

RESIDENTS OF THE FUTURE

Integrated Action Plan for Mangualde



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0 Introductory note



João Pedro Cruz

Vice-President of the Municipality of Mungalde
Coordinator of the Integrated Action Plan – Residents of the Future

The preparation of Mungalde's Integrated Action Plan represents a decisive step in affirming our collective ambition to reverse demographic decline and strengthen the attractiveness of our territory. This document is not merely a planning instrument, but a commitment: to think strategically, to act inclusively, and to project Mungalde into a future where quality of life, innovation, and cohesion are inseparable.

The path leading to this plan was based on collaboration and co-creation. From the outset, the URBACT Local Group brought together a wide diversity of voices, public institutions, schools, social organisations, entrepreneurs, immigrant communities, youth representatives, and cultural actors. Their contributions enriched the analysis, identified priorities grounded in reality, and ensured that the proposals contained here are truly collective and legitimate. The extensive participatory surveys and testing actions, particularly with students, families, and immigrant communities, gave the plan its social depth and civic credibility.

Our ambition does not end with the design of actions. The central challenge now lies in implementation: to move from strategy to delivery. This requires coordination across municipal departments, continuity of governance, and mobilising local, regional, national, and European resources. The creation of a dedicated implementation taskforce and the reinforcement of participatory monitoring mechanisms are essential guarantees that this plan will not remain aspirational but will translate into tangible results for the people of Mungalde.

At the same time, our work is not conducted in isolation. Being part of the Residents of the Future network, under the URBACT framework, has offered Mungalde the opportunity to learn from cities facing similar demographic challenges across Europe.

The transnational exchanges, peer reviews, and shared methodologies have not only inspired our process but also challenged us to innovate, adapt, and seek solutions that are both locally relevant and globally connected. This integration with URBACT has strengthened our planning capacity and given Mungalde greater visibility and confidence as an active European partner.

The issues we face (population decline, lack of affordable housing, youth outmigration, and the integration of new communities) are not unique to Mungalde. They are common to many medium-sized and inland cities across Europe. The solutions, however, must be tailored to each context. By sharing experiences, adapting best practices, and contributing our own innovations, Mungalde takes part in a collective European effort to ensure that smaller territories remain vibrant, sustainable, and inclusive places to live.

This Integrated Action Plan is therefore both a roadmap and a pledge. It reflects our determination to continue planning with vision, implementing with responsibility, and cooperating with partners near and far. Above all, it conveys our will to make every effort, in close partnership with the community, to secure a better future for Mungalde - one where residents, newcomers, and future generations can truly experience "life as it should be."

1.1 IDENTITY CARD

... set of characteristics that distinguish and through which it is possible to individualize it.

Mangualde is the seat of a municipality in the central region of Portugal, with documented origins dating back to Roman times and has a charter prior to nationality, granted by Count D. Henrique in the year 1102. A territory with about 220 km² and 18,303 inhabitants (2021 Census), it has an exceptional geographical location, halfway between the seaports on the west coast and the Spanish border to the east, it is a territory well served by modern motorways that connect the north to the south and the east to the west of this part of the Iberian Peninsula. One hour from the city of Porto and its international airport and with an aerodrome 20 minutes from the urban centre, it is still a territory with a strong tradition in rail mobility, being an unavoidable crossing point in the connection between Spain and central Europe.

In the vicinity of the Serra da Estrela Natural Park, Mangualde presents landscapes qualified by forest and vineyard culture, thus integrating the Demarcated Region of Dão Wine. With a rich history, unique and diverse cultural heritage as well as stunning natural landscapes, Mangualde is a destination that harmoniously combines heritage, authentic traditions and culture, nature and rich gastronomy.

1.2 CONTEXT AND CHARACTERIZATION

... establish the particularities or attributes of something or someone, allowing a description of the state and a comparison between the characterized and its peers or with the context.

Mangualde, like most regions of Portugal, has been experiencing a steady decrease in residents due to migration to larger cities along the Atlantic coast. The widespread perception of more opportunities for employment, housing and urban facilities dominated the justification of this reality in times past. Inland territorial authorities, such as the municipality of Mangualde, have been strongly committed to attracting innovative investments in sectors such as the high-tech industries, based on solid, highly qualified, sustainable and high-quality digital business models. low carbon.

Mangualde is thus a highly sought-after territory as a location for diversified investments, from the dominant automotive sector – where Stellantis, which manufactures Citroen, Peugeot, Fiat and Opel scores – to the textile, agricultural and energy sectors, where notable examples of "green", low-carbon and sustainable industries stand out.

This varied group of entrepreneurs rely heavily on skilled workers who can be found in the region today, due to the proximity of a large number of universities and training centres.

Mangualde has been demonstrating the ability and competence to exploit its geostrategic location in attracting investment. An economic fabric made up of solid companies of significant size is indicative of this capacity, which enhances the creation of new jobs and the creation of qualified, sustainable and lasting employment, also evident in the average increase in wages in this sector of more than 4.5%.



COUNTY	(euros)							Variation
	2016	2017	2018	2019	2020	2021	2022	2022-2021
Mangualde	982,20	1,043.10	1,098.40	1,105.30	1,158.46	1,209.30	1 264.30	4,55%

According to INE (Study on the Power of Municipality 2017 - 2019 Edition), Mangualde had a per capita purchasing power of 82.42, which already meant that it was above the average of the Dão Lafões Region (NUTIII) with a value of 80.04.

These are recognized as factors for attracting the population and retaining young people, offering opportunities for innovative and highly qualified careers. It should be noted, based on the analysis of measures to support innovation and awareness of the agricultural sector, this is also a factor in attracting and retaining young people.

The municipality has made considerable investments in public spaces and urban regeneration, education and sports facilities and has worked closely with the central government to improve decentralised local government facilities, particularly in the justice, health and finance sectors.

However, Mangualde has been undergoing a long-term ageing and demographic contraction process over the last few decades.

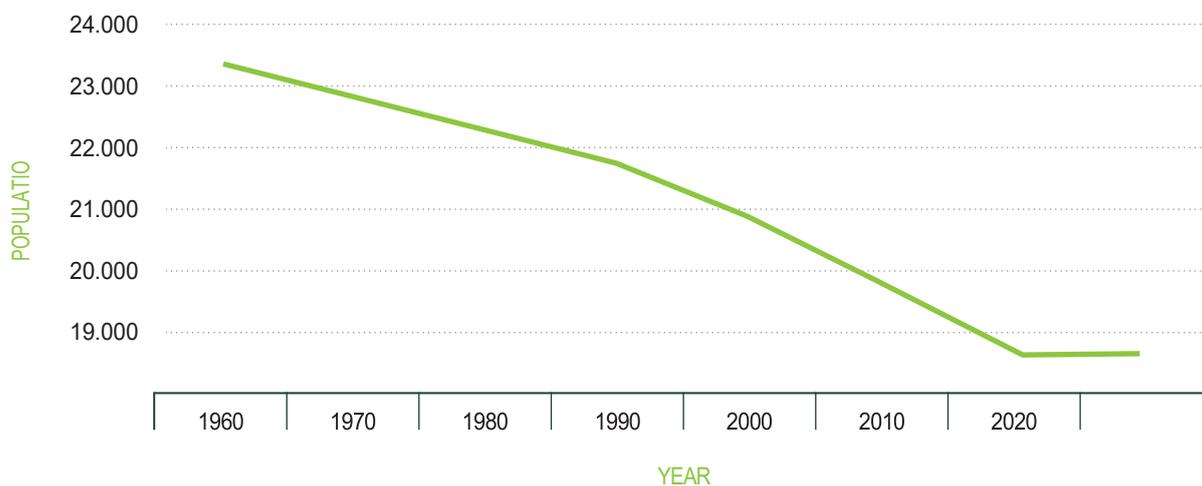
DEMOGRAPHIC CHARACTERIZATION

1960	1991	2001	2011	2021	2023
23.331	21.808	20.990	19.880	18.303	18.592

PERCENTAGE CHANGE

1991/2001	2001/2011	2011/2021	1991/2021	1960/2021	2021/2023
-3.75%	-5.28%	-7.93%	RATE 16%	-21.4%	+1,55%

Evolution of the population of Mangualde



Percentage change in population by period



RESIDENT POPULATION
IN 2021

18.303

-7.9%
CHANGE COMPARED
TO 2011



% OF THE YOUNG
POPULATION
[0-14] IN 2021

11,1%

-2.3 p.p.
CHANGE COMPARED
TO 2011



% OF POPULATION AGED
0-15-64 IN 2021

59,4%

-3.4 p.p.
CHANGE COMPARED TO 2011

According to the 2021 Census, Mangualde had 2,026 children and young people between 0 and 14 years of age that year, compared to 2,673 in 2011, which represents a decrease of 24%.

A total of 1,835 young people between 14 and 24 years of age, compared to 2,115 in 2011, which represents a decrease of 13%;

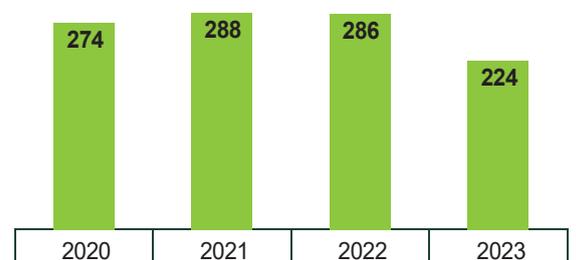
A total of 9,043 adults, aged between 25 and 64 years old, representing a decrease of 13% compared to the 10.360 of 2011.

A total of 5,399 senior population over 65 years of age, which represents an increase of 14% compared to 4,732 in 2011.

Births



Deaths



A recent phenomenon, but of progressively increasing and important expression, has been the influx of an immigrant population that demands the territory of Mangualde in search of job opportunities. These foreign citizens, in parallel with their employment relationships, also initiate processes of residence, family formation and insertion into Mangualde's society.

Still without official data, these new demographic dynamics constitute an opportunity, which urgently needs to be studied in detail and welcomed with sensitivity. New economic dynamics and even the reversal of trends – with the school population growing significantly, even forcing the hiring of new teachers and the reopening of previously closed classrooms – exacerbate insufficiencies already felt in Portuguese society in general and local society in particular, particularly in terms of the housing market. Although it is a problem for most European countries, the structural dimension of urban authorities on the scale of Mangualde makes it very difficult to adopt muscular and quickly effective approaches.

1.3 FOCUS AND CRITICAL CHALLENGES

... value or condition in a set of data that, when achieved, results in a significant change in the behaviour or structure of the system under analysis.

Combating population loss in Mangualde requires a strategic approach that addresses multiple obstacles to development and attracting residents. The city faces challenges in the qualification of the workforce, in a labour market that increasingly demands specialized skills. Without technical training in line with modern needs, young talents tend to migrate, reducing the vitality of the local market and making it difficult for new businesses to emerge.

The city's economy also reveals a limited structure, little diversified and with restricted opportunities, which aggravates the dependence on low-income jobs. This condition discourages the permanence of qualified workers and can inhibit the attraction of new companies and investments.

The local context is also pressured by the lack of affordable housing, a decisive factor for new residents, especially for families and professionals looking for stability and a cost of living compatible with the income offered. The absence of a higher education centre is another limiting factor, since higher education institutions usually function as centres of innovation and attraction of young people. Without this presence, Mangualde lacks a flow of ideas and talents that could strengthen the economic and social ecosystem, as well as attract partnerships with companies and foster a culture of research.

The lack of comprehensive health services compromises the quality of life and discourages the establishment of new families. This lack of security in terms of physical and mental well-being makes the city less competitive, driving away potential new residents. In addition, the limited supply of commerce and services affects urban dynamism, offering few leisure and consumption options that could enrich the life experience of residents.

To reverse this trend of population loss, it is essential that Mangualde adopts an integrated plan that includes professional training, incentives for economic diversification, increased housing supply, strengthening of the health and education sectors, territorial promotion and marketing, as well as strategies for the social integration of new residents. These measures will allow the city to become more competitive, welcoming and attractive, reinforcing its ability to retain and attract new inhabitants, establishing a more dynamic and sustainable urban environment.

- k Insufficient vocational training aimed at a more qualified workforce.
- k There is a lack of more diversity in the economic fabric
- k Lack of affordable housing for purchase and/or rent;
- k Dominance of the supply of low-income jobs, with Mangualde presenting an average salary 13% below the national average;
- k Inexistence of Higher Education implemented in the municipality;
- k Insufficient provision of comprehensive health services;
- k Weak dynamics, little diversity and differentiation of trade and services;

SWOT analysis

Strengths:

- k Strategic location and good transport infrastructure.
- k Natural landscapes and diverse cultural heritage.
- k Presence of sustainable industries, such as the automotive and agricultural sectors.

Weaknesses:

- k Reduced supply of affordable housing, dynamic rehabilitation and rental market.
- k Absence of higher education institutions in the municipality.
- k Inexpressive economic diversity.
- k Reduced visibility and notoriety of the "Mangualde" brand, the need for territorial marketing.

Opportunities:

- k Potential for sustainable and ecological tourism development.
- k Attracting investment in emerging and sustainable sectors.
- k Growing flow of immigration in search of job opportunities.
- k Affordable cost of living, with education, health and leisure infrastructures and attractive rural landscape areas, as support for residence options for families.

Threats:

- k Continued population exodus and population ageing.
- k Dependence on sectoral industries, which limits economic diversification.
- k Competition with large urban centers in attracting talent and young people.

1.4 STRATEGIC VISION

...establishes a clear picture of the objectives to be achieved, translating the collective aspirations for the territory.

Mangualde aims to become a resilient inland city of innovation, inclusion, and ecological transition. It seeks to transform demographic vulnerability into a driver for regeneration by welcoming new residents, empowering local talent, and promoting sustainable development. By 2030, Mangualde will be recognised as a national benchmark for inclusive regeneration, where demographic growth, quality of life, and territorial cohesion go hand in hand.

1.5 AMBITION

**... strong
desire and
determination to
conquer a
goal.**

This diagnosis lays the foundation for an Action Plan aimed at revitalizing Mangualde as a city of opportunities and quality of life, with a common vision and coordinated actions to address demographic challenges, strengthen the local economy and create an attractive and inclusive urban environment.

From population loss to demographic revitalisation. From economic dependence to entrepreneurial diversity. From fragmentation to cohesion. These three transitions shape our ambition: to become a place where people choose to live not by necessity, but by aspiration.

1.6 MOTTO

**... .. It is
a short, concise
and impactful
sentence,
which
summarizes or
expresses in an
intense way an
idea, a feeling
or a situation.**

This motto aims to highlight Mangualde as a destination where quality of life and development are inseparable, inviting both residents and investors to participate in the transformation of the city.

**Mangualde:
Life as it should be**

1.7 DESCRIPTION OF THE PLANNING PROCESS

1.7.1

A PARTICIPATORY PROCESS

... as active involvement of individuals in the affairs and activities of your community, society or government.

In Mangualde, the Local Action Group or URBACT Local Group (ULG) played a crucial role in the work of diagnosis and creation of an integrated and participatory vision for the future of the city, bringing together representatives of strategic sectors, from public administration to sectors such as education, culture, youth and economic development.

The ULG of Mangualde reflects the diversity of activities and interests of the municipality, including valuable contributions from sectors such as heritage, culture and sport. Representatives of the municipal administration bring fundamental perspectives on local infrastructure, the promotion of events and cultural dynamism, essential to strengthen the city's identity. The inclusion of professionals in the areas of culture and marketing enables the group to promote Mangualde in a strategic way, increasing its visibility and attractiveness both for residents and for potential visitors and investors.

Another important component of the ULG is the participation of the business and construction sectors, whose representatives bring a perspective oriented towards economic development and the provision of affordable housing. The involvement of trade associations and local companies allows the group to identify opportunities for growth and innovation, while addressing issues related to the supply of qualified employment and the stimulation of entrepreneurship. Such collaboration is essential to creating a diversified economic environment that sustains Mangualde's vitality.

The social dimension is also strongly represented at the ULG, with the participation of institutions linked to education and social action, which guarantee an inclusive vision of urban policies. These members emphasize the importance of creating programs and services that meet the needs of families, youth, and vulnerable populations. Collaboration with educational and social institutions strengthens the commitment to an inclusive and supportive city, where the well-being of all is a priority.

The participation of youth associations and the primary sector adds an intergenerational and environmental perspective to ULG, ensuring that both youth and sustainability needs are integrated into planning and action. These representatives promote the involvement of youth in decision-making processes and advocate sustainable practices for rural development, such as the rehabilitation of green areas and the promotion of green initiatives. The inclusion of organisations operating in the primary sector and youth associations contributes to a balanced approach between urban innovation and environmental preservation.

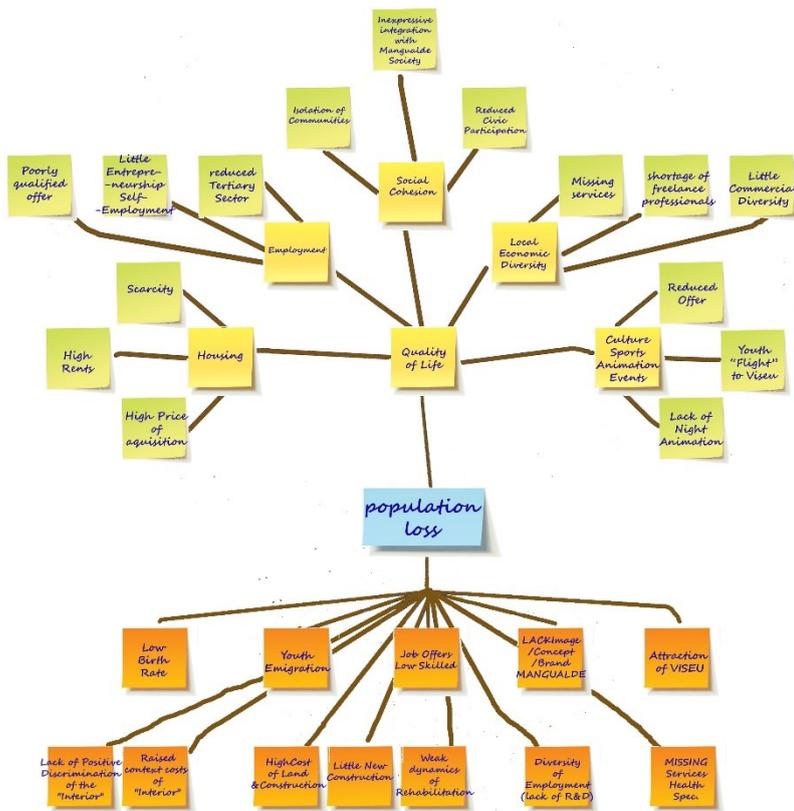
Thus, the ULG in Mangualde promotes the conditions for participatory governance, where each sector brings its specific knowledge to the construction of effective and sustainable urban policies. By facilitating collaboration between various local actors and articulating with the network's partner cities, ULG ensures that Mangualde is aligned with the best practices of sustainable and inclusive urban development, promoting a city prepared to face the challenges of the future in a collective and innovative way.

Establishment of the Local Action Group (Urbact Local Group - ULG) of Mangualde

NAME	ENTITY	PRACTICE AREA
José António Lopes	External consultant	ULG Coordinator
Isabel Martins	External consultant	Communications Manager
João Cruz	Municipality of Mangualde	Vice-President of the Chamber
Rui Costa	Municipality of Mangualde and COAPE	President of the Agricultural Cooperative
António Tavares	Municipality of Mangualde	Archaeologist – Heritage
Susana Amaral	Municipality of Mangualde	Economic Development
Maria João	Municipality of Mangualde	Culture and Events Division
Ricardo Lopes	Municipality of Mangualde	Sports activities
Joaquim Loureiro	School Grouping	Education
Pedro Guimarães	Business Association of Mangualde	Commerce and Industry
Alexandre Constantino	President of the Parish Council	Local Administration
Liliana Rodrigues	Social Solidarity Institution	Education/Social Action
Daniel Moita	Pavisteel - construction company	Real estate development
Lucas Ribeiro	Youth Association of the Castle	Youth
José Manuel	Forestry Association	Primary Sector
Paulo Figueiredo	House of the People of Mangualde	House of the People
João Tiago Henriques	Mangualtecnica	Entrepreneur
Ricardo Faria	Municipality of Mangualde	Urbanism Division
António Mendes	Mangualde Winery	Primary Sector
Petra Guimarães	College student	Political Science and International Relations

The URBACT methodology and in particular the set of working "tools" made available (URBACT Toolbox) proved to be valuable collaborative work tools of the Local Action Group (ULG), providing structured methodologies that facilitated the analysis and definition of strategies to approach the processes. The use of the "Problem Tree" tool was particularly useful in allowing ULG to visually and systematically identify the main problems, their causes and their consequences, highlighting the rooted origins and allowing an in-depth understanding of the factors that underpin these challenges.

Through the densification of the causes, the ULG was able to distinguish the layers of complexity associated with each problem, providing a solid basis for the development of more targeted and effective solutions.



The participatory graphic work of the "Problem Tree" and the "Root Analysis" enabled the group to interact and discuss together, as well as to visualize the interconnections between causes and effects, which enriched the decision-making process and potentially strengthened the cohesion of the actions that may be planned.

1.7.2

**TEST ACTION:
Active and Intercultural Involvement
of Communities**

... a pilot initiative designed to experiment, evaluate and adjust an intervention before its eventual implementation on a broader scale.

The strong representativeness and demographic expression of the immigrant communities in Mangualde justified the willingness that the members of the ULG showed to find interlocutors with them, inviting them to an active participation and contribution in this process. In a first phase, the approach was made to the school-age population and in a second, to the adult members of the respective families, as well as to other households and individuals who do not have school-age children. This diligence and initiative was the first Testing Action of the Integrated Action Plan.

This Testing Action aimed to deepen the knowledge about the dynamics of integration, perception of quality of life and challenges felt by the immigrant population residing in the municipality, focusing on its potential contribution to the objectives of demographic revitalization and social inclusion.

The first phase was to carry out surveys among the young school-age population, with the support of local schools and educational partners. 130 responses were collected between the various teaching cycles. The results showed that Mangualde is, in general, perceived as a welcoming territory by children and young people, with high levels of integration in the younger layers. However, persistent difficulties in learning the Portuguese language, scarcity of extracurricular activities, limitations in terms of technological supply and increased needs for psychological support were identified, especially among secondary school students.



The perception of belonging to Mangualde decreases as the age of respondents increases, which reveals risks in retaining the young immigrant population in the long term.

The second phase broadened the focus to adults, involving 98 participants in May 2025. The qualitative analysis revealed employment as a central factor in the decision to stay and integrate, followed by affordable housing and public transport. Although there is a general feeling of positive welcome, there were references to the existence of cultural barriers, difficulties in accessing health, housing and mobility, as well as bureaucratic constraints. Among the most expressive proposals, the creation of an Immigrant Support Office with administrative and social mediation functions stood out, as well as the development of multicultural actions, professional training and public campaigns to value diversity.



The main conclusions of this Test Action reinforce the need for local public policies more directed to the active integration of the immigrant community, namely in access to housing, mobility and essential services, as well as in the enhancement of multiculturalism as a factor of cohesion and territorial dynamism.

These recommendations were incorporated into the thematic areas of the Integrated Action Plan, namely in the actions related to education and family (Area 3), culture and local identity (Area 6) and mobility and sustainability (Area 5), with concrete proposals to strengthen the social integration and civic participation of immigrant communities.



Note: The full reports of the two phases of this Test Action — "Testing Action Report- phase 1" and "Testing Action Report- phase 2" — are available in the annex to this Plan.



Complementing the effort to listen to the immigrant community and extending the participatory approach to local society in general, the Municipality of Mangualde organized in 2025 the Forum "The House Starts Here" — an initiative inserted in the URBACT methodology, focusing on the theme of housing and the intercultural involvement of communities.

This Open Day was a relevant milestone in the collaborative planning process of the Integrated Action Plan, by promoting a public space for dialogue between citizens, local economic agents, real estate developers, public entities and potential new residents. Starting from the recognition of housing as one of the main obstacles to the settlement of population in the municipality, this session allowed us to address the problem in a transparent, participatory and solution-oriented way.

During the forum, in addition to the presentation of the municipality's strategic vision for the housing area, a round table moderated by the City Council took place, with the presence of promoters, builders, mediators and entities such as CCDRC and IHRU. This structure of plural participation allowed to collect direct contributions and commitments from the main agents involved in the local housing market, highlighting the potential of an integrated and co-built response. The openness and active involvement of the population — both residents and immigrants — was decisive in consolidating a feeling of co-responsibility in the solutions to be adopted. The event ended with the drafting of an open letter to the Minister in charge, containing the main conclusions and recommendations resulting from the debate, which also demonstrates the articulation between the local level and national public policies.

This exercise reinforces the conviction that the implementation of sustainable solutions adjusted to the reality of Mangualde will only be possible through robust participatory processes, which effectively involve all segments of the population and the institutional and economic sectors. The collaborative spirit that underpinned this initiative is a good practice of inclusive urban governance and should continue to be valued throughout the implementation of the Integrated Action Plan.



1.7.3

ROLE AND IMPACT OF
TRANSNATIONAL COOPERATION

... share knowledge, resources and best practices, aiming to solve common problems or achieve joint goals

The transnational meetings held between the partners of the URBACT / Residents of the Future network, have played an essential role in the development of the Action Plan for Mangualde, promoting collaborative learning and enriching the process with new approaches and good practices. These meetings facilitated the direct exchange of experiences and strategies adopted by other cities in the network facing similar challenges, allowing members to of the Local Action Group (ULG) of Mangualde to understand and consider the adaptation of innovative solutions to the local reality.

The possibility of observing different methodologies applied and listening directly to the representatives of these practices expanded ULG's knowledge and inspired the implementation of integrated approaches, aligned with the objectives and needs of Mangualde.

During peer reviews, as an example, Mangualde had the opportunity to obtain valuable comments from other partners and coordinators, who offered new points of view on the local problem. This direct exchange allows ULG to look at Mangualde from a new perspective, identifying areas for improvement and opportunities to introduce changes that enable and materialize the objectives of the plan.

Holding face-to-face meetings, where possible, added an even deeper dimension to this transnational learning process, as it allowed participants to experience partner cities in all their cultural, social and physical contexts.

In this process of transnational meetings, Mangualde (which hosted the 4th meeting of the network) (1) benefited from continuous exposure to new ideas, urban approaches and citizen participation, strengthening the municipality's capacity to develop a more robust action plan adapted to the demands of its population.



(1) The Residents of the Future network consists of 9 cities, led by Sibenik (Croatia) and also includes Alba Iulia (Romania), Iisalmi (Finland), Mangualde (Portugal), Mantova (Italy), Plasencia (Spain), Saint-Quentin (France), Saldus (Latvia) and Trebinje (Bosnia and Herzgovina).

2

INTEGRATED ACTION PLAN



2.1 Integrated Plan Approach

... .. a methodology that considers and articulates multiple dimensions of a territory, in a holistic and coordinated way.

The integrated approach of the action plan for Mangualde was designed to respond in a coordinated and effective way to the challenges identified, creating a solid basis for sustainable development, enhancing the attractiveness of the municipality. The plan defines strategic objectives aimed at population retention and attraction, economic growth and improvement of the quality of life, all in line with regional and national development goals. A transversal and articulated approach is adopted that responds in a systemic way to the main demographic, economic and social challenges of the territory.

The plan is informed by participatory processes and transnational peer learning and aims to catalyse systemic change through coordinated, inclusive, and transformative actions.

The definition of the actions was based on the shared analysis of local dynamics and the identification of structural causes that compromise the retention and attraction of residents. Each area of intervention was deepened into specific actions, with responsible entities, operational objectives and expected impacts.

Vertical integration with regional, national and European policies (integrating the plan with the sustainability, social inclusion and innovation agendas), as well as the active participation of stakeholders, ensures that actions not only respond to local needs, but enhance synergies with broader sustainable development strategies. The plan reinforces the articulation between housing, economy, education, health, culture, sustainability and inclusion, creating a more resilient, innovative and attractive territorial ecosystem for all generations.

2.2 Strategic Objectives

... .. long-term goals defined to guide the development and sustainable use of a territory, establishing clear priorities for actions and policies, aiming to respond to specific challenges.

Mangualde presents an opportunity to become a more inclusive and sustainable city, which attracts and retains population through population revitalization and economic development policies.

The IAP is anchored on three overarching strategic objectives:

- Reversing population decline by attracting and retaining young people and families through affordable housing, quality services, and inclusive governance.

- Promoting economic diversification and sustainable employment in high-value sectors such as green technology, digital industries, and agri-innovation.

- Enhancing quality of life through better access to education, healthcare, mobility, culture, and public space, fostering a vibrant, cohesive, and welcoming community.

These objectives are framed as long-term, cross-cutting transformations rather than sector-specific goals, in line with strategic planning principles.

The strategy seeks to respond to demographic decline, creating an environment conducive to the settlement of young people and families. To this end, the integrated plan includes clear objectives to stem population loss and promote economic growth through sustainable and high value-added sectors.

The objective of population revitalization is directly linked to the quality of life of the inhabitants. By encouraging the appreciation of green spaces, accessible urban infrastructure, health and education services, Mangualde aims to become an ideal place to live and work. The vision is to create a city that balances innovation and sustainability, offering a welcoming environment for all.

Thus, the strategic objectives define the central development goals for Mangualde and guide the implementation of priority actions. They are articulated around three outcomes ::

1 - Population Revitalization: Reverse population loss by improving the quality of life and affordable housing supply. Establish a set of integrated policies to stop the loss of population, focusing on the retention and attraction of young people and families.

Outcome: Reverse population loss and attract young people and families, creating an environment conducive to the settlement of new residents.

Outputs:

- Housing policies that offer affordable and adequate housing.
- Boosting rental and rehabilitation instruments
- Support programs for young people and families.
- Tax incentives and benefits for new residents.

2 - Sustainable Economic Development:

Diversify the local economy and foster the creation of qualified jobs in strategic sectors. Encourage sustainable and high value-added sectors, such as digital and green technology industries, to strengthen the local economy.

Outcome: Diversify the local economy and foster the creation of qualified jobs in strategic sectors.

Outputs: □ Incentives for innovative companies in the green and digital technology sectors; □ Creation of local industrial clusters and public-private partnerships; □ Support for entrepreneurship and small businesses, valuing local talent; □ Attract innovative and sustainable companies and promote Mangualde as a territory of opportunities.

□ Create conditions for remote work and digital nomads;

3 - Improvement of Quality of Life:

Foster an urban environment that balances green spaces, accessibility, health services, education and various leisure activities for all age groups, favouring the well-being and satisfaction of residents. To promote social inclusion and the integration of new residents, strengthening the sense of community.

Outcome: Create an inclusive and sustainable city, with services and infrastructure that promote well-being and social inclusion.

Outputs: □ Improvement of the provision of health services, education and leisure activities.

□ Green infrastructures, leisure spaces and sustainable mobility. □ Valuing heritage and promoting cultural identity and multiculturalism.

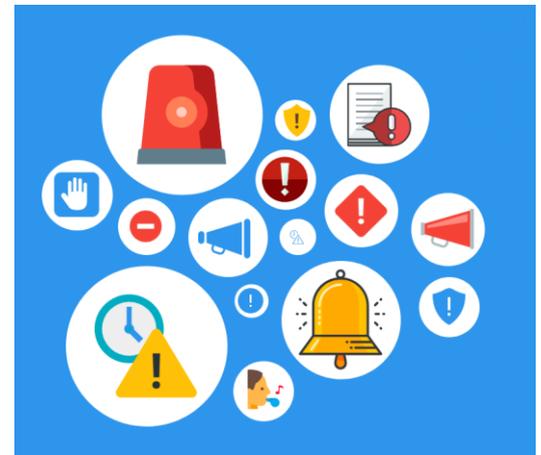


2.3 Areas of Intervention

... specific sectors or areas in which efforts and resources are concentrated to promote change or achieve strategic objectives

The intervention areas defined for Mangualde were structured in order to meet the specific challenges of the municipality. The city, with strong growth potential, must establish policies to encourage the development of sustainable economic sectors, facilitate affordable housing and support education and family. Each of these areas plays a fundamental role in creating a base of opportunities, which range from the revitalization of buildings for housing and the development of new housing projects, to the provision of leisure infrastructures and generalized environmental quality.

The diversification of the areas of intervention allows Mangualde to position itself as a municipality prepared to attract investments and improve the quality of life of residents. In this way, the plan supports not only economic development, but also the creation of a vibrant community, where it benefits from the synergies of the integration of public and private initiatives.



The intervention areas focus efforts on priority sectors to achieve the strategic objectives, promoting positive impacts in the short and long term.

The areas of intervention were thus organized in a specific and operative way, with actions and initiatives in each of the following areas:

1. **Affordable Housing**
2. **Economy and Innovation**
3. **Family and Education**
4. **Health and Education**
5. **Mobility and Sustainability**
6. **Local Culture and Identity**



2.4 Priority Actions for each Area

... initiatives or measures that are considered essential and urgent to achieve the strategic objectives defined for the development of a territory.

To make Mangualde a more attractive and welcoming place, specific priority actions were outlined in each area of intervention. These actions include economic incentives, affordable housing policies, development of green and leisure infrastructure, and promotion of essential health and mobility services. The intention is to attract new residents, revitalize urban areas and create a housing supply that favours families and young people.

These prioritized actions also aim to consolidate Mangualde as a cultural and recreational destination, where inhabitants can enjoy activities that strengthen local identity. Thus, the municipality not only becomes more competitive, but also more sustainable and socially inclusive, reinforcing the importance of a united and economically active community.

To strengthen strategic focus, the following actions have been identified as flagship or catalytic due to their high impact potential:

- Action 1.1

Rehabilitation of 40 homes for families and young people.

- Action 2.2

Local Entrepreneurship Support Hub.

- Action 3.2

Digital Higher Education Pole in partnership with national institutions.

- Action 5.3

Sustainable Mobility Loop (bicycle lanes and inter-parish eco-shuttles).

- Action 6.4:

Mangualde Multicultural Programme (intercultural events, immigrant welcome centre).

A full prioritisation matrix with impact-feasibility-cost criteria is available in Annex II.

Each thematic area includes a set of priority actions – also identified as Flagship Action- detailed in Chapter 3, allowing for a clear and operational view of the plan.

These actions were designed based on participatory diagnosis, statistical evidence, alignment with national and European funds and programs, and potential impact in the short and medium term.



2.5 Vertical Consistency and Integration with Existing Policies

... alignment and articulation between different policies and strategies that affect the development of a territory.

The success of the integrated action plan for Mangualde depends on its coherence and vertical integration with existing policies at the regional, national and European levels .

These plans and strategies provide guidelines and support for the implementation of Mangualde's priority actions, ensuring an integrated, cohesive and effective approach, essential to the financing strategy. Alignment with these policies maximizes the impact of actions in sectors such as housing, social inclusion, qualified job creation and sustainability in all areas, promoting the objectives of positioning itself as a welcoming and economically resilient city.

At the **European level**, the Mangualde plan is articulated with the European Urban Agenda, which promotes the sustainable development of urban areas and with the New European Bauhaus (NEB) initiative, which values the creation of accessible, sustainable urban spaces that reinforce the sense of community. These European guidelines encourage inclusive and green urban growth, supporting innovative solutions and the transition to a low-carbon economy, areas in which Mangualde seeks to strengthen its performance.

At the same time, the plan establishes connections with the **Portuguese state's policies** on affordable housing, social inclusion, promotion of qualified employment and investment attraction. In terms of housing, national policies aimed at urban rehabilitation and affordable housing are echoed in the actions proposed by Mangualde, who aims to offer housing at fair prices and quality, especially for families and young people at the beginning of their careers. This line of action is further strengthened by synergy with national social inclusion strategies, ensuring that new housing and rehabilitated urban areas meet the needs of all segments of the population.

In the field of promoting qualified employment, the Mangualde plan is aligned with the National Strategy for the Promotion of Qualified Employment and Investment Attraction, integrating incentives for vocational training and job creation in sectors with higher added value, such as green technologies and digital industries. This strategy is complemented by efforts to attract sustainable investments, in line with European incentives for areas that promote the circular economy and digitalisation.

At the **regional level**, the plan will ensure coherence and articulation with instruments such as: the **Regional Operational Programme of the Centre**, essential for the development of Mangualde in priority areas such as affordable housing, economic diversification and job creation or the **Regional Strategy for Smart Specialisation of the Centre (RIS3)**, which identifies areas of expertise in the Central Region, including health, green technologies and creative industries. This strategy guides the development of strategic sectors for Mangualde, promoting innovation and regional competitiveness through investments in diversified and higher value-added sectors.

Of a broader scope, there is also the strategic articulation with the **Regional Spatial Planning Plan of the Central Region (PROT-C)**, which establishes guidelines for the use and organization of the territory, with a focus on balanced urban development and mobility and accessibility solutions. This plan is relevant to Mangualde, especially in the management of urban space and in the promotion of a sustainable mobility structure that meets the needs of residents.

Also to be considered is the **Integrated Strategy for the Interior**, which aims to make these regions more attractive to residents and investors. His approach to combating depopulation and attention to valuing local economies frames Mangualde's efforts in the process of revitalizing society.

By articulating with these policies and strategies at multiple levels, Mangualde reinforces its commitment to integrated management that not only benefits the local population but also contributes to the global goals of sustainable development, inclusion and innovation.

This alignment will allow the city to maximize the impact of actions foreseen in the Action Plan, optimizing available resources and promoting an inclusive, resilient and attractive urban environment for new residents and investors.



3

ACTION PLANNING



3.1 Description of actions, responsible parties and necessary resources

...what's intended to be done, by whom and using what tools.

Organization by thematic areas, with autonomous actions structured individually. A summary is presented including the key objectives, expected outputs and expected outcomes of all IAP actions, providing a concise overview for communication and presentation purposes.

Highlighted actions are intended to present themselves as flagship actions and to be implemented in Phase 1 of the project.

Thematic Area 1 – Affordable Housing

- **Action 1.1**

Rehabilitation of 40 homes for young people and families

Objective: Increase affordable housing supply by rehabilitating vacant or underused housing stock.

Outputs: 20 homes rehabilitated; 100% allocated to young families.

Outcomes: Increased youth/family retention; Urban regeneration.

- **Action 1.2**

Incentive and monitoring program for the rehabilitation of buildings

Objective: Encourage rehabilitation of private buildings with financial incentives and monitoring.

Outputs: 50 buildings rehabilitated; 200 families supported.

Outcomes: Improved urban quality; Expansion of affordable housing stock.

- **Action 1.3**

Rental support program with a focus on young people and families at the beginning of life

Objective: Support young residents and families through targeted rental subsidies.

Outputs: 150 young people/families supported.

Outcomes: Improved retention of young families; Reduction of precarious housing situations.

- **Action 1.4**

Review of municipal instruments for encouraging and regulating the housing market

Objective: Adapt municipal policies to encourage rehabilitation and affordable housing.

Outputs: New regulation package approved.

Outcomes: Increased rehabilitation permits; Stabilisation of rental prices.

Thematic Area 2 - Economy and Innovation

- **Action 2.1**

Tax incentive program for sustainable companies

Objective: Attract and support sustainable companies through fiscal benefits.

Outputs: 15 companies supported.

Outcomes: Growth of local green/digital economy; Job creation.

- **Action 2.2**

Programme to support entrepreneurship and the creation of new businesses

Objective: Stimulate economic dynamism through support for new businesses.

Outputs: 30 businesses supported; 6 annual events; 100+ participants.

Outcomes: Diversified economy; Higher business survival rate.

- **Action 2.3**

Organisation of events to promote entrepreneurship

Objective: Stimulate entrepreneurial culture via regular events.

Outputs: 5 major events; 300 participants/year.

Outcomes: Stronger entrepreneurial ecosystem; Attraction of investors.

- **Action 2.4**

Creation of the 'Ambassadors of Mungalde' program

Objective: Engage individuals with strong ties to promote Mungalde externally.

Outputs: 20 ambassadors recruited; 5 annual campaigns.

Outcomes: Increased visibility; Attraction of talent and investment.

- **Action 2.5**

Digital platform for promoting local opportunities and resources

Objective: Centralise local opportunities (housing, jobs, culture) in one platform.

Outputs: 1 platform launched; 5,000 users/year.

Outcomes: Improved access to information; Attraction of new residents/businesses.

Thematic Area 3 – Family and Education

- **Action 3.1**

Expansion of the technical and professional training offer

Objective: Expand vocational training aligned with labour market needs.

Outputs: 5 new programmes; 300 participants/year.

Outcomes: Improved employability; Reduced youth outmigration.

- **Action 3.2**

Establishment of a digital hub for higher education

Objective: Provide local access to hybrid and online higher education.

Outputs: 100 students enrolled; 3 partner universities.

Outcomes: Increased access to higher education; Retention of youth.

- **Action 3.3**

Enhancing attractiveness for young people and families

Objective: Make Mungalde more attractive for young people and families.

Outputs: 500 youth/families benefited; 5 campaigns.

Outcomes: Improved demographic stability; Stronger sense of belonging.

- **Action 3.4**

Development of the 'STEM Academy'

Objective: Promote STEM skills among students.

Outputs: 300 students trained annually; 3 labs created.

Outcomes: Increased employability; Greater innovation capacity.

- **Action 3.5**

Creation of a Remote Work Hub

Objective: Establish a coworking hub for remote professionals.

Outputs: 1 hub; 200 remote workers annually.

Outcomes: Attraction of new residents; Stronger digital economy.

- **Action 3.6**

Strategy to attract digital nomads

Objective: Position Mungalde as a digital nomad destination.

Outputs: 500 nomads reached/year; 100 hosted annually.

Outcomes: International visibility; Intercultural exchange.

Action Planning**Thematic Area 4 – Health**

- **Action 4.1**

Proximity health services strategy

Objective: Reinforce accessibility of health services in all parishes.

Outputs: 1 mobile units; 500 consultations/year.

Outcomes: Improved access; Greater satisfaction among elderly residents.

- **Action 4.2**

Strengthening local health services

Objective: Reinforce primary care and preventive health services.

Outputs: 20 new staff; 5 preventive programmes launched.

Outcomes: Improved public health; Reduced waiting times.

Thematic Area 5**- Mobility and Sustainability**

- **Action 5.1**

Rehabilitation of urban public space

Objective: Regenerate degraded public spaces.

Outputs: 5 spaces rehabilitated; 200 jobs created.

Outcomes: Improved quality of life; Increased attractiveness.

- **Action 5.2**

Requalification and expansion of urban parks and green spaces

Objective: Modernise and expand green areas for leisure and sustainability.

Outputs: 3 parks rehabilitated; 500 trees planted.

Outcomes: Improved biodiversity; Greater environmental awareness.

- **Action 5.3**

Implementation and connection of cycle paths and nature trails

Objective: Implement a low-carbon mobility network.

Outputs: 10 km bike lanes; 3 eco-shuttles in operation.

Outcomes: Improved connectivity; Reduced CO₂ emissions.

- **Action 5.4**

Promotion of the use of natural and urban spaces through digital roadmaps

Objective: Promote natural/urban spaces via digital tools.

Outputs: 1 app; 20 roadmaps available.

Outcomes: Increased tourism and local engagement.

- **Action 5.5**

Awareness campaigns for sustainable mobility

Objective: Promote behavioural change towards sustainable mobility.

Outputs: 6 campaigns; 5,000 participants engaged.

Outcomes: Reduced car dependency; Healthier lifestyles.

Thematic Area 6 – Culture and Local Identity

- **Action 6.1**

Organization of annual cultural events

Objective: Organise annual cultural events to promote identity and participation.

Outputs: 6 events; 2,000 participants/year.

Outcomes: Stronger cultural identity; Attraction of cultural tourism.

- **Action 6.2**

Enhancement of historical and natural heritage

Objective: Preserve and promote historical and natural heritage.

Outputs: 5 monuments restored; 3 interpretation centres.

Outcomes: Increased cultural tourism; Stronger local identity.

- **Action 6.3**

Territorial marketing campaigns

Objective: Strengthen external visibility of Mangualde.

Outputs: 3 campaigns; 500,000 people reached.

Outcomes: Attraction of new residents and investment.

- **Action 6.4**

'Mangualde Multicultural' Project

Objective: Foster intercultural understanding and immigrant integration.

Outputs: 1 welcome centre; 5 events/year; 200 participants in courses.

Outcomes: Greater social cohesion; Increased civic participation.

- **Action 6.5**

Cultural and community integration programmes

Objective: Promote cultural diversity and integration through structured programmes.

Outputs: 30 workshops; 10,000 participants.

Outcomes: Reduction of discrimination; Stronger community cohesion

3.2 Action Sheets and Operationalisation

...the grammar
of doing — where
vision meets verb
in the
operationalisation
of intent.

Each IAP action is detailed through a structured action fiche included in the Annexes, providing information on:

- Objective and rationale (linked to strategic goals and diagnosis).
- Main activities and expected results.
- Responsible entities and stakeholder involvement.
- Timeline and implementation phases.
- Budget estimate and funding sources.
- Key risks and mitigation measures.
- Monitoring indicators (baseline, target, periodicity).

This standardised format improves transparency and facilitates coordination and resource mobilisation.



Action (number) – (Name)

Thematic Area (number) – (name) | Priority : (level) | Implementation phase : (number)

(type of action/importance)

Objective
-

Strategic Justification
-

Main Activities
-

Key Stakeholders
-

Implementation Timeline
-

Required Resources

Human:
-

Material:
-

Estimated Budget
-

Funding Sources
-

Risk Analysis
-

Expected Outputs
-

Expected Outcomes
-

Monitoring Indicators
-






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the European Union
Interreg

3.3 Monitoring and Impact Evaluation Indicators

...measures used to track the implementation of activities, resources, and outputs over time.

The IAP includes a set of core indicators per action, distinguishing between output indicators (e.g. number of houses rehabilitated, jobs created) and outcome indicators (e.g. retention rate of young residents, increase in family arrivals, satisfaction with services).

Indicators follow the SMART logic and will be monitored via a new Urban Dashboard, coordinated by the municipal implementation unit and shared publicly.

Monitoring and impact evaluation are essential tools to ensure the effectiveness of the Mangualde Action Plan, allowing to monitor the progress of the implemented actions and measure the results achieved in each area of intervention. Defining clear and measurable indicators provides a solid basis for identifying successes, challenges, and opportunities for improvement, ensuring that the plan remains aligned with the established strategic objectives. These indicators, organized into categories of output and outcome, make it possible to evaluate both the immediate and tangible results of the actions and the medium and long-term changes generated in the territory.

Each policy area—such as affordable housing, economy and innovation, health and education, mobility and sustainability, culture and local identity, and green infrastructure and leisure—is accompanied by a specific set of indicators that reflect its priority objectives. This integrated approach not only facilitates the monitoring of progress, but also contributes to creating a continuous learning cycle, where actions can be adjusted based on the data collected. Thus, indicators become indispensable instruments to ensure that the Action Plan contributes effectively to the sustainable and inclusive development of Mangualde.



1. Affordable Housing

Monitoring Indicators (Outputs):

- Number of dwellings rehabilitated or built.
- Percentage of housing projects completed on time.
- Number of financial incentives granted for the acquisition or rehabilitation of housing.
- Number of partnerships established with private developers for housing projects.

Impact Assessment Indicators (Outcomes):

- Percentage of rehabilitated housing occupied by young people and families.
- Reduction in the percentage of residents who spend more than 30% of their income on housing.
- Increase in the number of new residents attracted to the municipality due to affordable housing.
- Improvement in the perception of housing affordability, assessed in population surveys.

2. Economy and Innovation

Monitoring Indicators (Outputs):

- Number of new companies created in strategic sectors.
- Total value of investments raised in innovative industries.
- Number of entrepreneurship support programs implemented.
- Amount of tax incentives granted to sustainable companies.

Impact Assessment Indicators

(Outcomes):

- Percentage of increase in qualified employment in the municipality.
- Growth in the contribution of strategic sectors to local GDP.
- Increase in the diversity of economic sectors represented in the local economy.
- Reduction of the wage gap in relation to the national average.

3. Health and Education

Monitoring Indicators (Outputs):

- Number of new health services created or existing expanded.
- Percentage increase in vacancies in schools and educational centers.
- Number of partnerships established with technical and higher education institutions.
- Number of preventive health programs implemented.

Impact Assessment Indicators

(Outcomes):

- Reduction of waiting times in health services.
- Increase in the number of young people trained in technical and higher education courses in the municipality.
- Improvement in public health indicators (e.g., reduction of preventable diseases).
- Percentage of satisfaction of residents with health and education services.

4. Mobility and Sustainability

Monitoring Indicators (Outputs):

- Kilometres of bike paths or pedestrian paths built.
- Number of eco-friendly public transport vehicles purchased.
- Number of awareness campaigns for sustainable mobility carried out.
- Percentage of public buildings rehabilitated for energy efficiency.

Impact Assessment Indicators

(Outcomes):

- Percentage reduction in transport-related carbon emissions.
- Increase in the use of public transport and bike lanes by the population.
- Percentage reduction in energy consumption in public and private buildings.
- Improvement in the perception of environmental sustainability among residents.

5. Local Culture and Identity

Monitoring Indicators (Outputs):

- Number of cultural and recreational events organized.
- Number of registered visitors to cultural activities.
- Investments made in the preservation of historical and natural heritage.
- Number of territorial marketing projects implemented.

Impact Assessment Indicators

(Outcomes):

- Increase in the number of annual visitors to the municipality.
- Percentage growth in private investment in cultural and leisure activities.
- Improvement in the sense of belonging and appreciation of local identity among residents.
- Increase in the external perception of Mangualde as an attractive destination.

6. Green Infrastructure and Leisure

Monitoring Indicators (Outputs):

- Number of new parks and green spaces created or rehabilitated.
- Kilometres of nature trails or established pedestrian paths.
- Amount of leisure equipment installed in public spaces.
- Number of community environmental sustainability initiatives carried out.

Impact Assessment Indicators (Outcomes):

- Percentage increase in the use of green spaces by residents.
- Improvement in the population's well-being and mental health indicators.
- Reduction in the number of complaints related to the lack of leisure spaces.
- Increase in the perception of environmental quality in the municipality.

These indicators offer a comprehensive view to monitor implementation and assess the impact of actions in the intervention areas. They are crucial tools for adjusting strategies over time and ensuring that the objectives of the action plan are effectively achieved.

3.4 Implementation Timeline

...sequence, duration, and target dates of activities and milestones required to execute the plan.

The implementation and monitoring schedule for the intervention areas was structured based on priorities that maximise the impact of the actions and ensure coherence with the strategic objectives of the Action Plan. The areas of affordable housing, sustainable mobility and economy and innovation were highlighted as priorities in the short term due to their relevance to attract and retain population and stimulate economic development. Actions related to health and education, green infrastructure and leisure, and culture and local identity were planned for the medium term, consolidating structural and social improvements over time.



Actions are sequenced across two phases:

- Phase 1 (2026–2027):

Quick wins and catalytic investments in housing, mobility, and entrepreneurship.

- Phase 2 (2028–2030):

Consolidation and expansion of education, health and cultural infrastructure.

The implementation timeline includes annual milestones and progress reviews, allowing adaptive management.

Implementation and Monitoring Timeline

Phase 1: Short-Term (0-2 years)

Area of Intervention	Key Actions	Monitoring
1. Affordable Housing	<ul style="list-style-type: none"> • Rehabilitation of 40 houses for allocation to young families and new residents (Flagship). • Launch of financial incentives for new residents. • Establishment of public–private partnerships to co-finance rehabilitation. 	<ul style="list-style-type: none"> • Number of dwellings rehabilitated and occupied. • Rate of adherence to housing incentive schemes. • Percentage of occupancy of supported dwellings.
2. Mobility and Sustainability	<ul style="list-style-type: none"> • Development of 10 km of bike lanes (Flagship). • Introduction of eco-shuttle/green public transport on priority routes (Flagship). • Awareness-raising campaigns for sustainable mobility. 	<ul style="list-style-type: none"> • Kilometres of new cycle infrastructure delivered. • Number of users of sustainable transport services. • Population feedback on mobility improvements.
3. Economy and Innovation	<ul style="list-style-type: none"> • Creation of a tax incentive programme for sustainable companies. • Launch of the Entrepreneurship Support Hub (Flagship). • Organisation of entrepreneurship promotion events (Flagship). 	<ul style="list-style-type: none"> • Number of companies supported/attracted. • Total investment generated. • Participation levels in events and hub activities.
4. Education and Knowledge	<ul style="list-style-type: none"> • Preparation for the launch of the Digital Higher Education Pole, including agreements with national universities and infrastructure planning. 	<ul style="list-style-type: none"> • Number of institutional agreements signed. • Progress on infrastructure setup (learning centre, digital classrooms).
5. Social Cohesion and Integration	<ul style="list-style-type: none"> • Establishment of an Immigrant Welcome Centre. • Organisation of intercultural events and community activities. • Launch of language and integration support programmes. 	<ul style="list-style-type: none"> • Number of intercultural events held annually. • Number of immigrant families supported. • Participation rates in language and integration programmes.

Implementation and Monitoring Timeline

Phase 2: Medium Term (2-5 years)

Area of Intervention	Key Actions	Monitoring
4. Health and Education	<ul style="list-style-type: none"> Expansion of the local health center. Creation of 50 vacancies in technical schools. Establishment of partnerships with higher education institutions. 	<ul style="list-style-type: none"> Percentage increase in health care capacity. Number of young people enrolled in technical programs New partnerships signed.
5. Green Infrastructure and Leisure	<ul style="list-style-type: none"> Rehabilitation of two urban parks. Construction of equipped leisure spaces. Implementation of ecological trails in natural areas. 	<ul style="list-style-type: none"> Number of revitalized green spaces. Rate of use of parks and trails. Feedback from users.
6. Local Culture and Identity	<ul style="list-style-type: none"> Organization of five annual cultural events. Enhancement of historical heritage through territorial marketing campaigns. 	<ul style="list-style-type: none"> Participation rate in cultural events. Growth in the number of annual visitors. -Residents' satisfaction.

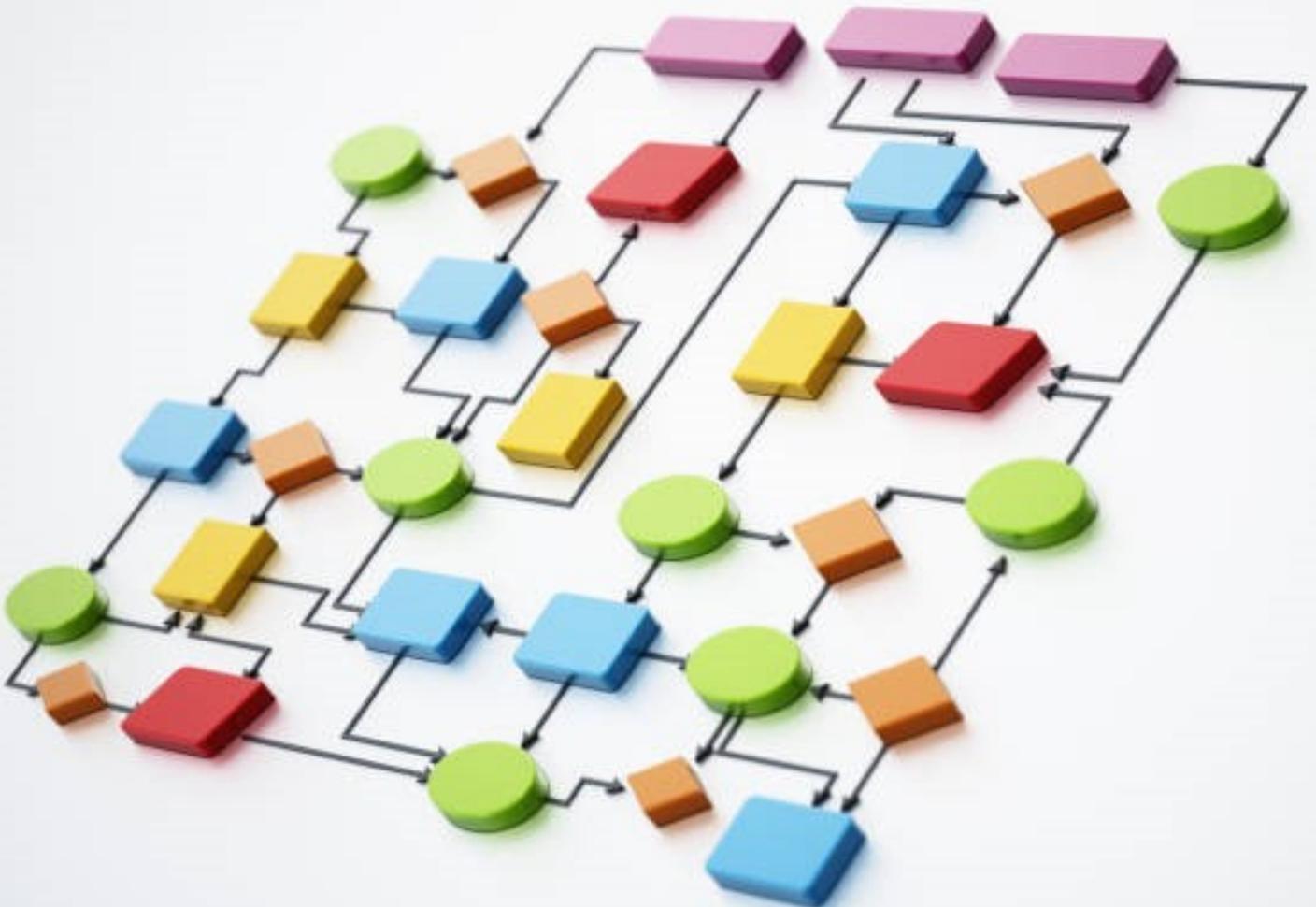
The schedule presented was designed to ensure the efficient execution and continuous monitoring of the intervention areas, respecting the priority of the needs identified for Mangualde.

The gradual implementation of the actions will allow short-term results, such as affordable housing and sustainable mobility, to create a solid basis for medium-term impacts, including the improvement of essential services, green infrastructure and the enhancement of local identity.

The success of the plan will be ensured by regular reviews of the indicators, allowing adjustments and maximizing the benefits for the population and the territory.

4

IMPLEMENTATION FRAMEWORK



4.1 Governance and Stakeholder Engagement

... Structures and processes for decision-making, accountability, and the active involvement of relevant actors.

The governance of the Action Plan will be led by the **Municipality of Mangualde**, which will act as a coordinating entity ensuring the alignment of actions with strategic objectives and integration with regional, national and European policies.

The implementation of the IAP will be coordinated by a newly created cross-departmental unit within the Municipality of Mangualde – the IAP Implementation Taskforce. This unit will include representatives from planning, finance, mobility, housing, and social services.

The URBACT Local Group (ULG) will evolve into the Local Action Steering Council, maintaining its role as the participatory platform and integrating representatives of civil society, immigrant communities, youth associations, and local businesses.

Three key structures will ensure governance continuity and inclusivity:

- Strategic Coordination Council (SCC):

Responsible for general supervision, composed of representatives of local and regional administration and strategic partners.

Includes political leadership and key institutional partners. Meets biannually.

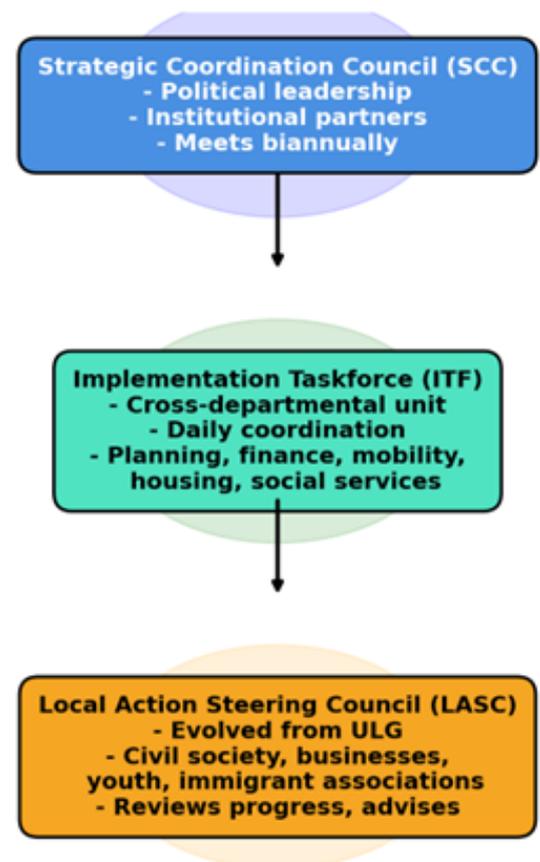
- Implementation Taskforce (ITF):

Technical body responsible for daily coordination and operational follow-up. Operational team composed of technicians specialized in project management, who ensure the technical execution of the actions.

- Local Action Steering Council (LASC): In charge of monitoring the implementation of the plan and articulating the participation of stakeholders, ensuring a participatory approach. It includes representatives of the business sector, community associations, educational institutions, environmental organizations and residents.

Ensures stakeholder co-responsibility, reviews progress and advises on strategic adjustments.

Stakeholder engagement will be continuous, with public consultations, regular meetings and feedback mechanisms to ensure that the actions implemented reflect the needs and priorities of the community.



4.2 Funding Strategy

... determines the financial requirements of an organisation or group over a length of time.

The implementation of the plan will be financed by a combination of sources, maximizing access to public and private funds:

- **European Funds:**

- o **European Regional Development Fund (ERDF):** Support for urban rehabilitation, sustainable mobility and green transition projects.

- o **European Social Fund+ (ESF+):** Financing of qualification and social inclusion actions.

- o **New European Bauhaus (NEB):** Resources for affordable housing projects and sustainable urban innovation.

- **Municipal Budget:**

- o Allocation of own resources for short-term actions and counterparts for co-financed projects.

- **Public-Private Partnerships (PPPs):**

- o Involvement of local companies and investors in initiatives such as housing rehabilitation, infrastructure construction and promotion of cultural events.

- **National and Regional Programs:**

- o **Recovery and Resilience Plan (RRP):** Support for the digitalisation and modernisation of public services.

- o **Centro 2030:** Regional funding for economic innovation and sustainability projects.

Each flagship action includes a preliminary budget and identification of potential funding sources. The overarching funding strategy combines:

- Municipal resources: Core budget allocations, prioritised annually.

- National programmes: PRR, Housing and Inclusion Strategies.

- Private and blended finance: Via PPPs, impact investment, and crowdfunding (especially in culture and innovation).

- European funds: ERDF, ESF+, NEB, Horizon Europe.

A dedicated funding advisor will support applications and ensure alignment with calls.

4.3 Risk Assessment and Mitigation Measures

... identifying potential hazards, evaluating the chances, and deciding how to prevent their impact.

The risk assessment will identify potential obstacles to the implementation of the plan, ensuring that appropriate mitigation strategies are defined.

Key risks include:

- **Financial Risks:**

Risk: Insufficient or delayed fundraising.

Mitigation: Diversification of funding sources and prioritization of actions with greater impact.

- **Operational Risks:**

Risk: Delays in execution due to administrative or technical issues.

Mitigation: Advance procurement planning and interdepartmental coordination.

- **Risks of Involvement:**

Risk: Low stakeholder buy-in or lack of community participation.

Mitigation:

Promotion of awareness campaigns and creation of accessible communication channels with regular feedback loops.

- **External Risks:**

Risk: Policy or economic shifts. Changes in national or European policies.

Mitigation: Continuous monitoring of the policy context and flexible planning and periodic adjustments to the plan as needed.

4.4 Continuous Monitoring and Reporting

... a process within a distributed system for collecting and storing state data.

Monitoring will be led by the IAP Taskforce, using a dashboard approach to track indicators, deadlines, and deliverables.

This approach will ensure regular monitoring of progress and adaptability of the plan.

- **Monitoring System:**

- o Quarterly reports on the progress of actions, assessing compliance with deadlines and objectives.

- o Digital platform for real-time monitoring, accessible to stakeholders.

- **Reporting Strategy:**

- o **Annual Reports:** Detailed documentation of the plan's progress, including results analysis and risk review.

- o **Public Reports:** Public dashboard with indicators on housing, youth retention, economic diversification, and participation. Annual Report, including an executive summary for public dissemination.

- **Periodic Reviews:**

- o Biannual strategic assessments by the SCC and LASC.

- o Inclusion of feedback from residents and stakeholders to improve implementation and align with expectations.

- An **external evaluation** will be commissioned mid-way (2027) and at the end of the implementation cycle (2030).

This implementation framework integrates effective governance, diversified financing, risk management, and ongoing monitoring to ensure that the Mangualde Action Plan is successfully carried out. The participatory approach ensures alignment between actions and community priorities, while regular evaluation and reporting provide the transparency needed to strengthen stakeholder trust.

4.5 Strategic Communication and Mobilisation

...process of planning, creating, and delivering targeted messages to specific audiences

A strategic communication plan will be launched (Chapter 5.) under the slogan

"Mangualde: Life as it should be".

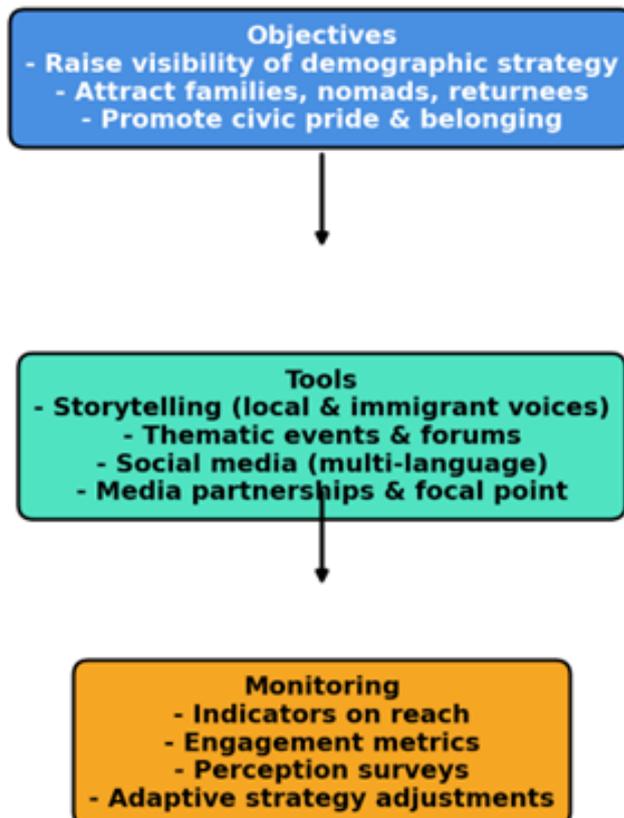
Objectives include:

- Raising visibility of Mangualde's demographic strategy.
- Attracting young families, digital nomads, and returnees.
- Promoting civic pride and inclusive belonging.

Tools will include:

- Storytelling campaigns featuring local and immigrant residents.
- Thematic events and open forums.
- Social media campaigns and content in multiple languages.
- Regular media partnerships and a dedicated communication focal point within the Municipality.

Indicators on reach, engagement and perception will be monitored and used to adjust strategy.



5

COMMUNICATION STRATEGY



5.1 Communication Strategy and Place Branding

... outlines how an organization or individual will communicate with its target audience.

Communication plays a pivotal role in mobilising stakeholders, strengthening territorial identity, and enhancing the visibility and legitimacy of urban transformation. Within the scope of Mangualde's Integrated Action Plan (IAP), this strategy is conceived not merely as a support function but as a transformative and strategic lever, structured around emotional narratives, place marketing principles, and inclusive engagement.

Anchored in the slogan "Mangualde: Life as it should be", the communication strategy adopts a territorial and emotional marketing approach, aiming to reinforce the municipality's image as a welcoming, resilient, and forward-looking place to live. The aim is to shift perceptions—both internally and externally—by creating a coherent and inspiring narrative that resonates with residents, newcomers, returnees, and potential investors.

5.2 Objectives of the Communication Strategy

... the foundation of clear, effective messaging.

- To consolidate Mangualde's **identity** as an inclusive and future-oriented municipality.
- To ensure transparency and **public visibility** of the IAP and its flagship actions.
- To foster civic pride and encourage **co-responsibility** among local actors.
- To **attract new residents**, particularly families and young talent, through targeted digital outreach.
- To create continuous, **multilingual communication** channels that are inclusive, participatory, and accessible.

5.3 Strategic Axes and Communication Tools

... models and methods as tools in this process to accompany communication on the way to the goal.

The strategy is built on three complementary axes, integrating conventional and digital tools, and adapted to multiple audiences.

5.3.1 Storytelling and Participatory Place Branding

Authentic, people-centred stories will serve as the backbone of the communication plan. narratives will highlight real experiences—immigrant families who settled successfully, local entrepreneurs, young people returning or staying in Mangualde—and will be disseminated through short videos, social media campaigns, podcast series, and local media partnerships.

Key flagship actions linked:

- Action 6.4 – Mangualde Multicultural Programme
- Action 2.2 – Entrepreneurship Support Hub
- Action 3.2 – Digital Higher Education Pole

5.3.2 Visual Identity and Graphic Consistency

A dedicated visual identity will be created for the IAP, aligned with the slogan “Mangualde: life as it should be”. This identity will serve as a unifying visual framework for all initiatives under the plan.

It will include:

- A logo or seal representing the plan;
- A brand manual with graphic guidelines;
- Templates for posters, social media posts, presentations;
- A defined colour palette and typographic style;
- The use of this identity will be mandatory across all communication materials.

5.3.3 Internal Communication and Local Network Engagement

Internal sessions with municipal staff to present the plan and its key actions;
Creation of a reference group involving representatives from key local institutions;
Regular communication via email, briefings, and internal presentations;
Engagement of the Local Action Group (ULA) as a territorial communication facilitator.

5.3.4 Communication with the Local Population

Use of local media channels: press, radio, and official social media;
Continuous dissemination of the plan and its progress;
Public sessions, participatory forums, guided visits, and listening exercises;
Highlighting local stories that showcase the benefits of the plan.

5.3.5 Communication to Attract New Residents

A digital campaign featuring real-life testimonials and visuals of the territory;
Production of inspiring videos and visual content for social platforms;
Promotion through municipal networks, diaspora communities, and platforms aimed at digital nomads;
Creation of National and International Ambassadors for Mangualde to personify the territory and strengthen outreach.

5.4 Communication Channels and Tools

- ... The municipal website (with a dedicated section for the plan);
The municipality's official social media channels;
- Institutional newsletter;
Local and regional media outlets;
Public events and physical materials (posters, brochures).

5.5 Timeline and Phases

- ... Launch phase: institutional campaign and public presentation;
Implementation phase: continuous communication of actions and results;
- Closure phase: final report, summary video, and closing event.

5.6 Communication Protocol Handbook

- ... **8.1 Minimum requirements for all actions:**
 - Mandatory inclusion of the slogan “**Mangualde: life as it should be**”;
 - Publication on the municipal website and social media;
 - Internal notification to the institutional stakeholder group;
 - Photo and/or video documentation.
 - Coverage in the municipal newsletter or bulletin.
- 8.2 Specific requirements for flagship actions:**
 - Advance communication planning with technical support;
 - Production of distinctive communication materials (e.g. video, professional photography);
 - Coverage in regional and national media;
 - Public events featuring the plan's ambassadors;
 - Monitoring of communication impact (reach, engagement, visibility).

5.7 Monitoring and Evaluation Indicators

-
 - Engagement rates
 - Participation in public events
 - Resident perception surveys
 - Media reach

A mid-term communication review (by 2027) will inform strategic adjustments.

6

Strategic Alignment Evaluation Framework



6.1 Strategic Alignment and Evaluation Framework

.... The Integrated Action Plan (IAP) of Mangualde is conceived as a living instrument, built on strong alignment with regional, national and European policy agendas, and supported by tools that ensure its effective prioritisation, monitoring and adaptability. This chapter outlines the mechanisms through which the plan ensures multi-level coherence, operational complementarity and long-term sustainability.

It begins by presenting the articulation of the IAP with existing strategic frameworks at different governance levels, followed by the identification of synergies with municipal policies and programmes. The chapter also introduces two technical instruments designed to strengthen decision-making and accountability: the prioritisation matrix, which provides a transparent methodology for action selection, and the monitoring dashboard, which enables continuous follow-up and evidence-based evaluation.

Finally, it sets out a forward-looking perspective through a future outlook and learning plan, highlighting the role of mid-term reviews and participation in European knowledge-sharing platforms such as URBACT. Together, these components reinforce the IAP as a robust, adaptive and strategically integrated framework, capable of guiding Mangualde's demographic and territorial transformation with transparency, inclusiveness and resilience.

6.2 Alignment with Regional, National and European Strategies

... t. The Mangualde IAP is intentionally designed to align with multi-level policy frameworks to ensure strategic coherence, funding eligibility, and policy relevance. The table below summarises the alignment between the flagship actions and key strategies:

Thematic Area	Emblematic Action	Strategic Alignment	Policy Objective Orientation
Housing	Action 1.1 Rehabilitation of 40 homes	National Strategy for Housing; RRP	Accessibility, Energy Efficiency, Urban Regeneration, Retention of Families and Young People
Economy	Action 2.2 Entrepreneurship HUB	RIS3 Center; ESF+; RRP	Economic Diversification; SME support; Green and Digital Entrepreneurship; Youth Employment
Education	Action 3.2 Digital Pole of Higher Education	PT2030; Digital Education Plan; National Skills Strategy	Higher Education; Digital literacy and skills; Youth and talent retention
Mobility	Action 5.3 Sustainable Mobility Ring	European Green Deal; New European Bauhaus; Centro 2030;	Green Infrastructure; Low Carbon Transition; Territorial cohesion
Culture & Social Cohesion	Action 6.4 Multicultural Program	European Urban Agenda; European Social Fund; Fund for Integration, Migration and Asylum	Social Inclusion, Intercultural Dialogue; integration of immigrants; Community cohesion; Youth synergies and entrepreneurship programs

This vertical coherence maximises the plan's funding potential and guarantees its integration within the broader Portuguese and European strategic architecture.

A comprehensive overview of local, national and European political and strategic instruments is presented, providing guidance for the full set of IAP actions and serving as a framework for the Mangualde Action Plan, with the aim of reinforcing its overall effectiveness.

In this context, the systematic identification of, and alignment with, the most relevant national and regional plans and policies is considered essential.

Regional Plans and Strategies (Central Region)

1. Central Regional Operational Program

This program aims at the regional development of the Central Region, promoting economic and social cohesion, competitiveness and sustainability. Support for housing, social inclusion and economic innovation projects within the 2020/2030 Centre is essential for the development of Mangualde in priority areas such as affordable housing, economic diversification and job creation.

2. Regional Strategy for Smart Specialization of the Center (RIS3)

RIS3 identifies areas of expertise in the Central Region, including health, green technologies, and creative industries. This strategy guides the development of strategic sectors for Mangualde, promoting innovation and regional competitiveness through investments in diversified and higher value-added sectors.

3. Regional Spatial Planning Plan for the Central Region (PROT-C)

PROT-C establishes guidelines for the use and organization of the territory, with a focus on balanced urban development and mobility and accessibility solutions. This plan is relevant to Mangualde, especially in the management of urban space and in the promotion of a sustainable mobility structure that meets the needs of residents.

4. Integrated Strategy for the Interior

This regional plan, in conjunction with the PNCT, aims to support the development of the inland areas of Portugal, including support for the creation of housing and urban infrastructure that makes these regions more attractive to residents and investors. His approach to combating depopulation and valuing local economies complements Mangualde's efforts to revitalize the city.

National Plans and Strategies

1. National Strategy for Housing (ENH)

This plan aims to ensure access to adequate and affordable housing for all citizens. It addresses urban rehabilitation, the provision of public and affordable housing, and supporting housing solutions for young people and families, aligning with Mangualde's goal of expanding the supply of affordable housing.

2. National Plan for Territorial Cohesion (NTCP)

The PNCT promotes cohesion and balanced development of all regions of the country, with a special focus on inland regions. It aims to attract investments, create job opportunities and improve the quality of life in less populated areas, such as Mangualde, which seeks to combat depopulation and attract new inhabitants.

3. National Strategy for the Promotion of Employment and Qualification

Focused on the creation of qualified jobs and the strengthening of vocational training, this strategy encourages high value-added sectors, which are fundamental for the development of a diversified economic fabric in Mangualde. It also includes actions to tackle job insecurity and attract investments that promote sustainable employment.

4. Recovery and Resilience Plan (RRP)

The RRP, aligned with the European Union, directs investments to areas such as housing, sustainability, digitalization and health. This plan includes initiatives for the development of comprehensive health services, the creation of green jobs, and the implementation of sustainable housing solutions, all elements that complement the objectives of the Mangualde plan.

5. Urban Agenda for Sustainability in Portugal

Focused on the sustainable development of cities, this national agenda promotes the creation of inclusive, sustainable and resilient urban spaces, aligning with Mangualde's goal of offering quality of life and strengthening the city's attractiveness as a place of residence and investment.

Europe-wide plans and strategies

Also, for the Mangualde action plan to be effective and aligned with the objectives of the European Union, it is essential that it is articulated with community strategies and policies that promote sustainability, social inclusion, innovation and territorial cohesion. Below are the main plans and strategies at European level that relate directly to the topics covered.

These European plans and strategies provide a solid foundation of financial and technical support for the Mangualde action plan, allowing the municipality to articulate its initiatives with the objectives of the European Union. With this integration, Mangualde will be well positioned to attract community funding and implement sustainable urban development practices, social inclusion and promotion of a diverse, sustainable and adaptable economic environment to future changes.

1. Urban Agenda for the European Union

The European Urban Agenda is a joint initiative between the European Commission, Member States and local authorities, which sets out a framework for collaborative action for sustainable and inclusive urban development. The agenda seeks to address common challenges in areas such as affordable housing, social inclusion and urban innovation, which are essential to Mangualde's strategy to become an attractive and welcoming city. This alignment also strengthens support for urban mobility and green transition policies.

2. European Green Deal

The European Green Deal is the European Union's strategic plan to achieve carbon neutrality by 2050. Its priorities include promoting energy efficiency, building sustainable housing, and creating green jobs, all of which correspond to Mangualde's goals. Aligning with the Green Deal allows Mangualde to seek support and funding for green transition initiatives, such as the energy rehabilitation of buildings and economic diversification based on sustainable technologies.

3. New European Bauhaus (NEB)

The New European Bauhaus is an initiative that combines sustainability, aesthetics and inclusion, promoting the creation of more accessible, inspiring and ecological urban spaces. NEB values the integration of culture and design in cities, encouraging the creation of innovative and community-based housing solutions.

This focus is particularly relevant for Mangualde, as it supports the revitalization of urban areas and the creation of affordable and sustainable housing that promotes social inclusion.

4. Circular Economy Action Plan

The European Union's Circular Economy Action Plan promotes the transition to a sustainable and low-waste economic model. This plan prioritizes resource efficiency and material savings in sectors such as construction and housing, focus areas for Mangualde. The implementation of circular economy practices in Mangualde, such as the promotion of sustainable buildings and the reduction of urban waste, supports sustainable economic development and job creation in new sectors, in line with the goals of the European plan.

5. European Social Fund+ (ESF+)

The ESF+ is the European Union's main financial instrument to promote social inclusion, job creation and poverty reduction. This fund is especially relevant for Mangualde, as it supports the qualification of the workforce and the promotion of qualified jobs, essential for attracting and retaining inhabitants. In addition, the ESF+ offers direct support for the inclusion of vulnerable groups and the implementation of capacity building programmes, aligning with the objective of creating a more inclusive community.

6. European Union Cohesion Policy

The European Union's Cohesion Policy aims to reduce disparities between regions by promoting the economic and social development of less favoured areas. Through the European Regional Development Fund (ERDF) and the Cohesion Fund, Mangualde can raise funds for investments in urban infrastructure, affordable housing and improvements in public services. Cohesion Policy also supports initiatives that promote territorial cohesion and economic integration, aligning with Mangualde's efforts to become an attractive and sustainable regional centre.

7. European Strategy for Rural and Inland Areas

This strategy aims to revitalise and attract people to rural and less populated areas of the European Union, promoting the creation of infrastructure, services and economic opportunities. For Mangualde, this strategy offers guidelines and support to reduce depopulation and create conditions that encourage the development of a diversified and innovative economic fabric. Through this articulation, Mangualde can promote a high quality of life, attracting young people, families and investors.

6.3 Policy Synergies and Complementarity

.... The Integrated Action Plan (IAP) of Mungalde is conceived not as an isolated instrument, but as a framework that complements and strengthens existing municipal strategies. Its coherence with the **Municipal Master Plan (PDM)** ensures alignment in terms of land use planning, urban regeneration and mobility design, reinforcing spatial integration and the efficient management of resources.

Equally, the IAP establishes a close articulation with the **Education and Social Inclusion Strategy**, through the adoption of shared indicators and the development of joint projects. This synergy fosters continuity in the promotion of equity, learning opportunities, and social cohesion across the territory.

Finally, the IAP integrates objectives of the **Local Climate Adaptation Plan**, particularly by linking climate resilience and sustainability measures to flagship actions such as **Action 1.1 (Rehabilitation of Homes)** and **Action 5.3 (Sustainable Mobility Loop)**.

This alignment guarantees that housing rehabilitation and mobility investments also contribute to broader environmental goals, reinforcing Mungalde's capacity to adapt to climate change while promoting inclusive urban development.

6.4 Prioritisation Matrix (Annex II)

... a ...

The Integrated Action Plan incorporates a **prioritisation matrix** as a methodological tool to assess the relevance and viability of all proposed actions.

This matrix evaluates each intervention according to three fundamental dimensions: **impact potential** (classified as high, medium, or low), **feasibility** (considering political, technical, and financial conditions), and **urgency combined with alignment** to citizen needs.

The application of these criteria provided a systematic basis for comparison and enabled a transparent decision-making process. To ensure legitimacy and inclusiveness, the scoring exercise was conducted during a **multi-stakeholder participatory workshop** held in July 2025, which gathered representatives from municipal departments, civil society organisations, economic actors, and community groups.

The outcomes of this process confirmed the strategic pertinence of a reduced set of **five flagship actions**, which were identified as having both the highest transformative potential and the strongest feasibility for implementation. These actions form the backbone of the IAP, concentrating resources on catalytic initiatives capable of generating visible and lasting impact for Mangualde.

Thematic Area	Indicator	Base Value (2024)	Target (2030)	Current State (2025)	State of development
Housing	No. of Hab. Rehabilitated	0	40	4	Ongoing
Economy	No. of new businesses supported	0	30	6	Ongoing
Education	No. of students in higher education	0	100	10	Early Phase
Mobility	Km of cycle paths	0	10	2	Early Phase
Culture	No. of Multicultural Events	2	10	3	Ongoing

6.5 Monitoring Dashboard Template (Annex III)

The Integrated Action Plan establishes a **Monitoring Dashboard** as a central instrument for follow-up and evaluation. This tool will consolidate the main indicators of the plan, ensuring both technical accuracy and public transparency.

The dashboard will present **baseline values** from 2025, updated annually, serving as reference points to measure progress. It will integrate **SMART indicators** (Specific, Measurable, Achievable, Relevant and Time-bound) across all thematic areas of the IAP, allowing precise tracking of outputs and outcomes.

To ensure inclusiveness and equity, data will be **disaggregated by gender, age, and origin** whenever applicable. This approach will make it possible to assess differentiated impacts and to support evidence-based policy adjustments.

In terms of usability, the dashboard will adopt a **colour-coded status system**: green for actions on track, yellow for those delayed, and red for those considered critical.

A **public portal** with quarterly updates will guarantee accessibility to all stakeholders, reinforcing accountability and citizen engagement in the implementation of the plan.

Action	Impact (1-5)	Feasibility (1-5)	Urgency (1-5)	Total Result	Priority Level
Action 1.1 – Rehabilitation of 40 dwellings	5	4	5	14	Discharge
Action 2.2 – Entrepreneurship HUB	4	5	4	13	Discharge
Action 3.2 – Digital hub for higher education	4	3	3	10	Average
Action 5.3 – Sustainable Mobility Ring	5	3	4	12	Discharge
Action 6.4 – Multicultural Programme	3	5	5	13	Discharge

6.6 Future Outlook and Learning Plan

The Integrated Action Plan foresees a **mid-term review in 2027**, designed to ensure the adaptability and responsiveness of the strategy.

This review will enable the **adjustment of actions to evolving needs**, the **updating of baselines and targets**, and the **reassessment of stakeholder engagement** models, guaranteeing that the governance framework remains inclusive and effective throughout the implementation cycle.

In addition, the IAP will contribute actively to **URBACT capitalisation activities**, sharing experiences and lessons learned through thematic publications, peer-learning exercises, and city-to-city exchanges. In this way, Mangualde will not only benefit from the collective knowledge of the network but will also reinforce its position as a proactive contributor to European urban innovation.

This concluding perspective reaffirms the municipality's **commitment to a transparent, participatory, and adaptive implementation process**, firmly rooted in the principles of strategic urban planning and aligned with the values of European cooperation.

7

ANNEXES TO THE MANGUALDE IAP



6.1 Strategic Testing Action Report Phase 1 and Phase 2

The annex on Testing Actions compiles the results of two pilot initiatives carried out in 2024–2025 with the participation of schools, young people, families, and immigrant communities.

These reports illustrate how the URBACT Local Group (ULG) translated the integrated approach into practical experimentation, generating valuable evidence for the diagnosis and design of the IAP.

The insights collected—ranging from youth aspirations to immigrant integration needs—formed a critical knowledge base, ensuring that the plan’s priorities are rooted in real experiences and challenges identified by the community.

Testing Action #1 – Activity Report

Report on the Implementation and Analysis of Surveys

1. Introduction

This report outlines the development, implementation, and findings of the surveys conducted by the URBACT Local Group (ULG) in Mangualde as part of the "Residents of the Future" network.

The surveys were designed to assess the perceptions of young residents regarding their educational experiences, social integration, and overall perception of the city, with the broader objective of identifying strategies to attract and retain residents in Mangualde.

The initiative was carried out between **June and October 2024**, covering different age groups to ensure a comprehensive understanding of the needs and challenges faced by the younger population.

2. Preparation Phase

2.1 Composition of the URBACT Local Group (ULG)

The URBACT Local Group in Mangualde is composed of representatives from various sectors, including:

- Municipal representatives (education and social affairs departments)
- Local schools and educational institutions
- Community organisations
- Parents' associations
- Young residents and student representatives
- Local businesses and cultural institutions

The collaborative approach ensured a multi-stakeholder perspective in designing the surveys and interpreting the results.

2.2 Development of the Surveys

The survey methodology was designed to capture the experiences of different age groups.

Middle school and Secondary school level surveys were accessible and carried out on paper and online.

The questionnaires were adapted accordingly:

- **Primary School (1st Cycle)** – Focused on social integration and initial experiences in school.
- **Middle School (2nd and 3rd Cycles)** – Assessed integration, challenges, and perspectives on living in Mangualde.
- **Secondary School (10th to 12th Grade)** – Addressed aspirations, mobility intentions, and perceptions of opportunities in the city.

Key thematic areas covered included:

- Social integration and sense of belonging
- Quality of education and extracurricular activities
- Perception of Mangualde as a place to live
- Challenges and areas for improvement

3. Implementation Period (June – October 2024)

The surveys were conducted in collaboration with schools and educational institutions. A total of **130 responses** were collected:

- **40 responses** from 1st Cycle students
- **58 responses** from 2nd and 3rd Cycle students
- **32 responses** from 10th to 12th Grade students

The data collection process ensured anonymity and inclusivity, capturing a diverse set of perspectives from students of different nationalities and backgrounds.

4. Analysis of Survey Results

4.1 Origin of Respondents

A significant proportion of respondents were from migrant backgrounds:

- **66.2%** were of Brazilian origin.
- **30.8%** came from countries such as Switzerland, Angola, the United Kingdom, and Argentina.

4.2 Age Distribution

- **1st Cycle:** 52.5% of students were aged 6-8, and 47.5% were aged 9+.
- **2nd and 3rd Cycles:** The majority (76%) were between 10-13 years old.
- **10th to 12th Grade:** 75% were aged 16-17, with a smaller proportion (3.1%) aged 18.

4.3 Social Integration and Sense of Belonging

Do students enjoy their classes?

- **84.5%** of 2nd and 3rd Cycle students and **70%** of secondary students considered their classroom environment to be welcoming.

Ease of Making Friends and Feeling Welcomed

- **88%** of 1st Cycle students found it easy to make friends.
- **91.4%** of 2nd and 3rd Cycle students felt welcomed.
- **65.6%** of secondary school students felt they had sufficient support within school but indicated a lack of support **outside** the school environment (34%).

4.4 Perception of Mangualde as a Place to Live

Is Mangualde a good place to live?

- **98.3%** of 2nd and 3rd Cycle students believed so.
- **81.3%** of secondary students acknowledged cultural opportunities in the city.

Do students feel Mangualde is their home?

- **70%** of 1st Cycle students felt integrated, while 25% reported difficulties.
- **74.1%** of 2nd and 3rd Cycle students considered Mangualde their home.
- Among secondary students, this percentage dropped to **65.6%**, reflecting aspirations to explore opportunities in other cities.

4.5 Challenges Identified

The surveys highlighted several barriers to full integration:

- **Portuguese language proficiency** – A key challenge for **50%** of 1st Cycle migrant students.
- **Lack of extracurricular activities** – Noted by **40%** of 2nd and 3rd Cycle students and **50%** of secondary students.
- **Cultural adaptation difficulties** – Reported by **20%** of 1st Cycle respondents.

4.6 Suggestions for Improvement

Students provided several recommendations to enhance their experience in Mangualde:

- **Multicultural activities** – Requested by **50%** of 2nd and 3rd Cycle students to promote inclusion.
- **Infrastructure improvements** – Suggested by **25%** of secondary students, with a focus on better classroom facilities and increased use of technology in education.
- **Psychological support services** – Highlighted by **15%** of students as an area requiring improvement to enhance emotional well-being.

5. Key Learnings and Conclusions

The survey results offer critical insights into the experiences of young residents in Mangualde:

1. **Mangualde is perceived as a welcoming city**, particularly among younger students, yet there are concerns about long-term retention, particularly among secondary school students.
2. **Language and cultural barriers remain significant** for younger migrants, reinforcing the need for targeted language support and integration initiatives.
3. **Extracurricular opportunities are lacking**, with students calling for more diverse activities, including cultural, technological, and recreational options.
4. **Psychological support and well-being require further attention**, particularly for older students who may face challenges beyond the school setting.

Recommendations for Future Actions

- **Strengthen language support programmes** for young migrants to ease their transition into the educational system.
- **Enhance extracurricular offerings**, particularly in areas such as sports, arts, and digital skills.
- **Invest in community-led multicultural initiatives** to foster greater integration among students from diverse backgrounds.
- **Expand psychological and emotional support services** to provide better assistance to students dealing with adaptation challenges.

By addressing these areas, Mangualde can improve its attractiveness and retention rates among younger generations, contributing to a more inclusive and dynamic community.

End note :

Due to compliance with the legislation and regulations in force regarding the GDPR, all activities were conducted with full respect for the anonymity of respondents, whether the surveys were carried out on paper or online. For the same reasons and within the same framework, this report does not include documentary photographs of the sessions or their participants.

Mangualde, 2024-11-28
José António Lopes
ULG coordinator

Testing Action #1 – Activity Report – Phase 2

Qualitative Analysis of the Immigrant Community Questionnaire

1. Recurring Themes

a) Employment as a central axis

- - "Employment" appears as the main factor of permanence and integration.
- - The majority of respondents associate better job opportunities with a more dignified life and the decision to settle permanently in Mangualde.

b) Affordable housing

- - Many refer to rising rents and the difficulty in buying a house as obstacles to stability.
- - Proposals include "facilitation in the purchase of a house" and "limit on rents".

(c) Transport

- - The scarcity of transport on weekends and the difficulty of moving between parishes were mentioned repeatedly.
- - Example: "... Buses on Saturdays were supposed to work, as many workers leave their homes to work."

d) Integration and reception

- - Although many people feel welcomed ("hospitable community"), others report social distance.
- - Suggestions include the creation of "support offices in the city hall" and more "multicultural events".

2. Difficulties identified

- - Lack of employment (especially qualified).
- - Slow bureaucratic processes, namely with the residence permit (CPLP).
- - Difficulties in cultural adaptation and social integration.

-
- - Prejudices and lack of awareness of the local population.

3. Expectations and Proposals

- Increase social and psychological support for immigrants.
- Invest in awareness-raising actions in schools for respect for diversity.
- Improve access to essential services (health, education, transportation).
- Create professional training projects aimed at the immigrant community.

4. Conclusions and Recommendations

- There is a positive reception base, but there are structural barriers that hinder full integration.
- The bet on employment, affordable housing, transport and inclusion can fix the immigrant population.

Recommendations:

Create an Immigrant Support Office with administrative and social responses.

Promote campaigns to value cultural diversity.

Stimulate the involvement of the immigrant community in local participatory processes.

Mangualde, May 2025

José António Lopes
ULG coordinator

7.2 Action Sheets and Monitoring Tools

This annex consolidates the fiches of the five flagship actions and the monitoring instruments that will guide implementation.

The structured format adopted—covering objectives, activities, responsible actors, resources, risks, outputs and outcomes—enhances transparency and supports accountability.

Together with the monitoring dashboard, these fiches provide a practical toolset for governance and evaluation, ensuring that the Integrated Action Plan remains operational, measurable, and adaptable throughout its life cycle.

Mangualde IAP - Integrated Action Sheets –

Highlighted : Flagship Actions

Thematic Area 1 – Affordable Housing

- **Action 1.1 – Rehabilitation of 40 homes for young people and families**
- Action 1.2 – Incentive and monitoring program for the rehabilitation of buildings
- Action 1.3 – Rental support program with a focus on young people and families at the beginning of life
- Action 1.4 – Review of municipal instruments for encouraging and regulating the housing market

Thematic Area 2 – Economy and Innovation

- Action 2.1 – Tax incentive program for sustainable companies
- **Action 2.2 – Program to support entrepreneurship and the creation of new businesses**
- Action 2.3 – Organisation of events to promote entrepreneurship
- Action 2.4 – Creation of the 'Ambassadors of Mangualde' program
- Action 2.5 – Digital platform for promoting local opportunities and resources

Thematic Area 3 – Family and Education

- Action 3.1 – Expansion of the technical and professional training offer
- **Action 3.2 – Establishment of a digital hub for higher education**
- Action 3.3 – Enhancing attractiveness for young people and families
- Action 3.4 – Development of the 'STEM Academy'
- Action 3.5 – Creation of a Remote Work Hub
- Action 3.6 – Strategy to attract digital nomads

Thematic Area 4 – Health

- Action 4.1 – Proximity health services strategy
- Action 4.2 – Strengthening local health services

Thematic Area 5 – Mobility and Sustainability

- Action 5.1 – Rehabilitation of urban public space
- Action 5.2 – Requalification and expansion of urban parks and green spaces
- **Action 5.3 – Sustainable Mobility Loop**
- Action 5.4 – Promotion of the use of natural and urban spaces through digital roadmaps
- Action 5.5 – Awareness campaigns for sustainable mobility

Thematic Area 6 – Culture and Local Identity

- Action 6.1 – Organization of annual cultural events
- Action 6.2 – Enhancement of historical and natural heritage
- Action 6.3 – Territorial marketing campaigns
- **Action 6.4 – 'Mangualde Multicultural' Project**
- Action 6.5 – Cultural and community integration programs

Action 1.1 – Rehabilitation of 40 Homes for Families and Young People

Thematic Area 1 – Affordable Housing | Priority : High | Implementation phase : 1

Flagship Action

Objective

To increase the supply of affordable housing through the rehabilitation of vacant or underused housing stock, prioritising access for young people and families.

Strategic Justification

Housing scarcity is a critical barrier to demographic retention in Mangualde. The rehabilitation of existing municipal and private housing can provide immediate solutions while revitalising urban space.

Main Activities

1. Identification and technical audit of eligible housing units.
2. Launch of public-private rehabilitation program.
3. Partnership with IHRU and local builders.
4. Definition of allocation criteria and beneficiary selection.
5. Promotion of cohabitation models (e.g. youth/senior).

Key Stakeholders

Municipality of Mangualde, IHRU, local construction companies, social housing cooperatives.

Implementation Timeline

2025–2027: rehabilitation phase | 2027–2028: allocation and monitoring

Required Resources

Human:

- 5 municipal technicians + - Local contractors

Material:

- Sustainable materials
- Existing public housing stock

Estimated Budget

€2,000,000

Funding Sources

PRR, ERDF, National Housing Fund, Municipal Budget

Risk Analysis

- Delays in works → Pre-approved contractor list
- Cost overruns → Fixed-price contracts
- Low uptake → Communication campaign

Expected Outputs

- 40 homes rehabilitated
- 100% allocated to young families
- Local jobs generated during rehabilitation

Expected Outcomes

- Increased youth/family retention
- Activation of dormant housing assets
- Urban regeneration of degraded zones

Monitoring Indicators

- Homes completed: 40
- Occupancy rate: 100%
- Beneficiary age profile
- Cost per unit delivered

Action 1.2 – Incentive and Monitoring Program for Buildings’ Rehabilitation

Thematic Area 1 – Affordable Housing | Priority : Moderate | Implementation phase : 2

Objective

Encourage the rehabilitation of private buildings through financial incentives and continuous monitoring, ensuring compliance with quality and sustainability standards.

Strategic Justification

A significant part of Mangualde’s housing stock remains underused or degraded. Supporting private owners to rehabilitate properties will expand the affordable housing supply and improve urban liveability.

Main Activities

1. Launch of incentive scheme (grants/loans for rehabilitation).
2. Technical support and simplified licensing.
3. Creation of a monitoring system to ensure sustainability and safety standards.
4. Annual evaluation and reporting of progress.

Key Stakeholders

Municipality, IHRU, property owners, construction sector, financial institutions.

Implementation Timeline

2025–2028: Incentive scheme implementation and monitoring cycles.

Required Resources

Human: 3 municipal technicians, 2 construction supervisors.

Material: IT platform for applications and monitoring.

Estimated Budget

€1,200,000

Funding Sources

PRR, ERDF, National Housing Fund, Municipal Budget

Risk Analysis

- Low uptake by owners → Awareness campaign.
- Quality issues in rehabilitation → On-site monitoring.

Expected Outputs

- 50 buildings rehabilitated
- 200 families supported

Expected Outcomes

- Improved urban quality
- Expansion of affordable housing stock

Monitoring Indicators

- N.º of buildings rehabilitated
- Compliance rate with sustainability standards

Action 1.3 – Rental Support Program for Young People and Families

Thematic Area 1 – Affordable Housing | Priority : Moderate | Implementation phase : 2

Objective

Support young residents and families at the beginning of life through targeted rental subsidies.

Strategic Justification

High rents constitute a barrier to the settlement of young people and low-income families. Rental support ensures stability and increases the attractiveness of Mangualde as a place to live.

Main Activities

1. Design of rental support criteria.
2. Creation of a municipal fund for subsidies.
3. Annual application cycles and allocation.
4. Monitoring of beneficiaries' socio-economic trajectories.

Key Stakeholders

Municipality, social services, youth associations, real estate market actors.

Implementation Timeline

2025–2030: Annual allocation of rental subsidies.

Required Resources

Human: 2 social service officers, 1 financial manager.
Material: Management platform.

Estimated Budget

€600,000

Funding Sources

Municipal Budget, ESF+, Social Inclusion Programs

Risk Analysis

- Misuse of subsidies → Strong eligibility and control mechanisms.

Expected Outputs

- 150 young people/families supported

Expected Outcomes

- Improved retention of young families
- Reduction of precarious housing situations

Monitoring Indicators

- N.º of beneficiaries/year
- Retention rate in Mangualde after 3 years

Action 1.4 – Review of Municipal Instruments for Encouraging and Regulating the Housing Market

Thematic Area 1 – Affordable Housing | Priority : Moderate | Implementation phase : 2

Objective

Adapt municipal policies and regulatory tools to better encourage rehabilitation, affordable housing, and balanced growth of the local housing market.

Strategic Justification

The current housing regulation framework does not fully address affordability and accessibility challenges. Reviewing municipal instruments is crucial for coherence and effectiveness.

Main Activities

1. Review of municipal fees and taxes related to housing.
2. Update of local regulations to stimulate rehabilitation and affordable rental supply.
3. Establishment of public-private protocols for housing projects.
4. Integration with national housing programs.

Key Stakeholders

Municipality, IHRU, CCDR-C, private developers.

Implementation Timeline

2025–2026: Regulatory review.

2027–2030: Implementation and monitoring.

Required Resources

Human: 2 urban planners, 1 legal advisor.

Estimated Budget

€150,000

Funding Sources

Municipal Budget, Technical Assistance Funds.

Risk Analysis

- Political resistance → Stakeholder involvement early in process.

Expected Outputs

- New regulation package approved

Expected Outcomes

- Increased rehabilitation permits
- Stabilisation of rental prices

Monitoring Indicators

- N.º of regulatory changes enacted

Action 2.1 – Tax Incentive Program for Sustainable Companies

Thematic Area 2 – Economy and Innovation | Priority : Moderate | Implementation phase : 2

Objective

Attract and support companies in strategic sustainable sectors through fiscal incentives.

Strategic Justification

Economic diversification requires creating a favourable fiscal environment for companies working in green technologies, digital innovation, and low-carbon industries.

Main Activities

1. Establish tax benefits for sustainable businesses.
2. Dissemination of program at regional/national level.
3. Monitoring of companies benefiting from incentives.
4. Annual impact report.

Key Stakeholders

Municipality, AIRV, IEPF, Ministry of Finance, private companies.

Implementation Timeline

2025–2028: Roll-out of tax incentive scheme.

Required Resources

Human: 2 fiscal experts, 1 economic development officer.

Estimated Budget

€700,000 (foregone revenue and support mechanisms).

Funding Sources

Municipal Budget, Portugal 2030 innovation support.

Risk Analysis

- Low attractiveness → Adjust criteria and promotion strategy.

Expected Outputs

- 15 companies supported

Expected Outcomes

- Growth of local green/digital economy
- Job creation in high-value sectors

Monitoring Indicators

- N.º of companies supported
- Jobs created
- Sectoral diversity index

Action 2.2 Program to Support Entrepreneurship and the Creation of New Businesses

Thematic Area 2 – Economy and Innovation | Priority : High | Implementation phase : 1

Flagship Action

Objective

To stimulate local economic dynamism by supporting the creation of new businesses in Mangualde, with a focus on sustainable sectors and inclusive entrepreneurship. The program aims to reduce dependency on low-wage industrial employment and attract innovative-driven enterprises to the municipality.

Strategic Justification

Mangualde presents a limited economic fabric concentrated in a few industrial clusters. There is untapped potential in green technologies, digital services, local agri-business, and creative industries. By fostering entrepreneurship and attracting sustainable companies through fiscal incentives and ecosystem support, the municipality seeks to diversify its economy and retain young talent.

Main Activities

1. Design and implementation of a local tax incentive scheme.
2. Creation of the 'Start Mangualde' platform.
3. Organization of quarterly entrepreneurship events | Partnerships with national incubators and accelerators.
4. Tailored support for youth, women, migrants and returnees.

Key Stakeholders

AIRV (lead), Municipality of Mangualde, IEFP, financial institutions, universities, ONGs.

Implementation Timeline

- 2025: Launch of tax incentive framework and platform
- 2026: First entrepreneurship bootcamp
- 2026–2027: Rolling implementation
- 2028–2030: Evaluation and scale-up

Required Resources

Human: 2 fiscal/legal experts + 4 technicians + External mentors

Material: Event and coworking space + Digital platform infrastructure

Estimated Budget

€500,000 (€300,000 for incentives and €200,000 for operations and events)

Funding Sources

ESF+, Portugal 2030, Municipal Budget, Private Sponsorships

Risk Analysis

- Low participation → Outreach & support
- Regulatory delays → Early legal alignment
- Program overlap → Coordination with IEFP

Expected Outputs

- 30 businesses supported by 2030
- 6 annual events | 100+ participants | 50% women/youth participation

Expected Outcomes

- Economic diversification | 70% business survival at 2 years | 5 external entrepreneurs attracted

Monitoring Indicators

- N.º of new companies: 30 | Participants trained: 150+ | Women/youth-led businesses: 50%
- Business survival rate: 70% | Share in strategic sectors: 60%

Action 2.3 – Organization of Events to Promote Entrepreneurship

Thematic Area 2 – Economy and Innovation | Priority : Moderate | Implementation phase : 2

Objective

Stimulate entrepreneurial culture and provide networking opportunities by organising regular events focused on innovation, startups, and business development.

Strategic Justification

Local entrepreneurs often lack visibility, contacts, and platforms for showcasing ideas. Events can boost networking, inspire collaboration, and attract investors to Mangualde.

Main Activities

1. Annual entrepreneurship fair.
2. Quarterly workshops and pitch competitions.
3. Networking sessions with regional investors.
4. Showcasing success stories of local entrepreneurs.

Key Stakeholders

Municipality, AIRV, IEPF, local businesses, schools, universities.

Implementation Timeline

2025–2030: Annual and quarterly events.

Required Resources

Human: 3 event managers, external speakers/trainers.

Material: Event venues, digital platforms for hybrid participation.

Estimated Budget

€250,000

Funding Sources

Municipal Budget, ESF+, Portugal 2030, sponsorships.

Risk Analysis

- Low participation → Strong outreach campaigns.
- Limited investor interest → Early engagement and incentives.

Expected Outputs

- 5 major events organised by 2030
- 300 participants/year
- 50 business ideas showcased

Expected Outcomes

- Strengthened entrepreneurial ecosystem
- Increased local business creation
- Attraction of external investors

Monitoring Indicators

- N.º of events/year
- Attendance rates
- N.º of business ideas supported

Action 2.4 – Creation of the 'Ambassadors of Mangualde' Program

Thematic Area 2 – Economy and Innovation | Priority : Moderate | Implementation phase : 2

Objective

Promote Mangualde externally by engaging successful individuals with local roots or strong connections as ambassadors for the city.

Strategic Justification

City ambassadors can enhance visibility, attract investment, and generate a positive reputation for Mangualde nationally and internationally.

Main Activities

1. Identify and invite potential ambassadors (entrepreneurs, artists, academics).
2. Formalise collaboration agreements.
3. Provide communication kits and support.
4. Annual recognition events for ambassadors.

Key Stakeholders

Municipality, AIRV, cultural associations, diaspora networks.

Implementation Timeline

2025: Program launch

2026–2030: Annual ambassador activities and recognition events.

Required Resources

Human: 1 program coordinator, 1 communication officer.

Material: Communication kits, promotional materials.

Estimated Budget

€120,000

Funding Sources

Municipal Budget, sponsorships, regional development funds.

Risk Analysis

- Low engagement by ambassadors → Provide recognition and incentives.
- Limited visibility → Invest in digital promotion.

Expected Outputs

- 20 ambassadors recruited
- 5 annual promotional campaigns
- 1 recognition event/year

Expected Outcomes

- Increased visibility of Mangualde
- Stronger connections with diaspora
- Attraction of talent and investment

Monitoring Indicators

- N.º of ambassadors engaged
- Campaign reach metrics
- Investment or partnerships generated

Action 2.5 – Digital Platform for Promoting Local Opportunities and Resources

Thematic Area 2 – Economy and Innovation | Priority : Moderate | Implementation phase : 2

Objective

Develop a digital platform to centralise information about Mangualde’s opportunities, including housing, jobs, training, cultural events, and public services.

Strategic Justification

Residents and potential newcomers often face fragmented information. A digital one-stop-shop will improve accessibility, transparency, and territorial attractiveness.

Main Activities

1. Design and launch of the platform.
2. Integration of municipal, business, and community data.
3. Regular updates and promotion campaigns.
4. Feedback mechanisms for continuous improvement.

Key Stakeholders

Municipality, AIRV, IEPF, schools, cultural associations, ICT providers.

Implementation Timeline

2025: Platform development
2026–2030: Continuous updates and operation.

Required Resources

Human: 2 IT developers, 1 content manager.
Material: Digital infrastructure, cloud hosting.

Estimated Budget

€200,000

Funding Sources

PRR, Portugal 2030, Municipal Budget, private partnerships.

Risk Analysis

- Low usage → Promotion through schools, businesses, and events.
- Technical failures → Regular maintenance contracts.

Expected Outputs

- 1 platform launched
- 5,000 unique users/year
- Regularly updated content

Expected Outcomes

- Improved information access
- Stronger community engagement
- Attraction of new residents and businesses

Monitoring Indicators

- Platform usage statistics
- User satisfaction rates
- Frequency of updates

Action 3.1 – Expansion of the Technical and Professional Training Offer

Thematic Area 3 – Family and Education | Priority : Moderate | Implementation phase : 2

Objective

Expand the range of vocational and professional training opportunities in Mangualde to better align with the labour market and residents’ needs.

Strategic Justification

Mismatch between available skills and labour market demand contributes to unemployment and outmigration. Expanded training offer strengthens employability and local economic resilience.

Main Activities

1. Needs assessment of local industries.
2. Development of new training programs in green tech, digital skills, and healthcare.
3. Partnerships with vocational schools and training centres.
4. Promotion campaigns for youth and unemployed.

Key Stakeholders

Municipality, IEFP, local industries, vocational schools, universities.

Implementation Timeline

2025–2026: Needs assessment and program design

2027–2030: Program implementation.

Required Resources

Human: 3 training coordinators, sectoral trainers.

Material: Training facilities, digital equipment.

Estimated Budget

€900,000

Funding Sources

ESF+, Portugal 2030, Municipal Budget, private sector contributions.

Risk Analysis

- Low enrolment → Targeted outreach in schools and communities.
- Insufficient trainers → Partner with universities and industry experts.

Expected Outputs

- 5 new training programs launched
- 300 participants/year
- Strong industry partnerships

Expected Outcomes

- Improved employability
- Reduced youth outmigration
- Stronger alignment between training and labour market

Monitoring Indicators

- N.º of programs created
- Participant completion rates
- Employment rates post-training

Action 3.2 – Digital Higher Education Pole

Thematic Area 3 – Family and Education | Priority : High | Implementation phase : 1

Flagship Action

Objective

To create a localised access point for hybrid and online higher education in Mangualde, in collaboration with national universities.

Strategic Justification

The absence of a higher education offer in Mangualde contributes to youth outmigration. A digital campus can reduce barriers, stimulate knowledge economy and retain local talent.

Main Activities

1. Agreements with universities (UBI, IPV, etc.).
2. Setup of digital classrooms and tutor support.
3. Local promotion and enrolment drives.
4. Peer support and mentorship network.

Key Stakeholders

Universities, Municipality, DGES, student associations.

Implementation Timeline

2025–2026: Setup

2027–2030: Operational phase

Required Resources

Human:

- 2 digital tutors
- 1 program coordinator

Material:

- Learning centre equipped with broadband and AV tech

Estimated Budget

€800,000

Funding Sources

Portugal 2030, NEB, PRR, Municipal Budget

Risk Analysis

- Low enrolment → Outreach via schools
- Digital divide → Provide access and training
- Institutional barriers → MoUs signed in advance

Expected Outputs

- 100 students enrolled in first year
- 3 partner universities
- 1 digital hub created

Expected Outcomes

- Higher education access improved
- Retention of youth in territory
- Increased digital literacy and employability

Monitoring Indicators

- Enrolments/year
- Graduation rate
- % remaining in Mangualde post-study

Action 3.3 – Enhancing Attractiveness for Young People and Families

Thematic Area 3 – Family and Education | Priority : Moderate | Implementation phase : 2

Objective

Develop initiatives and support measures that make Mangualde more attractive for young people and families, encouraging settlement and long-term retention.

Strategic Justification

Demographic decline is largely driven by the outmigration of young people and families. By creating favourable conditions for education, employment, housing, and leisure, Mangualde can strengthen its demographic resilience.

Main Activities

1. Design municipal benefit packages for young families (housing, childcare support).
2. Improve leisure and cultural infrastructure targeted at youth.
3. Launch campaigns to promote Mangualde as a family-friendly city.
4. Collaborate with schools and associations to integrate youth in decision-making.

Key Stakeholders

Municipality, schools, youth associations, family support NGOs, cultural organisations.

Implementation Timeline

2025–2028: Program roll-out

2029–2030: Monitoring and evaluation.

Required Resources

Human: 2 program coordinators, 2 community facilitators.

Material: Communication and promotional materials, support facilities.

Estimated Budget

€700,000

Funding Sources

ESF+, Municipal Budget, Portugal 2030, private sponsorships.

Risk Analysis

- Low participation → Youth involvement in design.
- Budget limitations → Partnerships and co-financing.

Expected Outputs

- 500 youth and families benefiting by 2030
- 5 awareness campaigns
- Improved leisure and family-oriented spaces

Expected Outcomes

- Increased youth and family retention
- Stronger sense of belonging
- Improved demographic stability

Monitoring Indicators

- N.º of families supported
- Youth satisfaction surveys
- Demographic retention rates

Action 3.4 – Development of the 'STEM Academy'

Thematic Area 3 – Family and Education | Priority : Moderate | Implementation phase : 2

Objective

Create a STEM (Science, Technology, Engineering, Mathematics) Academy to promote advanced skills among students and prepare the future workforce.

Strategic Justification

The lack of technical skills among youth limits local innovation and employability. A STEM Academy will strengthen the education system and prepare young people for high-value jobs.

Main Activities

1. Partnership with schools, universities, and companies to design STEM curriculum.
2. Creation of labs and digital learning hubs.
3. Annual STEM bootcamps and competitions.
4. Teacher training and continuous learning programs.

Key Stakeholders

Municipality, schools, universities, tech companies, IEPF.

Implementation Timeline

- 2025–2026: Academy design and pilot
2027–2030: Expansion and consolidation.

Required Resources

- Human: 5 STEM instructors, 2 coordinators.
Material: Labs, computers, robotics kits, software.

Estimated Budget

€1,000,000

Funding Sources

Portugal 2030, ESF+, PRR, Municipal Budget.

Risk Analysis

- Limited enrolment → Partnerships with schools.
- Equipment obsolescence → Regular updates and maintenance.

Expected Outputs

- 300 students trained annually
- 20 STEM teachers trained
- 3 new labs created

Expected Outcomes

- Improved STEM skills among youth
- Increased employability in high-value sectors
- Greater innovation capacity

Monitoring Indicators

- Students enrolled/year
- Teacher participation
- Success in STEM competitions

Action 3.5 – Creation of a Remote Work Hub

Thematic Area 3 – Family and Education | Priority : Moderate | Implementation phase : 2

Objective

Establish a dedicated facility for remote workers, providing infrastructure, networking opportunities, and support services.

Strategic Justification

The growth of remote work offers Mangualde the opportunity to attract professionals seeking quality of life. A dedicated hub strengthens digital economy opportunities and supports demographic revitalisation.

Main Activities

1. Renovation or adaptation of a municipal building.
2. Provision of coworking spaces with high-speed internet.
3. Organisation of networking events for remote professionals.
4. Development of support services (housing search, integration activities).

Key Stakeholders

Municipality, ICT providers, real estate agencies, business associations.

Implementation Timeline

- 2025–2026: Hub setup
2027–2030: Full operation.

Required Resources

Human: 2 hub managers, IT support staff.
Material: Coworking infrastructure, digital equipment.

Estimated Budget

€600,000

Funding Sources

PRR, Portugal 2030, Municipal Budget, private partnerships.

Risk Analysis

- Low uptake → International promotion.
- Technological issues → Contracts with ICT providers.

Expected Outputs

- 1 hub established
- 200 remote workers using the space annually
- 20 networking events organised by 2030

Expected Outcomes

- Attraction of new residents
- Strengthened digital economy
- Enhanced visibility of Mangualde as a remote work destination

Monitoring Indicators

- Hub occupancy rates
- Number of events organised
- N.º of remote workers settling in Mangualde

Action 3.6 – Strategy to Attract Digital Nomads

Thematic Area 3 – Family and Education | Priority : Moderate | Implementation phase : 2

Objective

Position Mangualde as a destination for digital nomads through targeted incentives and tailored support services.

Strategic Justification

Digital nomads represent a growing demographic that can revitalise local economies and contribute to intercultural vibrancy. Attracting this group requires specific infrastructure and promotional strategies.

Main Activities

1. Design incentive packages (housing discounts, co-working passes).
2. Launch international promotional campaigns.
3. Partnerships with global nomad platforms.
4. Organisation of community integration activities.

Key Stakeholders

Municipality, remote work hub, tourism entities, housing providers.

Implementation Timeline

2025–2027: Launch of strategy

2028–2030: Monitoring and adjustment.

Required Resources

Human: 1 project manager, 1 marketing specialist.

Material: Promotional materials, digital platforms.

Estimated Budget

€400,000

Funding Sources

Portugal 2030, NEB, tourism promotion funds, Municipal Budget.

Risk Analysis

- Limited international reach → Strong partnerships with global platforms.
- Cultural adaptation issues → Local integration activities.

Expected Outputs

- 500 digital nomads reached/year
- 100 hosted in Mangualde annually
- 10 integration events/year

Expected Outcomes

- Increased visibility of Mangualde internationally
- Contribution to local economy
- Stronger intercultural exchange

Monitoring Indicators

- N.º of nomads hosted annually
- Platform engagement metrics
- Economic contribution estimates

Action 4.1 – Proximity Health Services Strategy

Thematic Area 4 – Health | Priority : Moderate | Implementation phase : 2

Objective

Develop a strategy to reinforce proximity health services, ensuring greater accessibility for residents in all parishes of Mangualde.

Strategic Justification

The ageing population and territorial dispersion require stronger health coverage. Proximity health services will reduce inequalities in access and improve quality of life.

Main Activities

1. Mapping of existing health resources.
2. Mobile health units for remote areas.
3. Strengthening home-care services.
4. Pilot telemedicine initiatives for routine consultations.

Key Stakeholders

Municipality, Regional Health Administration, local health centres, NGOs, parish councils.

Implementation Timeline

2025–2026: Mapping and pilot initiatives

2027–2030: Expansion of services.

Required Resources

Human: 3 nurses, 2 doctors, 1 technicians for mobile units.

Material: 1 mobile units, telemedicine equipment.

Estimated Budget

€1,000,000

Funding Sources

PRR, ESF+, Ministry of Health, Municipal Budget.

Risk Analysis

- Staff shortages → Incentives for recruitment.
- Low digital literacy → Training for telemedicine use.

Expected Outputs

- 1 mobile units operational
- 500 consultations/year
- 500 home-care visits/year

Expected Outcomes

- Improved access to health services
- Reduced pressure on hospital facilities
- Greater satisfaction among elderly residents

Monitoring Indicators

- N.º of consultations provided
- Coverage of remote areas
- Patient satisfaction rates

Action 4.2 – Strengthening Local Health Services

Thematic Area 4 – Health | Priority : Moderate | Implementation phase : 2

Objective

Reinforce the capacity and quality of local health services in Mangualde, with a focus on primary care and preventive medicine.

Strategic Justification

Health services in Mangualde face resource constraints and rising demand. Strengthening them is essential to meet residents' needs and improve public health indicators.

Main Activities

1. Recruitment of additional doctors, nurses, and specialists.
2. Renovation of health centre facilities.
3. Expansion of preventive health programs (screenings, vaccinations).
4. Integration of digital health records across services.

Key Stakeholders

Municipality, Regional Health Administration, Ministry of Health, local hospitals, NGOs.

Implementation Timeline

2025–2027: Recruitment and facility renovation

2028–2030: Service expansion and monitoring.

Required Resources

Human: 6 doctors, 10 nurses, 5 support staff.

Material: Renovated health centre, IT equipment for digital records.

Estimated Budget

€2,500,000

Funding Sources

PRR, ESF+, Ministry of Health, Municipal Budget, EU Health Programs.

Risk Analysis

- Difficulty attracting medical staff → Incentives and partnerships with universities.
- Budget overruns in facility renovation → Strict cost control and phased investment.

Expected Outputs

- 20 new staff recruited
- Renovated health centre
- 5 new preventive programs launched

Expected Outcomes

- Improved primary care coverage
- Enhanced public health outcomes
- Increased resident confidence in local services

Monitoring Indicators

- N.º of medical staff recruited
- Preventive program participation rates
- Reduction in patient waiting times

Action 5.1 – Rehabilitation of Urban Public Space

Thematic Area 5 – Mobility and Sustainability | Priority : Moderate | Implementation phase : 2

Objective

Regenerate degraded public spaces to improve quality of life, safety, and urban attractiveness.

Strategic Justification

Several areas of Mangualde suffer from degraded or underused public spaces. Their rehabilitation is essential to enhance urban image, promote social use, and stimulate investment.

Main Activities

1. Survey of degraded public spaces.
2. Design and implementation of rehabilitation projects.
3. Integration of universal accessibility standards.
4. Incorporation of sustainable materials and green infrastructure.

Key Stakeholders

Municipality, local communities, architects, construction companies.

Implementation Timeline

2025–2027: Rehabilitation projects

2028–2030: Maintenance and monitoring.

Required Resources

Human: 3 urban planners, 2 project managers.

Material: Construction and landscaping materials.

Estimated Budget

€1,800,000

Funding Sources

ERDF, PRR, Municipal Budget.

Risk Analysis

- Budget overruns → Strict project management.
- Vandalism → Community involvement and surveillance.

Expected Outputs

- 5 urban spaces rehabilitated
- 100% accessible spaces
- 200 local jobs created

Expected Outcomes

- Improved urban quality of life
- Increased attractiveness for residents and visitors
- Stronger community use of public spaces

Monitoring Indicators

- N.º of spaces rehabilitated
- Accessibility compliance rates
- Resident satisfaction surveys

Action 5.2 – Requalification and Expansion of Urban Parks and Green Spaces

Thematic Area 5 – Mobility and Sustainability | Priority : Moderate | Implementation phase : 2

Objective

Expand and modernize green spaces and urban parks to promote leisure, biodiversity, and environmental sustainability.

Strategic Justification

Green spaces play a critical role in environmental resilience and resident well-being. Improving them supports health, cohesion, and climate adaptation.

Main Activities

1. Requalification of existing parks.
2. Expansion of tree planting and biodiversity corridors.
3. Creation of multifunctional leisure areas.
4. Environmental education programs linked to parks.

Key Stakeholders

Municipality, environmental NGOs, schools, local communities.

Implementation Timeline

2025–2028: Requalification and expansion works

2029–2030: Educational programs.

Required Resources

Human: 2 landscape architects, 3 technicians.

Material: Planting materials, playground and fitness equipment.

Estimated Budget

€2,000,000

Funding Sources

ERDF, PRR, LIFE Program, Municipal Budget.

Risk Analysis

- Maintenance costs → Community partnerships.
- Climate events → Resilient design solutions.

Expected Outputs

- 3 parks rehabilitated and expanded
- 500 new trees planted
- 10 educational activities/year

Expected Outcomes

- Increased use of parks
- Improved biodiversity indicators
- Stronger environmental awareness

Monitoring Indicators

- N.º of parks rehabilitated
- Tree survival rates
- Park visitor counts

Action 5.3 – Sustainable Mobility Loop

Thematic Area 5 – Mobility and Sustainability | Priority : High | Implementation phase : 1

Flagship Action

Objective

To implement a low-carbon, inclusive mobility network connecting Mangualde’s urban centre with surrounding parishes.

Strategic Justification

Poor transport connectivity is a major barrier to employment, education and integration. The Sustainable Mobility Loop responds with a multimodal offer focused on accessibility.

Main Activities

1. Construction of 10 km of bike lanes.
2. Introduction of weekend eco-shuttle service.
3. Awareness campaign on active transport.
4. Digital mapping of safe mobility routes.

Key Stakeholders

Municipality, CIM Viseu Dão Lafões, transport operators, schools.

Implementation Timeline

2025–2027: infrastructure and service launch
2027–2030: consolidation

Required Resources

Human:

- 2 mobility engineers
- 6 transport operators

Material:

- Pavement, signage, 3 electric minibuses

Estimated Budget

€1,500,000

Funding Sources

ERDF, PRR, Municipal Budget, Intermunicipal funding

Risk Analysis

- Low usage → User engagement and pilot phase
- Infrastructure damage → Maintenance fund
- Route resistance → Participatory planning

Expected Outputs

- 10 km of bike lanes
- 3 shuttles in operation
- 5,000 users/year

Expected Outcomes

- Improved inter-parish mobility
- CO₂ emissions reduced
- Safer and healthier travel options

Monitoring Indicators

- Km built
- Shuttle ridership
- Modal shift rate

Action 5.4 – Promotion of the Use of Natural and Urban Spaces through Digital Roadmaps

Thematic Area 5 – Mobility and Sustainability | Priority : Moderate | Implementation phase : 2

Objective

Encourage residents and visitors to explore Mangualde’s natural and urban spaces using digital tools and interactive roadmaps.

Strategic Justification

Despite having valuable natural and cultural assets, Mangualde lacks structured promotion. Digital tools can enhance accessibility and create new tourism opportunities.

Main Activities

1. Development of a mobile app with interactive roadmaps.
2. Integration of trails, cultural landmarks, and leisure spaces.
3. Gamification and reward systems for users.
4. Promotion campaigns targeting residents and tourists.

Key Stakeholders

Municipality, ICT providers, cultural associations, tourism agencies.

Implementation Timeline

2025–2026: Platform design

2027–2030: Continuous updates and promotion.

Required Resources

Human: 2 IT developers, 1 content manager.

Material: Digital infrastructure, GPS mapping.

Estimated Budget

€350,000

Funding Sources

PRR, ERDF, Tourism Funds, Municipal Budget.

Risk Analysis

- Low adoption → Gamification and strong promotion.
- Technical failures → Regular updates and maintenance.

Expected Outputs

- 1 app launched
- 2,000 users/year
- 20 roadmaps available

Expected Outcomes

- Increased exploration of natural/urban assets
- Enhanced tourism offer
- Strengthened city branding

Monitoring Indicators

- App downloads
- User activity rates
- Diversity of spaces accessed

Action 5.5 – Awareness Campaigns for Sustainable Mobility

Thematic Area 5 – Mobility and Sustainability | Priority : Moderate | Implementation phase : 2

Objective

Promote behavioural change towards sustainable mobility through awareness and education campaigns.

Strategic Justification

Infrastructure investment alone is insufficient to shift mobility patterns. Awareness campaigns are needed to foster cultural change in favour of active and sustainable modes.

Main Activities

1. Annual sustainable mobility week.
2. Campaigns in schools and workplaces.
3. Promotion of cycling and public transport.
4. Citizen challenges and reward schemes.

Key Stakeholders

Municipality, schools, NGOs, mobility operators, local businesses.

Implementation Timeline

2025–2030: Annual campaigns.

Required Resources

Human: 2 campaign officers, 1 education officer.
Material: Communication materials, digital tools.

Estimated Budget

€250,000

Funding Sources

ESF+, PRR, Municipal Budget, Green Transition Funds.

Risk Analysis

- Low behavioural change → Long-term awareness strategies.
- Limited reach → Partnerships with schools and businesses.

Expected Outputs

- 6 campaigns organised by 2030
- 5,000 participants engaged
- Increased cycling/public transport usage

Expected Outcomes

- Stronger culture of sustainable mobility
- Reduced car dependency
- Healthier lifestyles

Monitoring Indicators

- N.º of campaigns held
- Participation rates

Action 6.1 – Organization of Annual Cultural Events

Thematic Area 6 – Culture and Local Identity | Priority : Moderate | Implementation phase : 2

Objective

Promote cultural vibrancy and community participation through the organisation of annual cultural events.

Strategic Justification

Cultural activities reinforce local identity, strengthen social cohesion, and enhance Mangualde's attractiveness as a place to live and visit.

Main Activities

1. Annual festival celebrating local traditions and innovation.
2. Thematic events focused on music, theatre, and gastronomy.
3. Partnerships with schools and associations for co-creation.
4. Promotion of events regionally and nationally.

Key Stakeholders

Municipality, cultural associations, schools, tourism agencies, local artists.

Implementation Timeline

2025–2030: Annual events.

Required Resources

Human: 3 cultural managers, event staff.

Material: Venues, technical equipment, promotional materials.

Estimated Budget

€500,000

Funding Sources

Municipal Budget, ESF+, sponsorships, cultural funds.

Risk Analysis

- Low attendance → Strong promotion and community involvement.
- Weather risks for outdoor events → Contingency venues.

Expected Outputs

- 6 annual cultural events
- 2,000 participants/year
- Increased participation of youth and families

Expected Outcomes

- Stronger cultural identity
- Enhanced quality of life
- Attraction of cultural tourism

Monitoring Indicators

- N.º of events/year
- Attendance numbers
- Participant satisfaction rates

Action 6.2 – Enhancement of Historical and Natural Heritage

Thematic Area 6 – Culture and Local Identity | Priority : Moderate | Implementation phase : 2

Objective

Preserve, restore, and promote Mangualde’s historical and natural heritage assets.

Strategic Justification

The municipality possesses valuable heritage that is underexplored. Enhancing it increases territorial identity and supports cultural tourism.

Main Activities

1. Restoration of key monuments.
2. Interpretation centres for natural heritage.
3. Heritage trails combining cultural and environmental assets.
4. Partnerships with universities and heritage experts.

Key Stakeholders

Municipality, DGPC, universities, cultural NGOs, tourism operators.

Implementation Timeline

2025–2029: Restoration and promotion projects.

Required Resources

Human: 2 heritage specialists, 3 technicians.
Material: Restoration materials, exhibition tools.

Estimated Budget

€2,200,000

Funding Sources

ERDF, Portugal 2030, cultural heritage funds, Municipal Budget.

Risk Analysis

- High restoration costs → Phased investment.
- Limited tourist flows → Strong marketing campaigns.

Expected Outputs

- 5 monuments restored
- 3 interpretation centres created
- 50 km of heritage trails marked

Expected Outcomes

- Improved preservation of heritage
- Increased cultural tourism
- Stronger local pride and identity

Monitoring Indicators

- N.º of monuments restored
- Tourist numbers
- Heritage trail usage

Action 6.3 – Territorial Marketing Campaigns

Thematic Area 6 – Culture and Local Identity | Priority : Moderate | Implementation phase : 2

Objective

Strengthen Mangualde’s external visibility through territorial marketing campaigns.

Strategic Justification

Territorial marketing is essential to attract new residents, investment, and visitors, positioning Mangualde competitively at regional, national, and international levels.

Main Activities

1. Development of a place branding strategy.
2. Campaigns targeting young families, investors, and digital nomads.
3. Multimedia promotion (digital, press, events).
4. Monitoring of brand perception.

Key Stakeholders

Municipality, AIRV, regional development agencies, communication agencies.

Implementation Timeline

- 2025–2027: Branding strategy and launch
- 2028–2030: Campaign roll-out and evaluation.

Required Resources

- Human: 1 communication manager, 2 marketing officers.
- Material: Promotional materials, digital content.

Estimated Budget

€800,000

Funding Sources

Portugal 2030, Municipal Budget, private sponsorships.

Risk Analysis

- Weak campaign reach → Targeted digital marketing.
- Insufficient budget → Private sponsorship partnerships.

Expected Outputs

- 3 major campaigns launched
- 500,000+ people reached
- Positive media coverage nationally and internationally

Expected Outcomes

- Enhanced city image
- Attraction of new residents and investment
- Stronger external recognition of Mangualde

Monitoring Indicators

- Campaign reach statistics
- Media coverage reports

Action 6.4 – Mangualde Multicultural Program

Thematic Area 6 – Culture and Local Identity | Priority : High | Implementation phase : 1

Flagship Action

Objective

To foster intercultural understanding, visibility of immigrant communities, and equal access to local opportunities.

Strategic Justification

Mangualde has experienced significant immigration in recent years. A structured approach is needed to strengthen inclusion, reduce prejudice and support long-term settlement.

Main Activities

1. Creation of an Immigrant Welcome Centre.
2. Annual Intercultural Week (schools, markets, music).
3. Local language and citizenship courses.
4. Community media and storytelling.

Key Stakeholders

Municipality, immigrant associations, schools, CPCJ, civil society.

Implementation Timeline

- 2025: launch centre
- 2026–2030: recurring programs

Required Resources

Human:

- 3 integration facilitators
- 2 intercultural mediators

Material:

- Renovated facility
- Learning and exhibition tools

Estimated Budget

€400,000

Funding Sources

FAMI, ESF+, AMIF, Municipal Budget

Risk Analysis

- Low community trust → Engage community leaders
- Tokenism → Active representation in design
- Drop-out from courses → Incentives and recognition

Expected Outputs

- 1 Welcome Centre
- 5 major intercultural events/year
- 200 participants in courses/year

Expected Outcomes

- Increased social cohesion
- Reduction in discrimination cases
- Higher immigrant civic participation

Monitoring Indicators

- Course completion rate
- Event attendance
- N.º of families assisted annually

Action 6.5 – Cultural and Community Integration Programs

Thematic Area 6 – Culture and Local Identity | Priority : Moderate | Implementation phase : 2

Objective

Promote cultural diversity and community integration through structured programs and activities.

Strategic Justification

Integration programs are essential to strengthen cohesion in a municipality marked by increasing immigration and cultural diversity.

Main Activities

1. Intercultural workshops in schools and associations.
2. Community integration events and fairs.
3. Support for intercultural mediation services.
4. Public campaigns on diversity and inclusion.

Key Stakeholders

Municipality, immigrant associations, NGOs, schools, cultural associations.

Implementation Timeline

2025–2030: Continuous activities.

Required Resources

Human: 2 intercultural mediators, 2 program coordinators.
Material: Venues, educational materials, communication tools.

Estimated Budget

€450,000

Funding Sources

AMIF, ESF+, Municipal Budget, NGOs.

Risk Analysis

- Limited participation by vulnerable groups → Outreach and tailored support.
- Risk of tokenism → Strong involvement of immigrant communities in design.

Expected Outputs

- 30 intercultural workshops
- 10,000 participants in events
- 5 mediation services created

Expected Outcomes

- Stronger community cohesion
- Greater intercultural understanding
- Reduction of discrimination and prejudice

Monitoring Indicators

- N.º of workshops/events
- Participant diversity rates
- Inclusion perception surveys