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FUNDÃO ACTION PLAN

BB TRAILBLAZER

Oct 31, 2025 | Deliverable: D3.1



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Executive Summary

The Municipality of Fundão, in close collaboration with WWF Portugal, has developed a Local Action Plan within the framework of the Bauhaus Bites (BB) project. This Plan outlines a coherent set of short-term actions designed to transform Fundão's local food system through inclusive, place-based and sustainable practices. It draws upon the BB Vision and Impact Pathway, applying its key pillars —People, Places and Policy— to address local needs and build on existing strengths.

Building on an extensive process of community engagement and structured interviews with key stakeholders, the Fundão Action Plan identifies five priority objectives: (1) Improving governance structures around sustainable food; (2) Transform the Municipal Market and the municipal restaurant into interconnected Food Lab spaces that celebrate cultural diversity and sustainability; (3) Enhancing food literacy among school communities; (4) Boosting the capabilities of local food actors through digital and circular solutions; and (5) Leveraging Nature-Based Solutions (NbS) to transform the local production system.

Each of these objectives is supported by actionable activities that reflect both the Fundão municipality's long-standing commitment to innovation and its vision for a more resilient and equitable food system. The Plan aligns with ongoing local strategies in areas such as youth engagement, digital transformation, and climate adaptation, while also opening space for experimentation through the BB Trailblazer Pilot.

The Plan has been developed as a living document, designed to evolve in parallel with the pilot implementation and community feedback. Despite the political transition underway in the municipality, the actions proposed remain viable and broadly supported by local actors. Their implementation

will be closely monitored to ensure alignment with the BB values and broader New European Bauhaus (NEB) ambitions of beauty, sustainability and inclusion.

List of Abbreviations

| | |
|-------------|-------------------------------------|
| EU | European Union |
| ESG | Environmental, Social, & Governance |
| GDPR | General Data Protection Regulations |
| EU | European Union |
| ESG | Environmental, Social, & Governance |
| GDPR | General Data Protection Regulations |
| EU | European Union |
| ESG | Environmental, Social, & Governance |
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1. Introduction

The Bauhaus Bites (BB) project emerges as a response to the pressing need for systemic transformation in Europe's food systems, driven by principles of sustainability, inclusivity, and innovation. Within this ambitious framework, the Municipality of Fundão plays a pivotal role as one of the five Trailblazer Pilots, with a mission to reimagine and reshape local food environments through collaborative, place-based action.

Located in central Portugal, Fundão is a rural municipality with a long-standing tradition in agriculture, a vibrant multicultural community, and a strong commitment to digital and green transition. Over the past decade, the municipality has pursued a bold innovation strategy that integrates technology, entrepreneurship, and sustainability to enhance territorial cohesion and quality of life. In the context of Bauhaus Bites, this legacy serves as a foundation for testing new approaches to sustainable food systems that honour local identity while addressing broader environmental and social challenges.

The Fundão Local Action Plan presented in this document reflects a process of deep community engagement, evidence-based diagnosis, and co-creation with stakeholders representing the quadruple helix — public authorities, academia, civil society, and the private sector. It builds upon insights gathered from stakeholder mapping, structured interviews, and co-creation workshops conducted throughout 2025, with the support of WWF Portugal and the scientific guidance of the BB consortium.

This plan outlines a coherent pathway from shared local vision to tangible transformation. It defines strategic objectives, identifies concrete actions across key priority areas, and sets the groundwork for the implementation of the local pilot — the Fundão Food Lab. In doing so, the plan aims to

contribute to the wider BB impact pathways, particularly in fostering sustainable food cultures, building resilient local governance structures, and inspiring other rural and peri-urban regions across Europe.

The document is also designed to be a living strategy – one that evolves with the needs of the community and the learnings from implementation. The chapters that follow will further detail the objectives, methods, expected results, and governance structures underpinning Fundão's contribution to Bauhaus Bites and the New European Bauhaus movement at large.

2. Objective

The objective of this document is to present a Short-Term Local Action Plan that serves as a clear, participatory, and operational roadmap to transform Fundão into a hub of food, social and cultural innovation. It aligns the municipality's ambitions with the overarching goals of the Bauhaus Bites project and the principles of the New European Bauhaus, translating strategic vision into concrete and locally meaningful actions.

This Plan defines priorities and measures to be implemented until October 2027, acting both as a practical guide for the pilot's implementation and as a launchpad for future collaboration and long-term development of the territory. It is designed to be a living document, responsive to the evolving needs of the community and anchored in participatory processes that reflect the diversity of local and migrant perspectives.

The Fundão Local Action Plan responds to a set of interconnected challenges identified through stakeholder interviews, community workshops, and analysis of the local food system:

- The need to strengthen local food governance by fostering inclusive, participatory, and collaborative structures;
- The urgency to improve food literacy and accessibility, particularly for youth, children and vulnerable groups;
- The ambition to promote circularity and nature-based innovation, rooted in traditional knowledge and respectful of ecological limits.

To address these, the Plan puts forward a coherent set of actions across five priority areas – governance, infrastructure, education, digitalisation,

and production – supported by local stakeholders and designed to generate positive, tangible impacts.

As a trailblazer city and leader of Work Package 3, Fundão embraces the commitment to show that urban transformation can be sustainable, inclusive and beautiful – generating place-based models that are replicable and inspirational to other European territories.

This objective translates into four key areas of intervention:

- Promote active participation and co-creation with all relevant stakeholders, ensuring that decisions reflect the diverse needs and aspirations of the territory.
- Implement concrete interventions that enhance urban quality of life, promote sustainable consumption, and create new business and entrepreneurship opportunities, especially for migrant women and younger generations.
- Strengthen Fundão’s cultural identity and food heritage as drivers of urban regeneration and social inclusion.
- Establish the foundations of a collaborative and sustainable governance model, ensuring long-term continuity beyond the duration of the project.

Ultimately, this Local Action Plan is not only about what will be done in the short term – it is about laying the groundwork for a sustainable and inclusive food future for Fundão and positioning the municipality as a European reference for food system innovation.

3. Fundão Action Plan for People, Places and Policy

The Fundão Local Action Plan is grounded in an integrated vision that connects people, places, and policy, while actively involving the community in the co-design of a more sustainable, inclusive, and regenerative local food system. It seeks to operationalise the values of the New European Bauhaus – sustainability, inclusion and aesthetics – through a concrete set of actions that reflect the lived experiences, aspirations and priorities of local and migrant communities.

Structured around five priority areas – governance, infrastructure, education, digitalisation, and production – the Action Plan translates Fundão’s vision into a framework for transformation that is both place-based and people-driven. Each area includes short-term actions that contribute to systemic change, while also laying the foundations for longer-term impacts beyond the duration of the Bauhaus Bites project.

People

The plan recognises the centrality of people in shaping a just food transition. Through participatory workshops, interviews and cultural mediation, the Action Plan reflects the voices of a diverse range of actors – including women, youth, migrants, farmers, educators, and civic associations.

Key priorities include:

- Enhancing food literacy and nutritional awareness within schools and families;
- Promoting intercultural exchange and social cohesion through food-based events and storytelling;
- Supporting migrant women and youth as agents of change, fostering entrepreneurship and leadership within the food system.

Places

The physical transformation of spaces is seen not only as a means to enable new behaviours and practices but as a way to express community values and identities. The plan proposes interventions that revitalise underused municipal spaces and integrate food into the urban fabric in a meaningful and inclusive way.

Key interventions include:

- The renovation of the 1st floor of Fundão's Municipal Market to host the core of the Fundão Food Lab – a multifunctional space for sustainable food experimentation, cultural programming, and community engagement;
- The refurbishment of the former municipal restaurant at the Fundão Business and Shared Services Centre, to be integrated into the Food Lab ecosystem as a training, culinary inclusion, and event-hosting hub aligned with the same sustainability and circularity principles.
- The activation of outdoor public areas through seasonal food fairs, community events and NBS (nature-based solutions).

Policy

Policy plays a critical role in scaling and sustaining the impact of local actions. The Action Plan outlines steps to strengthen multi-level governance, embed sustainability criteria into public procurement, and promote circular and solidarity-based economic models.

Planned measures include:

- The creation of a Local Food Council to guide decision-making and ensure continuity;
- The integration of sustainability, seasonality and local sourcing into the municipality's procurement processes (e.g., for school canteens and events);
- The development of digital tools to promote transparency, traceability, and visibility of local producers.

Together, these interventions reflect Fundão's commitment to leading by example – showing how small and medium-sized municipalities can act as laboratories for inclusive and sustainable food system innovation. By interlinking the social, spatial and policy dimensions of transformation, the Action Plan not only addresses current challenges but also envisions a future where communities are empowered, places are reimaged, and policies are made tangible through everyday practices. The following chapters explore in greater depth the localised vision behind these actions, the community of practice that sustains them, and the pilot that will bring them to life.

3.1 Localised Fundão Vision toward BB

Impact Pathway

Fundão's vision for the Bauhaus Bites Impact Pathway is grounded in its identity as a small, yet highly dynamic municipality that views food not only as nourishment, but as a cultural asset, a vector for social inclusion, and a catalyst for territorial regeneration.

Over the past decade, the municipality has positioned itself as a living lab for innovation in rural and semi-rural contexts, leveraging its rich agricultural heritage, growing diversity of residents, and strong local partnerships. Within Bauhaus Bites, Fundão aims to demonstrate how the transition to sustainable food systems can be both locally rooted and systemically transformative, aligning the New European Bauhaus principles of sustainability, inclusion and aesthetics with tangible, community-driven actions.

This vision is expressed through five strategic orientations:

1. Reimagining the urban-rural relationship by placing food at the heart of territorial cohesion – bridging the gap between producers and consumers, countryside and town, traditions and innovation.
2. Empowering communities as co-creators of solutions – valuing local knowledge, intercultural dialogue, and participatory governance.
3. Elevating food environments – transforming everyday spaces such as markets, schools and public kitchens into hubs of education, creativity, and encounter.

4. Fostering circularity and nature-based solutions – supporting producers and entrepreneurs in adopting agroecological practices and digital tools that enhance sustainability and traceability.
5. Cultivating shared identity through food culture – using storytelling, seasonal events and culinary traditions to promote belonging, well-being, and intercultural exchange.

These orientations feed into the BB Impact Pathway by establishing a replicable local model where policy, place and people interact dynamically. In doing so, Fundão contributes to the wider mission of the project: to make food systems more resilient, inclusive and beautiful across European regions – regardless of their size or location.

3.2 Fundão Community of Practice

At the core of Fundão's approach to food system transformation lies the belief that change must be co-created – through open dialogue, shared learning and inclusive decision-making. As such, building a strong and representative Community of Practice (CoP) has been a foundational step in developing the Local Action Plan.

A first stakeholder mapping exercise, carried out jointly by the Municipality of Fundão and WWF Portugal, identified 27 key actors across the quadruple helix:

- Civil Society (10): community associations, cultural organisations, grassroots initiatives;
- Research and Academia (8): universities, schools, and knowledge institutions;
- Government (5): local departments and public bodies;

- Private Sector (4): producers, cooperatives, and businesses active in the food ecosystem.

The mapping process is dynamic and expanding through snowballing recommendations and emerging partnerships, ensuring that a wide range of perspectives and lived experiences are represented.

To deepen this engagement, tailored interview guides were developed by WWF Portugal for each stakeholder group, with additional versions for the Fundação Migration Centre and the Councillor for Agriculture and Rural Development. Eight in-depth interviews have been completed, covering voices from civil society, government, private sector, and academia. Interviews were recorded (with consent), transcribed and analysed – yielding valuable insights that directly informed the structure and content of the Action Plan.

Stakeholders highlighted a number of shared concerns and aspirations, including:

- The promotion of sustainable diets, especially plant-based and seasonal, supported by awareness campaigns and food education from an early age;
- The valorisation of local production and short supply chains, with proposals for cooperatives, public procurement reform, and stronger producer networks;
- Urban food spaces and infrastructure, such as revitalised markets, community gardens, and retail venues for sustainable products;
- Logistics and distribution, with calls for shared logistics platforms and culturally adapted networks to ensure access and equity;

- Social inclusion and education, emphasising the role of youth, migrants and intergenerational knowledge-sharing in shaping new food cultures;
- Supportive public policies, including better financial and technical assistance for sustainable farming and integrated food governance structures;
- A creative and aesthetic vision for the food system, where design, arts and nature-based solutions are tools for engagement and regeneration.

This collaborative process culminated in a co-creation workshop held on 9 July 2025, with participants reviewing the proposed actions of the Action Plan, assessing their relevance and feasibility, and suggesting improvements. The session also served to initiate the creation of a Local Advisory Team – a body of trusted local actors who will accompany the implementation of the pilot and ensure continuity beyond the project lifecycle. Several stakeholders expressed interest in formally joining the Local Advisory Team, namely: Rural Move, BioEco, Startup León, LógicaBio, and the Associação de Agricultores da Região de Castelo Branco. Additional suggestions for potential members were also received during the workshop.

In response, the Municipality of Fundão and WWF Portugal had an online working session on 26 September 2025, with the aim of consolidating the composition of the Local Advisory Team. The 90-minute meeting aimed at discussing the strategic fit, diversity, and operational capacity of each suggested entity. Following this deliberation, a provisional list of 21 organisations was agreed upon, ensuring a balanced representation of all four helix dimensions and covering both institutional and community-based perspectives.

At present, efforts are underway to define the governance structure of the Advisory Team and to formalise its operation through a cooperation agreement to be signed by all participating organisations. This agreement will outline shared responsibilities, rights and duties, meeting frequency, and decision-making procedures – ensuring a common understanding of the group's role in steering and monitoring the implementation of the Local Action Plan and pilot phase.

This evolving Community of Practice – rooted in dialogue, trust and shared values – remains a cornerstone of Fundão's strategy, enabling collective ownership, promoting territorial cohesion, and anchoring the Bauhaus Bites principles in both process and practice.

3.3 From the Fundão Vision to the Pilot

The transition from vision to implementation in Fundão reflects a strong local commitment to turning aspirations into action. Guided by the principles of the New European Bauhaus – sustainability, inclusion, and aesthetics – the Fundão pilot is deeply embedded in the lived realities and aspirations of its communities.

Building upon the strategic vision elaborated in Deliverable D1.1, the pilot acknowledges food as a powerful connector between people, places, and policies. It integrates diverse dimensions of local development: sustainable food systems, cultural identity, social inclusion, education, digital transition, and rural-urban balance. In Fundão, food is not only a matter of sustenance or economy – it is also a tool for storytelling, empowerment, and regeneration.

The Fundão pilot is anchored in the concept of a Food Lab, which will be implemented across two complementary locations. The first is the 1st floor

of the Municipal Market, which will serve as a visible and inclusive hub for co-creation, learning, and experimentation – hosting cooking workshops, community events, sustainable food campaigns, seasonal markets, and intercultural festivals. It will also support skills development, particularly for youth and migrant women, and offer a platform to test circular and nature-based solutions.

The second is the municipal restaurant located at the Fundão Business and Shared Services Centre, which will be refurbished and integrated into the Food Lab ecosystem. The goal is to ensure that its menu, procurement practices, and food preparation align with the same principles of sustainability, circularity, and cultural inclusion promoted in the Municipal Market space. In addition to regular service, this restaurant will also host workshops, tasting sessions, and educational or networking events, thereby reinforcing the ecological, educational, and economic dimensions of the pilot.

Together, these two interconnected venues will create a holistic environment for testing and showcasing innovative, community-driven food system practices.

Through its pilot, Fundão aims to deliver concrete contributions to the Bauhaus Bites impact pathways, particularly in the areas of:

- Creating aesthetically meaningful public spaces that promote community interaction through food;
- Improving access to sustainable and culturally relevant food, especially for vulnerable groups;
- Strengthening local food governance and encouraging bottom-up participation;

- Showcasing creative practices and digital tools that bridge traditional knowledge and innovation.

Fundão will apply the values of the New European Bauhaus during the pilot phase in the following ways:

- Sustainability: Prioritising local food circuits, waste reduction, reuse of public spaces, local sourcing, green public procurement practices, nature-based solutions and materials, awareness of sustainable diets, and minimising infrastructure waste.
- Beauty / Aesthetics: Engaging architecture students in the co-design process; ensuring the Food Lab design is co-developed with students and reviewed by cultural mediators; integrating art and visual identity into food education; using multilingual signage, artistic recipe displays, and intercultural culinary events.
- Togetherness: Empowering migrant voices, involving youth, building trust through one-on-one conversations prior to group workshops, and promoting decision-making that is community-led and community-owned – enabled through ongoing participatory events.

These values will also guide the development of communication materials, digital platforms, and monitoring tools, ensuring a coherent and emotionally resonant transformation.

Above all, NEB principles shape the way Fundão listens, collaborates, and co-creates. Co-creation is seen not as a one-off engagement, but as a respectful and iterative process – one that is rooted in place and paced according to the rhythm of the local community, rather than imposed externally.

The pilot is shaped by five overarching strategic goals, each operationalised through a set of short-term actions. These actions were developed and validated through a co-creation process involving local stakeholders, and they serve as the building blocks of Fundão’s Local Action Plan.

The following tables present the full list of actions organised under each strategic goal, including a brief description, expected results, and timeline for implementation.

The following tables describe in detail the interventions proposed for implementation in the pilot phase by the Municipality of Fundão, with strategic support from WWF Portugal, in close involvement and collaboration with the local community and relevant regional and national stakeholders.

Objective 1: Improve municipal governance structures in relation to food issues

Action 1.1 – Creation and development of a Local Food Council

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| Description of the Action: | This action aims to create and develop a Local Food Council (LFC) in Fundão, as a participatory and intersectoral governance structure dedicated to sustainable food. This council will bring together representatives from local government, civil society, producers, education, health and other relevant actors, with the aim of coordinating local policies and initiatives in the area of food. |
| Objectives: | 1) Promote an integrated and participatory approach to the local food system; 2) Establish consultation mechanisms and promote the ongoing involvement of key actors; 3) Advise the |

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| | municipality on public policies and sustainable food strategies. | | | |
| Links to other city policies or strategies: | Sustainable Energy and Climate Action Plan (SECAP); Projects and networks in which the municipality participates (e.g. Bauhaus Bites, FoodCoP, etc.). | | | |
| Entity responsible for coordinating the action: | Municipality of Fundão with technical support from WWF Portugal. | | | |
| Local partners to involve: | Decision-makers (CMF, JFs, etc.), producers, processors, distributors, retailers, consumers, companies, cooperatives, academia, schools, associations, chefs, health and nutrition professionals, NGOs, environmentalists, financiers (investors, banks, insurance companies, etc.), local community (including vulnerable groups). | | | |
| Time required for implementation: | 12 months (November 2025–October 2026) This deadline takes into account the pilot phase, but it is an action to be continued over time and included in the Long-Term Strategic Plan. | | | |
| Potential risks to implementation: | Lack of effective involvement of local actors, especially producers, institutions, and citizens; Lack of continuity (LFCs that become inactive due to lack of funding or motivation); Insufficient technical or human resources to coordinate and energise the council. Lack of technical knowledge among those involved to be able to decide on or implement certain solutions. | | | |
| Activities: | Objective | Main Expected Result | Duration | State of Execution |
| A1.1.1 Mapping, selection and contact with | Identify key players | List of mapped stakehol | 3 m | Yet to |

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| potential members of the Local Food Council and benchmarking of best practices | and inspiring references for the establishment of the LFC. | ders and brief benchmarking report. | onths | start |
| A1.1.2 Definition of governance model and internal regulations | Design a functional and participatory model adapted to local circumstances. | Base document setting out the structure, mission, powers and functioning of the LFC. | 2 months | Yet to start |
| A1.1.3 Holding of 1 preparatory participatory session: define 1) mission and scope of intervention (themes), 2) values and principles, 3) refine governance model and responsibilities of each member 4) agenda for meetings and short-term activities | Involve local actors in defining the Council and gather contributions. | Systematised contributions and consensus on the composition and governance model of the LFC, through a single document. | 2 months | Yet to start |

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| A1.1.4 Formal establishment and launch of the Council | Institutionalise and officially launch LFC. | Local Food Council formalised, with the first meeting held and 1 formal agreement signed between parties. | 2 months | Yet to start |
| A1.1.5 Preparation of LFC's annual activity plan | Plan the actions to be carried out in the first year of operation. | Document containing schedule, responsibilities, and targets. | 3 months | Yet to start |

Action 1.2 – Integrate sustainability criteria into public food procurement

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| Description of the Action: | <p>This action aims to promote the transition to a more sustainable model in public food procurement, particularly in school meals and other meals provided by public institutions. To this end, collaborative working sessions (meetings and workshops) will be held with those primarily responsible for drawing up specifications and making public food procurement decisions. The action aims to identify the main obstacles, promote the discussion of solutions adapted to the local context and encourage the adoption of environmental, social and economic sustainability criteria in food procurement processes.</p> |
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| Objectives: | 1) Identify the main challenges and possible solutions to make school meals more sustainable by integrating sustainability criteria into public food procurement; 2) Increase the technical and political capacity of local decision-makers to integrate sustainability criteria into public procurement; 3) Identify national and international best practices applicable to the context of Fundão; 4) Promote dialogue between decision-makers, producers, service providers, and the educational community; 5) Encourage the supply of local, seasonal, fresh and plant-based foods in public institutions. |
| Links to other city policies or strategies: | National Strategy for Green Public Procurement (ENCPE); Alignment with the Milan Urban Food Policy Pact (MUFPP). |
| Entity responsible for coordinating the action: | WWF Portugal |
| Local partners to involve: | Department of Administration and Finance – Public Procurement Area, Education and Culture Division, Office of Agriculture and Rural Development, School Groups representatives, Cova da Beira Convergence, municipal restaurant chef. |
| Time required for implementation: | 7 months (January 2026 – July 2026) |
| Potential risks to implementation: | Resistance from traditional suppliers to changes in supply requirements. Technical and legal difficulties in defining sustainability criteria in public tenders. Increased initial costs of meals or products, despite medium/long-term benefits. Inadequate logistics for the delivery of fresh, local or small-scale products. Insufficient supply from producers who meet the required criteria, especially in rural areas. |

| Activities: | Objective | Main Expected Result | Duration | Start of Execution |
|---|--|---|----------|--------------------|
| A1.2.1 Planning the sessions | Define the target audience, the specific objectives of each session and identify relevant best practices and case studies. | Structured plan for meetings and workshops, with defined content. | 2 months | Yet to start |
| A1.2.2 Invitation to participants and facilitators | Ensure the representation of key stakeholders and select speakers/institutions with good practices to present. | Confirmed list of participants and facilitators. | 1 month | Yet to start |
| A1.2.3 Holding of two internal preparatory meetings and | Promote debate and the sharing of challenges and concrete solutions for | Contributions collected, inspiring cases | 2 months | Yet to start |

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| one main workshop | integrating sustainability criteria into public procurement. | discussed, and initial commitments outlined. | h s | s t a r t |
| A1.2.4 Systematisation and reporting of conclusions | Organise the main findings, recommendations and proposals for action in a final document. | Technical report with recommendations made to the Municipality of Fundão for adapting specifications and proposals for revising public procurement practices. | 3 m o n t h s | Y e t o s t a r t |

Objective 2: Transform the Municipal Market and the municipal restaurant into interconnected Food Lab spaces that celebrate cultural diversity and sustainability

Action 2.1 – Renovate and integrate both facilities to support training, community events, and sustainable food innovation

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| Description of the Action: | This action aims to renovate and equip two complementary spaces – the 1st floor of Fundão’s Municipal Market and the former municipal restaurant |
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| | <p>located at the Fundão Business and Shared Services Centre – to form an integrated ecosystem known as the Fundão Food Lab. Together, these spaces will operate as multifunctional hubs for gastronomic experimentation, cultural exchange, training, and community engagement, promoting sustainable and inclusive food practices. The interventions will be guided by the principles of the New European Bauhaus (NEB) – sustainability, beauty, and togetherness – and will be co-created with students and teachers from the University of Beira Interior, cultural mediators, and representatives of the local community. The Food Lab will host food literacy activities, gastronomic events, workshops, intercultural meetings, and culinary training sessions, while also encouraging the use of local products and circular economy principles across both locations.</p> |
| Objectives: | <p>1) Create a benchmark space for local food innovation, combining sustainability and interculturality; 2) Requalify an underused space based on participatory and creative processes; 3) Encourage the involvement of migrant and local communities in the programming and use of the space; 4) Position Fundão as an example of good practice within the framework of the New European Bauhaus.</p> |
| Links to other city policies or strategies: | <p>Local Integrated Action Plan for the Circular Economy; Fundão Innovation Plan; Municipal Plan for the Integration of Migrants; Values and principles of the New European Bauhaus (NEB).</p> |
| Entity responsible for coordinating the action: | <p>Municipality of Fundão</p> |
| Local partners to involve: | <p>University of Beira Interior – Faculty of Architecture, cultural mediators, FabLab Aldeias do Xisto, immigrant associations, chefs, and local producers.</p> |

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| Time required for implementation: | 16 months (February 2025 – July 2026) | | | |
| Potential risks to implementation: | <p>Structural limitations of the building and legal obstacles to changing its configuration.</p> <p>Difficulty in reconciling different cultural and functional expectations.</p> <p>Possible delays in the public tender and awarding of the contract.</p> <p>Challenges in ensuring the continued revitalisation of the space after redevelopment.</p> | | | |
| Activities: | Objective | Main Expected Result | Duration | State of Execution |
| A2.1.1 Participatory development of the architectural and spatial design project | Integrate the diversity of views and needs (technical, cultural, and functional) into the design of the space. | Final project validated based on the co-creation process with UBI students, cultural mediators, chefs, and community representatives. | 6 months | Completed |
| A2.1.2 Technical and legal | Ensure that the project | Technical document approved by | 4 months | Ongoing |

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| review of the project to ensure the feasibility of public works | complies with safety, accessibility, and food hygiene regulations. | municipal services and ready for tender launch. | | oi n g |
| A2.1.3 Preparation and launch of the public tender for the works | Select the contractor responsible for the physical intervention of the space. | Awarding the contract to a company. | 4 months | O n g o i n g |
| A2.1.4 Execution of refurbishment works | Physically refurbish the spaces where the Fundão Food Lab concept will be applied. | Renovated spaces, with an experimental kitchen, social area, workshop and tasting area, adapted to cultural diversity. | 5 months | Y e t t o s t a r t |
| A2.1.5 Purchase and installation of furniture and technical equipment | Equip the space with multifunctional furniture, an adapted kitchen, and | A functional space ready to host events, workshops, and regular use by the community. | 4 months | Y e t t o s t a r t |

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| | audiovisual equipment. | | | |
| A2.1.6 Inauguration and launch communication campaign | Present Fundão Food Lab to the community and target audience, involving local entities and the press. | Inauguration event with strong involvement from the community and stakeholders, and good media coverage. | 4 months | Yet to start |

Action 2.2 – Promote food literacy through community-wide events on sustainability

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| Description of the Action: | <p>This action aims to raise food literacy across the wider Fundão community by organising engaging and inclusive events focused on sustainability. These initiatives will combine educational, hands-on and participatory approaches, involving local chefs, nutritionists, producers, cultural mediators and subject-matter experts.</p> <p>The events will address topics such as food waste reduction, seasonal and local consumption, plant-based diets, sustainable farming practices, and circular food systems. Sessions may include showcookings, practical workshops, talks and intercultural exchanges, and will take place in a variety of community settings – including the Fundão Food Lab, local libraries, associations, neighbourhood spaces, and public events.</p> |
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| | The action will foster intergenerational and intercultural learning, with a special focus on creating meaningful experiences that inspire behaviour change, celebrate food diversity, and strengthen the community's role in shaping a healthier, more sustainable food system. | | | |
| Objective s: | The main objective of the initiative is to empower citizens to make more conscious and sustainable food choices, promoting changes in individual and collective eating behaviours. | | | |
| Links to other city policies or strategies : | National Healthy Eating Plan; Milan Pact on Urban Food Policy. | | | |
| Entity responsible for coordinating the action: | Municipality of Fundão | | | |
| Local partners to involve: | Local nutritionists, chefs, producers, cultural mediators, libraries, youth and community associations, the Fundão Food Lab, and other relevant local stakeholders. | | | |
| Time required for implementation: | 12 months (March 2026 – February 2027) | | | |
| Potential risks to implementation: | Low public participation. Logistical difficulties in mobilising experts. Need to adapt content to different target audiences. | | | |
| Activities: | Objective | Main Expected Result | D u r a t i | S t a t e o f E x e c u t |

| | | | o n | io n |
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| A2.2.1 Planning of the 2 events – definition of themes, venues, partners and speakers | Structure the action in a coherent manner. | Validated events programme. | 3 m o n t h s | Ye t to st ar t |
| A2.2.2 Mobilisati on of partners and content creation | Development of the materials, invitations to specialists, coordination of all relevant partners. | Materials prepared and partnerships established. | 2 m o n t h s | Ye t to st ar t |
| A2.2.3 Event organisati on | Execution of activities in various locations and formats. | 2 events held with active participation. | 8 m o n t h s | Ye t to st ar t |
| A2.2.4 Evaluatio n and dissemina tion | Gathering feedback and producing a report with results. | Final report with agenda, photographs, participation indicators, and feedback collected. | 2 m o n t h s | Ye t to st ar t |

Action 2.3 – Cultural events and seasonal food fairs

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| Description of the Action: | This action aims to organise and promote seasonal cultural and gastronomic events, involving different audiences, such as local chefs and guests, immigrant communities, young people, producers and other agents in the territory, with the aim of promoting sustainable food, diverse cultural knowledge and interculturality. These events should preferably take place at the Food Lab or other public and community spaces in Fundão. |
| Objectives: | 1) Promote intercultural dialogue through gastronomy; 2) Promote local and seasonal products; 3) Create opportunities for experimenting and sharing recipes and culinary traditions; 4) Encourage the active participation of immigrant communities and young people; 5) Create moments of celebration, conviviality and collective learning about sustainable food. |
| Links to other city policies or strategies: | National Healthy Eating Plan; Milan Pact on Urban Food Policy; Local Integrated Action Plan for the Circular Economy; Fundão Innovation Plan; Municipal Plan for the Integration of Migrants; Values and principles of the New European Bauhaus (NEB) |
| Entity responsible for coordinating the action: | Municipality of Fundão |
| Local partners to involve: | Fundão Migration Centre, immigrant associations, schools, IPSS, Parish Council, local chefs, agricultural cooperatives, cultural mediators, community groups and youth associations. |
| Time required for implementation: | 12 months (March 2026 – February 2027) |
| Potential risks to implementation: | Low participation among certain target audiences (due to linguistic or cultural barriers). Lack of human or technical resources for organising larger-scale events. |

| Difficulty in ensuring diversity and continuity in programming. | | | | |
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| Activities: | Objective | Main Expected Result | Duration | State of Execution |
| A2.3.1 Set the annual calendar of seasonal events | Ensure continuous and diverse programming throughout the year. | Annual calendar with four main cultural/gastronomic events defined. | 3 months | Yet to start |
| A2.3.2 Identify and engage key stakeholders for co-organising events | Ensure that events are co-created with the community and have diverse representation. | List of partners per event with commitments made. | 2 months | Yet to start |
| A2.3.3 Production and staging of events (logistics, communication, content, etc.) | Implement each event with quality, | 4 events held with at least 30 particip | 8 months | Yet to start |

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| | safety and impact. | ants per event. | h s | |
| A2.3.4 Evaluation and documentation of events (photographs, videos, participant feedback) | Ensure continuous improvement and record-keeping for the dissemination and sharing of best practices. | Single final post-event report. | 2 months | Yet to start |

Action 2.4 – Digital awareness and dissemination campaigns

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| Description of the Action: | This action aims to develop and implement regular digital campaigns to raise awareness in the community about issues related to sustainable food, interculturality, food literacy, and promotion of events to be held as part of the Bauhaus Bites project. Communication will be carried out through a dedicated social media page, digital platforms, and local media. |
| Objectives: | 1) Raise public awareness of sustainable food practices; 2) Promote a positive and inclusive image of the cultural diversity that exists in the region; 3) Raise the profile of initiatives developed within the Food Lab and other actions in the Plan; 4) Encourage active community participation in events and activities. |

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| Links to other city policies or strategies: | National Healthy Eating Plan; Milan Pact on Urban Food Policy; Local Integrated Action Plan for the Circular Economy; Fundão Innovation Plan; Municipal Plan for the Integration of Migrants; Values and principles of the New European Bauhaus (NEB). | | | |
| Entity responsible for coordinating the action: | Municipality of Fundão | | | |
| Local partners to involve: | Fundão Migration Centre, immigrant associations, schools, Parish Council, local chefs, agricultural cooperatives, cultural mediators, community groups and youth associations. | | | |
| Time required for implementation: | 12 months (March 2026 – February 2027) | | | |
| Potential risks to implementation: | Lack of technical or human resources to maintain regular campaigns. Low engagement from target audiences if content is not appealing or accessible. Outdated or inconsistent communication due to lack of planning. Difficulty in ensuring content is adapted to different cultures and audiences. | | | |
| Activities: | Objective | Main Expected Result | Duration | State of Execution |
| A2.4.1 Development of | Ensure consistency, regularity | Guidance document with | 3 mo | Yet to |

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| editorial plan and digital communication strategy | and alignment with the objectives of the Action Plan. | monthly themes, channels, formats, and editorial calendar. | months | start |
| A2.4.2 Identification and engagement of creative and cultural partners for content production | Produce visually appealing, culturally sensitive and engaging content. | Partnerships established with at least 3 young creators and 2 cultural associations. | 2 months | Yet to start |
| A2.4.3 Regular production and publication of digital content (posts, videos, interviews, reels, etc.) | Inform and mobilise the public about the Plan's themes and Food Lab activities. | Publication of at least 4 pieces of content per month on different platforms. | 8 months | Yet to start |
| A2.4.4 Impact assessment and adjustment of communication strategy | Monitor audience reach and engagement to continuously improve. | Final report with impact data and proposals for improvement. | 10 months | Yet to start |

Objective 3: Enhancing food literacy among school communities

Action 3.1 - Develop awareness-raising actions to increase food literacy in the school community

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| Description of the Action: | This action aims to promote food education in the municipality's schools through awareness-raising activities developed in conjunction with teachers, students, families, and specialised technicians. The activities will focus on the principles of healthy, sustainable and culturally diverse food, adapting to different age groups and levels of education. The aim is also to integrate these actions into school educational projects and extracurricular activities, promoting links with the objectives of Fundão Food Lab and the local community. |
| Objectives: | 1) Increase food literacy among the school community by raising awareness of the environmental impacts of food, the importance of adopting sustainable diets and good agricultural production practices; 2) Encourage families and the school community to get involved in the project's themes; 3) Promote local products and cultural diversity in food. |
| Links to other city policies or strategies: | Healthy eating programmes; Child nutrition programmes; National Healthy Eating Plan; Milan Pact on Urban Food Policy; Local Education Plan; Local Health Plan. |
| Entity responsible for coordinating the action: | Municipality of Fundão, with technical support from WWF Portugal. |
| Local partners to involve: | School Groups and school management; Teachers, nutritionists and public health professionals; City council (Education and Culture Division) and parish councils; Parents' and guardians' associations; School |

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| | canteens and school catering companies; Local media and social networks – for awareness campaigns. | | | |
| Time required for implementation: | 12 months (November 2025 – October 2026) | | | |
| Potential risks to implementation: | <p>Lack of time or interest in the school calendar to integrate new actions.</p> <p>Resistance from students or parents to changes in eating habits.</p> <p>Discontinuity due to lack of funding or institutional support.</p> <p>Difficulty in measuring the real impact of actions in the short term.</p> | | | |
| Activities: | Objective | Main Expected Result | Duration | State of Execution |
| A3.1.1 Survey of existing good practices and teaching resources | Avoid duplication of effort and adapt content to local realities. | Compilation of a repository with useful examples and teaching materials. | 1 month. | Yet to start |
| A3.1.2 Definition of priority topics and scheduling | Ensure that activities align with the interests and reality of each school. | Activity plan agreed with school groups. | 3 months. | Yet to start |

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| with schools | | | | |
| A3.1.3 Conducting practical workshops and educational sessions with classes from the 1st to the 3rd cycle | Promote children's active involvement in cooking activities, tasting, sensory exploration, and educational games. | Involvement of at least 200 students in total. | 4 months. | Yet to start |
| A3.1.4 Assessment of the impact of actions on the practices and perceptions of students and teachers | Measure results and support continuous improvement of activities. | Assessment report with recommendations. | 3 months. | Yet to start |

Action 3.2 – Young Ambassadors for Food Sustainability Programme

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| Description of the Action: | This action proposes the development of a training programme aimed at young people in the municipality of Fundão, with the aim of transforming them into ambassadors for food sustainability in their school and local communities. Inspired by WWF's Generation Earth approach, the programme will include technical training and social skills development, enabling young people to design and |
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| | implement micro-projects to raise awareness and educate people about sustainable food, with logistical and methodological support from the coordinating team. The programme will also encourage young people to get involved in public events and environmental and food volunteering networks. |
| Objectives: | 1) Promote youth leadership in the area of food sustainability; 2) Develop skills in young people (technical, social and active citizenship); 3) Support awareness-raising actions led by young people inside and outside the school context; 4) Strengthen the link between youth, the school community and local sustainability policies. |
| Links to other city policies or strategies: | National Healthy Eating Plan; Milan Pact on Urban Food Policy; Local Education Plan. |
| Entity responsible for coordinating the action: | Municipality of Fundão, with technical support from WWF Portugal. |
| Local partners to involve: | School groups, youth associations, youth workers, local facilitators, teachers, cultural associations, libraries, educational and environmental centres, youth associations, young people from the municipality with an interest in environmental causes. |
| Time required for implementation: | 10 months (December 2025 – October 2026) |
| Potential risks to implementation: | Low participation among young people due to school workload or initial lack of interest. Difficulty in maintaining young people's commitment over time. Lack of support from educational institutions. Budgetary constraints on support for micro-projects. |

| Activities: | Objective | Main Expected Result | Duration | State of Execution |
|--|---|---|----------|--------------------|
| A3.2.1 Joint planning with WWF Portugal of the programme and methodology to be applied | Adapting the Generation Earth methodology to the local context and food sustainability. | Defined programme, with schedule, content and selection criteria. | 1 month | Yet to start |
| A3.2.2 Launch of recruitment campaign (social media and schools) | Attract motivated young people who are representative of the region. | At least 10 valid applications were received. | 1 month | Yet to start |
| A3.2.3 Selection of Young Ambassadors through application forms and interviews | Ensure participants' motivation and commitment. | 5 to 10 young people were selected. | 1 month | Yet to start |
| A3.2.4 Preparation and implementation of 1 | Provide participants with knowledge and | Face-to-face training with | 1 month | Yet to start |

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| intensive two-day training workshop with young WWF facilitators (leadership and sustainability) | tools for action. | adapted content. | | |
| A3.2.5 Development and implementation of micro-projects by young people (with technical support) | Create a direct impact on the community through youth leadership. | At least three micro-projects developed and implemented. | 6 months. | Yet to start |
| A3.2.6 Participation of young people in events and public sessions (e.g. at the Food Lab) | Giving visibility to young people's work and strengthening volunteer networks. | Active participation in at least 3 events. | 3 months. | Yet to start |
| A3.2.7 Evaluation and public recognition of the programme and participants | Celebrate achievements, assess impact, and encourage | Final presentation event and evaluation report. | 1 month. | Yet to start |

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Objective 4: Strengthen capacities and connect local actors in the food sector through digital and circular tools

Action 4.1 - Consolidate and boost the “Produtos do Fundão” platform

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| Description of the Action: | This initiative aims to consolidate and promote the Fundão Products platform, repositioning it as a central digital tool for strengthening the link between local producers, consumers and the educational community. The platform will be enriched with new content, such as recipes, producers' stories, information on the origin and traceability of local products, as well as videos and tutorials in the form of virtual cooking classes. At the same time, awareness-raising and training activities will be carried out among producers, consumers and schools to encourage its use and promote sustainable food and the appreciation of local products. |
| Objectives: | 1) Make the Fundão Products platform more appealing, useful and widely used; 2) Strengthen food literacy and knowledge about local products and their origin; 3) Support producers in promoting their products and connecting directly with consumers and institutions; 4) Engage the school community and consumers in more conscious food practices. |
| Links to other city policies or strategies: | Local Integrated Action Plan for the Circular Economy; Fundão Innovation Plan; Municipal Plan for the Integration of Migrants; Values and principles of the New European Bauhaus (NEB) |
| Entity responsible for coordination: | Municipality of Fundão, with technical support from WWF Portugal. |

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| ng the action: | | | | |
| Local partners to involve: | Producers' associations and agricultural cooperatives, schools, libraries, cultural and youth associations, school and social catering units, tourism and agriculture technicians, consumer networks, FabLab Aldeias do Xisto, local chefs, regional influencers linked to gastronomy. | | | |
| Time required for implementation: | 9 months (February 2026 – October 2026) | | | |
| Potential risks to implementation: | <p>Low uptake of content sharing by producers.</p> <p>Lack of technical capacity to keep the platform up to date.</p> <p>Low uptake by the school community or consumers.</p> <p>Need for ongoing technical support and digital maintenance.</p> | | | |
| Activities: | Objective | Main Expected Result | Duration | State of Execution |
| A4.1.1 Involvement of producers in sharing content and features | Ensure authentic content and active participation by producers. | At least 5 producers involved with complete profiles and active participation. | 3 months | Yet to start |
| A4.1.2 Production | Strengthen the use of | 5 videos and 5 educational | 3 m | Yet |

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| of virtual cooking classes and educational materials | the platform in school and family contexts. | fact sheets produced. | on ths | to start |
| A4.1.3 Campaign to promote the platform among schools and the community | Increase visibility and adoption of the platform. | Social media campaign, presence at 3 local events, 2 sessions in schools. | 6 months | Yet to start |

Action 4.2 – Support local cooperatives in strengthening their logistical capacity for greater distribution of sustainable food

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| Description of the Action: | This action aims to identify, in conjunction with local cooperatives and associations in the agricultural and agri-food sector, the main logistical constraints that hinder the efficient and sustainable distribution of local products, and to develop practical solutions adapted to their realities. Measures such as infrastructure sharing, collaborative transport solutions, the acquisition of essential logistics equipment, or technical support in the organisation of distribution and marketing processes may be considered. |
| Objectives: | 1) Strengthen the autonomy and organisational capacity of local cooperatives; 2) Increase the efficiency and sustainability of short marketing channels; 3) Contribute to the promotion of local products and their access to local markets; 4) Foster a fairer and more resilient food economy. |

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| Links to other city policies or strategies: | Local Integrated Action Plan for the Circular Economy; Fundão Innovation Plan. | | | |
| Entity responsible for coordinating the action: | Municipality of Fundão, with technical support from WWF Portugal. | | | |
| Local partners to involve: | Local agricultural cooperatives, producer associations, AgroTech Centre, parish councils, local logistics companies. | | | |
| Time required for implementation: | 9 months (February 2026 – October 2026) | | | |
| Potential risks to implementation: | <p>Low level of participation by cooperatives.</p> <p>Difficulty in defining common solutions between entities with different profiles.</p> <p>Funding constraints for implementing the measures identified.</p> <p>Legal or administrative barriers related to the management of shared infrastructure.</p> | | | |
| Activities: | Objective | Main Expected Result | D u r a t i o n | S t a t e o f E x e c u t i o n |
| A4.2.1 Diagnosis of the logistical needs of local | Understand the main obstacles to current distribution. | Diagnostic report mapping challenges and opportunities. | 3 m o n t | Y e t t o s t a r t |

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| cooperatives | | | hs | |
| A4.2.2 Holding of two sessions for co-creating solutions with key stakeholders | Promote the sharing of best practices and identify synergies between cooperatives. | List of priority solutions and needs. | 2 months | Yet to start |
| A4.2.3 Elaboration of a policy recommendations report for strengthening local cooperatives' logistics | Translate the findings from the diagnosis and co-creation sessions into actionable policy recommendations to guide municipal decision-making. | Policy recommendations report to be submitted to the Municipal Executive. | 4 months | Yet to start |

Objective 5: Leverage Nature-Based Solutions (NbS) to transform the local production system

Action 5.1 - Raise awareness and demonstrate the potential of NbS to contribute to a more resilient food system

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| Description of the Action: | This action aims to promote Nature-Based Solutions (NbS) as key instruments for strengthening ecosystem services and increasing the resilience of local food systems. It seeks to strengthen the role of environmental education and awareness through training sessions that highlight the relevance and benefits of NbS, as well as concrete examples of their practical application. The action also includes the development of grazing management plans in agricultural and forestry lands, the proposal of a payment model for environmental services, and the promotion of Fundão's agro-pastoral products at local events and on the municipal digital platform. |
| Objectives: | 1) Disseminate good practices of Nature-Based Solutions (NbS) associated with local food production, raising awareness among the community of its role in building a more sustainable and resilient food system; 2) Enhance the value of the territory and local agricultural and pastoral products, promoting the link between sustainable practices, territorial identity and the local economy; 3) Strengthen the resilience of the Serra da Gardunha (Gardunha Mountain) to forest fires through the sustainable management of agricultural and forest landscapes. |
| Links to other city policies or strategies: | Integrated Landscape Management Operations Programme for the Serra da Gardunha Protected Area; Fundão Sustainable Energy and Climate Action Plan (SECAP). |
| Entity responsible for coordinating the action: | Municipality of Fundão, with technical support from WWF Portugal. |
| Local partners to involve: | Gardunha 21 Development Agency, agricultural cooperatives, producer associations, AgroTech Centre, Regional Coordination and Development Commission of the Centre (CCDRC). |

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| Time required for implementation: | 11 months (December 2025 – October 2026) | | | |
| Potential risks to implementation: | <p>Low uptake by producers. Need for ongoing technical support and digital maintenance. Limited potential area of intervention due to the extent of the area burned in the Gardunha mountains in 2025.</p> | | | |
| Activities: | Objective | Main Expected Result | Duration | State of Execution |
| A5.1.1 Promotion of good agricultural and pastoral practices among livestock producers, farmers and young people | Attracting young people and producers to discover the natural landscape of the Serra da Gardunha and take an interest in its good management. | 2 awareness-raising sessions held | 11 months | Yet to start |
| A5.1.2 Planning | Promote sheep | Proposed grazing | 7m | Yet to start |

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| <p>for the adaptation of spontaneous vegetation management in orchard plots</p> | <p>farming and contribute to improvements in orchard management (soil protection and fertility).</p> | <p>management plan, defining priority areas for intervention in orchards through grazing and fencing of areas/use of GPS collars. Environmental services payment model developed and presented to CMF (for the use of grazing to maintain vegetation on slopes and between rows of orchard plots, using sheep grazing).</p> | <p>months</p> | |
| <p>A5.1.3 Planning for the sustainable management of</p> | <p>Increasing pastoral activity with goats in the</p> | <p>Proposed grazing management plan, defining priority areas for</p> | <p>7 months</p> | <p>Yet to start</p> |

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| <p>grassland habitats and reducing the risk of fire in the mountains</p> | <p>Gardunha mountain range.</p> | <p>intervention in the Gardunha mountain range - grazing and fencing of areas/use of GPS collars. Environmental services payment model developed and presented to CMF (for the use of goat grazing in the maintenance of grassland habitats and control of shrub biomass (scrubland) in the Gardunha mountain range).</p> | | |
| <p>A5.1.4 Promotion of regional products</p> | <p>Achieving greater visibility for agricultural</p> | <p>Municipal market events European Cheese Route</p> | <p>3 months</p> | <p>Yet to start</p> |

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| | and livestoc k product s. | Promotion on the Fundão Products platform | | |
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4. Fundão Long-Term Strategy Plan for People, Places and Policy

While the Local Action Plan defines a set of short-term interventions to be implemented until February 2027, the Municipality of Fundão (CMF) is also committed to developing a longer-term strategy that ensures continuity, learning, and scalability. This strategy builds upon ongoing pilot activities and integrates key environmental, socio-cultural and governance dimensions, with the ambition to regenerate local food systems and create lasting value for the territory.

The Fundão Long-Term Strategy Plan will be grounded in four interconnected pillars:

1. Inclusive Governance and Participatory Structures

A core element of Fundão's long-term strategy is the establishment of a Local Food Council – a participatory, intersectoral governance structure designed to coordinate local food system initiatives, support policy innovation, and reinforce democratic decision-making. This council will operate on the principles of co-creation and collective responsibility, ensuring that policies and projects reflect the needs, knowledge, and diversity of Fundão's communities. Its role will be to embed systemic

approaches to food into municipal planning and to promote collaboration between civil society, institutions, and producers.

2. Environmental Sustainability and Nature-Based Solutions

The strategy will integrate Nature-Based Solutions (NbS) and climate adaptation practices into food system transformation. Examples include:

- Promoting rotational grazing to reduce wildfire risks and support biodiversity;
- Applying sustainability criteria in public food procurement, particularly in schools;
- Supporting circular economy models and blockchain-based traceability to increase food system transparency and minimise waste.

CMF's prior experience in projects such as Agri-Urban, Med-Wet, FARCLIMATE, DesirMED and Blockchain.PT reinforces its capacity to embed these solutions within a robust territorial development framework.

3. Socio-Cultural Anchoring and Intercultural Dialogue

Building a resilient food system also requires nurturing cultural identity and social inclusion. The long-term strategy will:

- Celebrate and preserve Fundão's gastronomic heritage;
- Promote dietary and cultural diversity, especially in collaboration with migrant communities and youth;
- Empower community ambassadors to raise awareness and inspire behavioural change;

- Strengthen links between food, place and identity through storytelling, design, and creative programming.

Initiatives like the Fundão Migrations Centre and the Food Lab will serve as platforms for inclusive exchange and co-creation.

4. Public–Private–People Partnerships and Financial Models

To ensure financial sustainability, CMF is designing two Public–Private–People Partnership (4P) models. These will be developed using a dedicated template to capture business rationale, investment needs, partnership structures, and governance mechanisms. Each model will focus on a specific objective or product, aligned with the Bauhaus Bites ambitions and Fundão’s territorial strategy. These models aim to diversify funding sources, attract private investment, and build trust among stakeholders.

This Long–Term Strategy Plan is not conceived as a fixed roadmap, but rather as an evolving framework, one that grows with the community, adapts to emerging needs, and inspires other municipalities to reimagine food systems as levers for cultural and ecological regeneration.

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6. Fundão Innovations and Exploitable Results

Fundão's local food system transformation is anchored in a set of innovative practices that are being designed, tested and scaled throughout the pilot phase of Bauhaus Bites. These innovations are not isolated interventions, but interconnected approaches aimed at embedding sustainability, aesthetics and inclusivity across the food value chain. The innovations have been identified, mapped and evaluated to understand their maturity levels and potential for replication and exploitation beyond the local context.

The municipality's strategic use of food as a driver for territorial transformation integrates tangible and intangible innovations, such as:

- The co-designed Food Lab, a multicultural, inclusive and pedagogical space located in the 1st floor of the Municipal Market, co-created with architecture students and cultural mediators.
- The digital platform "Produtos do Fundão", aimed at showcasing local producers, storytelling, food traceability and educational content.
- Nature-based Solutions (NBS), such as agro-ecological practices, regenerative grazing, and fire-resilient landscape management in Serra da Gardunha.
- Food literacy actions in schools and youth spaces, including the launch of the "Young Food Ambassadors" programme.

- Participatory governance tools, including the upcoming Local Food Council and stakeholder-led co-creation processes.

These initiatives are monitored for their potential impact and scalability and are designed with replicability in mind. Fundão is preparing to document these actions for future integration into the BB Innovation E-Marketplace, a portfolio of place-based and community-rooted solutions developed by the Trailblazers and Twins.

Fundão's approach also reflects the project's ambition to foster radical collaboration – engaging diverse actors through digital, social, cultural, financial and participatory means. This includes:

- Co-design workshops and gamified engagement sessions with migrants, youth and local producers;
- Creative storytelling, incorporating design, artistic recipes, visual identity and multilingual materials;
- Showcooking events, seasonal food fairs and multicultural culinary exchanges;
- Workshops for providers and chefs to develop skills in preparing diverse and healthy meals;
- Open-source guides for schools, community gardens, and food education activities.

As the pilot evolves, Fundão will also contribute to the BB Playbook, by documenting local transformation stories, recipes, methods and learnings that other small and medium-sized territories can adapt. Additionally, the municipality can contribute to policy briefs based on the outcomes of the Local Action Plan and the Pilot, offering guidance to cities aiming to integrate NEB values in their food and territorial strategies.

This innovation framework lays the foundation for the next chapter, which will explore how Fundão intends to monitor, evaluate and measure the impacts of its interventions across people, places and policies.

7. Fundão Impact Monitoring, Evaluating and Measuring

The monitoring and evaluation (M&E) approach for the Fundão Local Action Plan has been designed to reflect the evolving nature of the interventions proposed, the participatory processes that shaped them, and the diverse realities of implementation on the ground. Following a preliminary draft of the Action Plan and a one-to-one consultation with the WP6 lead (May 2025), an initial set of measurable indicators was developed. However, in light of significant refinements made after local stakeholder interviews, co-creation workshops, and internal CMF-WWF Portugal discussions, the original indicators have since been revised.

The revised indicators presented below are tailored to the updated structure of the Fundão Action Plan and its five overarching objectives. Importantly, these metrics are not exhaustive, nor final – they will be further validated and adjusted in coordination with the WP6 Monitoring & Evaluation Guide (Deliverable 6.1), ensuring full alignment with the broader BB impact framework.

Additionally, it is important to note that the events and activities listed in the Action Plan are not intended to be cumulative; rather, they may be integrated and interconnected to maximise efficiency, coherence, and impact. This flexibility must also be reflected in the monitoring framework.

While every effort will be made to monitor and evaluate the outcomes of each intervention, it is also recognised that some indicators may present practical challenges in terms of data collection or quantification. As such, a pragmatic and iterative approach to monitoring will be adopted, balancing rigour with feasibility.

Proposed monitoring indicators:

Objective 1: Improve municipal governance structures in relation to food issues

- Number and diversity of stakeholders represented in the Local Food Council
- Attendance and engagement levels in co-creation workshops
- Number of governance case studies shared and discussed
- Number of policy and procedural recommendations

Objective 2: Transform the Municipal Market and the municipal restaurant into interconnected Food Lab spaces that celebrate cultural diversity and sustainability

- Square meters of space renovated and actively used
- Number and type of hosted events (educational, cultural, gastronomic)
- Participation of students and cultural mediators in the design process
- Percentage of community-sourced suggestions incorporated into the space
- Estimated monthly/yearly visitor numbers

- Participation rates of underrepresented groups
- Number of culinary and cultural events with multicultural representation
- Percentage of events co-created with migrants and/or youth
- Number of stories and narratives collected and shared publicly
- Media coverage and engagement of chefs, artists, and local influencers

Objective 3: Enhancing food literacy among school communities

- Number of educational workshops and learning sessions held
- Total student and teacher participation
- Qualitative feedback from schools and families

Objective 4: Strengthen capacities and connect local actors in the food sector through digital and circular tools

- Usage data of the “Produtos do Fundão” platform (visits, active users, content uploads)
- Number of connections established between platform and Food Lab
- Market access data: number of products sold nationally and internationally

Objective 5: Leverage Nature-Based Solutions (NbS) to transform the local production system

- Engagement levels of livestock producers, farmers, and students
- Number of landowners and hectares covered by grazing management plans

- Number of agro-pastoral products promoted online and at physical events

8. Fundão Inclusivity, Diversity and Ethics Consideration

The Fundão Action Plan places inclusivity, diversity, and ethical responsibility at the heart of its local interventions. These core priorities are not simply treated as isolated concerns, but as cross-cutting guiding commitments that shape how decisions are made, spatial design, and community participation.

Addressing Equity and Access

Working with people from diverse backgrounds – including those with varying capacities for participation – demands more than inclusive intentions; it requires intentional inclusion – engaging underrepresented groups such as migrants, youth, women, low-income families, and older residents not only as participants but as co-creators in the design and delivery of projects.

As such, team members' approach will acknowledge that ethical challenges may arise when engaging with communities who face structural barriers, historical marginalisation, or limited access to decision-making spaces. These challenges are addressed through intentional efforts to engage underrepresented communities – including migrants, youth, women, low-income families, and the elderly – not only as beneficiaries but as active co-creators to the design and delivery of interventions.

Special attention is given to:

- Power awareness, ensuring facilitators are trained to recognize and address power imbalances, ensuring that participation is not tokenistic and that all voices are genuinely heard and respected. Decision-making processes are transparent and co-managed with community representatives.
- Avoiding harm, by taking special care to avoid exposing participants to social risks, humility, and similar. This includes ongoing ethical reflection and feedback loops with participants.
- Cultural and religious food needs, by celebrating culinary diversity and ensuring inclusive dietary options at public events and food literacy programmes.
- Physical accessibility, through co-design of the Food Lab with community members, including students and cultural mediators, to create space that is welcoming and functional for all.
- Digital inclusion, by supporting small producers and local organisations in adopting digital tools such as the 'Produtos do Fundão' platform, through training and peer support, reducing barriers to participation and market access..

Ethical Guidelines for Community Involvement

Fundão's participatory approach is grounded in respect, transparency, and reciprocity. Key ethical guidelines shaping community engagement include:

- Informed participation: All stakeholders involved in interviews, workshops or pilot activities are informed of their rights, the purpose of their involvement, and how their contributions will be used.

- Voluntary engagement: Participation is entirely voluntary, with no coercion or pressure. Special care is taken when working with vulnerable groups to ensure a safe and empowering environment.
- Recognition of knowledge: Traditional, lived and cultural knowledge – especially that of migrant communities, older generations, and local farmers – is valued equally alongside technical and academic expertise.
- Data privacy and consent: All data collected during interviews and co-creation sessions (personal stories, images, text, etc) is handled in line with ethical research practices and GDPR requirements.

Working with Vulnerable Groups

Activities are designed to be inclusive of those most often excluded from urban and food planning processes. Specific strategies include:

- Empowering migrant voices, with migrants directly involved in co-creating events, recipes, and educational materials.
- Engaging youth, recognising young people as key agents of change through initiatives like the 'Roots and Wings' programme and sustainable food education in schools.
- Gender sensitivity, ensuring women – particularly those from rural or migrant backgrounds – are represented in decision-making and benefit from opportunities in food entrepreneurship and cultural programming.

Fostering Intercultural Dialogue and Cohesion

By framing food as a connector across cultures, generations, and identities, the Action Plan fosters social cohesion and mutual understanding.

Activities such as community cook-offs, storytelling events, and intergenerational food workshops are designed not only for enjoyment but as intentional spaces for exchange and dialogue.

In Fundão, ethics is understood as a commitment to doing with, not for. By creating spaces where community members lead, question, and shape their future, the Plan aims to leave a legacy of deeper trust, shared ownership, and long-term inclusivity.

Ethical reflection is continuous: regular evaluation, open communication, and community feedback ensure that inclusivity and trust remain central to every action.

Through this commitment, the Fundão Action Plan aims to leave a lasting legacy of shared ownership, social cohesion, and equitable, community-driven transformation.

9. Fundão Risk and Mitigation Measures

Risk management in Bauhaus Bites requires identifying, controlling, and recording risks, highlighting the related consequences, and managing mitigation actions. Risk assessment methods will be applied to minimise deviations from the expected results and schedule.

The table below provides an overview of the critical risks identified during the project application phase and described in the Grant Agreement (GA).

In addition, the detailed tables for each action and objective in this Local Action Plan also include associated risks, offering a more granular and activity-specific view. Many of these risks reinforce the ones identified in the original proposal, and mitigation measures have been strengthened or revised accordingly.

The table below shows an overview of the critical risks identified in the application phase and described in the Grant Agreement, with an update from the city's points of view.

| R i s k N o . | Description | WP | Proposed Mitigation Measures |
|---------------------------------|-------------|----|------------------------------|
|---------------------------------|-------------|----|------------------------------|

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| 1 | Insufficient anchoring within cities, planned activities are cancelled (low/high) | WP5, WP3, WP4, WP2 | The Trailblazers, Twins, and their activities have been selected based on their high ambitions and excellent delivery track records; activities are aligned with city/regional strategies or workflows and political ambitions. If needed, the scope or location within the city can be changed, and additional stakeholders and partners can be identified or replaced. The measures as per CA and GA will apply, including change processes with the PO. |
| 2 | Low levels of engagement amongst local stakeholder groups, or key stakeholders (low/medium) | WP5, WP3, WP4, WP2 | Activities will be built around pre-existing engagement formats within each Trailblazer & Twin. Experience and methods from partners will be locally adapted and best practices exchanged around challenges. Flexibility is built into the co-creation to pivot away from non-promising activities or to realign measures. Trailblazers and Twins are encouraged to link other activities and projects, partnership models may bring additional support to realise activities with other relevance to stakeholders. |
| 3 | Low engagement among cities, New | WP7, WP8 | Activities are built on pre-existing engagement formats within NEB, NBS and food communities (Section |

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| | European Bauhaus and other relevant communities (low/high) | | 1.1.3.2-1.1.3.3, 1.2.2), in which partners are directly engaged. Engagement and advocacy can be re-designed to keep interest, or as contexts change. Advice and support on strategy from Project and Policy Officers will be sought |
| 4 | Project delays and impacts due to pandemic/war/energy and food crises/other global impacts (medium/high) | WP7, WP5, WP3, WP4, WP1, WP8, WP2, WP6 | The project scope integrates measures as part of a broad set of strategies that are part of the partners' daily work. Impacts due to crises, delays in value chains or societal trauma will be handled according to partners' local practices, with transversal project support and aligned with national/ European recommendations. Economic risks are considered for added resilience. For massive impacts, the partners will rely on their mutual expertise and on national or European responses, beyond the project reach. |
| 5 | Insufficient identification of best practices; Lack of access to key stakeholders, information, | WP7, WP5, WP3, WP4, WP1, WP8, WP2, WP6 | Partners are experienced in such work, interaction with cities and EU initiatives, and have good networks, where support can be sought. Close monitoring will identify the need for reinforcement of efforts before they become a |

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| | collaboration, data (low/low) | | liability. The partners have complementary and partially overlapping expertise to cover for each other or find different ways of access. Collaboration with local/other initiatives can be intensified to cover gaps. |
| 6 | Low uptake by European cities (low/high) | WP7, WP8 | Regular follow-up with sister projects & networks, and Project and Policy Officers, to ensure good anchoring with European, national and regional networks. Adaptation of CDE plan and engagement model. |
| 7 | Ambitious targets cannot be reached (medium/high) | WP7, WP5, WP3, WP4, WP1, WP8, WP2, WP6 | Project Management and M&E will identify underperforming indicators or work. Reinforcement of previously successful activities, adaptation of partners' methods, exchange with related projects and communities, as well as support from Project and Policy Officers can mitigate. Possibility of adaptations of CDE plan and engagement model, realignment of activities, adaptation of local implementation. |

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| 8 | Partner is unable to participate; or changes in personnel (low/medium) | WP7, WP5, WP3, WP4, WPI, WP8, WP2, WP6 | Alternatives will be set up where possible. Many partners have coordinated complex projects before. Cases will be considered in CA and GA and project practice. Handovers and proxies for core functions are encouraged. Possible internal shifts in responsibilities up to amendments fast tracked with PO. |
| 9 | Regulatory dispensations / adaptations / licences for the demos are not obtained (high/medium) | WP5, WP3, WP4, WP2 | The Trailblazers and Twins will apply for the required dispensations / licences as soon as they acknowledge the need to allow for enough time for mitigation efforts if needed. The experts and policy briefs will offer support in advocating for a more flexible legal framework. The measures as per CA and GA will apply, including discussing with the PO. |
| 10 | Partners' budgets insufficient due to underestimation, additional needs, inflationary pressures (medium/medium) | WP7, WP5, WP3, WP4, WPI, WP8, WP2, WP6 | The coordinator does internal budget follow-ups to identify issues early. A change process is part of WP8 for adjustments when possible (incl. approval from GA and PO). We will identify potential additional financial sources to support implementation and ensure robustness of the pilots where needed. |

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| 1 1 | Delayed preparatory Tasks may lead to async or delayed city activities (medium/low) | WP7, WP5, WP3, WP4, WP1, WP8, WP2, WP6 | Different periods can be considered for the implementation in the cities. The proposed time frames allow for time adjustments of the activities in each city without compromising the quality and content of the results. |

About Bauhaus Bites

The Bauhaus Bites project serves over 1000 people by providing affordable, healthy, and nutritious food that is environmentally friendly. It raises awareness and engages individuals about the benefits of nature and the significance of sustainable food, empowering them to become ambassadors in their communities. Additionally, it implements over 20 place-based and community-based interventions and innovations. Ultimately, innovative ways to tailor policy responses to the specific challenges and needs identified at various levels of governance contribute to the implementation of interconnected European strategies.

The Bauhaus Bites Food Environments are urban and peri-urban ecosystems that commit to implementing sustainable, healthy diets, amplified by the New European Bauhaus and fortified with Nature-Based Solutions. They will ensure that the transformed food environments of tomorrow are sustainable, inclusive, and beautiful.





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