STAKEHOLDERS ABOUT “HEALTHCARE”

Topic: Discussion of healthcare sector across Norte region and the impact of demographic change

Participants:

- *OECD team (lead)*
- *Stakeholders*
 - *Álvaro Almeida, Executive Director of DE – SNS – Executive Directorate of the National Health Service (National)*
 - *Susana Teles Amaral, ACSS – Central Administration of the Health System (National)*
 - *Júlio Oliveira, Chairman of the Board of Directors of IPO Porto – Portuguese Institute of Oncology of Porto (Regional)*
 - *José Torres da Costa, President of Norte Regional Council of the Portuguese Medical Association (National)*
 - *Joaquim Cunha, Executive Director of Health Cluster Portugal (HCP)*
 - *Pedro Cunha, Chairman of the Board of Directors of Local Health Unit (ULS) of Alto Ave (urban) (local)*
 - *Ivo Dinis de Oliveira, Chairman of the Board of Directors of Local Health Unit (ULS) of Trás-os-Montes e Alto-Douro*
 - *Carlos Cardoso, Mayor of Cinfães Municipality (local and low density)*

16:30 – 17:00 Break

17:00 - 18:30 – MEETING WITH STAKEHOLDERS ABOUT “CHILDCARE”

Topic: Discussion of Childcare provision across Norte region and the impact of demographic change

Participants:

- *OECD team (lead)*
- *CCDR Norte*
 - *Paula Santos, Technical Secretariat for Employment, Qualification and Social Inclusion of NORTE 2030*
- *Stakeholders*
 - *Sandra Rodrigues, Councillor of Bragança Municipality*
 - *Isabel Soares, President of the Board of ProChild CoLab – Collaborative Laboratory Against Poverty and Social Exclusion*
 - *Francisco Araújo, President of the National Council of the Union of Portuguese Misericórdias (UMP)*
 - *Cláudia Soares, Coordinator of the Project Funding Office at Santa Casa da Misericórdia do Porto*
 - *Catarina Simões, Coordinator of the Social Intervention / Family Foster Care Department at Santa Casa da Misericórdia do Porto*

WEDNESDAY, 12 NOVEMBER

Venue: Norte Regional Coordination and Development Commission (CCDR Norte) Rua Rainha D. Estefânia, 251, 4150-304 | Porto

10:00 – 12:00 – MEETING WITH STAKEHOLDERS ABOUT “EDUCATION AND VOCATIONAL TRAINING”

Topic: Discussion of Education provision across Norte region and the impact of demographic change

Participants:

- *OECD team (lead)*
- *CCDR Norte*
 - o *José Maria Azevedo, Senior Technician of CCDR Norte*
- *Stakeholders*
 - o *João Gonçalves, General-Director at DGEstE – Directorate-General for Schools (National)*
 - o *Luís Lobo, Norte Regional Education Delegate of AGSE – Agency for the Management of the Educational System (National)*
 - o *Filinto Lima, President of ANDAEP – National Association of Public School Principals (National)*
 - o *Rui Vieira de Castro, Rector of the University of Minho*
 - o *Luís Pais, Vice-President of the Polytechnic Institute of Bragança*
 - o *João Calvete, Vice-President of ANESPO – National Association of Vocational Schools*
 - o *Luís Costa, Executive Diretor of ANESPO – National Association of Vocational Schools*
 - o *César Ferreira, Regional Delegate for the Norte Region of the Institute for Employment and Vocational Training*
 - o *Manuel Vitorino, Deputy Mayor of the Municipality of Viana do Castelo*
 - o *Nuno Vaz Ribeiro, President of the Intermunicipal Council of the Intermunicipal Community of Alto Tâmega e Barroso (Local)*
 - o *Ramiro Gonçalves, Principal Executive Secretary of the Intermunicipal Council of the Intermunicipal Community of Alto Tâmega e Barroso (Local)*
 - o *Pedro Teixeira, Full Professor of Economics at the Faculty of Economics of the University of Porto and member at the Centre of Research in Higher Education Policies (CIPES)*

12:00 – 13:30 Lunch – Break

14:00 – 18:00 Site visits (Porto):

- *I3s – Institute for Research and Innovation in Health*
 - o *Meeting with Claudio Sunkel, I3s Director*
- *UPTEC – Science and Technology Park of University of Porto*
 - o *Meeting with Joana Resende, President of UPTEC*

THURSDAY, 13 NOVEMBER (PORTO)

Venue: Norte Regional Coordination and Development Commission (CCDR Norte) Rua Rainha D. Estefânia, 251, 4150-304 | Porto

9:30 - 11:00 - WRAP-UP MEETING

Topic: Discussion of insights gained during the mission and overview of next steps

Participants:

- *OECD team*
- *CCDR Norte*
 - *Raquel Meira, Director of UPDR - Regional Planning and Development Unit*
 - *Ricardo Simões, Director of UI - Innovation Unit*
 - *Paulo Santos, Head of DPEDR - Division for Strategic Planning and Regional Development*

LOGISTICS

- *Simultaneous interpreting (PT-EN) in the meetings and site visits to be provided by CCDR Norte*
- *Lunches and coffee breaks to be provided by CCDR Norte*
- *Car transfers for the site visits to be arranged by CCDR Norte*