

**fundão**  
LIVE THE DISCOVERY



Câmara Municipal

# OSIRIS ACTION PLAN

# MAKE FUNDÃO A BETTER CITY



SEPT 2018  
SEPT 2020



**OSIRIS**  
Interreg Europe



European Union  
European Regional  
Development Fund



**Interreg  
Europe**

European Union | European Regional Development Fund



**OSIRIS**  
Interreg Europe



PLANNED INVESTMENT : **1 831 892,24 €**



PROJECT SCHEDULE: **September 2018 to December 2020**



NUMBER OF ACTIONS: **16**



NUMBER OF NEW SME'S: **12**



NUMBER OF JOBS CREATED: **63**



NUMBER OF POLITICAL INSTRUMENTS TO INFLUENCE: **8 OT / 13 PI**



## INTERREG EUROPE (2014-2020)

Interreg Europe helps regional and local governments across Europe to develop and deliver better policy. By creating an environment and opportunities for sharing solutions, we aim to ensure that government investment, innovation and implementation efforts all lead to integrated and sustainable impact for people and place.

We know that better performance leads to better results. By building on its forerunner, INTERREG IVC (2007-2013), Interreg Europe aims to get maximum return from the EUR 359 million financed by the European Regional Development Fund (ERDF) for 2014-2020.

Solutions exist that can help our regions become the best that they can be. Today, the EU's emphasis is very much on paving the way for regions to realise their full potential – by helping them to capitalise on their innate strengths while tapping into opportunities that offer possibilities for economic, social and environmental progress.

To achieve this goal, Interreg Europe offers opportunities for regional and local public authorities across Europe to share ideas and experience on public policy in practice, therefore improving strategies for their citizens and communities.





REGIOSTARS  
2018  
WINNER





## Mayor Statement

Dr. Paulo Fernandes

“The participation of the Municipality of Fundão in OSIRIS project has been a unique experience of sharing and learning, which will greatly contribute to building a more sustainable path for our collective future.

We look at local economy valuation, job promotion and quality of life as central issues in public policy and this requires networking with the promotion of partnerships, synergies and opportunities.

Today, Fundão is known as a Land of tradition, innovation and major investments. In four years, Fundão has attracted 14 information technology companies, created more than 500 jobs and boosted an ecosystem that generated 68 startups and projects, in addition to the implementation of Intensive programs of conversion of unemployed into computer programmers, which already covered 240 people (50% without university education and a 97% employability rate). Our territory begins to assert itself in several other fields related to industry and innovation. Not bad for a rural town in the hinterland of Portugal, is even more relevant because Fundão emerged in a county in a low population density and seen as a depressed part of the country.

The strategy aims to be as integrated and coherent as possible, and at the same time we want to project our city to the world, to put Fundão on the map, but also to strengthen its connection with the local community.

This Action Plan also represents another way of doing local politics, not only thinking of infrastructures, but also of the most immaterial component, in the bet of the social and open innovation, in the open data, whether in the reconversion of careers, in the transfer of technology to the market, in support systems for companies or in the bet on knowledge and innovation.

On behalf of the Municipality of Fundão, I would like to thank all those involved in this project, by integrating the Local Action Group and all European partners, for kindness, hospitality and sharing.

On the part of the Municipality, you can count on total commitment and motivation in the implementation of the Action Plan – “Make Fundão a Better City”. It will be another step on a journey that we are relying on everyone.”

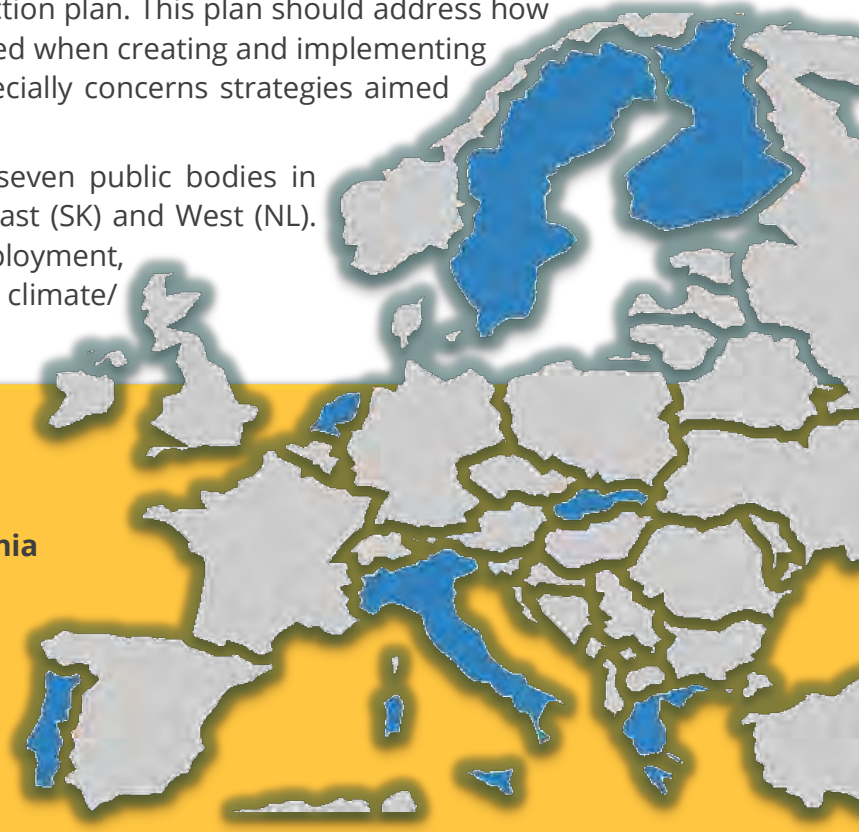
**Paulo Fernandes**  
**Mayor of Fundão**

# The OSIRIS project

The OSIRIS project (*"Open Social Innovation policies driven by cocreative Regional Innovation ecosystems"*) aims at improving design, rapid delivery and implementation of OSI policies and Action plans through co-creative regional eco-systems for innovation, inspired by the Lead Partner co-creative cyclic GP, *the "Innovation Loop"*– A Knowledge generator for Public-Private open innovation.

Each partner in the project will create an action plan. This plan should address how open and social innovation should be utilised when creating and implementing regional development strategies. This especially concerns strategies aimed at increasing inclusion.

OSIRIS addresses essential challenges of seven public bodies in Europe: North (SE, FI), South (IT, PT, GR), East (SK) and West (NL). The challenges are referring to: employment, innovation, education, social inclusion and climate/energy.



**SWEDEN:** Region Västerbotten

**FINLAND:** Åbo Akademi University

**FINLAND:** Regional Council of Ostrobothnia

**NETHERLANDS:** Province of Drenthe

**ITALY:** Autonomous Province of Trento

**PORTUGAL:** Municipality of Fundão

**GREECE:** Computer Technology Institute and Press Diophantus

**SLOVAQUIA** Regional development agency of the Prešov selfgoverning region





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**NEW EDUCATION  
AND TRAINING SYSTEMS  
AT LOCAL LEVEL  
FOR EMERGING JOBS**  
13 < 15 december 2016

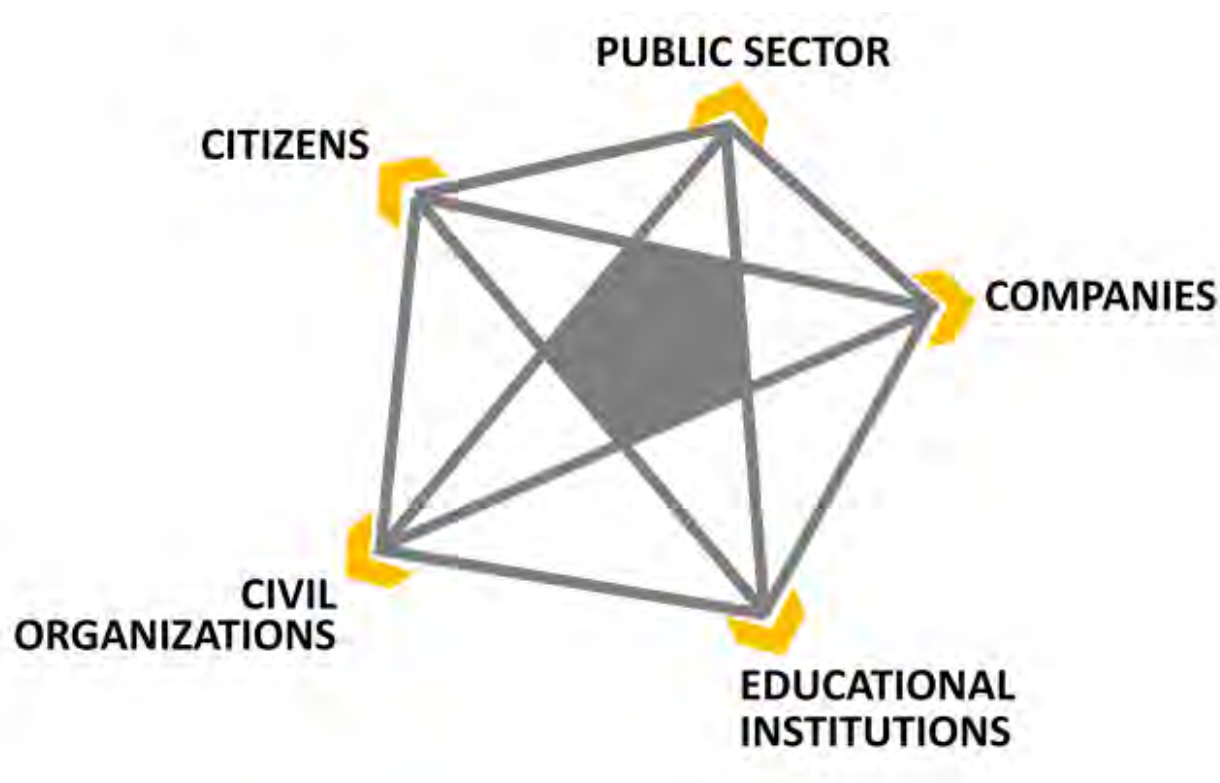


# EXECUTIVE SUMMARY

The Municipality of Fundão integrates the European partnership for the development of the OSIRIS project - "Open Social Innovation policies driven by cocreative Regional Innovation ecosystemS". In this network, Fundão is the only municipality, mainly constituted by regional entities and universities.

For these public bodies in Europe, the focus of this project are key challenges relating to **employment, innovation, education, social inclusion and climate/energy** and aims to better outline and implement public policies for social innovation and open, through action plans collaboratively defined and developed in the different regional ecosystems based on the Lead Partner co-creative cyclic Good Practice, the Innovation Loop.

Policy-makers' innovation management skills and co-creativity were accelerated by interregional collaboration in focussed sectors and disciplines, adopting the **penta-helix model** (*Government-Research-Business-Citizens-Society*), empowering the public sector to produce and disseminate relevant information.



For this purpose, during 2 years, the municipality of Fundão had the opportunity to participate in co-creative dynamics with the conceptions and setting-up of LOCAL ACTION GROUP, for the formulation of participatory policies and exchange of knowledge, which ensure the involvement of Individuals, organizational entities and other stakeholders in each ecosystem, with a view to identifying and implementing desirable changes in the Regional policy instruments supported by the ERDF/ESF.

**The ultimate goal that Fundão wants to give to this action plan is to raise employability. The employability of both locals and people who come from outside to work in Fundão.**

# 1. BACKGROUND AND POLICY CONTEXT

## 1.1 City Profile

Fundão, elevated to the city in 1988, is located at the Mount S. Brás foothills, the base of the Serra da Gardunha, with an average altitude of 500 meters, often being nicknamed the capital of Cova da Beira, for its privileged position in the heart of this area that presents geographical and distinctive social characteristics. It is the seat of the municipality with 23 parishes, counting a total of 29213 inhabitants (INE: 2013).

The municipality of Fundão falls administratively in the NUT2 of the Centro Region of Portugal, NUT3 of Beiras and Serra da Estrela, having until 2013 belonged to the NUTIII of Cova da Beira. It is part of the district of Castelo Branco and the Intermunicipal Community of Beiras and Serra da Estrela (CIMBSE). It occupies an area of about 702 km<sup>2</sup>, which is equivalent to about 51% of the area of the Cova da Beira sub-region (counties of Fundão, Covilhã and Belmonte).

The whole territory of the municipality is characterized by its geographical diversity, from forested and mountainous áreas and rural areas with a strong agricultural dominance, the production of fruit, in particular the famous cherry and peach, as well as the wine and the olive oil.

Place with vestiges of human occupation from remote times, with archaeological legacies of Roman civilizations and fortresses. However, the greatest development occurred with Jewish refugees expelled from Spain in 1492, and their establishment in the region of Cova da Beira, where there were already significant Jewish minorities. The influx of Jewish merchants and artisans would make the city an important center for trade and industry. With the discovery and exploration of existing tin mines in the region, and the development of a flourishing textile industry, in the 17th and 18th centuries, another great development takes place in Fundão.

Today, the city of Fundão is an important local centre of commerce, services and industry, mainly micro and SMEs. Despite its peripheral position in territories of low density, **the county of Fundão has had an increasing capacity of fixation and of attraction, from the specificities of its territory and its economy, from the interventions in infrastructure and equipment and its functional organization, reinforced by a policy to support the enhancement of creativity and innovation.**

**Innovation, exploitation of endogenous resources, competitiveness, sustainability and cohesion are essential factors for reflecting and defining forms of intervention appropriate to the specific characteristics of low-density territories.**



As a result of  
through awa

- ⇒ Municipal
- ⇒ First place  
"Developr
- ⇒ Municipal
- ⇒ RegioStar  
wealth ge





As a result of the strategy of the last 4 years, the Municipality of Fundão has been publicly recognized for the awarding of several prizes:

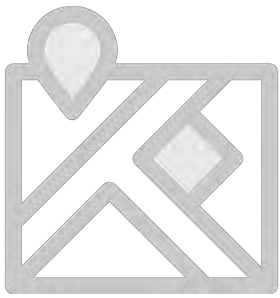
• Municipality of the Year 2014 in Centro Region

• Winner of the competition "European Awards for Business Promotion 2015", in the category "Improvement of the Business Environment", organized by IAPMEI and European Commission.

• Municipality of the Year 2016 - national level

• 2018 Winner in the category "Projects with a strong impact in terms of employment and innovation" with the Business and Shared Services Centre

## 1.2 Socio-Economic Background



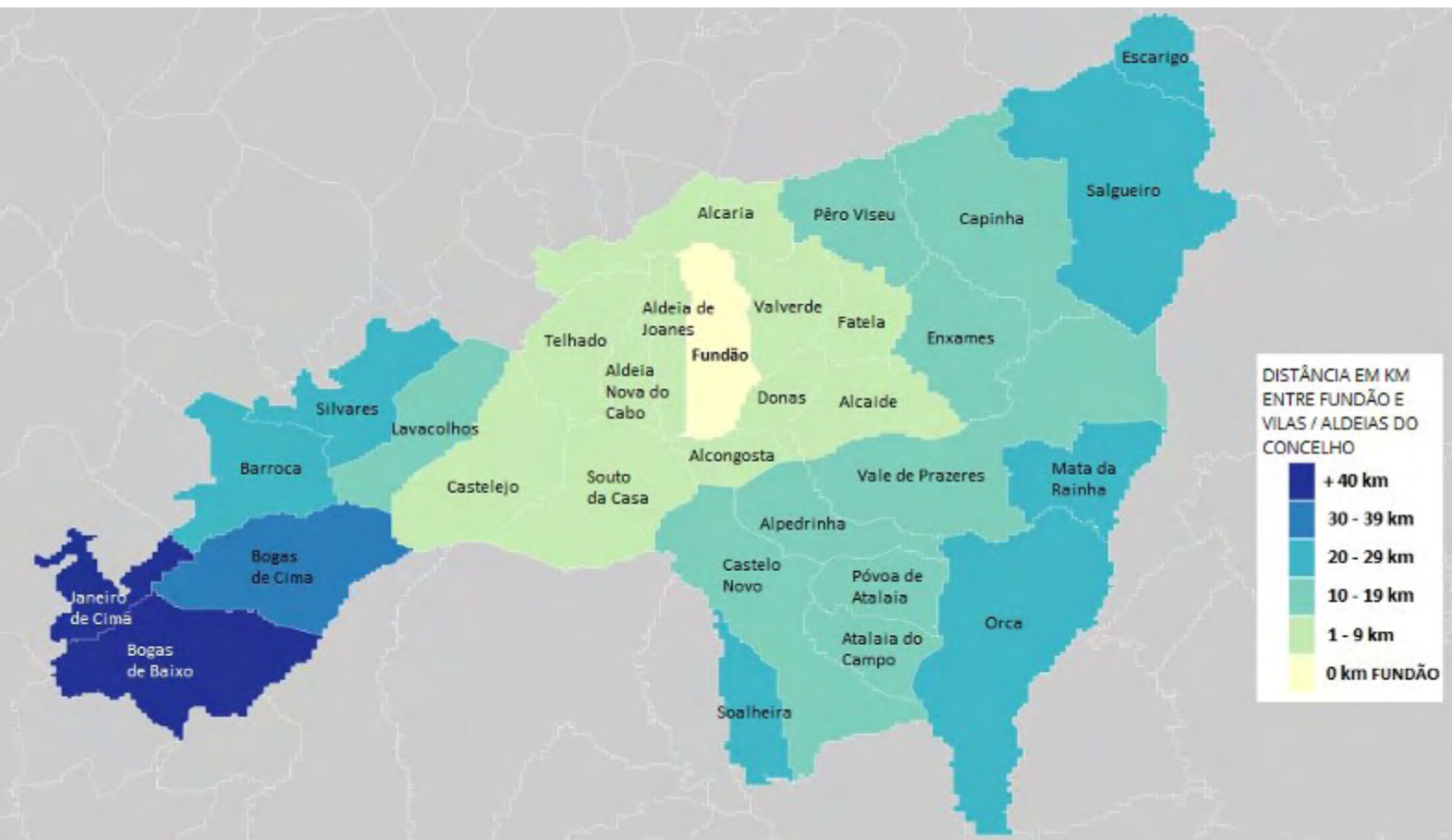
Fundão occupies an area of 700 Km<sup>2</sup>, in which 23 parishes are distributed.

The territory is quite different, from parish to parish.

### TERRITORIAL FRAMEWORK

The municipal territory occupies in its whole an area equivalent to 701,65 km<sup>2</sup>, being currently subdivided administratively by twenty-three parishes. The municipality is bordered to the north by the municipalities of Covilhã, Belmonte and Sabugal, to the east by Penamacor and Idanha-a-Nova, to the south by Castelo Branco, to the southwest by Oleiros and to the west by Pampilhosa da Serra.

The following map, characterizes the distance in km, between the county seat, the city of Fundão and the parishes. The nearest village is Aldeia de Joanes with 1 km and the furthest with 54 km is Janeiro de Cima. There are, still today, some difficulties in the connection of the urban centre of Fundão city to neighbouring parishes.



The municipality presents a population clearly concentrated in the urban sector, as it occurs in territories with characteristics of low density. The Union of parishes Fundão, Valverde, Donas, Aldeia de Joanes and Aldeia Nova do Cabo, concentrates around **45.99%** of the total resident population.







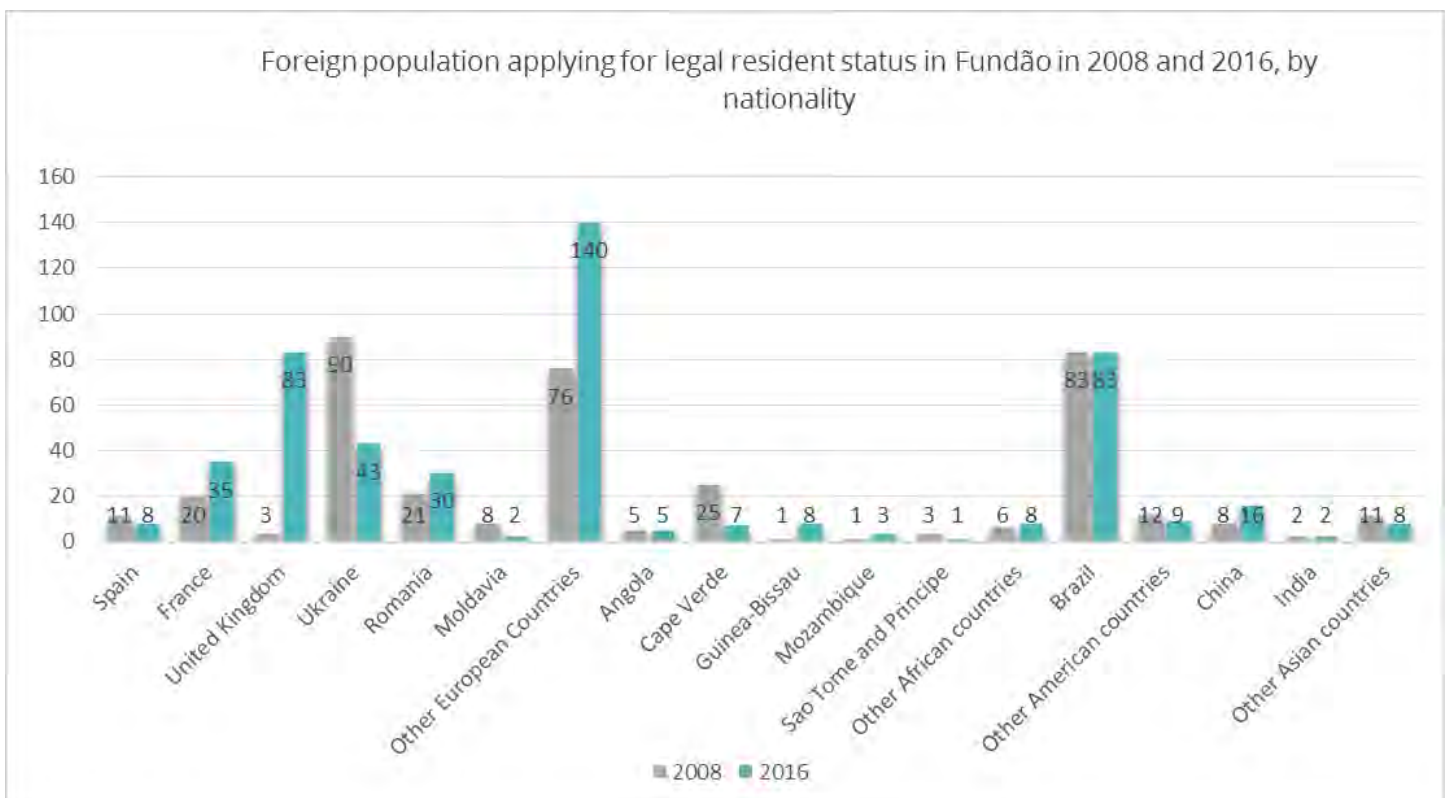
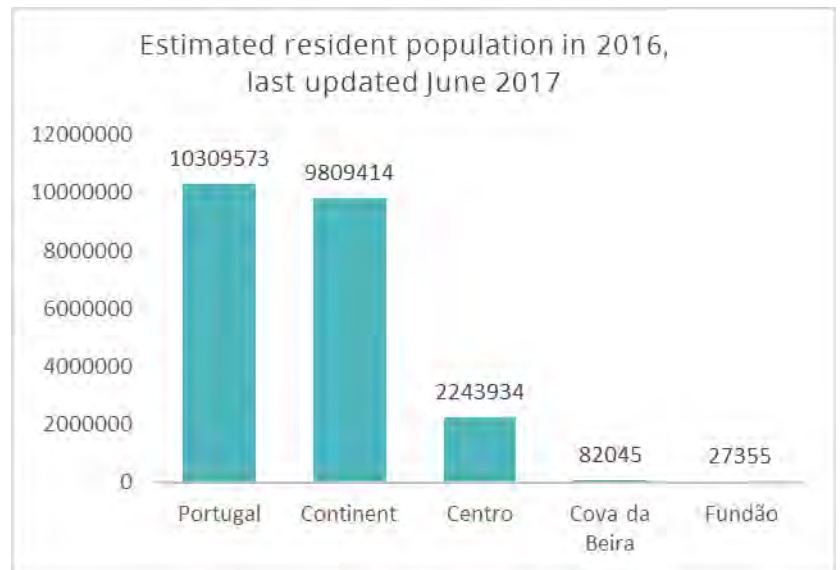


Demography has long been one of the major political problems in the region and in the city of Fundão.

## DEMOGRAPHY

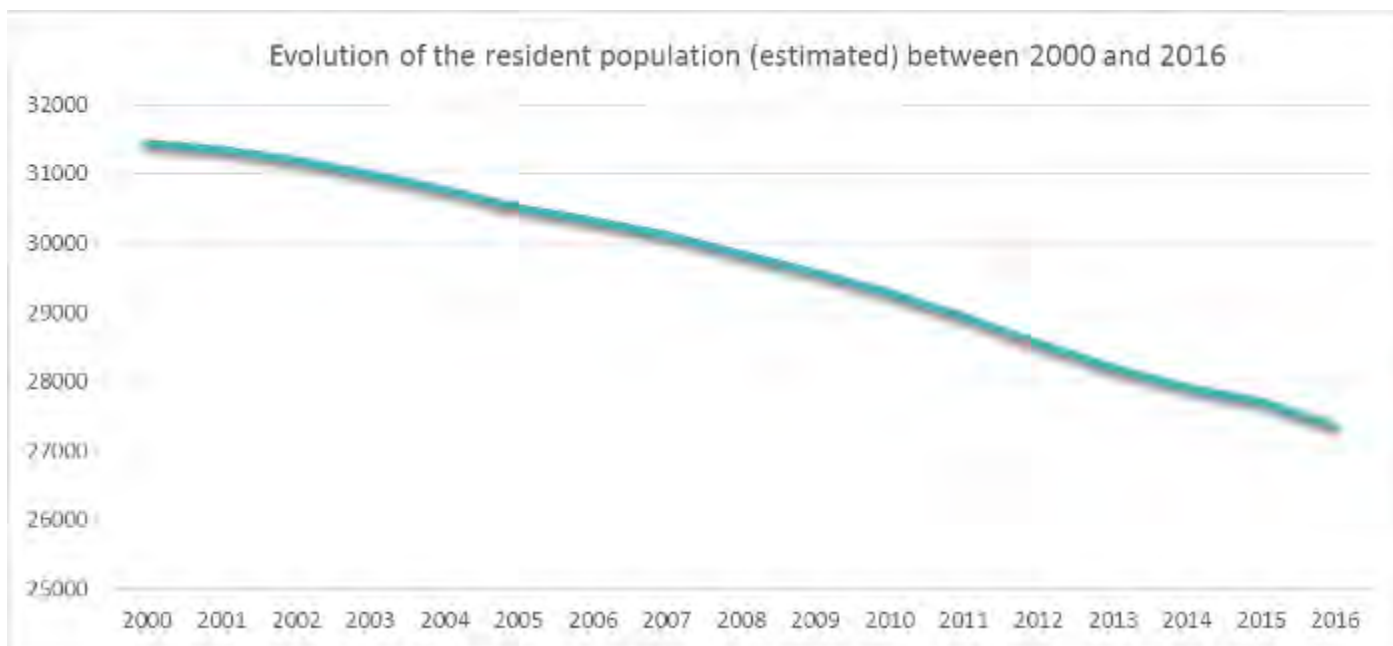
In 2016, the resident population estimated at Fundão is 27,355 inhabitants, equivalent to:

- 12.5% of the population of Beiras and Serra da Estrela (NUT III) with 218,961 inhabitants;
- 1.2% of the population of the Centro Region (NUT II), with 2,243,934 inhabitants.
- In Fundão, 1.8% of the total population of residents (27,355 people) is foreign population that requested the legal status of resident (492 people).





- Between the census periods (2001 and 2011), Fundão showed a decrease population of 7.70%, a tendency that is in line with the Centro Region. In the period between 2011 and 2016, the rate decreases to 5.47%.

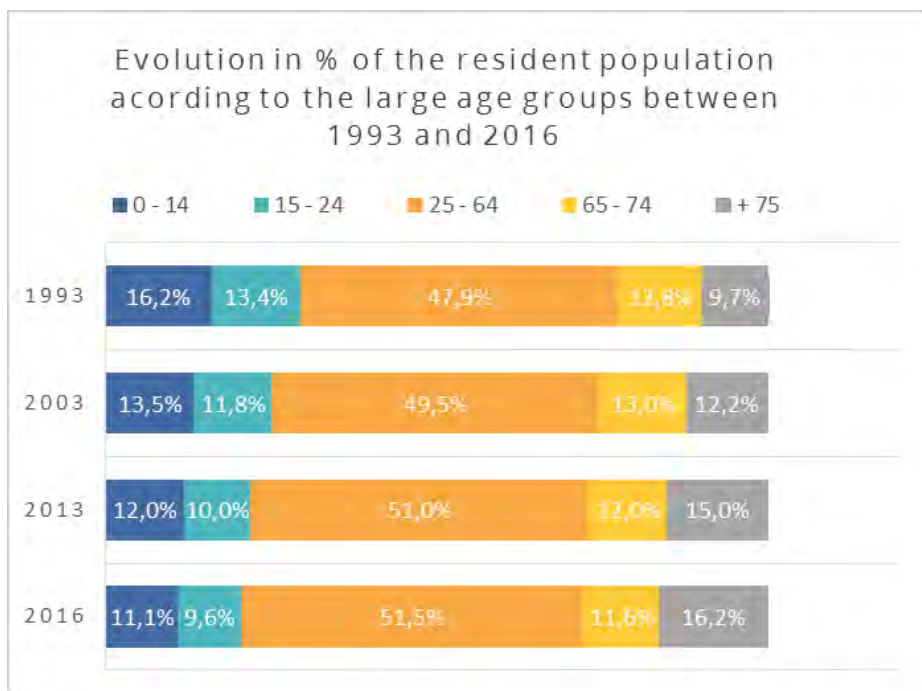


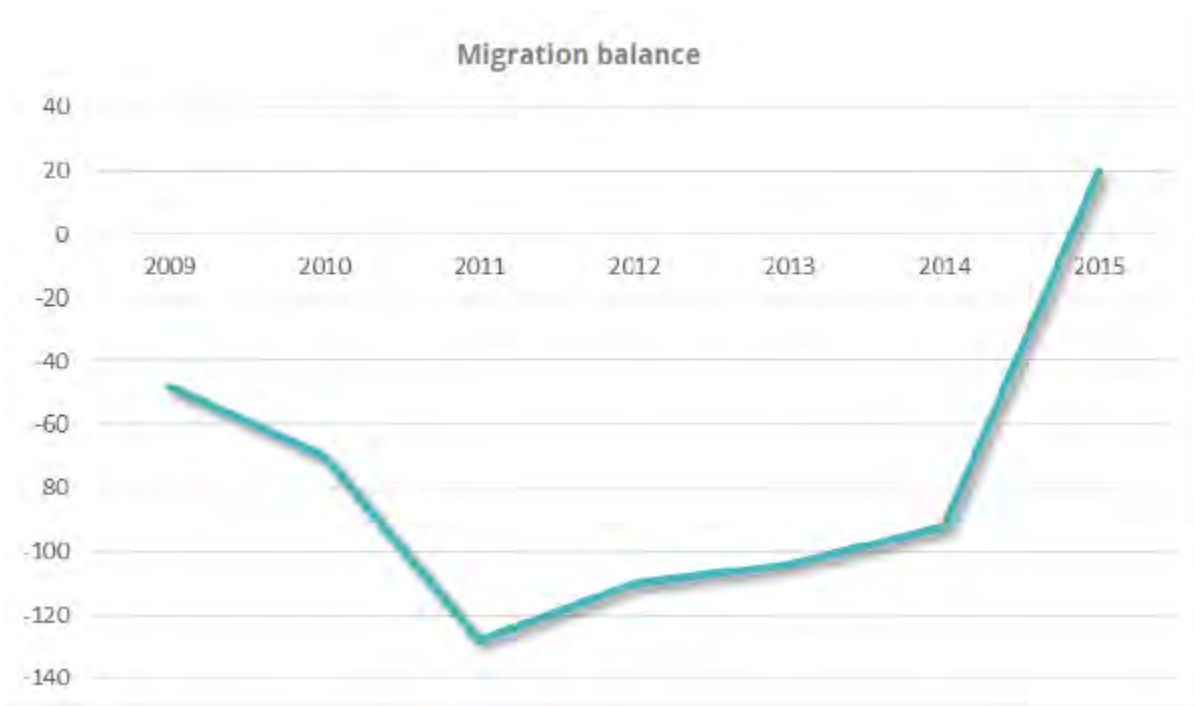
- In 2012, 51,4% of the population of Fundão was concentrated in the age bracket of the 25-64 years, followed by the age group 65 or more years with 26,9%.
- In the last decades, there has been a decrease in the younger classes, which reflects a very clear and growing trend towards an aging population. It is important to note that the number over 65 years old (7609 in 2016) exceeds twice as many children and young people aged 15 or less (3030 in 2016). **Characteristics of a rural area in which the young population immigrates to greater cities or foreign country in search of better job opportunities.**

From 2017, this situation could reverse itself, as in the next two years, there are agreements to reach 1200 new skilled jobs. In the vast majority, it is young people from various parts of the country and from abroad – new residents.



- ⇒ The trend towards population decrease has been observed in almost all parishes, except for Fundão and Aldeia de Joanes, which have been increasing since 1991
- ⇒ Reduction of young population
- ⇒ Aging index far above the national average and the Centro Region average
- ⇒ Foreign population increase
- ⇒ 2017 <Fundão is growing.





The county of Fundão has suffered over the last few years a great decline in socio-economic terms due to several economic factors, among them emigration.

Despite being a county with a high ageing rate, the city of Fundão did not suffer the population decline of the rest of the county, since it welcomed a good part of the population from its interior, having a considerable number of young people whose parents work here or reside. **To add to this, we have ,for the first time and over many decades a positive migratory flow , starting in 2015.**

The **Fundão Innovation Plan**, created in 2012, favoured an investment in the policies of creating social value: attracting investment, repositioning products such as the Fundão's cherry, creating jobs, attracting human capital, etc., Betting on models of Consortium that brought greater participation among universities, polytechnics and technology centres, that stimulated local democracy and captured new companies and businesses.

The Innovation Plan allowed a double benefit: **attracting new people to Fundão and creating new jobs, in new areas and of high qualification, at the same time were requalified buildings of the historical centre.**

It can be stated that, the Innovation Plan had a positive influence on the migratory balance.



- ⇒ Positive migratory balance in 2015 and 2016 - 1st time since 2001
- ⇒ Natural balance - loss of 200 people per year!
- ⇒ Active working age population increasing.



ARMAZEM

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# The Municipality of Fundão presents a rate of completion of upper secondary education compared to the average of 308 Portuguese municipalities, but also of Beiras and Serra da Estrela, Centro region and Portugal

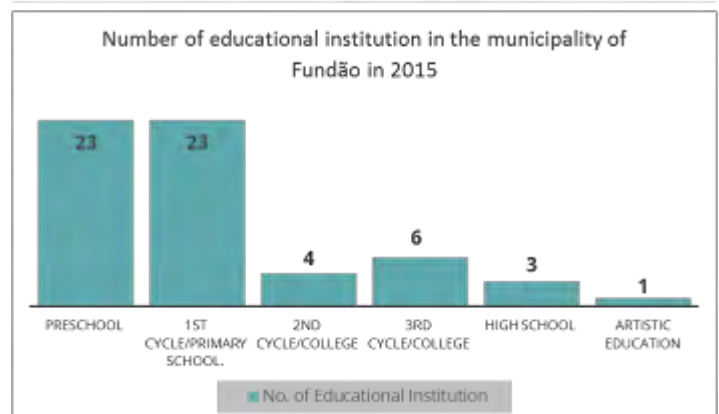
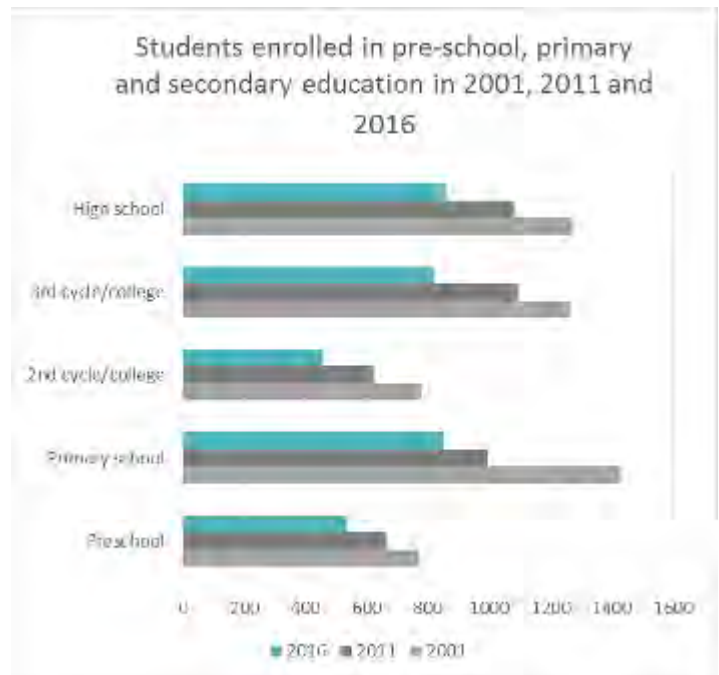
## Schooling of Resident Population

- The majority of the population of the municipality of Fundão has Basic Education (56.9%), where 15.9% correspond to the 3rd cycle.
- The third most important level of schooling is Secondary Education, equivalent to 10.6% of the resident population.
- With regard to the number of students enrolled in 2015/2016, in Fundão, the majority correspond to secondary education (24.4%), followed by the first and third cycle of basic education with 23.5% of the total enrolment.
- To highlight that for the 2015/2016 school year, the **Fundão's secondary education exploitation rate** reaches 89.2%, **being above** the average of 84.3% of the 308 municipalities, as well as Beiras and Serra da Estrela (87.2%), and from the Centro region (86%).

## Educational network of the Municipality

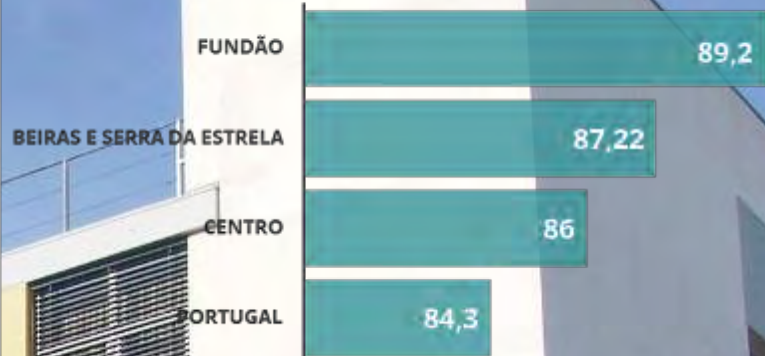
- Fundão has a network of 60 educational institutions, most of which belong to the levels of basic education (33) and pre-school (23).
- Also in reference to the professional education of Fundão, we highlight the offer offered by Fundão's Vocational School, whose main areas of training are Hotel Management, Tourism Management and the entire hotel business.

Nº of Students (public and private) in Fundão	2016
Preschool	534
1st cycle/primary school.	851
2nd cycle/college	456
3rd cycle/college	820
High school	857
<b>TOTAL</b>	<b>3.518</b>





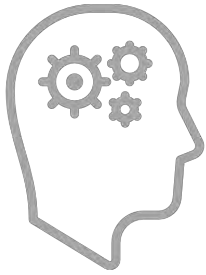
Transition / completion rate of secondary education in 2015/2016 (%)



- ⇒ Pioneer program to combat school failure
- ⇒ Computer programming teaching in all basic education
- ⇒ School Infrastructure Requalification
- ⇒ + €5 million for works and implementation of the plan to combat school failure.

ESCOLA PROFISSIONAL  
DO FUNDÃO





## TRAINING

Importance of advanced training and adapted to the companies, boosting of professional conversion programs are successful bets in Fundão

### COVA DA BEIRA ADVANCED TRAINING CENTRE

The result of a protocol between the Municipality of Fundão, the Institute of Employment and Vocational Training and a group of local entities and companies, the Cova da Beira Advanced Training Centre was recently inaugurated in 2017 and aims to adapt school and professional business needs.

Focused on three main areas, **agri-food, technology and industry of precision**, the new advanced training centre has already started in July 2017, where three training courses are already taking place, two in CNC (Computer Numerical Command), another in the area of Geriatrics, and one in the textile area, for a total of 60 trainees.

Partners are committed and available to create any courses that may be relevant to an investor.



#### COVA DA BEIRA ADVANCED TRAINING CENTRE

- ⇒ Adapt school and professional training to the needs of enterprises
- ⇒ + of 60 trainees in 2017
- ⇒ Professional reconversion in the agri-food, technology and precision industries



## ACADEMIA DE CÓDIGO

Academia de Código is partner of the Municipality of Fundão, in the context of two programs that were launched in 2016, <ACADEMIA DE CODIGO\_BOOTCAMPS> and <ACADEMIA DE CODIGO\_JUNIOR>.

In the **bootcamps of Academia de Código** transform amazingly talented people, who have not found jobs in their training area, in **programmers**. The lack of programmers is recognized worldwide due to the speed with which the technologies invaded daily life.

Each bootcamps has a duration of 14 weeks during which students devote all their time to learn Java and JavaScript, more than 240 people saw their life radically change over 12 bootcamps. The employment rate is 100%, into ICT companies in Fundão.



### <ACADEMIA DE CÓDIGO\_BOOTCAMPS>

- ⇒ 12 bootcamps
- ⇒ 14 weeks to become programmers
- ⇒ + 20 vacancies in September 2018
- ⇒ + 240 trainees from 2016
- ⇒ 100% employment rate

**Academia de Código Junior** aims to promote digital literacy, brings coding to kids in all Fundão elementary schools. Its purpose is to help kids to structure their way of thinking, think logically, work comfortably with maths, deconstruct big problems into smaller ones, in an interactive way by working with specific software and robots created for the cause.

Furthermore, it helps to create an awareness of the potential of this area concerning job offers and provides kids with basic coding competences for a Future that is getting more and more technological.

### <ACADEMIA DE CÓDIGO\_JUNIOR>

- ⇒ Since the 2015/2016 school year - 900 students of elementary schools - are learning to use the language of computers
- ⇒ The Academia de Código Junior program has not only an impact on the future of children. It is also a way of improving the school performance "of a rural county, and above all through public education".

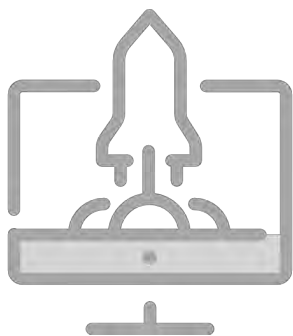


The ACADEMIA DE CÓDIGO programs have already received two national and international awards:

- ⇒ 1st Title of Social Impact in Portugal and Southern Europe
- ⇒ World Summit on the Information Society (WSIS) Prize 2017.





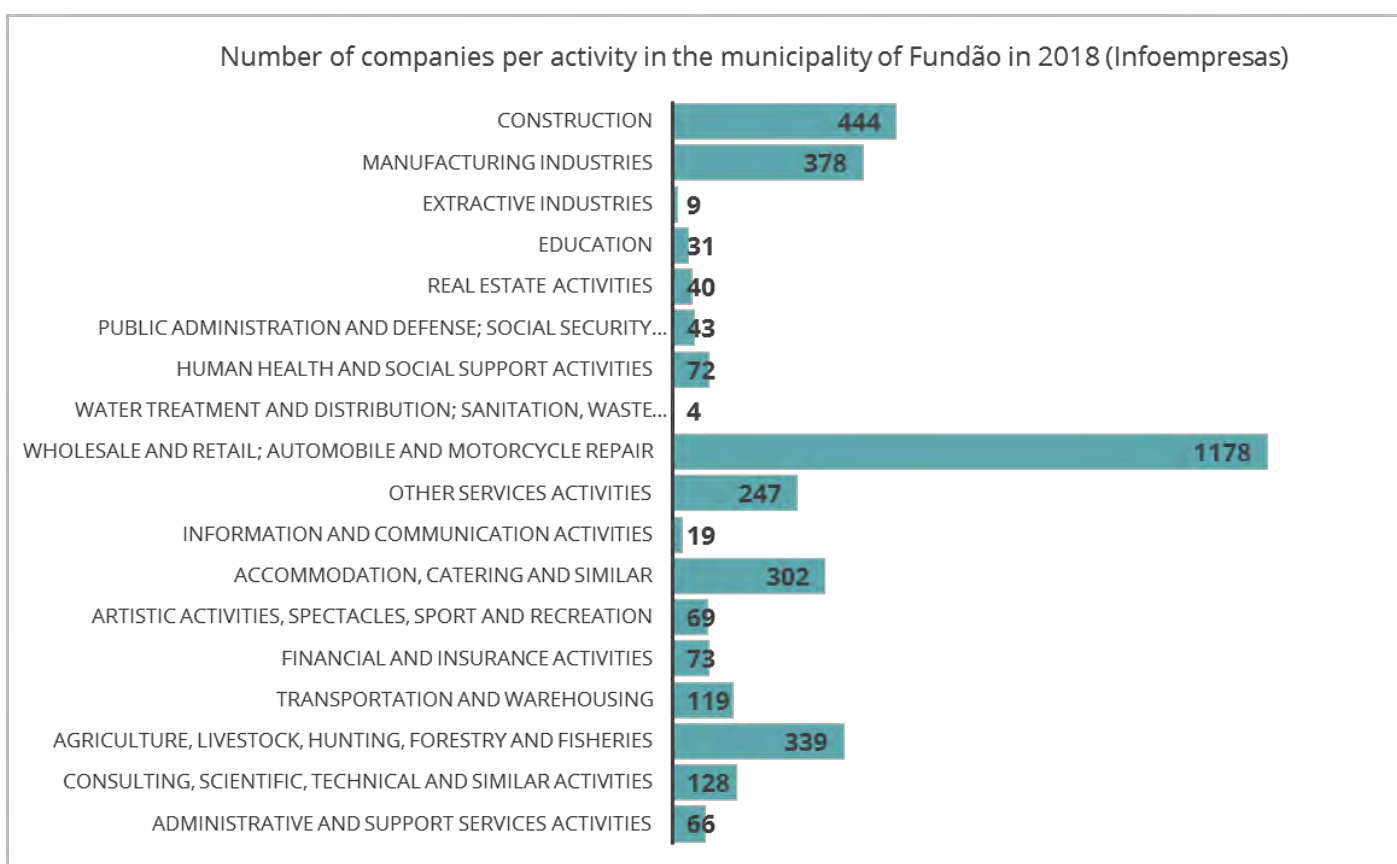


## ECONOMIC AND BUSINESS DYNAMICS

The strict and detailed knowledge of the economic dynamic is fundamental in the process of territorial planning of strategic level in the Municipality of Fundão.

In addition to a detailed characterization of the recent entrepreneurial dynamics of the municipality, it is intended to contribute to **the identification of the formative offer adequate to the needs of the companies** that are located in this territory, an aspect that is relevant for all agents of education and training who act in the region.

According to data from *infoempresas* in 2018, there are about **3561 companies** based in the municipality of Fundão.



The areas of activity of wholesale and retail trade, motor vehicle and motorcycle repair businesses account for a greater number of companies (1178 companies, corresponding to 33% of the total). The construction and manufacturing industry have a significant weight in the municipality's business structure (444 and 378 companies, corresponding to 12.5% and 10.6%), as well as agriculture livestock, hunting, forestry and fishing (339, corresponding to 9.5%). Then, the accommodation, catering and similar (302, accounting for 8.4%), activities related to the services (247 companies, corresponding to 6.9%), activities of consulting, scientific, technical and similar (128, corresponding to 3.6%), and transportation and storage (119, corresponding to 3.3%).

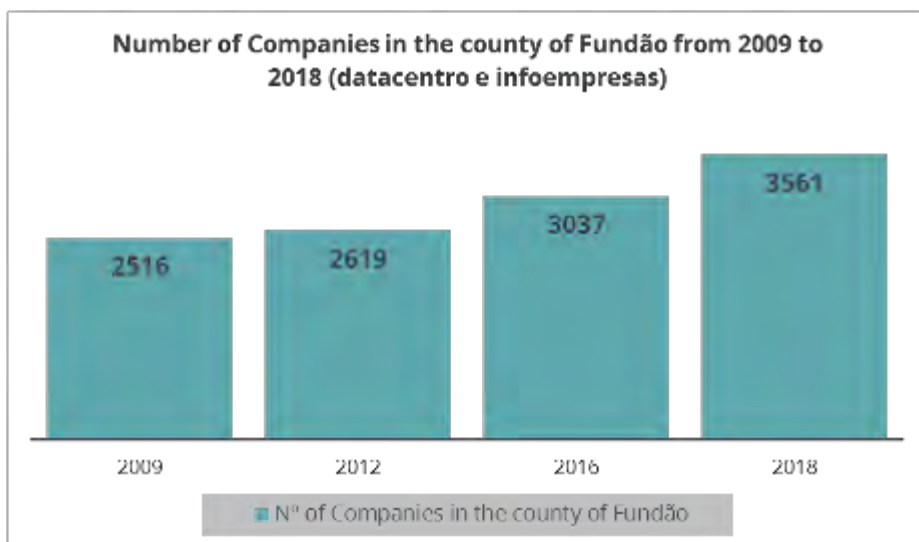


The county of Fundão was for centuries affirming a frank commercial aspect, based on agricultural production and on the existence of a perfectly established and varied mesh of commerce in the county seat. Among the goods traded, the fruit assumed a primordial role, especially for its quality and abundance. Nowadays, the production of the famous cherries 'Cereja do Fundão', which is crucial for the local economy, is showing particular importance, even reaching results of more than 20 million euros per year, which are very impressive values for the region. Already has more than 300 producers and get employ directly more than 2000 people per season.

In addition to all these productions, there is also a wide variety of industries and trades of interest in the municipality, highlighting the glass industry, granite, wood and the polishing of jewellery, which in recent years have had a huge impact in the region.

In 2009, the county of Fundão had a total of 2516 companies registered in its territory, amounting to a density of 3.6 companies per km<sup>2</sup>.

After nine years, in 2018, the number of companies had increased to 3561, extending the density to 5.1 companies per Km.





## LABOUR MARKET AND UNEMPLOYMENT

**Labour Availability: Potential for reconversion is another bet of the Municipality of Fundão.**

**Since 2012, 1300 new jobs have been created.**

Unemployment rate	2009	2013	2016	2017
Nº	1456	1892	1552	1157
%	8%	10,9%	9,1%	7,3%

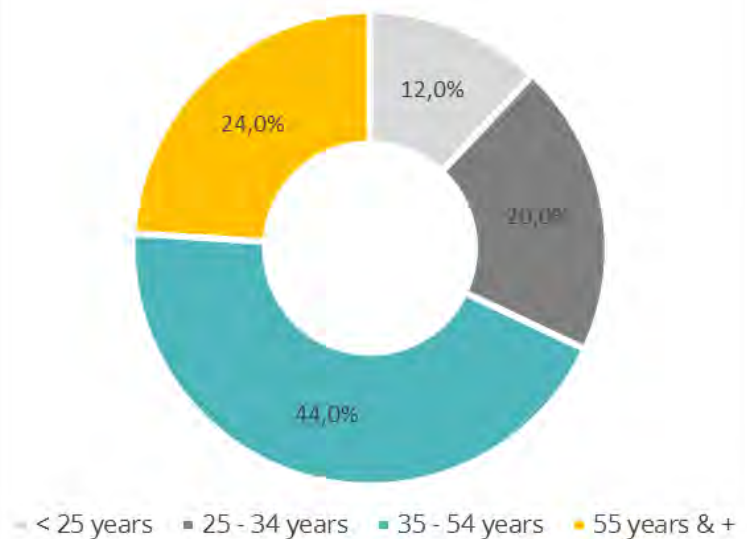
### Unemployment rate at Fundão falls to lowest level since 2009

In December 2014, as regards age segments, the unemployed population of Fundão is mostly in the 35-54 age group, representing 44% of the total, followed by the age group of 55 or over, with 24% in total of the population unemployed.

In line with the mentioned above, the majority of the unemployed in Fundão are seeking new employment (87%), with the remaining 13% seeking first job.

The Fundão's unemployed population is concentrated in the age group from 35 to 54, is mostly looking for a new job and 64% comes from the service sector.

Unemployed population in Fundão by age group in 2014



In 2011, Fundão has an active population of 12,246, which represents 32% of the active population of Cova da Beira. Fundão employs mainly in the Tertiary sector, in line with Cova da Beira, Centro Region and Portugal.

The majority of the population is employed in the tertiary sector (66%), followed by the secondary sector with 27% of the employed population in 2011. This trend also occurs in the other municipalities of Cova da Beira (67%) and the Central Region (66%).

Employed population by activity sector (CENSO 2011)





CENTRO DE  
**NEGÓCIOS  
E SERVIÇOS**

ALTRON



- ⇒ 2,000 unemployed at the peak of the crisis, in 2012
- ⇒ 1,157 unemployed in December 2017
- ⇒ Active population: from 2011 to 2016 climbed to 60.8% to 65% while the region and the country were always down

**Jobs created since May of 2012:**

- ⇒ 300 in the luxury products industry (precision metalworking)
- ⇒ 100 in the textile industry
- ⇒ 200 in the agri-food sector
- ⇒ 200 in the social economy
- ⇒ 500 in the ICT sector (new area of employability)

## 1.3 Policy Context

### THE CONTEXT

The starting point of the process was an urgent need by the Municipality of Fundão to respond to the enormous challenges it faced, common to most of the municipalities in the hinterland of Portugal - **high unemployment young qualified and not qualified; ageing of the population; decreased activity in the municipality.**

Strategically, soon realized that this response would enhance the distinctive features of the region and put in competitive advantage in its territorial context:

- **the geographical location allied to the existence of a vast historical, cultural and natural heritage;**
- **the existence of a strong commercial culture among its inhabitants and its habit of receiving;**
- **the existence of a set of high quality infrastructures needs to be revitalized through new forms of use.**

One of the great pillars of the plan was the creation of the Living Lab of Cova da Beira, formed by a co-work space, a fablab and a social and business incubator.

### THE STRATEGY

The Municipality of Fundão has been placing the issues related to **Open and Social Innovation** at the centre of its strategic policy and intervention agenda. In this line and since 2012, it has inaugurated some values that have been creating and fostering innovation ecosystems with significant impacts on the economic and social fabric of the municipality.

The strategy defined in the **FUNDÃO INNOVATION PLAN** was capitalized on the following assumptions:

- **Open Culture** - to learn and grow with new experiences and ideas,
- **Open Government** - for a bottom-up approach to solving the wishes, interests and concrete and real needs of the population;
- **Resources and Open Data** - by promoting transparency and public confidence;
- **Open Arms** - to receive and involve all;
- **Open Minds** - to foster a constructive, positive and innovative spirit.

2012

THE MUNICIPALITY OF FUNDÃO HAS PLACED AT THE CENTRE OF ITS STRATEGIC POLICY AND INTERVENTION AGENDA THE ISSUES RELATED TO OPEN AND SOCIAL INNOVATION



2012

FUNDÃO INNOVATION PLAN







At the same time, the open and shared **CO-WORK** space was inaugurated, which brings together all the conditions for the first phase of "incubation" of a company, fostering the productive exchange of ideas and best practices in a multidisciplinary environment.

As a Living Lab product, **FABLAB** was created, is a prototyping laboratory designed to develop, manufacture and test innovative solutions. It provides, for example, a 3D printer and aims to connect the creative community to educational institutions and the wider community.

One of the great pillars of Fundão innovation plan was the creation of the Living Lab of Cova da Beira, formed by a co-work space, a fablab and a **SOCIAL AND BUSINESS INCUBATOR "A PRAÇA"**.

These two spaces interconnect with the Business Incubator which, in addition to its basic function of generating, supporting and fostering an environment conducive to the growth of new businesses from new ideas, also intends to connect with urban and social regeneration from the centre of Fundão, through the location of the new companies, fruits of the incubation process, in the old town.

All these values have been or are in process of being complemented by the Village School, the Home-Office, the **COVA DA BEIRA TRAINING CENTRE** (inaugurated in July 2017) or the Pole of Research and Development for Telemonitoring in the Health area.

The **FUNDÃO PRODUCERS CLUB** is also the result of an innovative approach. It has been affirming in a very significant way the *Fundão* as a mark of excellence in several agri-food products that it has promoted mainly in foreign markets with a view to export.

It was also this atmosphere came the opportunity to promote the creation of a **BUSINESS AND SHARED SERVICE CENTRE** in multipurpose Pavilion of Fundão, through an intervention project that resulted in the qualification of this building for the installation of several companies of the technological sector wishing to innovate and combine the technology at the service of the society, the environment and the economy.

In line with this strategy of **Social and Economic Innovation**, complemented by the desire to bring a more transparent and participative democracy to the municipality, the Municipal Executive also decided to carry out an open data policy that intends to make available municipal management data and urban information to citizens, as well as implement Participatory Budgets, allocating a portion of the Municipal Budget to the response to proposals or ideas emanating from citizens.



**CO-WORK**



**FABLAB**



**SOCIAL AND BUSINESS INCUBATOR**





## THE RESULTS

The result of this innovation policy was the creation of more than 500 new jobs in the ICT sector, in companies that invested in Fundão over this period and which increasingly seek human resources with high technological skills: Altran; Pcmédic; ReadinessIT; InovaPrime; Fruition; Follow Inspiration; WinTrust; Psiengine; InCentea; Communities; BaG Consulting; and Cleverti.

Many of the staff recruited by these companies have already settled in Fundão, especially in the old part of the city, which has brought a growing dynamism to local life and economy. In four years, the project drove an integrated ecosystem that generated 68 startups and supported more than 200 private investment projects, focusing on R & D, pioneering professional conversion initiatives and digital skills.

As a result of our ongoing contact with companies, we know that Fundão needs, by the end of 2018, at least 300 new ICT professionals, preferably with programming language skills. And if today there are 500 jobs created in Fundão in this sector, would have been even more if the education system produced the profiles that companies seek..

So, we programmed the **ACADEMIA DE CÓDIGO**, since 2016, in a very simple line: helping to end unemployment in Portugal, redesigning the lives of hundreds of Portuguese for programming. An innovative approach has been implemented, consisting of intensive programming bootcamps, with duration of 14 weeks, to form those that are designated by the Code Cadets in the scope of the project. After bootcamps, direct entry into the job market is guaranteed.

Also, in this sense, the Municipality of Fundão inaugurated in July 2017, together with several institutions in the region, the **COVA DA BEIRA TRAINING CENTRE**, with the objective of qualifying labour in the agri-food sectors, new technologies and polishes of different materials.

In terms of national and international projection, Fundão has hosted several events of great impact as well as being an active voice in several networks and partners, affirming itself at the moment as one of the cases of study of innovation in rural Portugal. The acknowledgment of the work carried out also materializes in international awards such as the 1st place in the "European Business Promotion Awards 2015", and lastly, the Fundão Business and Shared Services Centre is among the winners of the RegioStars 2018 European Commission

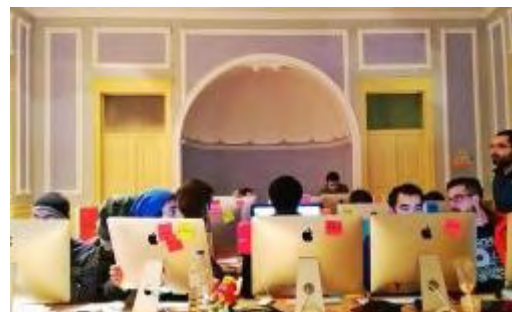
**2014**

**CENTRO DE NEGÓCIOS E SERVIÇOS PARTILHADOS**



**2016**

**ACADEMIA DE CÓDIGO**



**2017**

**COVA DA BEIRA TRAINING CENTRE**



**THE FUNDÃO'S BUSINESS AND SHARED SERVICE CENTRE IS AMONG THE WINNERS OF THE EUROPEAN COMMISSION REGIOSTARS 2018 AWARDS**

SUCCESS STORIES

ALTRAN

LEADINESS IT

fruition PARTNERS

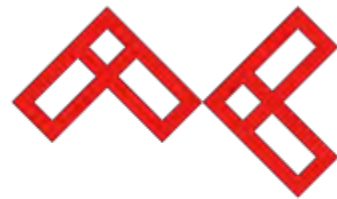
PCMEDIC we help

Follow Inspiration

inova prime

IS2you

Smart Concepts, Intelligent Systems



YDREAMS ROBOTICS

ACADEMIA DE CÓDIGO

PLAYWARE

trigger. systems

cleverti

heading recursos humanos

vitalgreen

WinTrust you Trust, you Win

Clear Governance



NEXT ...

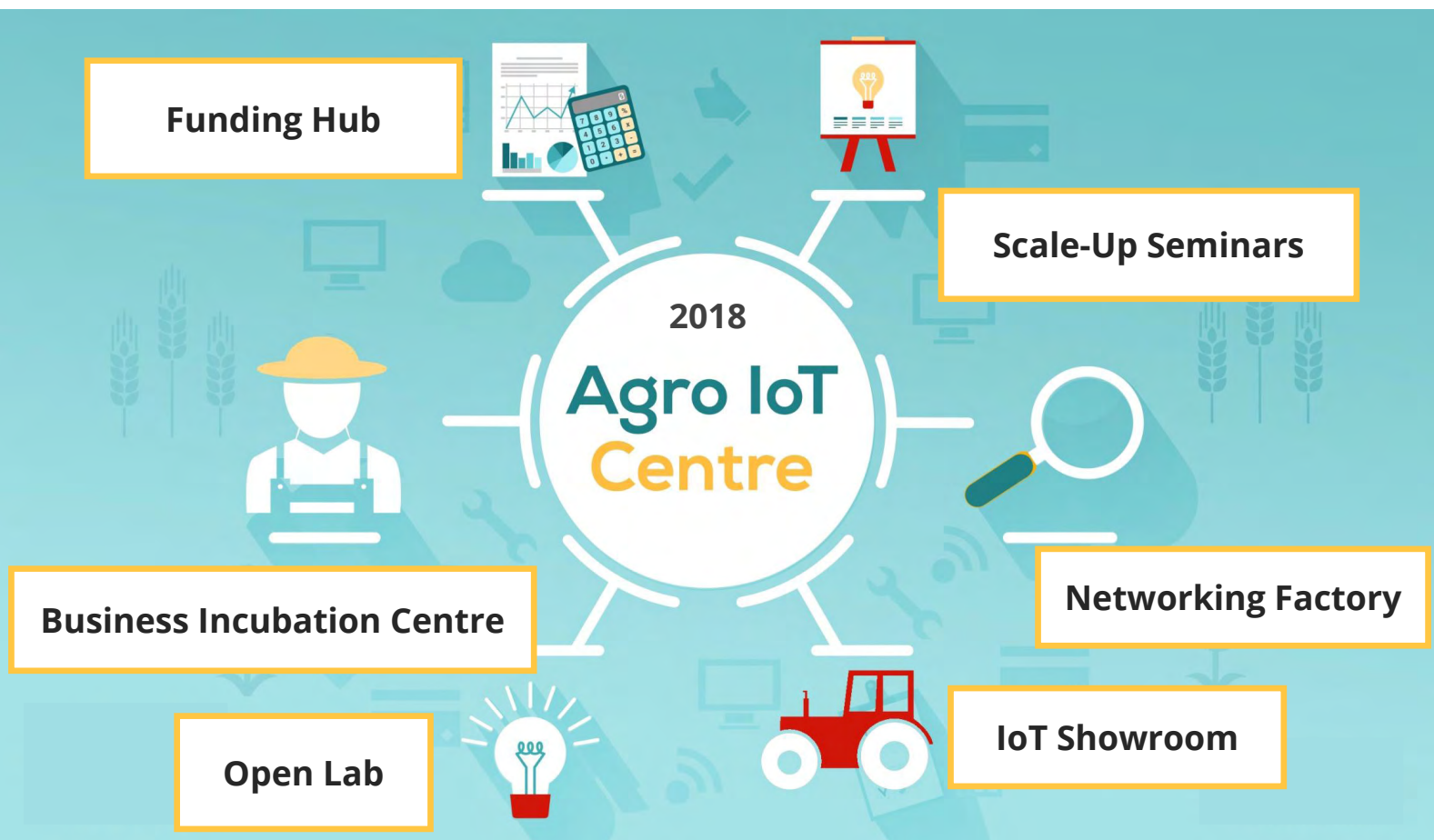
**Agriculture is increasingly a technological and knowledge activity** whose sustainability depends on the ability to harmonize productive, technological and environmental issues without neglecting its economic and social structure. Undoubtedly, the country's future depends on the competitiveness and internationalization of agroforestry companies and products, stimulated by the increase of R & D in partnership with companies and entities of the scientific system.

This articulation is crucial to answer the main challenges of the sector, and in Fundão, its last bet is a **FIELD OF EXPERIMENTATION AND DEMONSTRATION OF THE INTERNET OF THINGS (IOT) and robotics for agriculture**.

Several dozen projects and startups will have the opportunity to test in real environment the applications they develop for the agricultural sector.

Taking advantage of the entrepreneurship and innovation ecosystem that has been created in Fundão in recent years, companies in the field of experimentation will be able to take advantage of the potential of the research centre on plant biotechnologies recently created in the old seminary building in Gardunha.

**2018**  
**AGRO IOT CENTRE**



## 1.4 SWOT Diagrams



### MAIN STRENGTHS

- Excellent index of quality of life, including the mention of municipality with better air quality since the year 2012 to the present day
- Strategy of integrated urban development consistent
- Opening to the outside world and willingness to support creativity
- Endogenous products
- Fundão Brand notoriety
- Equipment and infrastructures available
- Strong network of partnerships
- Fundão as Market town and Rural town
- Historical, cultural heritage, natural and landscape
- Potentiating territorial dynamics of investment in different sectors of activity



### MAIN OPPORTUNITIES

- Favourable Framework for investment attraction induced by the Living Lab Cova da Beira
- Achieved notoriety with the success of the strategy of urban development and investment attraction
- Climate of understanding in the promotion of regional cooperation
- Financing available for low density areas, in particular for rehabilitation and Urban Revitalization
- Creativity and paradigm shift of public policies







W

## MAIN WEAKNESSES



- Lack of an effective communication plan for the ongoing strategy
- Lack of collective public transport
- Soft mobility culture little rooted
- Reduced use of energy efficiency solutions for buildings
- Low pedestrian areas in the City Centre links to peri-urban zone
- Deficient integrated offering of health services



T

## MAIN THREATS



- Aging and decline population
- High rate of migration of young and qualified professionals
- Predominance of degraded houses and commercial fractions in the old town
- Commercial fabric old and stagnant
- Depopulation from the old quarter and growth of peri-urban areas
- Shortage of skilled labour
- Typology of inadequate housing

*"A city is always a creation, a fundamental element of the organization of space, a knot in the network of relations established voluntarily or spontaneously among the inhabitants; a human area embedded in a piece of soil, a fact of reduced size but of greater significance by the connections it establishes."*

Orlando Ribeiro (1911–1997) was a Portuguese geographer and historian.







## 2. VISION AND EXPECTED RESULTS

### 2.1 Vision

About six years ago, Fundão was challenged to become the first fully “open” county in Portugal: open to young people, to creativity and innovation, open to business, entrepreneurship and wanting to do. Open to new cultures, new ways of being and living in a territory in which we can easily associate a context of urban living with the best and healthiest rural, natural, heritage and historical wealth, with the respective gains in term of quality of life. Based on this vision, the municipal executive has been implementing policies aimed at attracting companies with investment capacity to stay in this territory.

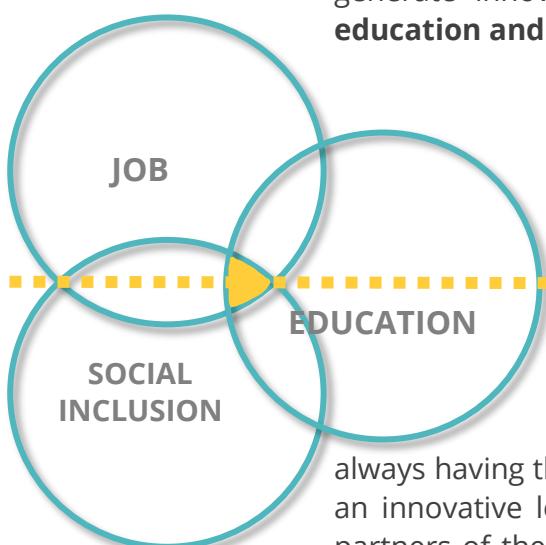
For the partners involved, and as already mentioned, the focus of the OSIRIS project are essential challenges related to **employment, innovation, education, social inclusion and climate / energy**, and aims to better design and implement public policies for social and open innovation through defined in a collaborative way and developed in different regional ecosystems. The main purpose of this is to influence the political instruments, not only municipal, but regional and national.

Within these 5 challenges, and thanks to the experience of the European partners of the OSIRIS project and the method of working in co-creation with the LOCAL ACTION GROUP, **Fundão's strategic vision materializes in a clear vocation to implement an innovative strategy to increase employment , for more and better education, and to ensure social inclusion.**

This project, is very focused on the co-creation process, enabling the Local Action Group to work together, CREATING TOGETHER.

**EMPLOYMENT** was clearly identified with one of the key objectives of the international event of December 2017 in Fundão, as well as **EDUCATION** having a good representation within the LAG, and then we have the part of **SOCIAL INCLUSION**. And Fundão's OSIRIS project will work within these areas.

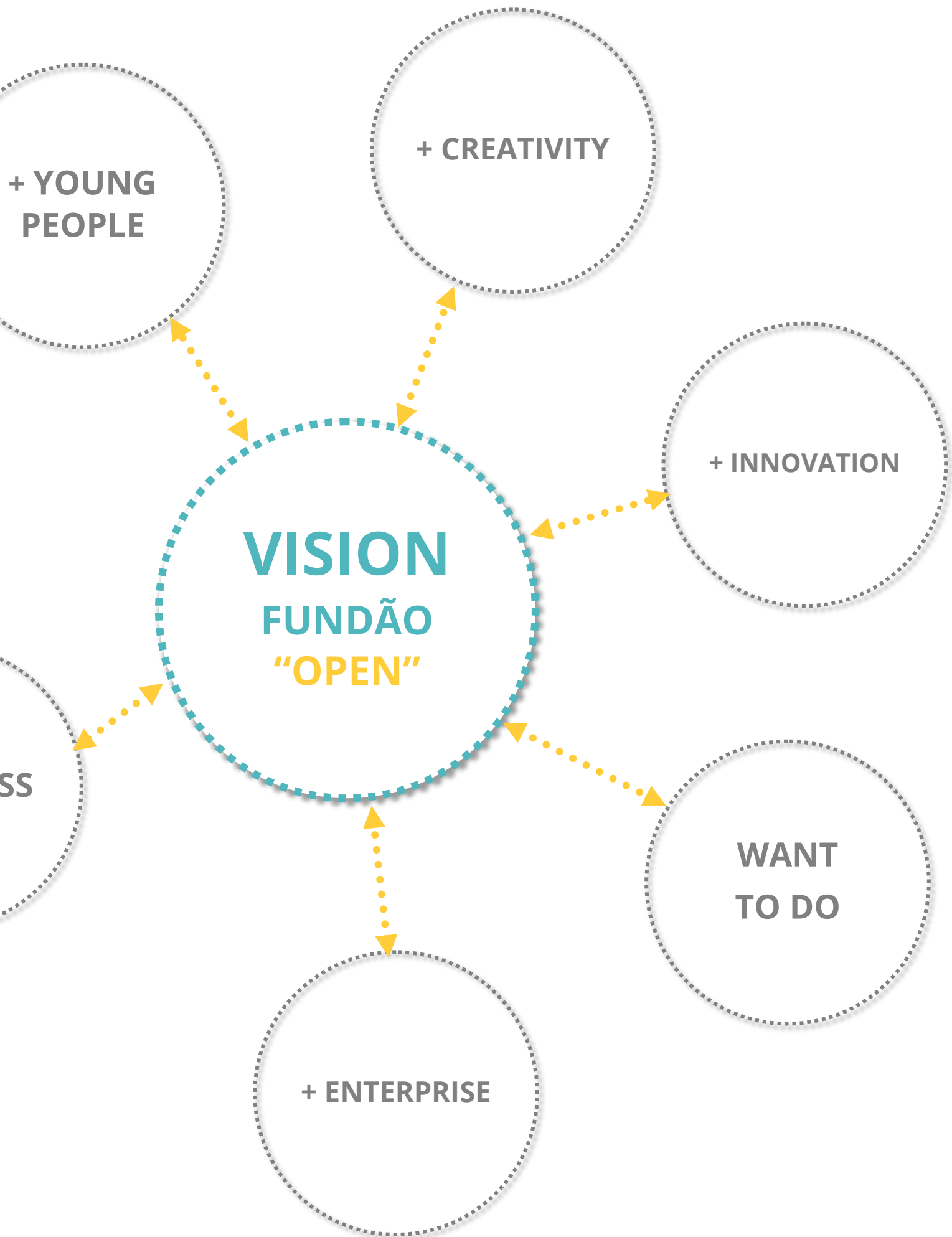
The area of **INNOVATION** appears in a horizontal line because it is intended to generate innovative actions in the area of **employment, education and social inclusion.**



+ BUSINESS

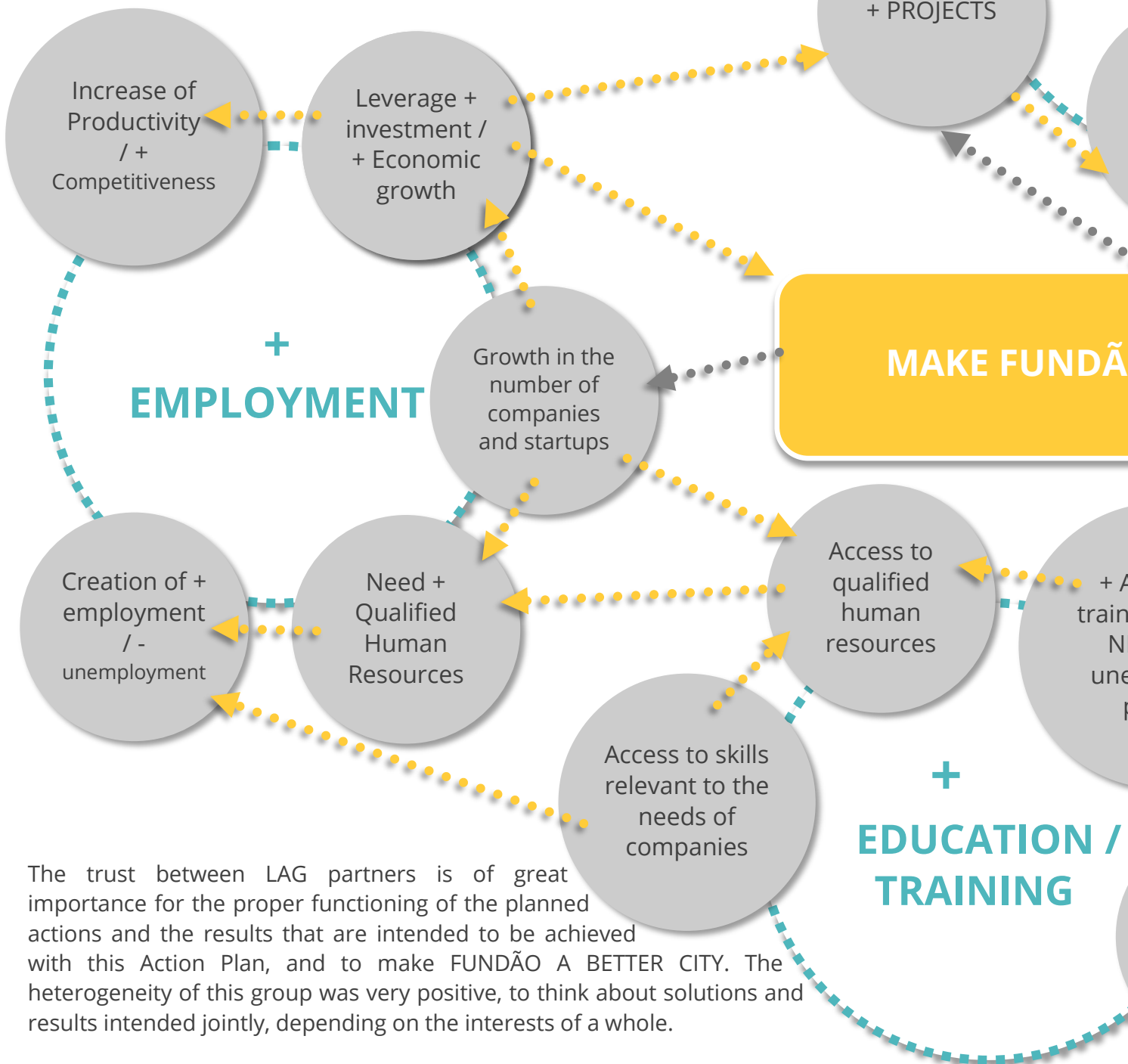
Focusing on employment, education and social inclusion, always having the concern of all the actions that will be generated, to have an innovative level, and for that reason we had the contribution of the partners of the own OSIRIS, already having practices in these areas. And we have a political entity that in this case is the Municipality of Fundão, which has the information with this ACTION PLAN to streamline Fundão in these areas.





## 2.2 Expected Results

It is intended to have an efficient strategy in the challenges of the OSIRIS project, whose Municipality of Fundão, being the only European partner of the network that represents a city, a municipal territory, does not come out at a disadvantage, due to what: it is the cities that generate and manage regional development (and therefore national): they are centres for the development of knowledge, innovation and entrepreneurship. They have the ability to put together a mix of talent, ideas and resources to find ideas and solutions, and test them, try them out, easily and quickly.

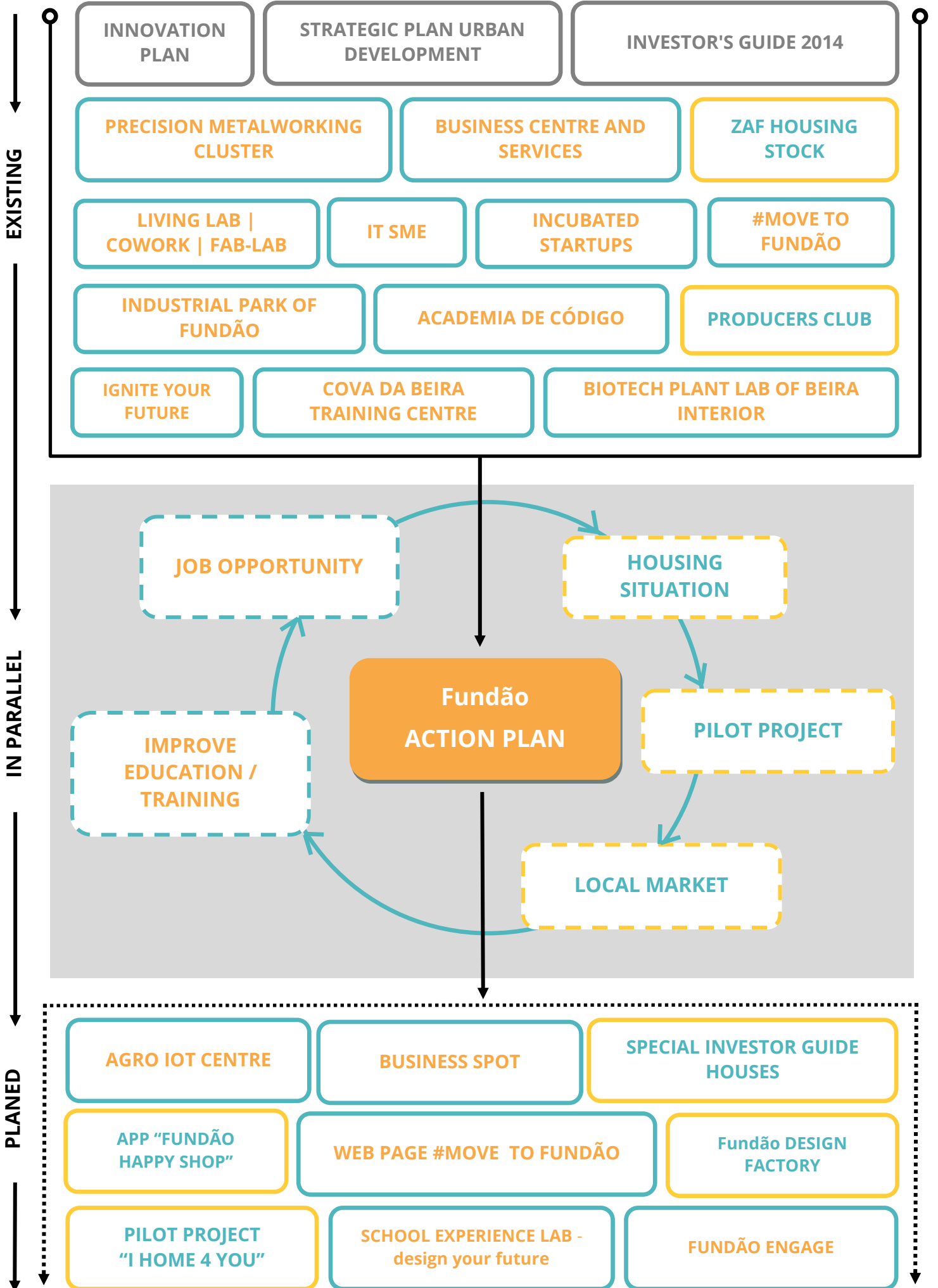


The trust between LAG partners is of great importance for the proper functioning of the planned actions and the results that are intended to be achieved with this Action Plan, and to make FUNDÃO A BETTER CITY. The heterogeneity of this group was very positive, to think about solutions and results intended jointly, depending on the interests of a whole.

**The most anticipated and most important result will be the potential impact of sharing knowledge and tools so that all cities in the country and in Europe can transform behaviours, public policies and dynamics in society and / or the environment.**











## INNOVATION AND INVESTMENT:

- ⇒ 150 million € private investment since 2013
- ⇒ 2 PIN + 3 projects of strategic interest
- ⇒ + of 200 investment projects supported by the Municipality (90% local)
- ⇒ 78 startups and projects have gone through the Incubator, Cowork, Fab Lab since 2013
- ⇒ 2 startups with investments from Portugal Ventures
- ⇒ 15 new companies only in the ICT area
- ⇒ Sustainable strategy - 360 thousand of expenditure / 330 thousand of revenue
- ⇒ Increase of 73% in urban planning processes / + of 100 residence under construction
- ⇒ Fundão was mapped as a hotspot for the development of startups in a study conducted by Microsoft and the Startups Europe Partnership
- ⇒ Industrial parks - creation, expansion, modernization

First Precision Metalworking Company

1980

Today, a cluster with following companies, representing more than 700 jobs: CIMD / J3LP / Sipolux / Cubimatéria / HGTPortugal / F.P.L...

1988

Fundão was elevated to City and county seat

A MOAGEM—Cidade do Engenho e das Artes

2006

Cultural equipment based on the restoration of the building complex of the old company Moagem of Fundão

POLIS XXI—Partnership Urban Regeneration

2008

The Application Polis XXI Program p urban regeneration of the municipi arises as a result of a multidimensi process that was based on a strate where the Old Zone of Fundão was fundamental resource for the integ sustainable development of the co buildings have been rehabilitated)

## 2.3 The Change

The county of Fundão has a rich heritage linked to the endogenous resources of its territory that make them the main factor of differentiation and positioning in relation to neighbouring territories that share the same territory with low density.

It has been known for a long time that Fundão has been known for the quality of fruit and vegetables, especially for its cherry, peach, apple and pear, but also for red fruits, honey, wild mushrooms or jams. Also wine, olive oil, cheese and sausages and even the spring waters of Gardunha are products of excellence that differentiate and add economic, social and patrimonial value. These products also represent an important part of the Fundão's immaterial cultural heritage, which, complemented by the knowledge, landscapes and traditions of the people of the municipality, constitute a potential mass for the creation of value not only economically but also socially and territorially.

On the other hand, the fruit of its historical past linked to the strong Jewish influence that brought to Fundão the commercial and manufacturing tradition, the Fundão urban nucleus, first village, then city and, at the end of the 20th century, was always a reference throughout the region of Cova da Beira in buying and selling products and providing services. This commercial vein, still today in the Mondays market and in the two annual free trade fairs, together with the rural side which also remains a fundamental feature of the Fundão identity, gives the Fundão a rural-urban dichotomy with a great potential to generate more -values since it is very differentiating.

Combined with the exploitation of endogenous resources and with the binomial city-rural city-market, **the capture of investment and innovation is also one of the transversal pillars of the strategy of the Municipality of Fundão for local development.** Based on this vision, the municipal executive has been **implementing policies aimed at attracting companies with investment capacity to stay in this territory.**

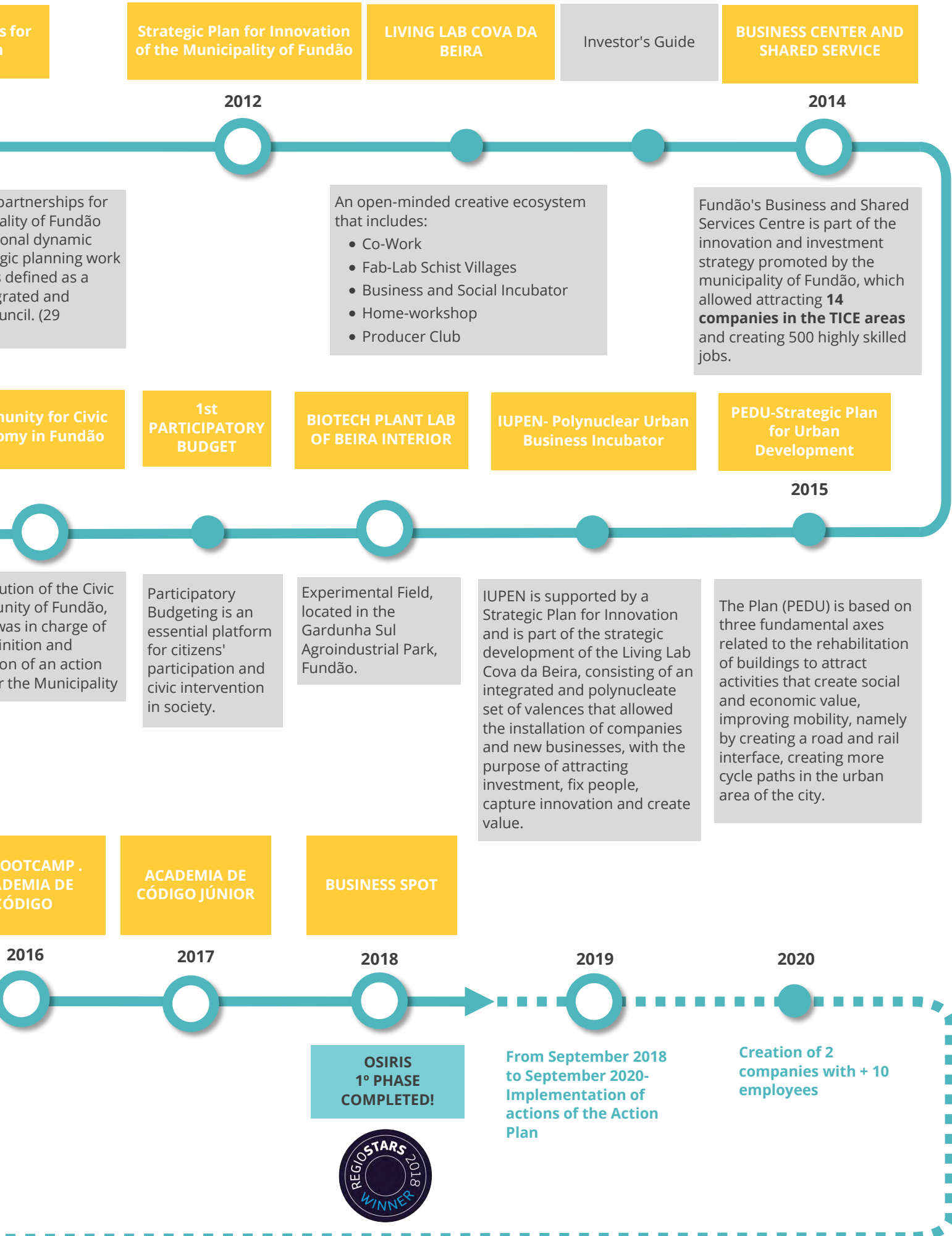
Particularly, companies linked to the information technology and industrial metal polishing sectors, already installed in the municipality, are highlighted. On the one hand, the activities of IT companies are not directly linked to the territory, since they can provide decentralized services to the whole world through a good quality internet connection. On the other hand, companies of the polishing sector have found in Fundão good conditions to be established, having led to the creation of a cluster of companies of this sector with an already international dimension.

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In this way, the Municipality intends to position the Fundão in order to compete with other territories that traditionally attract companies in these sectors, through the implementation of policies and the creation of conditions such as the availability of lots of land in industrial parks below the cost price, exemption from municipal tax, etc.

As a result of this effort, some companies in these sectors have already moved business and production units to the county of Fundão. In the information technology sector, Altran, Fruition and PC Medic have recently opened new facilities at Fundão. In particular, Altran settled in the new **Fundão Business Centre, whose creation was one of the key points in the Fundão's investment and innovation strategy.** In the sector of industrial polishing of metals, the creation of the Industrial Park has allowed to promote the development of an important nucleus of companies in this sector, including companies like J3LP, HGT-Portugal and CIMD.

From the perspective of the Municipality of Fundão, **the relocation of these companies to our territory is a factor generating opportunities with socio-economic impact.** In particular, it stands out creation of jobs and boost local economy, through the direct contracting of local services by companies, as well as indirectly through the consumption of the workers.





Within these 5 challenges, and thanks to the experience of the European partners of the OSIRIS project and the method of working in co-creation with the LOCAL ACTION GROUP, **Fundão's strategic vision materializes in a clear vocation to implement an innovative strategy to increase employment , for more and better education, and to ensure social inclusion.**

That is, thanks to the sharing of ideas during the meetings of the LOCAL ACTION GROUP, the exchange of knowledge was an opportunity for the citizens, the organizational entities and other stakeholders of the group, to participate in co-creative dynamics in the formulation of policies of the ACTION PLAN, and that in the next two years, the Municipality of Fundão will have to implement. This project is very focused on the co-creation process, enabling the Local Action Group to work together, CREATING TOGETHER.

**EMPLOYMENT** was clearly identified with one of the main objectives of the international event in December 2017 in Fundão, as well as **EDUCATION** having a good representation within the LAG, and then we have the part of **SOCIAL INCLUSION**. And Fundão's OSIRIS project will work within these areas.

The area of **INNOVATION** appears in a horizontal line because it is intended to generate innovative actions in the area of **employment, education and social inclusion.**

Focusing on employment, education and social inclusion, always having the concern of all the actions that will be generated, having an innovative level, and for that reason we had the contribution of the partners of OSIRIS itself, already having practices in these areas. And we have a political entity that in this case is the Municipality of Fundão, which has the information with this ACTION PLAN to streamline Fundão in these areas.

On the other hand, **companies linked to science and technology are active elements and promoters of innovation processes.** In this sense, it is expected that its presence will act as a **catalyst for the local innovation ecosystem**, through the creation of partnerships with local companies, promoting networking and facilitating access to innovation networks, and importing ideas, methodologies and processes within the aforementioned ecosystem.

Still at the technological level, Fundão offers unique conditions for the development of projects related to decentralized health care. Due to its rural characteristics, this Municipality allows to rehearse the design and prototyping of solutions that aim to meet the medical needs of the elderly and populations dispersed geographically throughout the territory. At the same time, the creation of a local ecosystem of innovation promotes the emergence not only of technological solutions, but also opens up space for **SOCIAL INNOVATION** through the creation of differentiated and innovative services oriented to this specific sector. As such, the City Council also wanted to promote the creation of an eHealth Innovation Centre, with the objective of attracting and joining professionals related to Health and Information Technologies, and in this Action Plan, the creation of a pilot project, **IHome4you**, a smart-home automation directed to people with reduced mobility and reduced the levels of dependence of the elderly.

On the other hand, the City Council also has several datasets that allow to characterize in a unique way the municipality itself and to foster the creation of new services that improve the daily life of the citizens and visitors of Fundão. In this sense, the City Council intends to position itself in a differentiated way by publishing these open data and promoting their re-use, with a view not only to creating new services but also to promoting transparency of local administration vis-à-vis citizens. In this sense, and after the inspiration of the OSIRIS-Trento partner, we have defined some actions in this ACTION PLAN, in the accomplishment of data related to the OPPORTUNITY OF EMPLOYMENT and of a HOUSING STOCK future requalified.

**SOFTWARE QUALITY  
CENTER**

**CONTINUITY  
CENTER**

**BIOTECH  
PLANT LAB**

**IOT TESTBED**

**ADVANCED TRAINING  
CENTER**

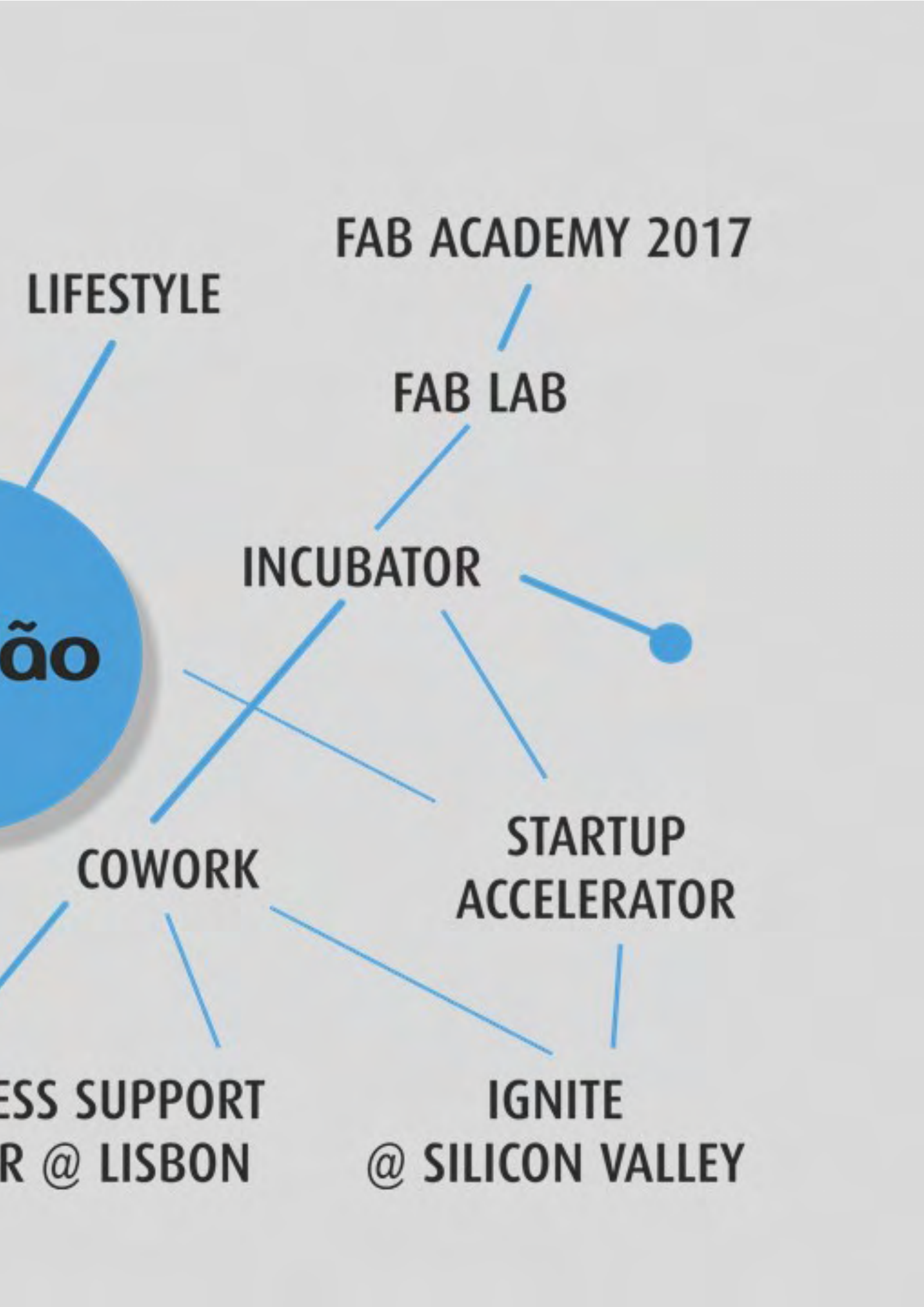


**BUSINESS  
CENTER**

**BUSINESS  
CENTER**







# 3. PROCESS OF BUILDING THE ACTION PLAN

## 3.1 The Method

The project methodology was established during OSIRIS Phase I.

The Project Team developed a methodology for transnational meetings and work with Local Action Groups (LAGs) that was discussed and approved by Local Groups and then developed through a series of meetings.

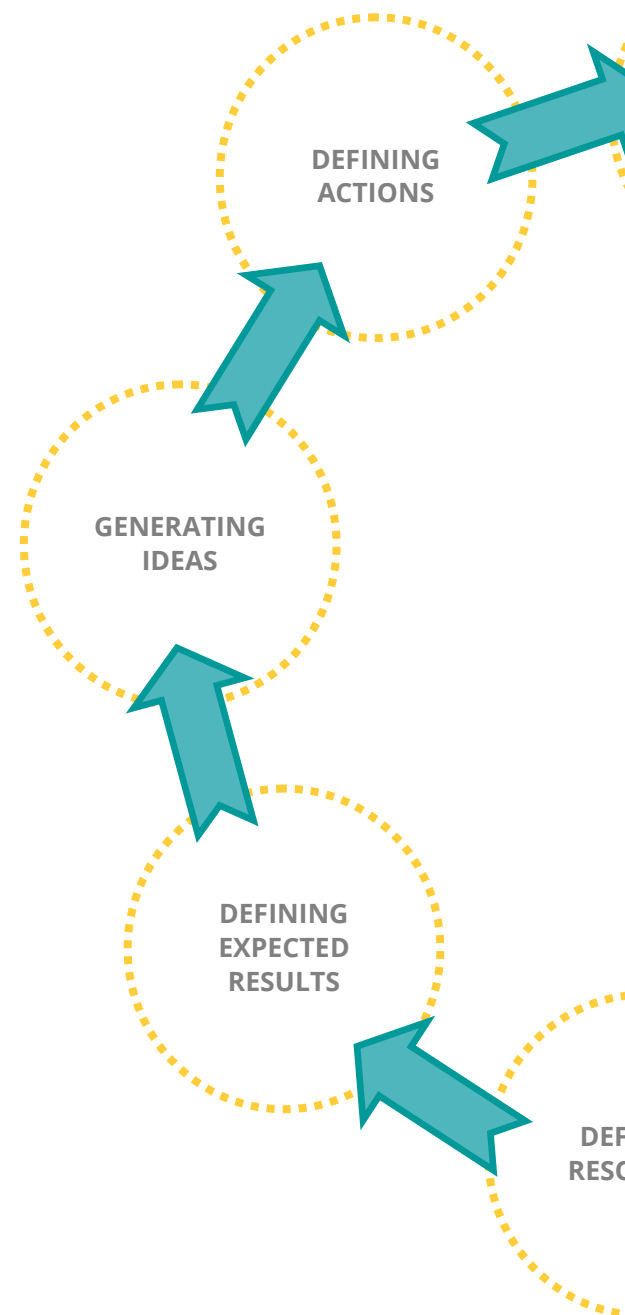
The development of the integrated plan and participatory action planning were at the heart of our work.

The diagram at right summarizes the key steps to developing an integrated action plan, analysing problems and opportunities, addressing specific needs, defining expected outcomes, and preparing a set of co-productive actions with stakeholders.

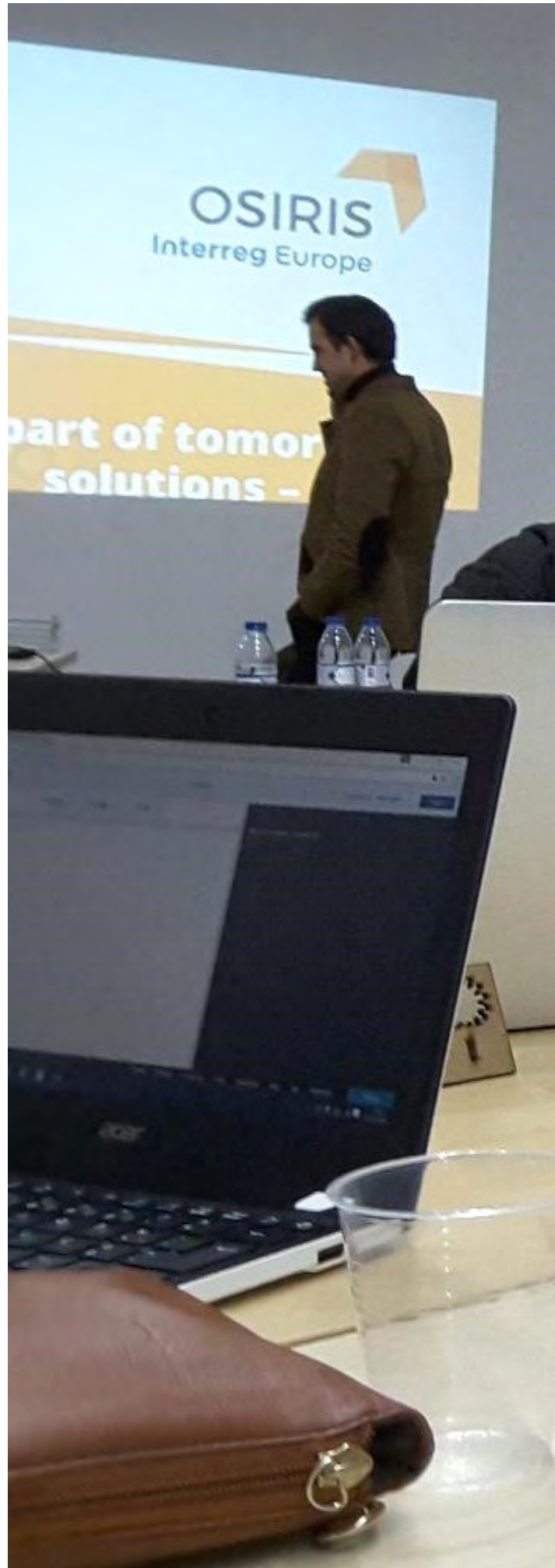
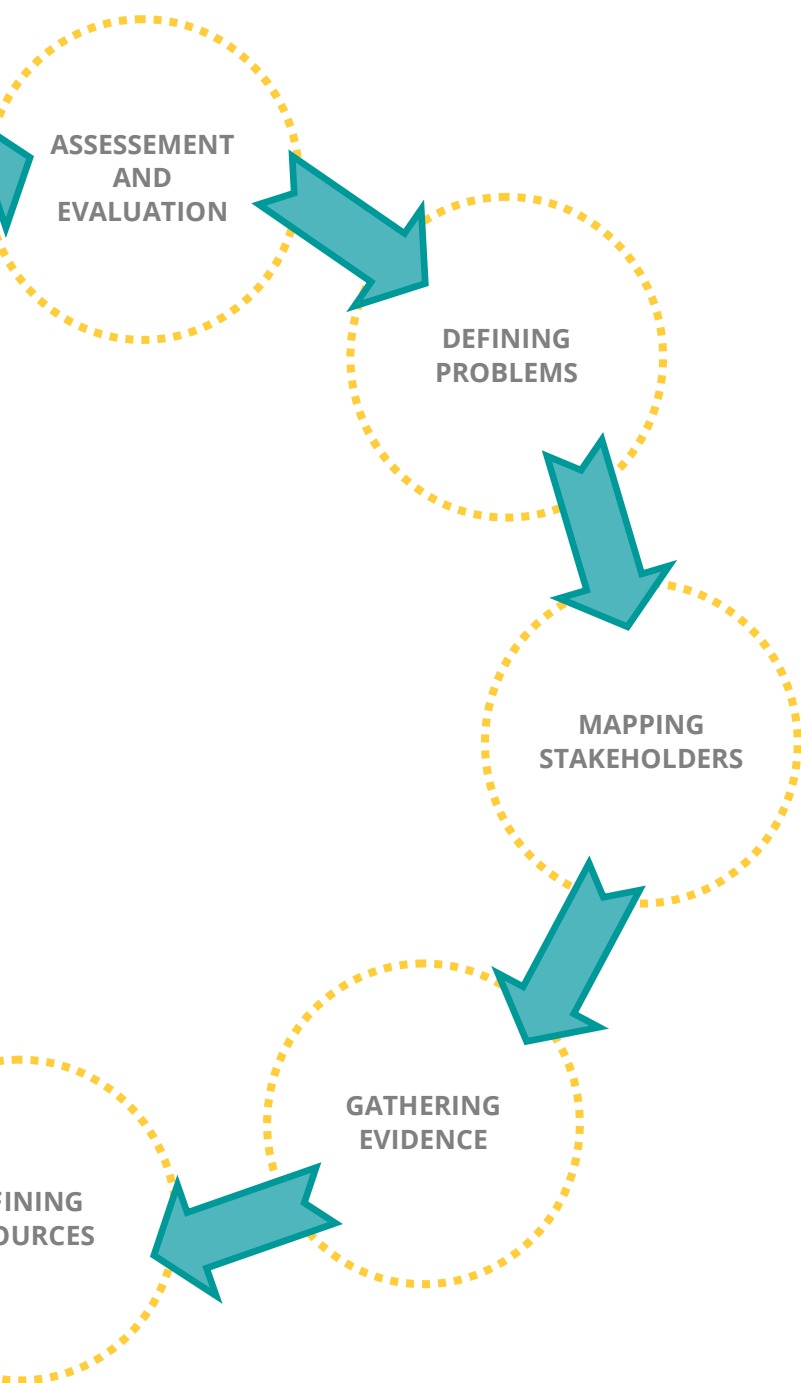
At each OSIRIS meeting (transnational meeting), we worked on a different step from the Action Planning Cycle.

Here's a summary of the key steps at the local level:

1. Creation of the Local Action Group with representatives from the public and private sector;
2. Stakeholder analysis;
3. Definition of keys problems and challenges;;
4. Collect evidence based on case studies and site work;
5. Generating ideas for solutions;
6. Transnational visits to partner countries with exchange of best practices and learning;
7. Definition of Actions and completion of Tables of Action;
8. Identification of potential funding mechanisms for ACTION PLAN actions;
9. Communication and consultation with key stakeholders and validation of ACTION PLAN
10. Further improvement of the ACTION PLAN after consultation with stakeholders;
11. Completion of Phase 1 and formal launch of ACTION PLAN



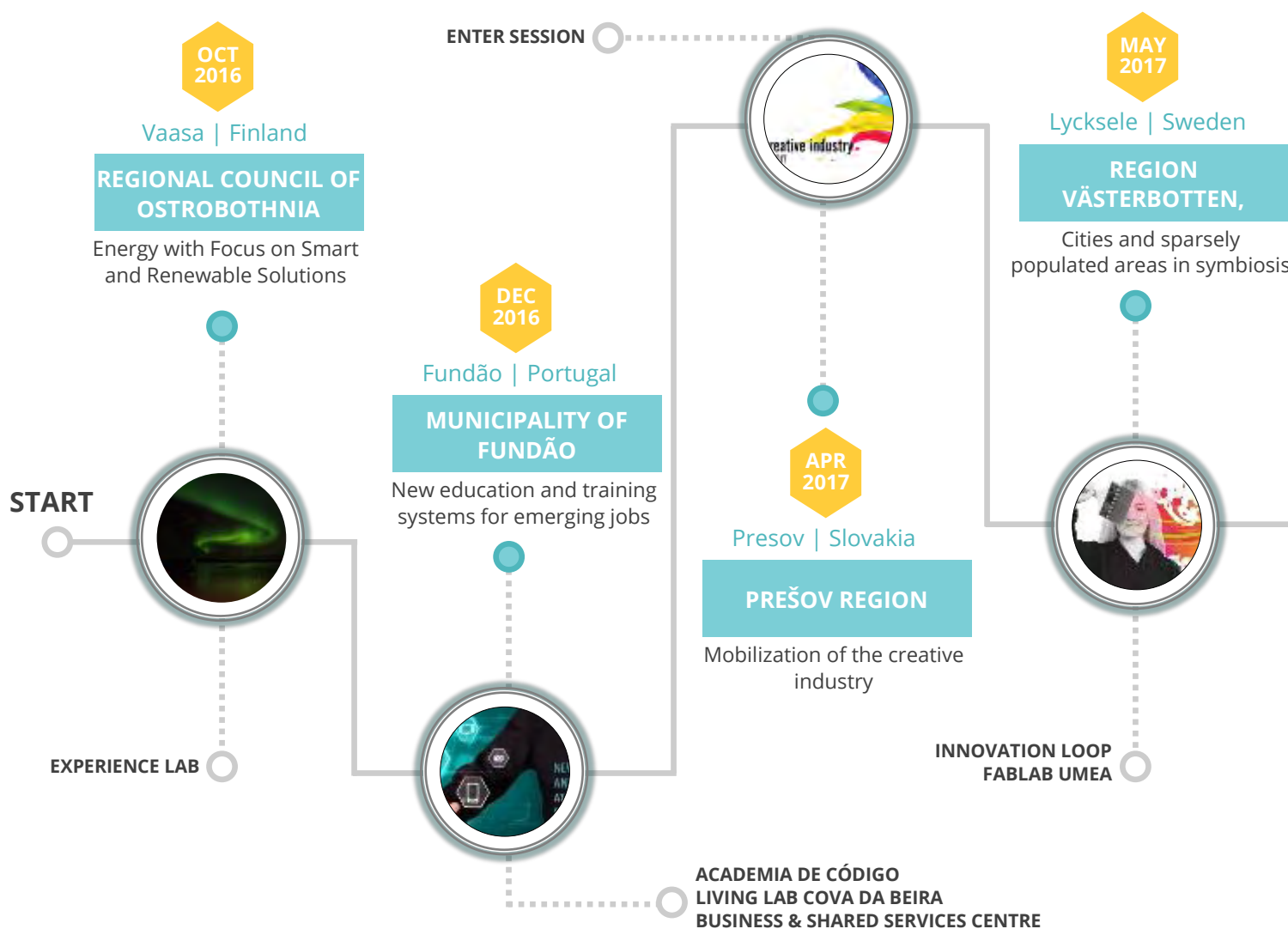




## 3.2 Learning and sharing at EU level

Since may 2016, our journey at OSIRIS started. Together with 7 European partners, we were rethinking new challenges related to employment, innovation, education, social inclusion and climate/energy that aim to improve the design and implementation of new public policies for **social and open innovation**, through action plans defined in a way collaborative and developed in the different regional ecosystems, with a view to identifying and implementing desirable changes in the seven Regional policy instruments, supported by ERDF/ESF.

The transnational exchange meetings, in which representatives from each partner country visited during project development, to exchange ideas of best practices, to share relevant case studies and to develop new ideas in their own region based on experiences and learning. Transnational exchange was considered the most valuable part of the project as the ideas and learning generated between the partners are being reflected in each ACTION PLAN throughout the OSIRIS partnership.

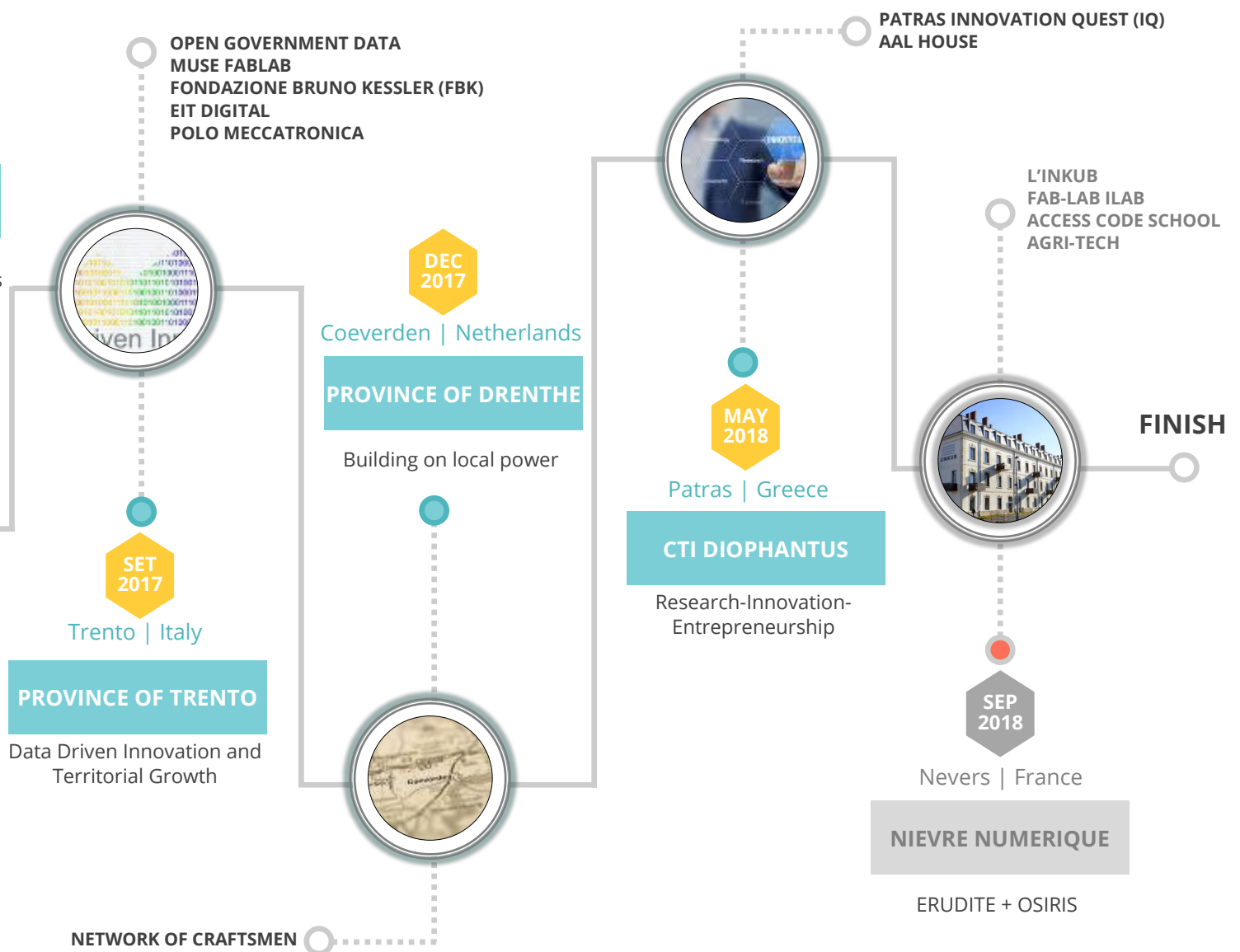


The objective of the transnational exchange was to share experiences and learn from partners and to develop new initiatives to address similar problems in each partner country. This has been seen as the real added value of the OSIRIS Network, to enable regional and local public authorities and other stakeholders of regional importance **across Europe to share best practices on how public policies work, and in improve their strategies for their own citizens.**

Also in the scope of this participation, a meeting with all the European partners of the OSIRIS Project was held from December 13 to 15, 2017, in the city of Fundão, with the theme "New Education and training systems for emerging jobs".

The following graphic is a preview of our journey in the first phase of this project, which began in October 2016 in Vaasa and ended in May 2018 in Patras. These international meetings allowed us to filter, share and analyse the information coming from the partners, and after analysing, apply what we intend to do with this Action Plan in Fundão.

In the next phase, there will be another 3 international meetings, by 2020, in order to verify the good implementation of each Action Plan by the partners.







experience lab

#### ÂBO AKADEMI

**EXPERIENCE LAB:** Exploring and measuring human experiences through digital solutions

#### PREŠOV REGION

**ENTER SESSION:** is a unique conference that offers great opportunity to meet and network among SMEs, NGOs, public and private sector.

#### FUNDÃO

**ACADEMIA DE CÓDIGO:** is a Portuguese start-up that was born in 2015. It has received more than 6500 candidates and trained 222 students. The company set the employability rate at 96%. The growing need for programming led the company to create a project aimed at the younger ones - the Junior Code Academy which, with the pilot program, won the first Social Impact Award in Portugal and Southern Europe. The Junior Code Academy aims to bring digital literacy to Portugal will be at the forefront in the development of computing and teaching programming to its children, making digital literacy available in our public schools of the 1st and 2nd Cycle of Elementary Education.





in 2015. So far, students who have immersed led this the Junior Code Fact Title (TIS) in to ensure that national thinking y a presence in tion.

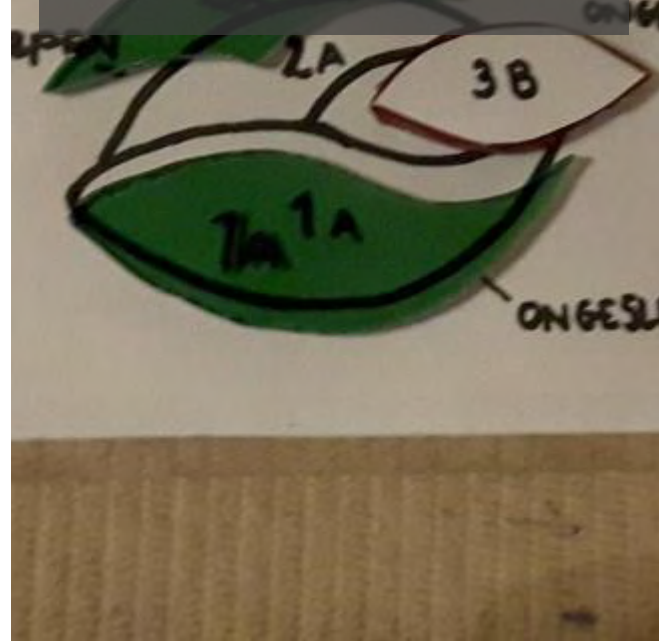
### REGION VÄSTERBOTTEN

**INNOVATION LOOP:** Loop is a dynamic innovation cycle, based on co-creation, multi-perspective reflection and open innovation. The annual cycle comprises a creative structure with meeting points and workshops focused on online services, smart products and companies, as well as the creation of citizen-driven processes for the future society.



### PROVINCE OF DRENTE

**INNOVATION FOR ARTISANS:** It consists of creating more jobs in the craft sector, working together and sharing knowledge and know-how, both for existing entrepreneurs and for training new professionals using open social innovation methods.



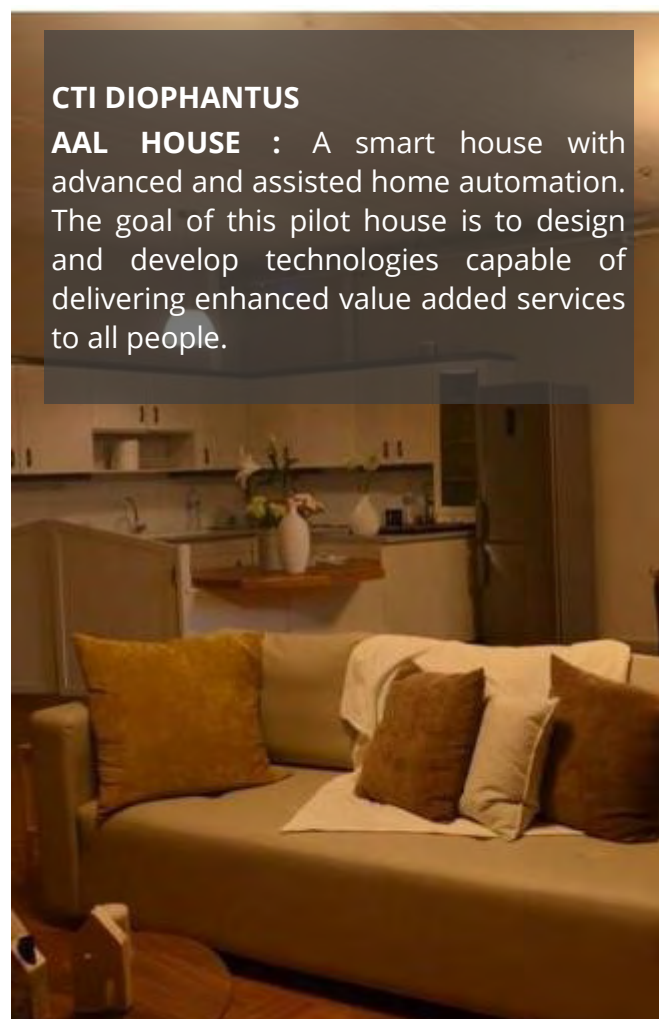
### PROVINCE OF TRENTO

**POLO MECCATRONICA:** A training centre that provides high-level technological services to companies, testing opportunities and technological qualification in the areas of high-precision mechanics.



### CTI DIOPHANTUS

**AAL HOUSE :** A smart house with advanced and assisted home automation. The goal of this pilot house is to design and develop technologies capable of delivering enhanced value added services to all people.



## 3.3 The Bottom-Up Approach - Local Action Group

### LOCAL ACTION GROUP OF FUNDÃO

The OSIRIS project is a co-creation project, it is a project of learning together, and the goal is a local co-creation, therefore, the importance of the concept of the LOCAL ACTION GROUP (LAG). The LAG is the partnership formed by local representatives from the public and private sectors of the intervention territory in Fundão, i.e. a representation of the local actors that allow bringing raw material for discussion and who were involved with OSIRIS during the whole period of the project.

We tried to structure a partnership that would guarantee a comprehensive representation of sectors, thematic areas of the project focused on ICT's, services, communication, training and education, employment centre, Local community, etc.

In this group, the main focus is given to the **people**, who represent the institutions, companies, are the ones that bring all the know-how and knowledge about their entities.

It was decided, at the beginning of its organization, to have 5 categories of representation of entities at the level of **politics and education**, at the level of **knowledge**, at the **economic level (ICT)**, a representation of **associative groups** and **citizenships**, relevant to the project.

During 2 years, there were a total of 11 meetings of the Local Action Group, defined in section 3.1 Methodologies.

**The main focus is that this dynamic continues, even after the termination of this project.**













# 4. OUR STRATEGY FOR OSIRIS

## 4.1 Action Planning

During the first phase of the OSIRIS project (2016-2018), Fundão Local Action Group created a list of desired changes as a result of the evaluation of the QUALITY OF LIFE IN FUNDÃO questionnaire and focused on the 5 OSIRIS challenges / objectives, the experiences and the best practices of the European partners of this OSIRIS project, in the delineation of this ACTION PLAN and its implementation by September 2020.

For the LAG, the important thing is to work on fixing people, and QUALITY OF LIFE, which materializes in this Plan, in a clear vocation to implement **AN INNOVATIVE STRATEGY TO INCREASE EMPLOYMENT, FOR MORE AND BETTER EDUCATION, AND TO ENSURE SOCIAL INCLUSION**, as shown at right.

Two years after phase 1 of the OSIRIS project, Fundão proposes 16 actions organized into 4 categories:

1. JOB OPPORTUNITY
2. HOUSING SITUATION
3. LOCAL COMMERCE
4. IMPROVING EDUCATION / TRAINING

The OSIRIS project aims to improve the implementation of regional development policies and programs, ie to be able to influence CENTRO 2020 policy instruments. Focus on this opportunity and on the purpose of influencing the local and regional base, and make **Fundão a better city**.

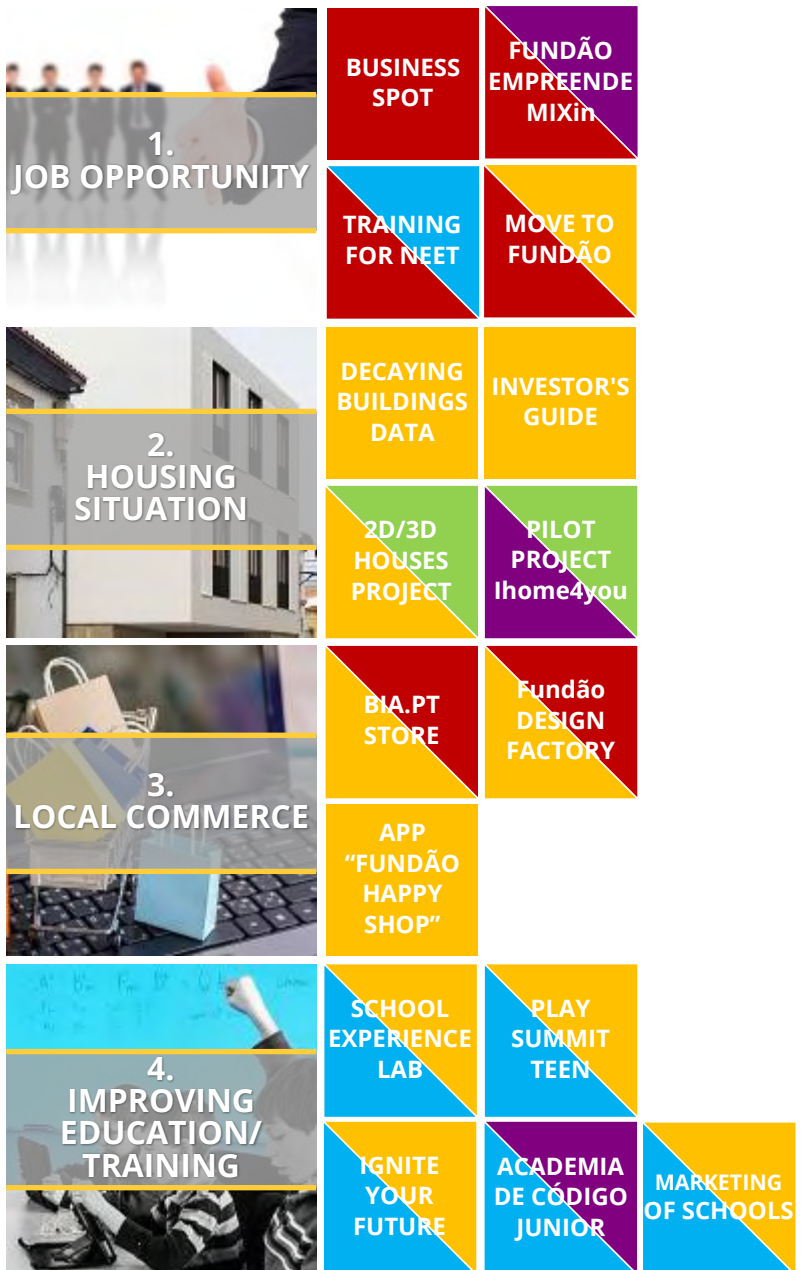
6 TYPES OF ACTIONS:

5 CHALLENGES FOR OSIRIS:

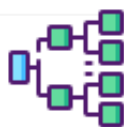


4 CATEGORIES:

16 ACTIONS:



SMART SERVICE



SMART DATA



SMART WORK SPACE



SMART HOME



SMART TRAINEE



SMART EVENTS / MARKETING









IDEA	JOB OPPORTUNITY
<b>MAIN OBJECTIVE</b>	To create social and business conditions for the "new" residents; Creation of a specialized space focused on advisory services for business executives and entrepreneurs; Stimulate the entrepreneurial spirit, taking into account education since the primary school.
<b>VISION</b>	Attract new investors for the county; Increase Employability, in order to ensure the maintenance of the population in the county;
<b>BACKGROUND</b>	Very high rate of migration of young professionals and skilled; Workers and entrepreneurs with low-skill, making it difficult for businesses to adapt to new realities, constantly changing. Low qualification of the population (about 70% only have basic schooling), making it difficult to obtain greater levels of flexibility and work adaptability. Development model still based on intensive activities in cheap labour, compromising the economic and social competitiveness of the Centro region in a context of an open economy.
<b>LEAD ORGANISATION</b>	Municipality of Fundão   Professional Insertion Office ( <i>Gabinete de Inserção Profissional</i> - GIP)
<b>KEY PARTNERS</b>	IEFP; ALTRAN, POLISHING CLUSTER, COVA DA BEIRA TRAINING CENTRE, BIOTECH PLANT LAB OF BEIRA INTERIOR
<b>TIMESCALE / BUDGET</b>	September 2018 until September 2020 / <b>398.654,29 €</b>
<b>INSPIRATION</b>	Open Data - Trento (ITALY)

# 1. JOB OPPORTUNITY



Action Title & Short Description	Type of Action	Intend Result	Lead Organisation	Key Partners
<p><b>1. CREATION OF BUSINESS SPOT</b></p> <p>Municipal implementation of a store "Business Spot". In Fundão this valence will be installed in the business centre.</p> <p>Development of a network of single points of service to the entrepreneur ("Business Spot Network ") which makes it possible to contribute to the improvement of the quality of service to companies. Single, multichannel network of business service.</p> <p>In 1 hour, everyone can create their companies.</p>	 <p><b>SMART SERVICE</b></p>	<p>2 SMEs with 10 and more people</p> <p>25 People supported in job creation and self-employment</p> <p>6 Workers in public functions supported by training actions</p> <p>50 Companies receiving support</p>	<p>Municipality of Fundão</p> <p>Professional Insertion Office (GIP)</p> <p>Investment Office</p>	<p>IAPMEI</p> <p>AMA</p> <p>AICEP</p>
<p><b>2. IMPLEMENT TRAINING FOR UNEMPLOYED/NEET IN FUNCTION OF THE TERRITORY AND OF THE NEEDS OF COMPANIES IN THE FOLLOWING AREAS: ICT'S/CNC/BIOTECHNOLOGY</b></p> <p>Adapt vocational training to the needs of companies that are not available in the training supply market in other institutions, namely in two essential aspects: quality and practical component.</p> <p>Use of the facilities of the Cova da Beira Training Centre (CNC), the Casino and Professional School of Fundão (TIC's) and the IPCB (Biotechnology)</p>	 <p><b>SMART TRAINEE</b></p>	<p>Creation of any courses that may be relevant to an investor</p> <p>100% EMPLOYEE after training</p>	<p>Municipality of Fundão</p> <p>Professional Insertion Office (GIP)</p> <p>Investment Office</p>	<p>ACADEMIA DE CÓDIGOS</p> <p>IEFP, IPCB, UBI, Professional School of Fundão</p> <p>TIC'S COMPANIES</p> <p>POLISHING CLUSTER</p> <p>BIOTECH PLANT LAB OF BEIRA INTERIOR</p>
<p><b>3. FUNDÃO EMPREENDE MIXin</b></p> <p>The aim is to sensitize and empower active job search through practical workshops on entrepreneurship and active job search techniques of gypsy and migrant communities</p>	 <p><b>SMART TRAINEE</b></p>	<p>18 gypsy communities and migrant people, supported in job creation and self-employment</p>	<p>Municipality of Fundão</p> <p>Professional Insertion Office (GIP)</p> <p>Social Action Office</p>	<p>Social Network of Fundão</p> <p>IEFP</p> <p>Local Immigrant Support Centre</p> <p>Foreigners and Borders Service</p>
<p><b>4. WEB PAGE #MOVE TO FUNDÃO</b></p> <p>Creation of a WEB page with information about how to invest in Fundão, the vacancies of employment available in the county of Fundão, etc.</p>	 <p><b>SMART DATA</b></p>	<p>Supported public administration service (Computer Office)</p>	<p>Municipality of Fundão</p> <p>Professional Insertion Office (GIP)</p> <p>Computer Office</p>	<p>IEFP</p> <p>FUNDÃO COMPANIES</p>





## IDEA

## HOUSING SITUATION

### MAIN OBJECTIVE

Attract and fix residents, contradicting the tendency of desertification and aging population in the historical centre of Fundão, and in the parishes of the municipality of Fundão.

### VISION

Encourage the dynamisation, management and conservation of the Fundão and Parishes' housing stock. Make the municipality of Fundão + appealing and attractive. To address the serious housing shortages felt in the municipality.

### BACKGROUND

Prevalence of degraded houses in the old town of Fundão  
 Depopulation of the old quarter and growth of peri-urban areas  
 Typology of housing and inadequate constructive quality  
 Recent home rental market that has increased rental prices due to the demand being higher than the offer.

### LEAD ORGANISATION

Municipality of Fundão | DPOQV | URBANISM | HOMES STOCK

### KEY PARTNERS

UBI, IPCB, CO-WORK, REAL ESTATE AGENCIES

### TIMESCALE / BUDGET







September 2018 until September 2020 / **95.172,48 €**

### INSPIRATION

Open Data - Trento (ITALY) / AAL House de Patras (GREECE)

## 2. HOUSING SITUATION



Action Title & Short Description	Type of Action	Intend Result	Lead Organisation	Key Partners
<p><b>5. SURVEY OF DERELICT BUILDINGS (for sale)</b></p> <p>Phase 1: Historic Zone of Fundão Phase 2: Fundão City Phase 3: Parishes</p> <p>Use the database of Real Estate Agencies</p> <p>Increase the number of homes available for the rental market.</p>	 <p><b>SMART DATA</b></p>	<p>Phase 1 and 2 - lease market</p> <p>Phase 3 - tourist rental market</p> <p>Survey of 40 dwellings left vacant</p>	<p>Municipality of Fundão</p> <p>DPOQV</p> <p>URBANISM</p>	<p>Real estate agencies in the Fundão county</p> <p>REMAX FUNDÃO</p> <p>ERA FUNDÃO</p> <p>FUNDANENSE</p> <p>Owners</p>
<p><b>6. 2D / 3D PROJECT HOMES UPGRADES</b></p> <p>Elaboration of 2D/3D architecture project and specialties for these renovations.</p> <p>Final projects of architecture and interior design courses.</p>	 <p><b>SMART SERVICE</b></p>	<p>Stimulate the purchase of derelict buildings for its renovations</p> <p>40 Renovated houses</p>	<p>Municipality of Fundão</p> <p>DPOQV</p> <p>URBANISM</p>	<p>IPCB interior design students</p> <p>UBI Architecture Students</p>
<p><b>7. INVESTOR GUIDE ONLINE HOMES</b></p> <p>Dissemination of 3D projects Homes Upgrades.</p> <p>Reference: FZA - Fund of Urban Rehabilitation Area of the Old Zone of Fundão</p> <p>Promotion of leasing and private investment and stimulate the purchase of derelict buildings for its renovations</p>	 <p><b>SMART DATA</b></p>	<p>Attracting new national and international residents to live in Fundão</p> <p>Promotion of leasing and private investment</p> <p>Public administration supported service (DOPQV)</p>	<p>Municipality of Fundão</p> <p>DPOQV</p> <p>Innovation and Investment Office</p> <p>Computer Office</p>	<p>Real estate agencies in the Fundão county</p> <p>REMAX FUNDÃO</p> <p>ERA FUNDÃO</p> <p>FUNDANENSE</p> <p>Investors (contractors)</p>
<p><b>8. PILOT PROJECT: IHOME4YOU - SMART HOME FOR SENIORS</b></p> <p>Transform an empty store to a showroom and a laboratory - a pilot smart house - with integrated e-health and assisted living technology (is an example of an IoT application in gerontechnology), whose start-ups and companies can potentially play a pivotal role to create and test in this space, their innovative products, prototypes and test and interact with the beneficiaries, in this case the elderly people, when visiting this space and the tester group (Academia Senior – CACFF).</p> <p>Replicate the model of AAL House, from Patras, this new learning space will be <b>a test bed for innovation to develop new applications, product, services</b> and systems addressing the needs of an ageing population</p>	 <p><b>SMART HOME</b></p>	<p>2 Start-up supported to introduce new products into the market</p> <p>Employment of 2 recent graduates</p> <p>Knowledge Transfer</p>	<p>Municipality of Fundão</p> <p>Computer Technology Institute and Press Diophantus (OSIRIS Greece partner)</p>	<p>CCDRC</p> <p>UBI</p> <p>Living Lab Cova da Beira (LLCB)</p> <p>Follow-Inspiration</p> <p>Trigger Systems</p> <p>ALTRAN</p> <p>CACFF</p> <p>Technological Educational Institute of Western Greece, Computer and Informatics Engineering Department</p>
	 <p><b>SMART WORK SPACE</b></p>	<p>Creation of new functional and innovative <b>Showroom</b> structure to demonstrate and a <b>laboratory</b> to produce better solutions for elderly people</p>		
	 <p><b>SMART SERVICE</b></p>	<p>1 Store renewed for Smart Home T0 style house</p>		



## IDEA

## LOCAL COMMERCE

### MAIN OBJECTIVE

Boost business and empower traditional traders in e-commerce

### VISION

To place trade as a differentiating brand of Fundão city and, simultaneously, economic activity that generates employment, requires the articulation of different and new innovative measures.

### BACKGROUND

Abandoned shops in the city centre  
Traditional commerce and stagnant  
Unattractive local commerce

### LEAD ORGANISATION

Municipality of Fundão | Living Lab Cova da Beira (LLCB) | Innovation and Investment Office

### KEY PARTNERS

ACICF, BIA.PT

### TIMESCALE / BUDGET

December 2018 until September 2020 / **1.008.180,34 €**





### INSPIRATION

Patras Open Mall (GREECE) | Sliperiet at Umeå University - creative hub, research & innovation centre, event facility and maker space (FINLAND) | Innovation for Artisans Craft—Province of Drenthe (NETHERLANDS) | MAKE ICI Lormes (FRANCE) - Nièvre Numérique—ERUDITE Interreg Europe project



# 3. LOCAL COMMERCE



Action Title & Short Description	Type of Action	Intend Result	Lead Organisation	Key Partners
<p><b>9. BIA.PT - born local and wants to be global</b></p> <p>Bia.pt is an innovative Marketplace that understands the consumer needs of people, where offered the widest range of products online, so that ALL can buy, quickly and conveniently, saving time and money</p> <p>Creation of a physical store BIA.PT - a showcase of local products, tourism and local commerce in Fundão.</p>	 <p><b>SMART WORK SPACE</b></p>  <p><b>SMART SERVICE</b></p>	<p>Increase number visits to store</p> <p>Lead traders to rely on selling online.</p> <p>Bring customers to want to know the stores of Fundão</p> <p>Increase in employment</p>	<p>BIA.PT</p> <p>Municipality of Fundão</p> <p>Innovation and Investment Office</p> <p>Tourism Office</p>	<p>PRODUCERS CLUB</p> <p>ACICF</p>
<p><b>10. APP "FUNDÃO HAPPY SHOP" LOCAL COMMERCE</b></p> <p>Creation of a mobile application, which aims to bring users closer to local commerce. In short, it is an application to the image of big brands, but aimed at local commerce. Application created to promote local commerce, restaurants and bars, throughout the county of Fundão</p> <p>Training and workshops on the use of e-commerce.</p>	 <p><b>SMART DATA</b></p>	<p>Increase the number of visits in stores adhering to the application</p> <p>Private investment parallel to public support for traders</p>	<p>Municipality of Fundão</p> <p>Innovation and Investment Office</p> <p>Computer Office</p>	<p>BIA.PT</p> <p>ACICF</p> <p>CO-WORK</p> <p>Recent Start-up in IT areas</p>
<p><b>11. Fundão DESIGN FACTORY - CALE STREET</b></p> <p>Based on the restructuration and refunctionalization of the Santo António College, in CALE street, to provide stores and spaces for designers, engineers, TICE, researchers and entrepreneurs. Humans will always be more important than machines and any technology. We believe that manual skills are valuable and must be valued. More importantly, we believe that craftsmanship, design, artistic and digital know-how must be mixed with each other to multiply creative opportunities and creative possibilities.</p> <p>An anchor space that will allow to energize the Cale street, the heart of Fundão CITY &amp; LOCAL COMMERCE.</p>	 <p><b>SMART WORK SPACE</b></p>	<p>+ 10 new SMES supported</p> <p>Increased employment in companies supported</p> <p>+ 15 People supported in the creation of employment and self-employment</p> <p>Improvement of the degree of satisfaction of the residents of the CALE street.</p>	<p>Municipality of Fundão</p> <p>Innovation and Investment Office</p>	<p>UBI</p> <p>IPCB</p> <p>INOVA+</p>








# 4 IMPROVING EDUCATION / TRAINING

<b>IDEA</b>	<b>IMPROVING EDUCATION / TRAINING</b>
<b>MAIN OBJECTIVE</b>	Provide conditions for the inclusion, learning and integral formation of children and young people, providing tools to continue their academic / professional path.
<b>VISION</b>	Improving the learning experience Promoting the image of training quality
<b>BACKGROUND</b>	Absence of a positioning of schools in local and regional public opinion The local community is not aware of the work / activities developed throughout the year at school.
<b>LEAD ORGANISATION</b>	Municipality of Fundão   Education Office
<b>KEY PARTNERS</b>	ALTRAN / MEET / ACADEMIA DE CÓDIGO / ESCOLAS / UBI
<b>TIMESCALE / BUDGET</b>	September 2018 until September 2020 / <b>329.885,13 €</b>
<b>INSPIRATION</b>	University of Vaasa - Experience Lab (Finlândia) / Region Västerbotten—Innovation Loop (Sweden)



# 4. IMPROVING EDUCATION / TRAINING



Action Title & Short Description	Type of Action	Intend Result	Lead Organisation	Key Partners
<p><b>12. SCHOOL EXPERIENCE LAB - design your future</b></p> <p>A classroom at Fundão High School and Fundão Professional School, dedicated to the areas of ICT - robotics. Programming and Robotics Learning / 3D Drawing and Printing Learning ...</p>	 <p><b>SMART WORK SPACE</b></p>	<p>2 Rooms supported with infrastructures hosting IT education Improving</p> <p>Educational Success in High Schools</p> <p>+ Attractiveness of young people in IT areas</p>	<p>Municipality of Fundão</p> <p>Education Office</p>	<p>ALTRAN</p> <p>FAB-LAB ALDEIAS DE XISTO</p> <p>Fundão High School</p> <p>Fundão Professional School</p>
<p><b>13. IGNITE YOUR FUTURE</b></p> <p>Technology event 'Ignite Your Future', specially aimed at high school students (grades 9-12) who have ability and desire to acquire skills in the field of new technologies, namely in the areas of ICT (Informatics and Communications).</p> <p>Program of learning and competition on technological components that constitute the professional SKILLS of the future.</p>	 <p><b>SMART EVENTS / MARKETING</b></p>	<p>+ Attractiveness of young people in IT areas</p> <p>2 schools (High and Vocational Schools) covered in this event</p> <p>Improving Educational Success</p> <p>Invite students from Osiris partners to attend this event</p> <p>+ 150 participants</p>	<p>Municipality of Fundão</p> <p>ALTRAN</p> <p>UBI</p>	<p>MEET</p> <p>ACADEMIA DE CÓDIGO</p> <p>FAB-LAB ALDEIAS DE XISTO</p> <p>OSIRIS HIGH SCHOOL PARTNERS</p>
<p><b>14. GAMIFICATION AND PLAY SUMMIT TEEN</b></p> <p>The Play Summit Teen video games adopt the programmatic contents of Portuguese and Mathematics in the third cycle of elementary education. Motivation of the students for the learning of school contents through strategies of gamification</p>	 <p><b>SMART TRAINEE</b></p>	<p>4 EB 2/3 Elementary schools covered in this event</p> <p>Improving Educational Success</p> <p>+ Social Innovation Project</p>	<p>AG XXI Gardunha 21</p> <p>MEET</p>	<p>Municipality of Fundão</p> <p>2 Groupings of Schools + Alpedrinha Externato</p>
<p><b>15. ACADEMIA DE CÓDIGO JUNIOR</b></p> <p>Preparing children for a digital society by teaching computer science in each school year.</p> <p>Make an assessment of the benefits of this teaching after 3 years of implementation</p>	 <p><b>SMART TRAINEE</b></p>	<p>The pilot project started at Fundão in 2016.</p> <p>22 Elementary Schools covered in this Project</p> <p>Improving Educational Success</p>	<p>Municipality of Fundão</p> <p>Education Office</p>	<p>ACADEMIA DE CÓDIGO</p>
<p><b>16. MARKETING STRATEGIES for building schools image</b></p> <p>Development of a good internal communication system, for activities that convey a positive image of schools and educational strategies promoting creativity and the prerequisites of innovation.</p> <p>Creation of a supra-school office specialized in communication.</p>	 <p><b>SMART EVENTS / MARKETING</b></p>	<p>Attract new students</p> <p>1 public administration supported Service (education)</p>	<p>Groupings of Fundão Schools</p> <p>Grouping of Gardunha and Xisto Schools</p> <p>Professional School of Fundão</p>	<p>Municipality of Fundão</p> <p>Education Office</p> <p>Communication Office</p>



## 4.2 Timetabling, Budget and Financial Resource

KEY ACTION	ACTION	2018		2019			
		3ºT	4ºT	1ºT	2ºT	3ºT	4ºT
 <p>1. JOB OPPORTUNITY</p>	1. CREATION OF BUSINESS SPOT						
	2. IMPLEMENT TRAINING FOR UNEMPLOYED/NEET IN FUNCTION OF THE TERRITORY AND OF THE NEEDS OF COMPANIES IN THE FOLLOWING AREAS: ICT'S/CNC/ BIOTECHNOLOGY						
	3. FUNDÃO EMPREENDE MIXin						
	4. WEB PAGE #MOVE TO FUNDÃO						
 <p>2. HOUSING SITUATION</p>	5. Survey of DERELICT BUILDINGS (for sale)						
	6. 2D / 3D PROJECT HOMES UPGRADES						
	7. INVESTOR GUIDE ONLINE HOMES						
	8. PILOT PROJECT: iHome4you - smart home for seniors	X	X				
 <p>3. LOCAL COMMERCE</p>	9. BIA.PT - born local and wants to be global						
	10. APP "FUNDÃO HAPPY SHOP" LOCAL COMMERCE						
	11. Fundão DESIGN FACTORY – CALE STREET						
 <p>4. IMPROVING EDUCATION/ TRAINING</p>	12. SCHOOL EXPERIENCE LAB - design your future						
	13. IGNITE YOUR FUTURE						
	14. GAMIFICATION AND PLAY SUMMIT TEEN						
	15. ACADEMIA DE CÓDIGO JUNIOR						
	16. MARKETING STRATEGIES for building schools image						

PREPARATION

X

PILOT INITIATIVE

IMPLEMENTATION

RESULT

2020

∞

BUDGET

REGIONAL FINANCIAL RESOURCES-CENTRO 2020 - to influence

1ºT

2ºT

3ºT

4ºT

∞

73.203,31 €

AXIS 2: COMPETITIVENESS AND INTERNATIONALIZATION OF THE REGIONAL ECONOMY | **OT3 / PI 3.3**  
 AXIS 4: PROMOTING AND DYNAMIZING EMPLOYABILITY | **OT8 / PI 8.3**  
 AXIS 8: STRENGTHENING THE INSTITUTIONAL TRAINING OF REGIONAL ENTITIES | **OT11 / PI 11.1**

∞

196.500,00 €

AXIS 4: PROMOTING AND DYNAMIZING EMPLOYABILITY | **OT8 / PI 8.1**

104.363,28 €

AXIS 5: STRENGTHENING SOCIAL AND TERRITORIAL COHESION | **OT9 / PI 9.6**

∞

24.587,70 €

AXIS 8: STRENGTHENING THE INSTITUTIONAL TRAINING OF REGIONAL ENTITIES | **OT2 / PI 2.3**

8.500,00€

AXIS 9: STRENGTHENING THE URBAN NETWORK | **OT6 / 6.5**

6.200,00€

AXIS 9: STRENGTHENING THE URBAN NETWORK | **OT6 / 6.5**

∞

25.000,00€

AXIS 8: STRENGTHENING THE INSTITUTIONAL TRAINING OF REGIONAL ENTITIES | **OT2 / PI 2.3**

∞

55 472,48€

AXIS 1: RESEARCH, DEVELOPMENT AND INNOVATION—**OT1 / PI1.2**

∞

28.500,00 €

AXIS 2: COMPETITIVENESS AND INTERNATIONALIZATION OF THE REGIONAL ECONOMY | **OT3 / PI 3.2**

∞

25.000,00 €

AXIS 2: COMPETITIVENESS AND INTERNATIONALIZATION OF THE REGIONAL ECONOMY | **OT3 / PI 3.2**

∞

954.680,34 €

AXIS 2: COMPETITIVENESS AND INTERNATIONALIZATION OF THE REGIONAL ECONOMY | **OT3 / PI 3.1**  
 AXIS 4: PROMOTING AND DYNAMIZING EMPLOYABILITY | **OT8 / 8.1**  
 AXIS 5: STRENGTHENING SOCIAL AND TERRITORIAL COHESION | **OT9 / PI 9.6**

∞

26.000,00€

AXIS 3: DEVELOPING THE HUMAN POTENTIAL | **OT10 / PI 10.5**

∞

22.220,13€

AXIS 3: DEVELOPING THE HUMAN POTENTIAL | **OT10 / PI 10.1**

∞

14.865,00€

AXIS 3: DEVELOPING THE HUMAN POTENTIAL | **OT10 / PI 10.1**

∞

258.300,00€

AXIS 3: DEVELOPING THE HUMAN POTENTIAL | **OT10 / PI 10.1**  
 AXIS 8: STRENGTHENING THE INSTITUTIONAL TRAINING OF REGIONAL ENTITIES | **OT11 / PI 11.2**

∞

8.500,00€

AXIS 8: STRENGTHENING THE INSTITUTIONAL TRAINING OF REGIONAL ENTITIES | **OT2 / PI 2.3**

## 4.3 Improving Policy Instruments

The OSIRIS project is part of the Interreg Europe Program, which is funded by the ERDF-European Regional Development Fund and aims to improve the implementation of regional development policies and programs. For Fundão territory, the Regional Operational Program of the Centro region is applied for the period 2014-2020 - **CENTRO 2020**.

It should be noted that in the activities of the Local Action Group, also attend a representative of **The Centro Regional Coordination and Development Commission (CCDR-C)**, Ms. Lídia Martins, which made it possible to ensure the proper articulation and follow-up of the actions of the Action Plan with the objectives of the Centro 2020 Program.

IMPROVING POLITICAL INSTRUMENTS: THINKING GLOBALLY AND ACTING LOCALLY



### The Centro 2020 Regional Operational Programme (CENTRO 2020)

For the period 2014-2020 (CENTRO 2020), the Program is based on a shared regional development strategy, built on strong mobilization of all regional partners. With the implementation of the European funds under the ROP Centro 2020, the Centro Region aims to become an innovation leader region. By 2020, the region aims to enhance its performance in the national context representing 20% of Portugal's GDP and R&D expenditure. Centro aims also to decrease by 10% the internal territorial disparities, have 40% of the young population with higher education and have an unemployment rate that is less than 70% of the national average.

The use of European funds under the ROP Centro 2020 **will be geared primarily to strengthening the competitiveness of the companies based in the region and job creation. 10 strategic priorities** have been established within the programme, including R&D and innovation, competitiveness and internationalisation of regional economy and human potential development, It will also be given particular emphasis on the efficient use of resources and the social inclusion of disadvantaged people.

The OSIRIS project assumes a central role, with consequent overflow for its areas to specific action, and it will be safe to say that the project will influence on **7** of the 10 **priority axes**, in **8** of the 11 **thematic objectives**, and in **13** of the 27 **investment priorities**, and will bring contributions, good practices and positive experiences developed between Centro region and other partners of the project. In the diagram on the next page, the presentation of the articulation of the Action Plan **"MAKE FUNDÃO A BETTER CITY!"** with the CENTRO 2020 Program and RIS 3 Centro.



## RIS3 IN THE CENTER OF PORTUGAL

The CENTRO 2020 Program is also a decisive instrument for the implementation of the **Smart Specialization Strategy** defined in the **Centro Region (RIS3)**, which will act as an element to support investments, whether in the achievement of competitiveness priorities (R & D and innovation), or in the realization of three transversal objectives, that assume particular importance cross on regional strategy: **territorial cohesion, cities policy** and **sustainability and efficient use of resources**.

In RIS3, 4 Innovation Platforms were identified:



### 1. SUSTAINABLE INDUSTRIAL SOLUTIONS



### 2. VALORIZATION AND EFFICIENT USE OF NATURAL ENDOGENOUS RESOURCES



### 3. TECHNOLOGIES FOR THE QUALITY OF LIFE



### 4. TERRITORIAL INNOVATION

The connections between the OSIRIS Action Plan of Fundão and the RIS 3 priorities will focus on:



#### 1.a) Development of sustainable processes, materials and systems with greater added value for the Centro Region

Promotion of projects involving the development of sustainable and innovative processes, materials, products or systems with added value for industry and the region.



#### 3.d) Development of innovative actions and systems that promote active and healthy aging, inducers of independent living, that cross the different networks of care (health care and social support)

Promotion of support and monitoring technologies with impact on the aging process (preventive, therapeutic, occupational and social).

Development of added-values services in the region (such as early adopters) to facilitate the inclusion of the same products and services in international value chains.



#### 4.a) Promotion and stimulation of innovation projects anchored in the territory

Development of Creative Economy

Promotion of projects that ensure accessibility to goods and services and the improvement of the quality of life, especially in low density areas

Promotion of sustainable, creative and smart cities

Development of smart networks and systems (eg energy, water, communications and mobility, in particular open data format)

Development of innovative habitat solutions that respond to sociodemographic needs and trends (active aging, autonomy of the elderly population, developmental spaces according to needs, motor difficulties, etc.)

Development of new solutions and services that promote the relationship between rural and urban space

#### 4.b) Promotion of social innovation initiatives

Development of projects that focus on the issues of social inclusion, in particular poverty (urban and rural), unemployment, training of young people and the inclusion of disadvantaged groups

Promotion of innovative teaching models and integrators of teaching / learning

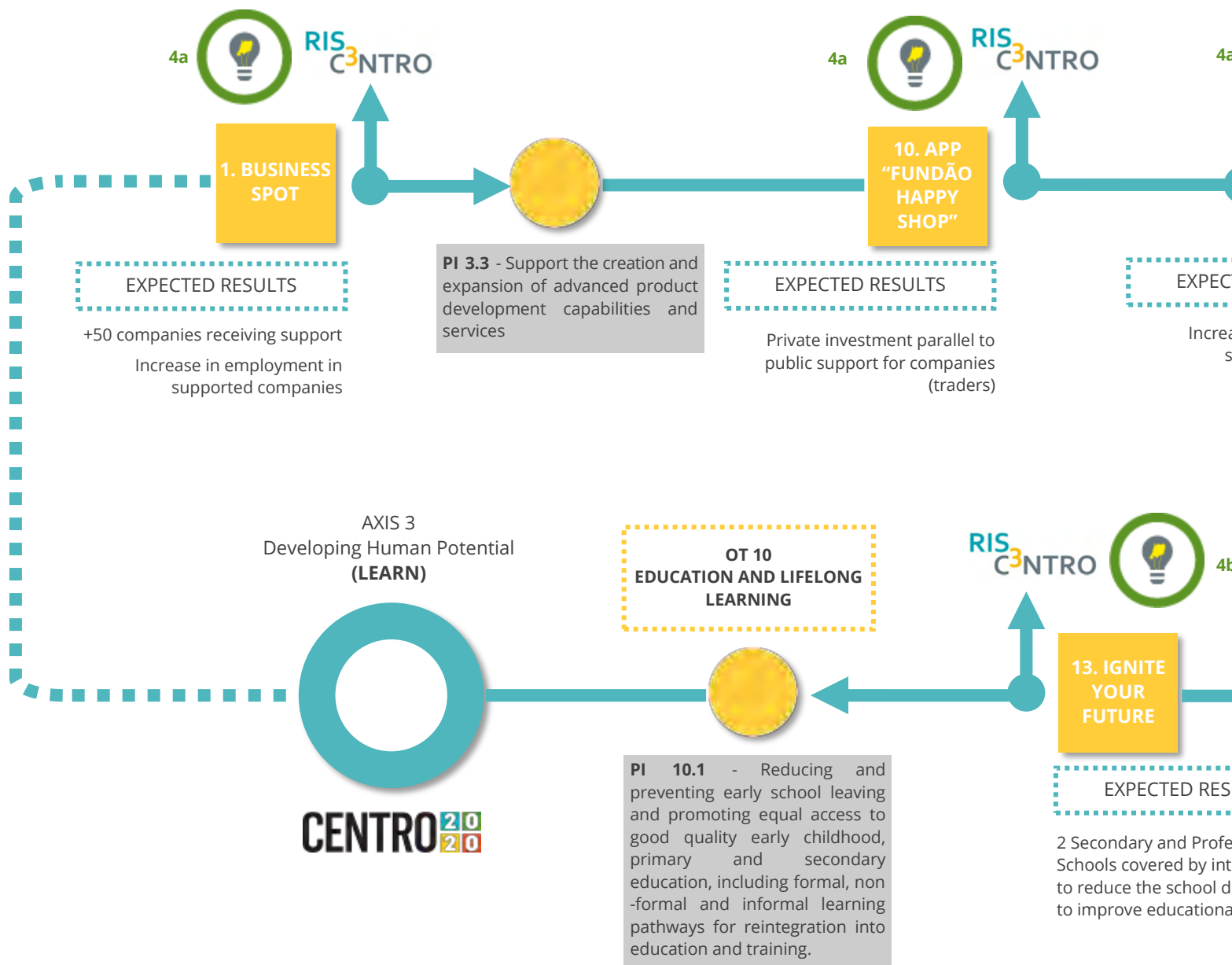
Development of innovative solutions that generate new forms of employability and self-employment

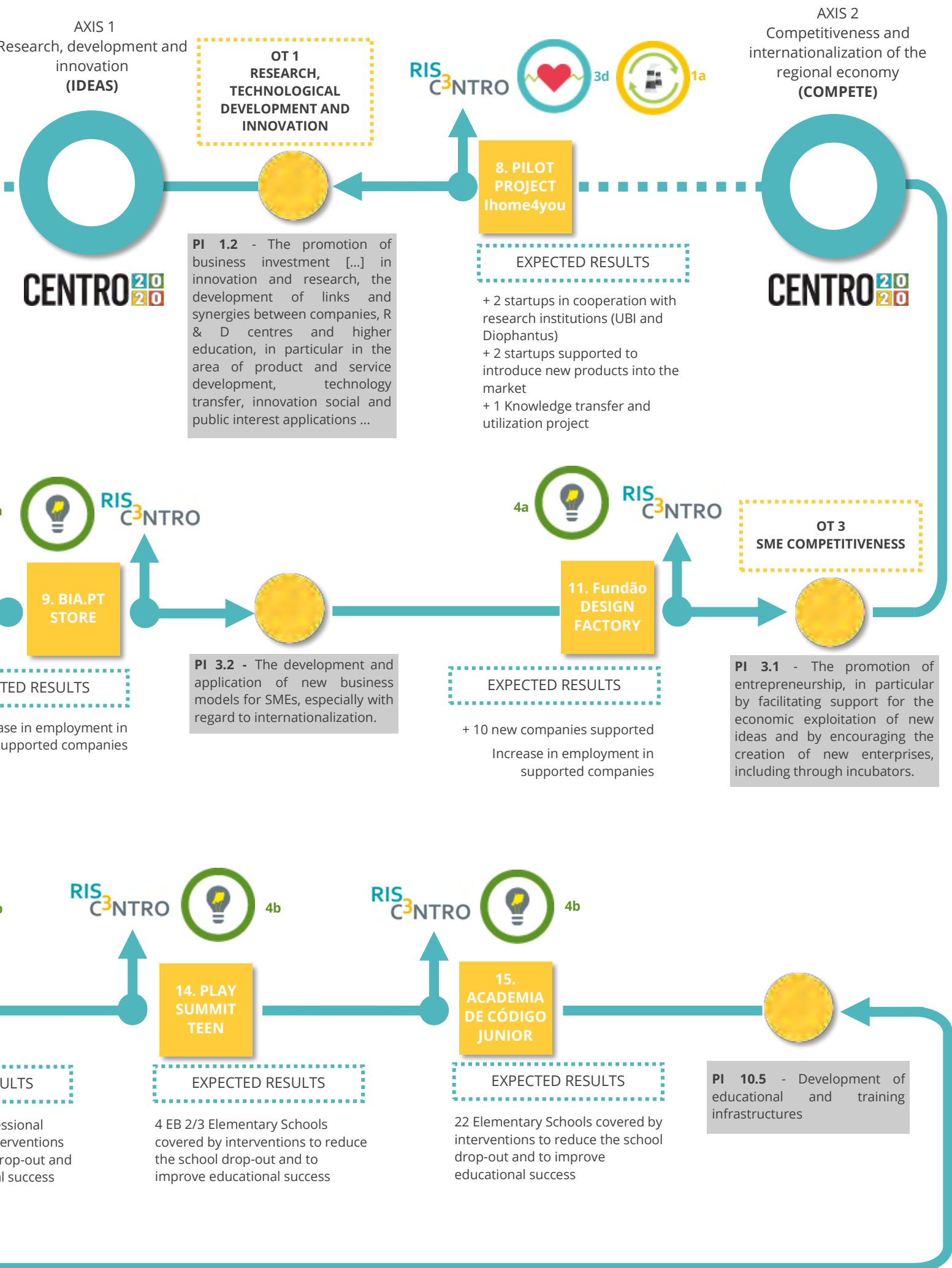
**PLANO DE AÇÃO**  
**MAKE**  
**FUNDÃO A**  
**BETTER CITY**

This diagram is an illustration corresponding to each action that may fit or influence the **CENTRO 2020** program. Most of PI addressed, only SMEs, Companies, Technological Centres, and in public term, the central administration, can apply.

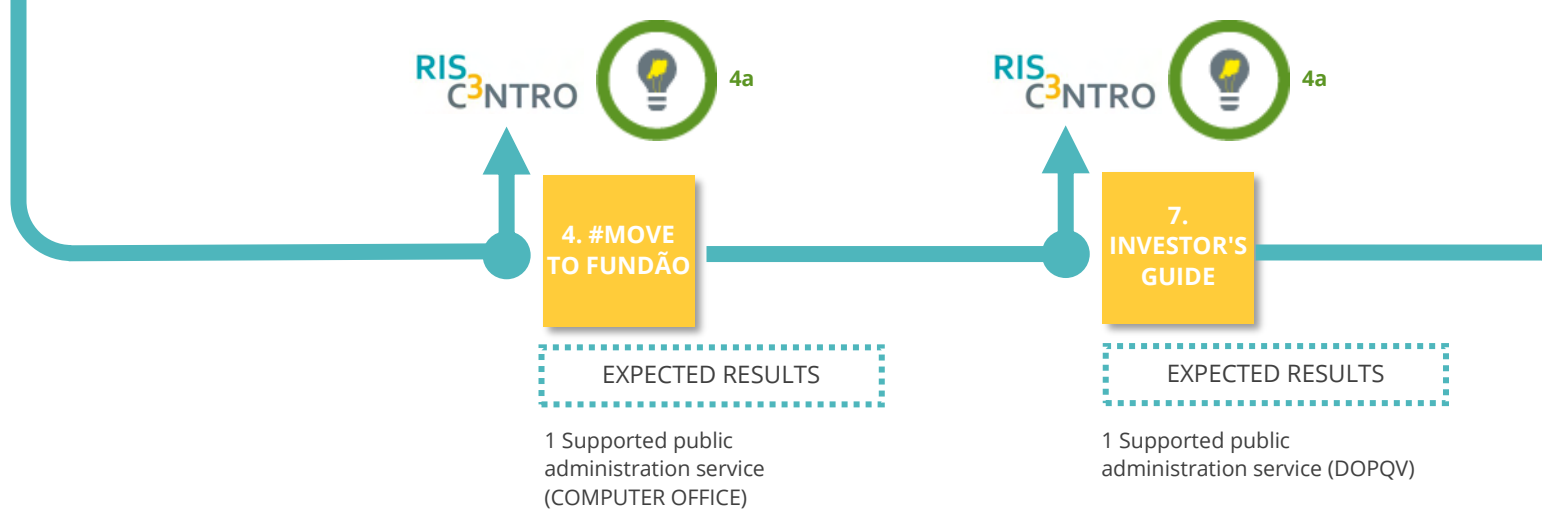
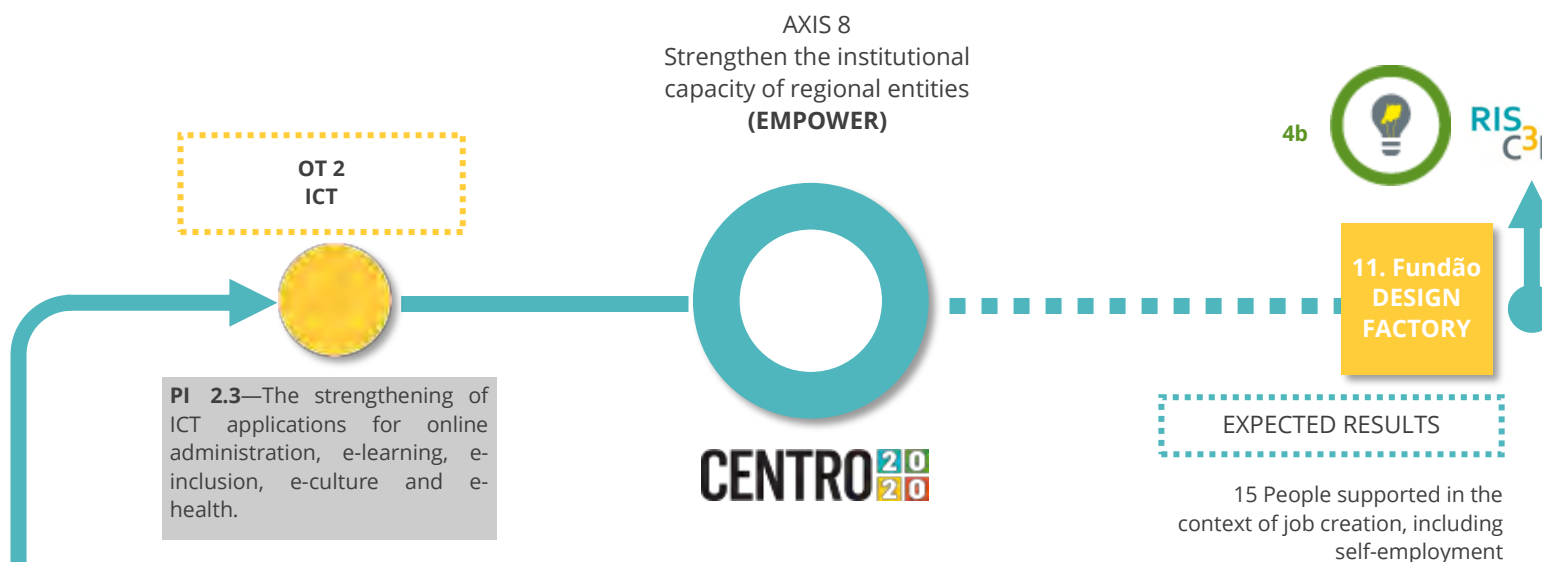
Also, the current PI does not yet included financial support towards this 16 actions and/or no open funds available **for local authorities** to apply.

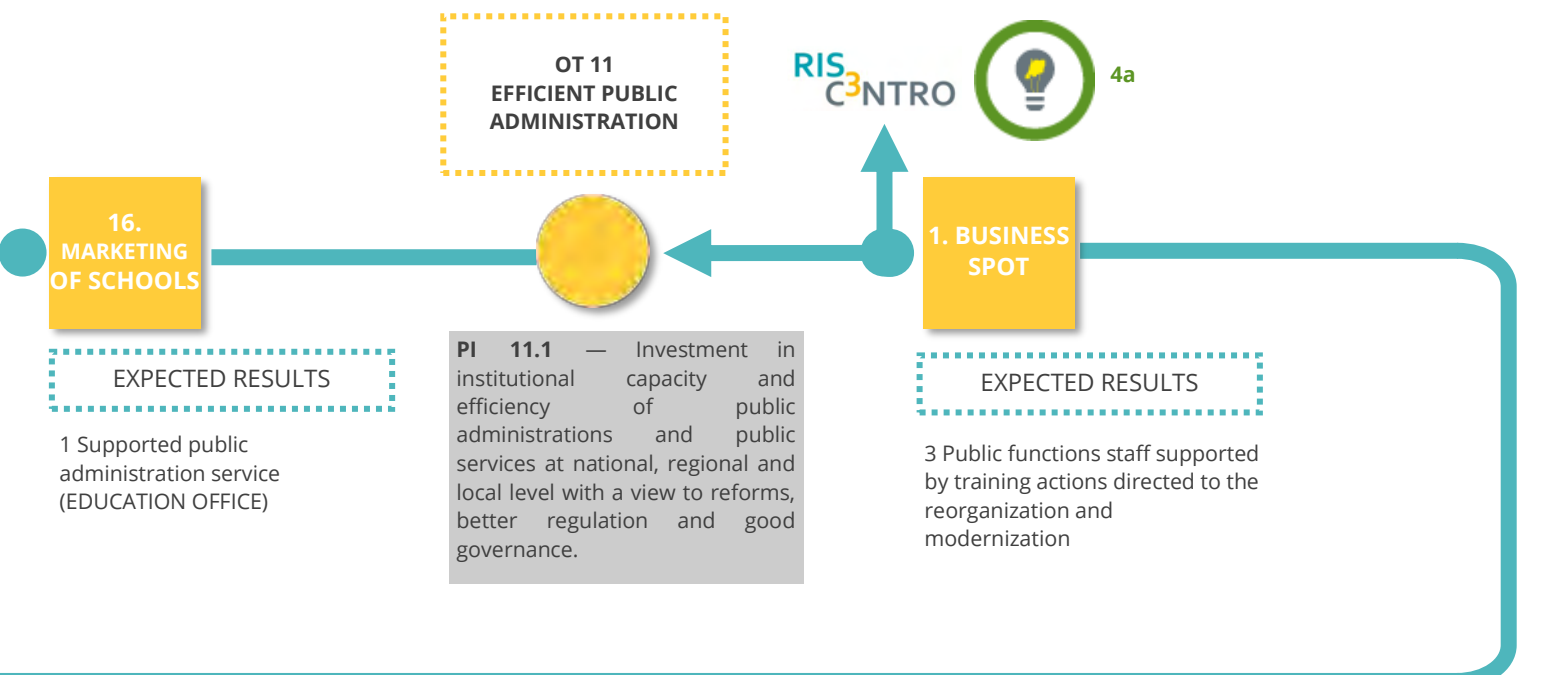
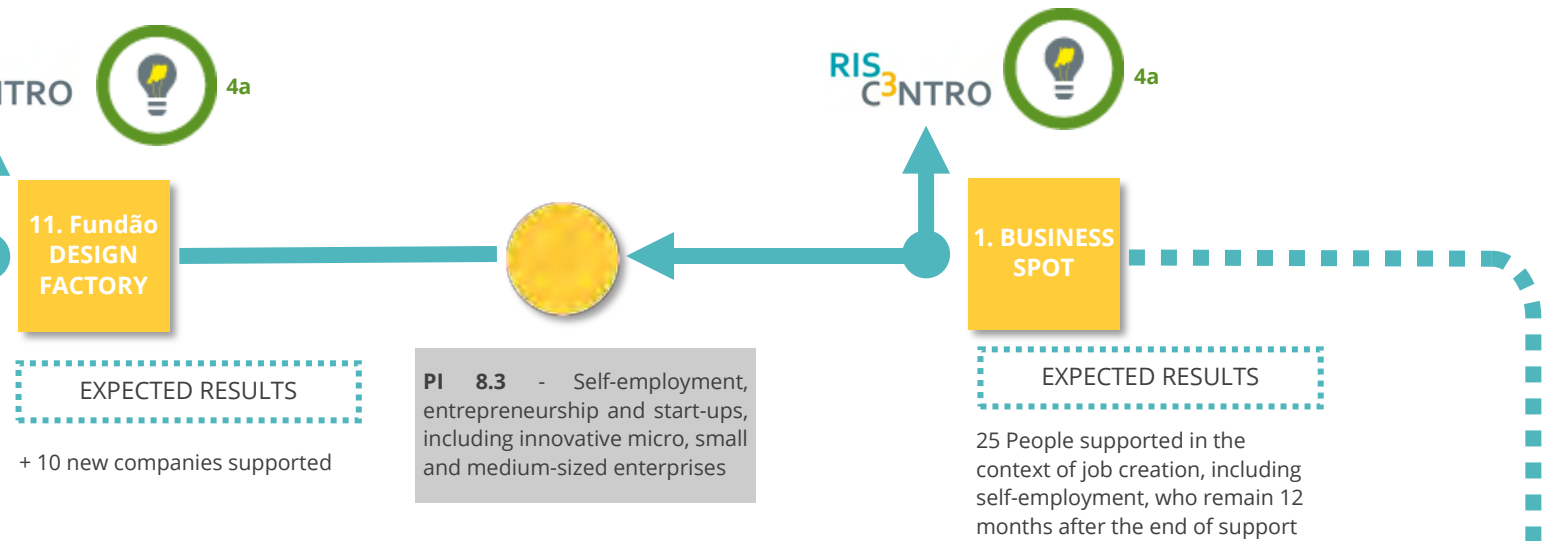
Also, with the reprogramming of **PORTUGAL 2020** scheduled for 2019, some changes are foreseen.

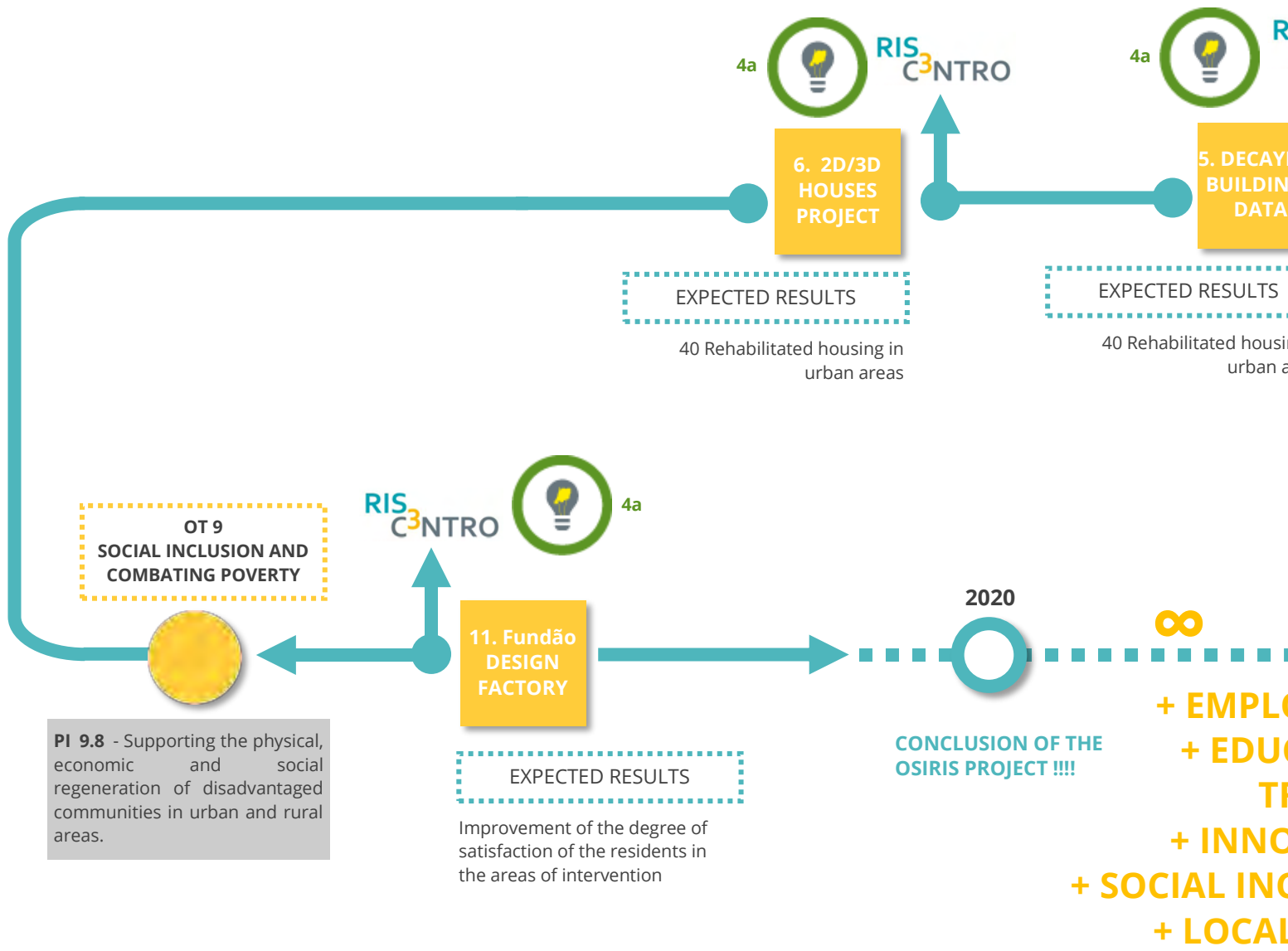
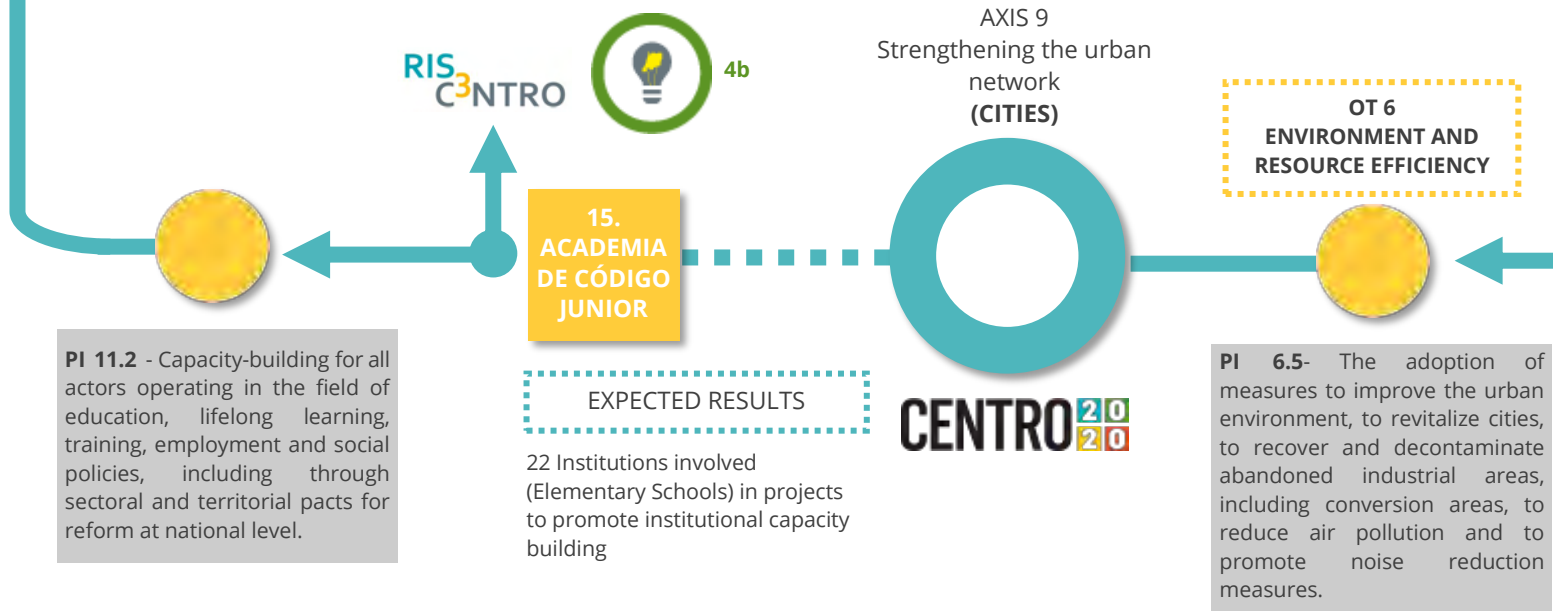












**FUNDÃO A BETTER CITY**



*"Put Fundão on the map is the goal of the municipality"*

Paulo Fernandes



#movetofundao

**FOR  
STARTUPS**

Fully integrated ecosystem  
ICT scaleup hotspot  
in Portugal\*

**FOR  
CORPORATIONS**

Value for money  
Office spaces - 1€ per m2  
National and local  
incentives

**FOR  
INVESTORS**

A land of opportunities  
Win-win solutions

7 November 2015

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CENTRO

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JOYMENT  
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L POLICY

## 4.4 Integrated Approach

At the LAG working session in April 2017, where the Local Action Group was divided into 2 groups, one working GREAT CITY and the other working GREAT PEOPLE on the theme of Great People Making Great Cities, it was noted that most of the contributions that were discussed had to do with **QUALITY OF LIFE IN CITIES** in a more comprehensive way.

The Local Action Group suggest issues associated with cultural events, sport, entertainment, housing, employment and access to health, all parameters that are used to analyse the quality of life in cities.

In this sense, it was associated with indexes that are quoted in the EUROBAROMETER "Quality of Life in European Cities", a report published annually and conducted by the request of the European Commission, Directorate-General for Regional and Urban Policy, to get a snapshot of people's opinions on a range of urban issues, namely:

1. **Citizens' satisfaction with their city;**
2. **The citizens' view of their city;**
3. **Environmental issues;**
4. **The personal situation of the respondent;**

This European Commission questionnaire was then replicated and launched to the employees of the companies and to the citizens on November 8, 2017, in the social networks and website of the Municipality of Fundão, and disseminated in various e-mail contacts, calling for participation.

Bearing in mind that how much greater will be the samples of people to fill this table, greater will be the guarantee, the validation of the data in the critical parameters in which Fundão clearly has to improve. Also, there will be greater perception into the source of these criticisms, what kind of solutions may solve the problems presented and then how they can be implemented.



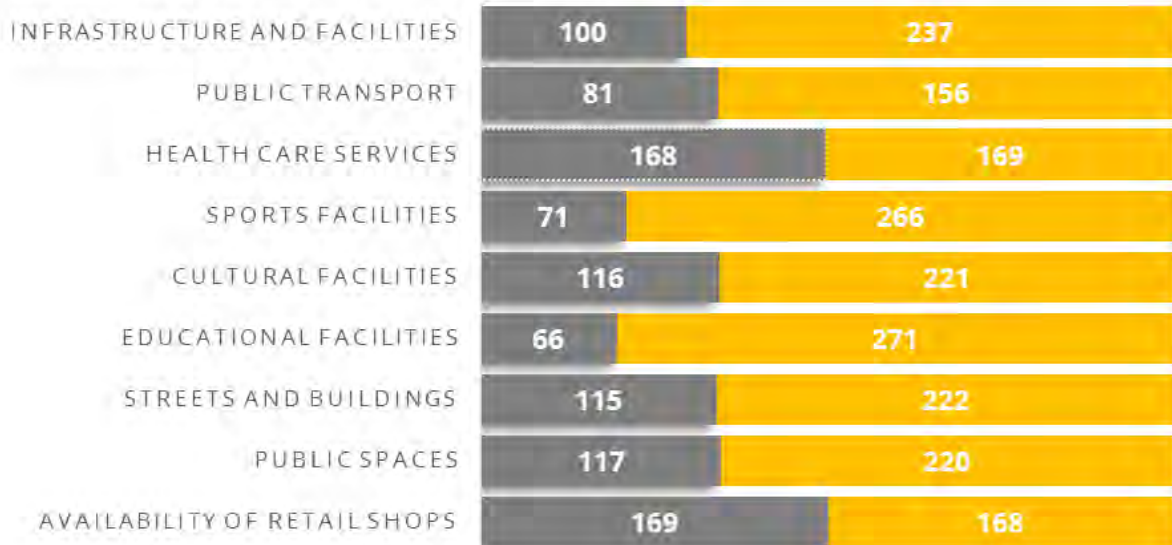
But, essentially, this questionnaire was important not only to be restricted to the LAG, but by allowing the community of the county of Fundão to participate in this, aroused interest and knowledge about the OSIRIS project, and feel some involvement in this process and curiosity of the result. This survey was available over a period of 1 month, with a total of 337 people. (In the European Commission questionnaire, around 500 citizens were interviewed in each European capital cities)

**The purpose of this questionnaire is to collect data, to identify the most critical and positive items / parameters in Fundão and concentrate the political focus on where the city should be changed and where it should touch the Action Plan within OSIRIS.**

## RESULT / FINAL DATA COLLECTION:

■ NOT SATISFIED ■ SATISFIED

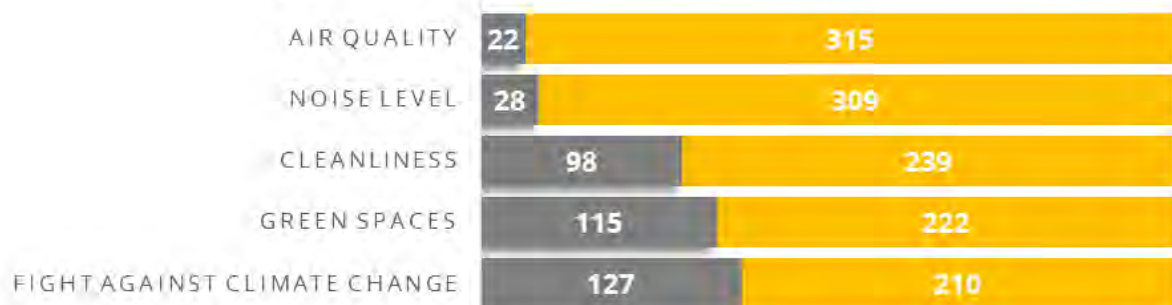
### PEOPLE'S SATISFACTION WITH FUNDÃO CITY



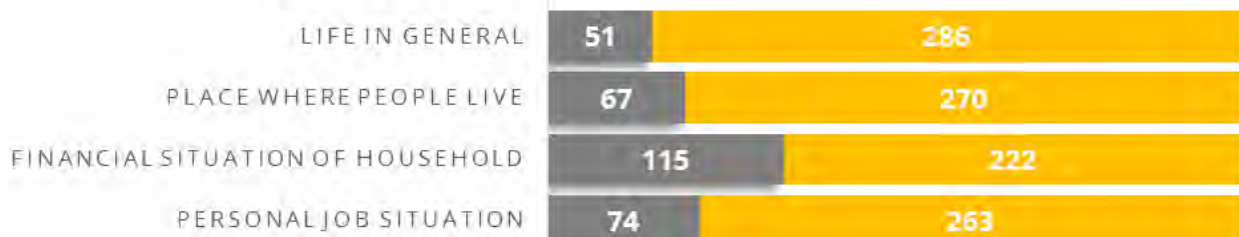
### PEOPLE'S VIEWS ABOUT FUNDÃO CITY



### PEOPLE'S SATISFACTION WITH FUNDÃO IN RELATION WITH ENVIRONMENT



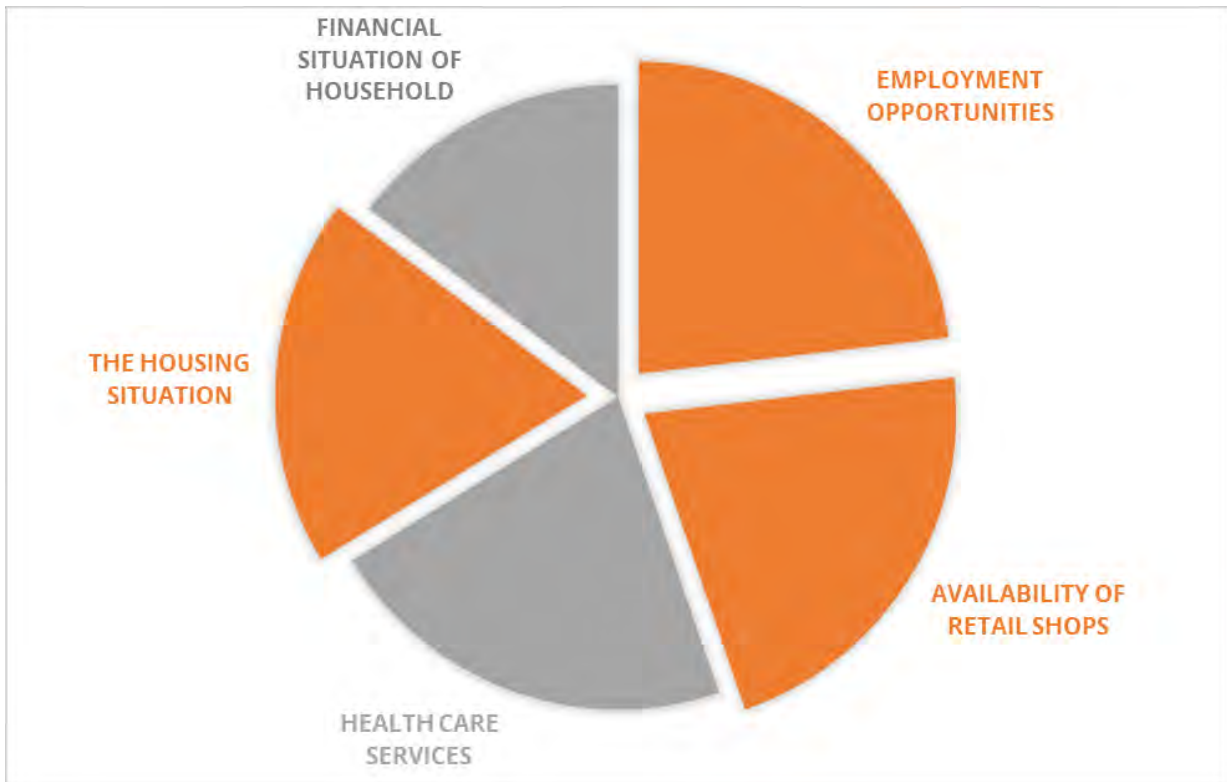
### PEOPLE'S SATISFACTION WITH THEIR PERSONAL SITUATION



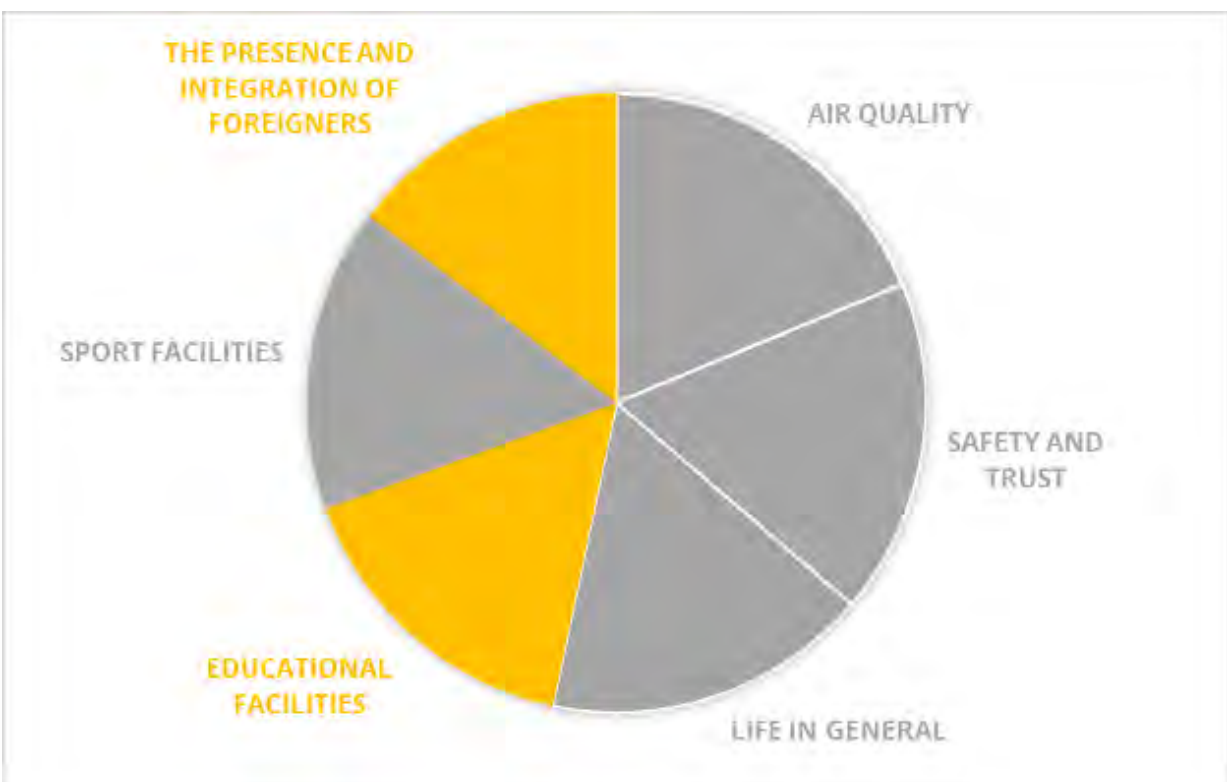


In the analysis of data collected on the quality of life of citizens in the city of Fundão, were selected the most critical and positive parameters, in relation with the **OSIRIS CHALLENGES (EMPLOYMENT, INNOVATION, EDUCATION, CLIMATE / ENERGY, and INCLUSION SOCIAL)**. Then were driven the **KEY ACTIONS** for the Action Plan, according to the analysis of the following **RESULTS**:

The 5 **CRITERIA** with **GREATER DISSATISFACTION** analysed in the questionnaire (**highlighting connected to the OSIRIS challenges**):



The 6 **CRITERIA** with **GREATER SATISFACTION** analysed in the questionnaire (**highlighting connected to the OSIRIS challenges**):



It was necessary to reduce actions to guide with some logic the main CHALLENGES of our ACTION PLAN.

Thus, the design of the Action Plan, in order to be more concrete and focused as possible, was oriented to these 4 KEY ACTIONS:

- 1) EMPLOYMENT OPPORTUNITIES
- 2) HOUSING SITUATION
- 3) LOCAL COMMERCE
- 4) IMPROVE EDUCATION / TRAINING

Repeating that these actions were the result of the analysis of the questionnaire "Quality of Life in the city of Fundão", in which the Fundão population participated, making this initiative an innovative character.

Sharing ideas at subsequent meetings of the Local Action Group was an opportunity for citizens, entities and other stakeholders, to participate in co-creative dynamic in the policy-driven for the formulation of the Action Plan, focusing on these key actions.

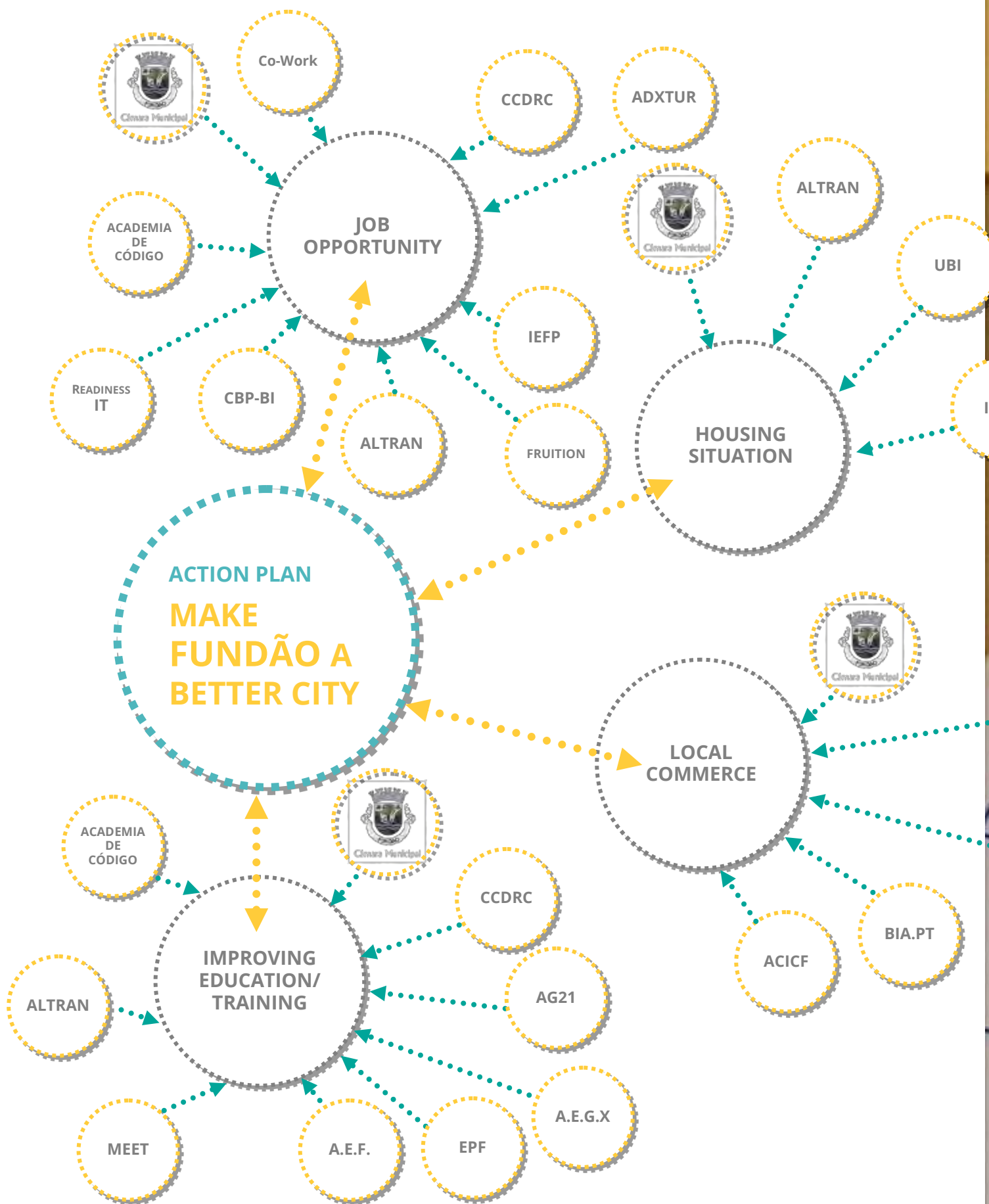
Another innovative character was a meeting that was held at the international meeting in the Drenthe region, Netherlands, where **a specific co-creation session was held for Fundão** on the results of the questionnaire QUALITY OF LIFE IN FUNDÃO CITY.

Four working groups were created to absorb the ideas of the four key actions, the **Dutch stakeholders and the Osiris European partners**, allowing to base their experiences, a contribution of interest in the definition of some actions of our Plan. These were then presented and discussed at the LAG meeting in February 2018.

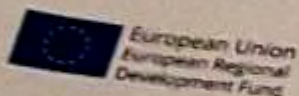


## CREATION OF WORKING GROUP, IN THE KEY ACTIONS DEFINED FOR THE LOCAL ACTION PLAN

The CHART below presents the Working Group, in which companies, institutions and associations, according to their typologies and experiences, focused on the presentation of ideas, to the specific action of their interest.







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City name: **FUNDÃO** → Make Fundão a better city

**MATRIX OF LIFE QUALITY INDICATORS N°3:**

Current situation :

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- De

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Descri...

Intend Result

Resour

PCB

FAB  
LAB

CCDRC



*"In FUNDÃO region, OSIRIS has been highly successful by being able to involve a wide range of stakeholders both of public and private nature. This has empowered each meeting with a more meaningful conclusion - I believe that this will enable further strategic definition and actions that could promote other effective innovation systems on this region".*

**André Freitas, ALTRAN**




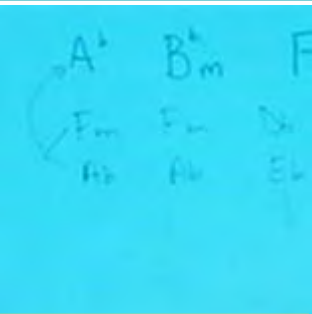

## 4.5 Risk Analysis

*"Indeed, everything in life is subject to risk, of any kind, and usually, the consciousness of its presence, is not well understood, and it is not always answered with the intelligence and necessary efficacy"*(EDWARD & BOWEN, 2005).

In order to delineate a successful strategy, in the 4 key categories / key actions and actions of the Action Plan "MAKE FUNDÃO A BETTER CITY", it is fundamental to be aware of the risks that can affect the performance of the project, and to create a mitigation plan (carried out by the **MONITORING COMMITTEE**) in the resolution of the foreseen risks described below:

KEY ACTION	RISK DESCRIPTION	TYPE OF RISK	INTENSITY	MITIGATION PLAN
 <p>1. JOB OPPORTUNITY</p>	#RISK 1: Incapacity for the Business Spot Staff to respond of companies' needs.	HUMAN RESOURCES	HIGH	Provide staff training
	#RISK 2: No sufficient number of trainees to create a class, especially in the areas of CNC	TECHNICIAN	MEDIUM	Promotion of informative poster with the IEFP, and Municipality website
	#RISK 3: Upon completion of training, probability of the trainee not being entered into a filed company	HUMAN RESOURCES	LOW	Information session on covering CV preparation, interview technique and job search skills...
	#RISK 4: The response of the web page MOVE TO FUNDÃO does not match the expectation of the number of users	TARGET AUDIENCE	MEDIUM	Promote and create information session on use of web page
	#RISK 5: little involvement of gypsy and migrant communities in participating in planned MIXin actions	TARGET AUDIENCE	MEDIUM	Mediator intervention to encourage the participation of these communities
 <p>2. HOUSING SITUATION</p>	#RISK 6: Lack of culture of home automation and natural resistance of older people to changes	TARGET AUDIENCE	MEDIUM	Actions of awareness and formation foreseen in the FUNDÃO CSI - CITY WITHOUT AGE project
	#RISK 7: High cost of home automation deployment, investor disinterest in the implementation of home automation for a specific market due to bureaucracy	TARGET AUDIENCE	HIGH	Actions of visitation of IHome4You showroom and creation of Municipal financial incentives advantage for investors
	#RISK 8: Lack of specific companies and start-ups in the home automation market	MARKET	MEDIUM	Actions of visitation of IHome4You and promotion actions for attraction and creation of new companies for this market



KEY ACTION	RISK DESCRIPTION	TYPE OF RISK	INTENSITY	MITIGATION PLAN
 <p><b>2. HOUSING SITUATION</b></p>	#RISK 9: Lack of public policies that encourage the use of home automation to improve the quality of life of the elderly or reduced mobility.	PUBLIC POLICY	HIGH	Creation of a final REPORT of the OSIRIS project to encourage policy change
 <p><b>3. LOCAL COMMERCE</b></p>	#RISK 10: Lack of online sales culture and natural resistance of merchants to change	TARGET AUDIENCE	MEDIUM	Creation of BIA.PT clarification session for marketers on the benefits of e-commerce
	#RISK 11: Lack EU funds referred to PEDU for the creation of Fundão DESIGN FACTORY	FINANCIAL	MEDIUM	If the application is not approved, opt for the municipal fund and / or other existing community funds.
	#RISK 12: the APP "FUNDÃO HAPPY SHOP" does not captive merchants in providing the necessary data for their promotion	TARGET AUDIENCE	MEDIUM	App Promotion and creation of a session to clarify its use with merchants
 <p><b>4. IMPROVING EDUCATION/ TRAINING</b></p>	#RISK 13: Delay or lack of EU funds provided measures to promote SCHOOL SUCCESS for the creation of SCHOOL EXPERIENCE LAB	FINANCIAL	MEDIUM	If the application is not approved, opt for the municipal fund and / or other existing community funds, OR, local business sponsors.
	#RISK 14: Displeased parents in the teaching strand of GAMIFICATION and ACADEMIA DE CÓDIGO JÚNIOR	TARGET AUDIENCE	LOW	Inviting parents to attend a gamification or coding class, in order to demystify this type of teaching
	#RISK 15: Teachers insufficiently involved in the creation of promotional and informative contents of the activities of their schools	TARGET AUDIENCE	MEDIUM	The Municipal Communication Office supports schools at an early stage until new teachers are involved.



## 4.6 Impact Assessment

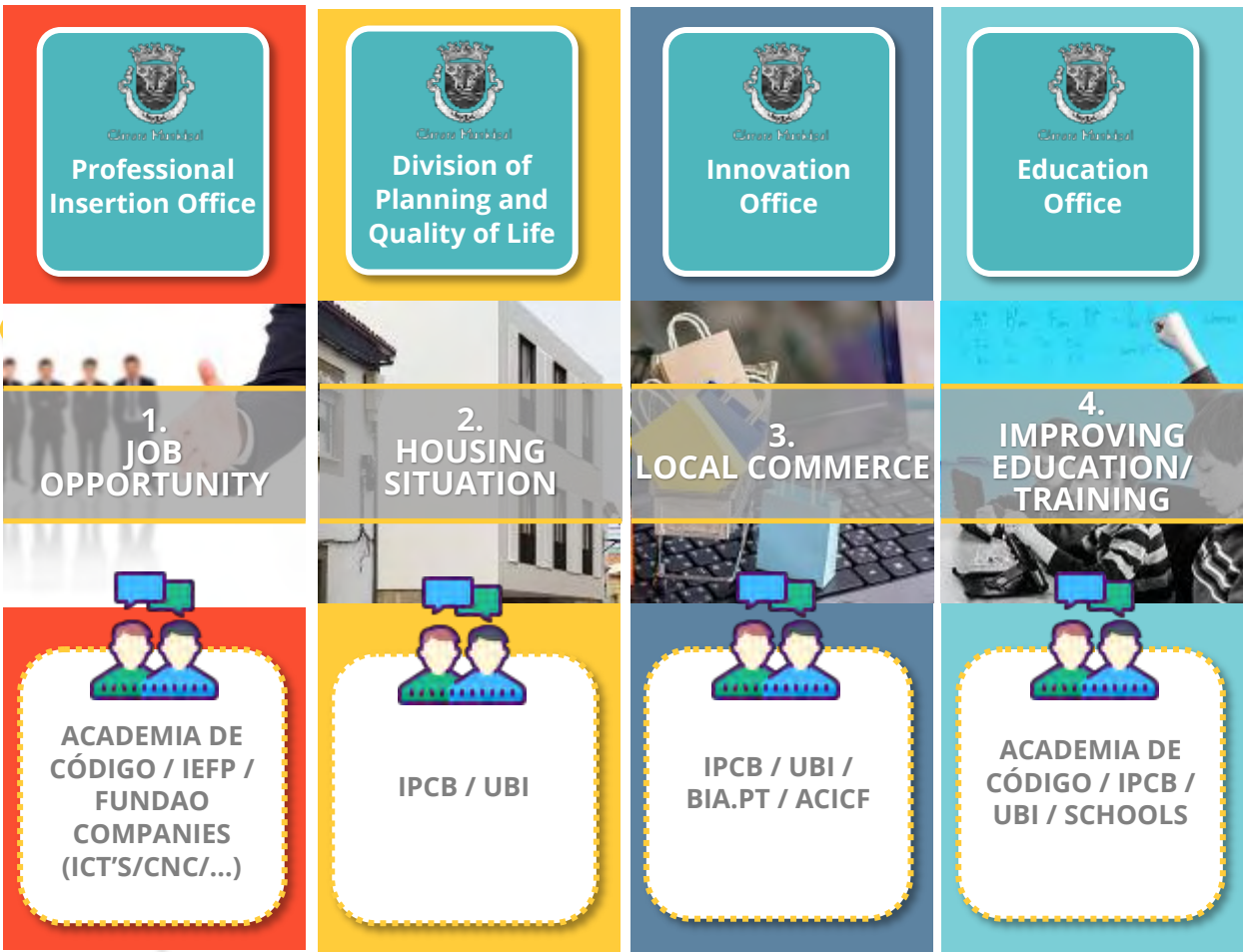
**Evaluation of results is essential.** We define in this Action Plan the creation of more and better jobs, attracting and retaining enterprises and investors, attracting new talent and inhabitants, improving the living conditions of the elderly and / or people with reduced mobility, and better quality of life, making Fundão a BETTER CITY. These are the objectives of identified results. To ensure proper coordination and follow-up of this process, a **MONITORING COMMITTEE** will be set up, bringing together the different stakeholders. The composition of the Committee shall be as follows:

- **Municipality of Fundão:** Executives and Staff from several Municipality offices from *(In the chart on the next page, it represents the responsibilities of each Office / Division, according to each key action to be developed, in articulation with the entities involved)*
- **Universities and Research Centre:** Beira Interior University (UBI), Polytechnic Institute of Castelo Branco (IPCB), Biotech Plant Lab of Beira Interior (CBP-BI)
- **Schools:** Representative of the School Group of Fundão, the Grouping of Schools Gardunha and Xisto, and the Professional School of Fundão
- **Companies or training institutions:** Academia de Código and Institute for Employment and Vocational Training (IEFP)
- **Clusters:** Companies from the Business and Services Centre (TIC's) (ALTRAN, FRUITION, MEET ...) and Luxury Products Engineering (CNC) (CIMD, J3LP, HGT)
- **Associations:** Commercial and Industrial Association of Fundão (ACICF)

The committee will meet **four times per year** to ensure that the actions of the parties involved are followed. The collection, processing and analysis of data to reformulate the activities will be continuously sought with the **MITIGATION PLAN**, if necessary, in order to guarantee the success of the Project and ensure the involvement of stakeholders in the processes of reflection and in the improvement strategies to be implemented, according to the defined actions. This continuous evaluation will be based on the constant development of the plan-action-evaluation-adequacy cycle, with a view to achieving the objectives and goals outlined. The work to be carried out by the **monitoring committee** will be:

- **Assess** the degree of achievement of the general objectives and established goals.
- **Evaluate** the development and impact of the different actions, as well as how they these fit together to promote the success of the Action Plan.
- **Assess** whether the various problems of the Mitigation Plan have been resolved and / or mitigated.
- **Inform** the beneficiaries, of the existing community support, of the legal and institutional frameworks favourable to the creation of employment, to put in perspective the possibilities of evolution of the project.
- **Ensure** stakeholder involvement in reflection processes and improvement strategies to be implemented.
- **Create** the various Reports of the project follow-up process as well as the Final Report.

In **mid-2020**, without prejudice to occurrence at other times, an evaluation will be carried out in order to provide feedback that allows validating and reorienting its lines of operation. This evaluation will be the responsibility of the Municipality of Fundão team, which will relaunch the "Quality of Life in the Fundão County" questionnaire - and / or other methodological tools - and the analysis of project satisfaction and results.



 + COMPANIES  
 + EMPLOYMENT  
 + TALENTS  
 + INHABITANTS  
 + QUALITY OF LIFE

 **Investment and Innovation Office**

  
 **Communication Office**

 **Monitoring Committee**





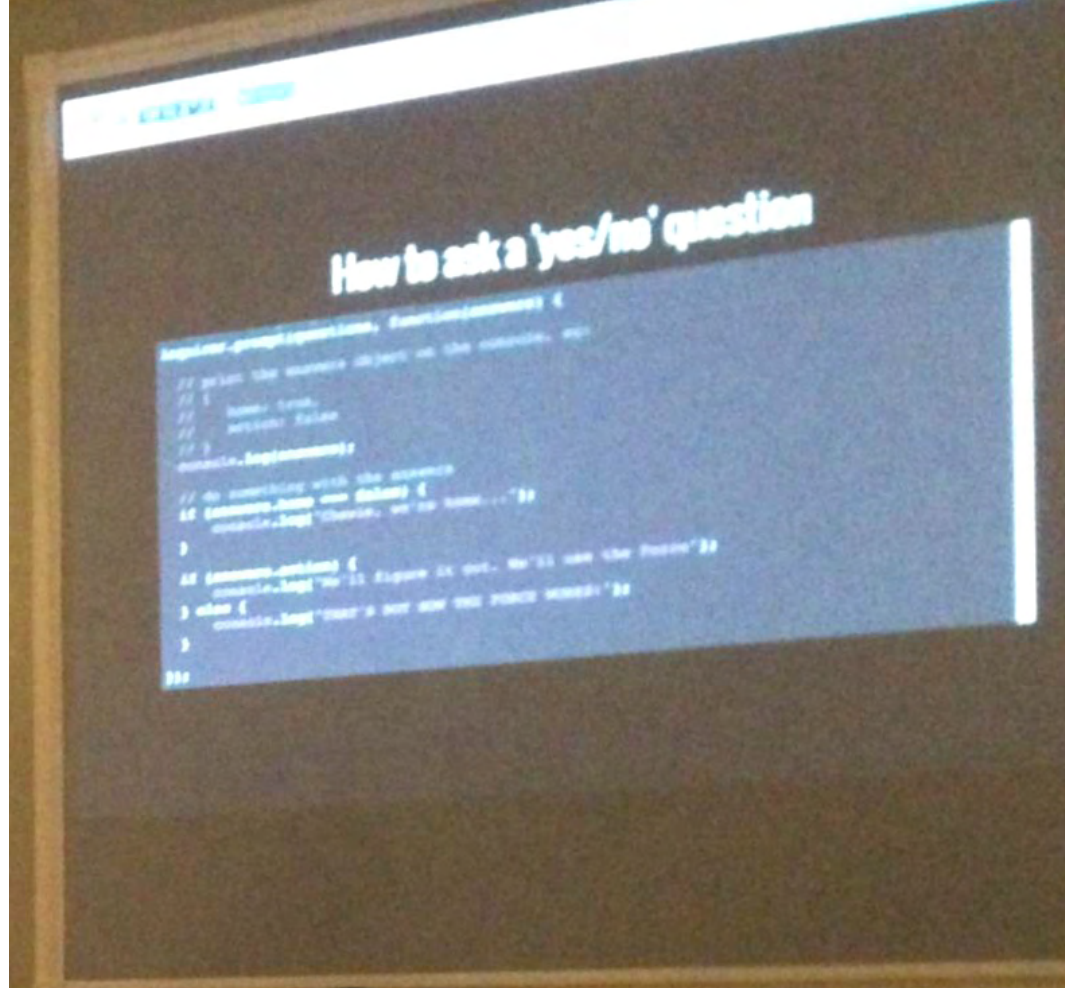
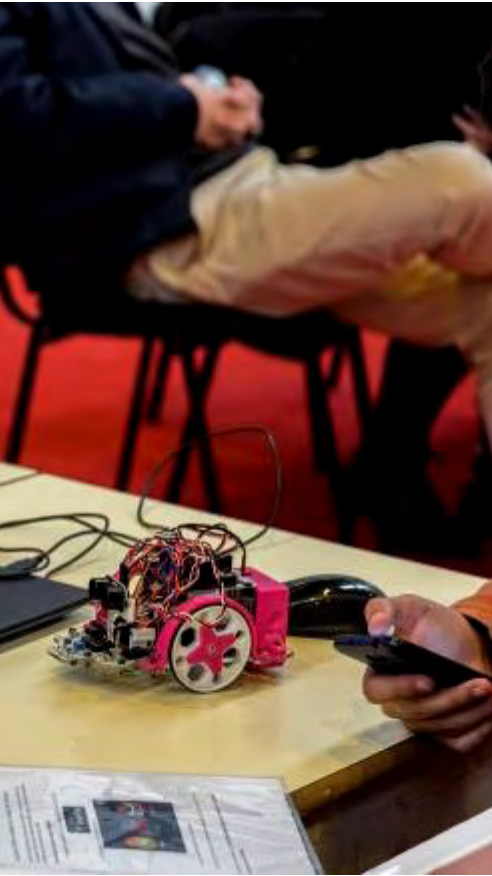


# LIVING LAB

## COVA DA BEIRA







## 5. INTERNATIONAL FINANCIAL RESOURCES

To boost job creation, growth and competitiveness in our city, we need to maximise the quality, quantity and impact of our actions investments. Exploiting the potential for synergies between Horizon 2020, the European Structural and Investment Funds (ESIF) and other innovation and competitiveness-related EU Programmes can help us to achieve this objective.

This section describes the rationale for developing links between the different funding sources and explains how they can be combined, based on a suggested 5 step approach:

STEP	ACTION	COMMENTARY
1	<b>Make the participation in EU funds a policy priority</b>	Addressing lack of political motivation and reluctance and explains why it is important for local politicians to address funds at city level.
2	<b>Get informed</b>	Addressing the lack of information on EU and structural funding opportunities (and to a certain extent complex administrative rules managing funds) and explain where to find such information.
3	<b>Explore co-financing possibilities</b>	Addressing the barrier of co-funding requirements and lack of resources and give tips on where to look for possible co-funding.
4	<b>Get connected and learn from others</b>	Addressing the lack of information on finding and limited technical capacity. It gives examples of different sources of funding and link to other cities in a similar process.
5	<b>Establish partnerships and foster cooperation</b>	Addressing difficulties in establishing adequate partnerships and proposes ways to foster cooperation with the different stakeholders.

The key to delivery and implementation of the ACTION PLAN is finance. Without the necessary financial support and resources, the actions are unlikely to be implemented and therefore the plan will not have the impact envisaged in its vision, aims and objectives. There is however no one source that will deliver sufficient finance to fund all individual aspects of the ACTION PLAN. Within the Action Tables in LAG meeting, a number of funding schemes and instruments have been identified that are considered key potential funding sources and these will be pursued throughout the implementation phase of the project.

A wide range of programmes and funding provide financial support to hundreds of thousands of people and organisations such as students, scientists, NGOs, businesses, towns, regions and many others. EU funding is available on local, regional, national, interregional and EU level.

These schemes are grouped into 45 different categories, 9 of which are directly linked to innovation in job creation, growth and investment.

**The most relevant for our ACTION PLAN are presented below.**

## EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF)

**BUDGET:** Approximately €200 billion

**AIMS:** Strengthen economic, social and territorial cohesion in the European Union by correcting imbalances between its regions.

**FOCUS:** Research and innovation; digital agenda; SME competitiveness; low-carbon economy.

**WHAT TYPE OF FUNDING?** Grants and other types of financial support provided by regions implementing their Operational Programmes.

**WHO FOR?** SMEs, research centres, universities, local and regional authorities, training centres, non-profit organisations...

## EUROPEAN SOCIAL FUND (FSE)

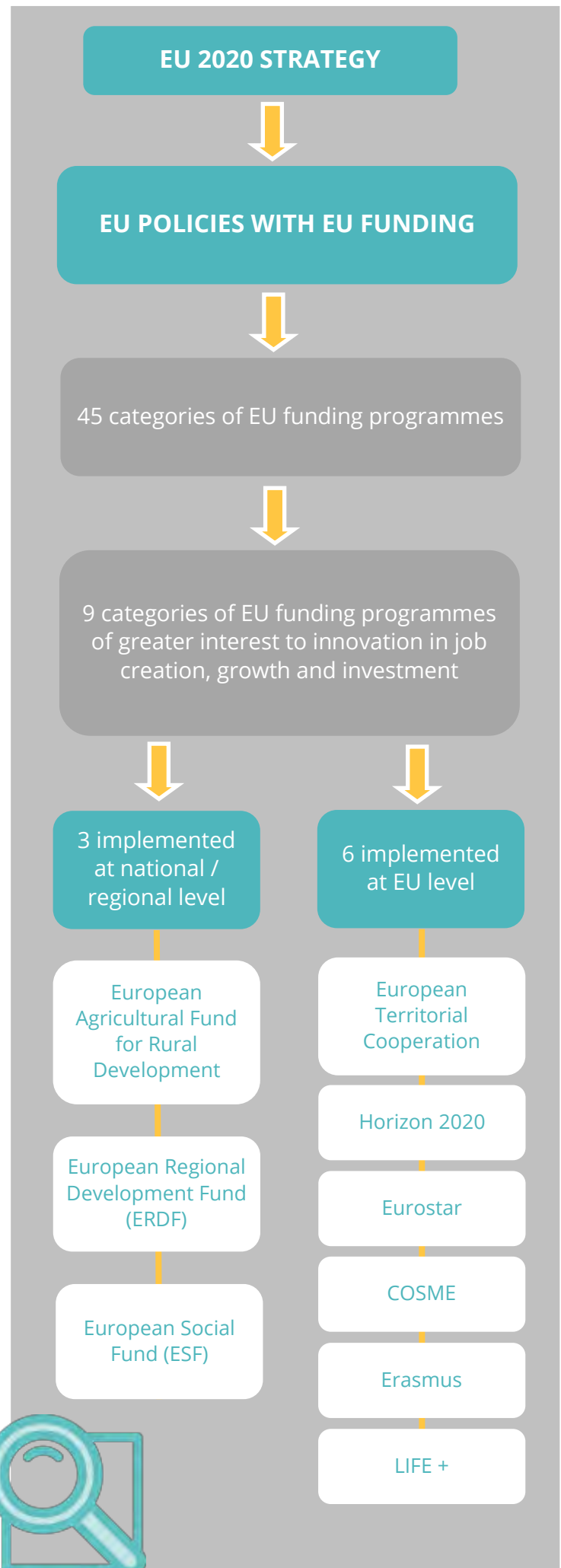
**BUDGET:** Minimum €80 billion

**AIMS:** Investing in human capital to improve job opportunities for all EU citizens.

**FOCUS:** Improving skills and jobs, favouring employment, mobility and social inclusion, fighting poverty.

**WHAT TYPE OF FUNDING?** Grants and other forms of support provided by regions and Member States.

**WHO FOR?** Businesses, public bodies, schools and training centres, universities and non-profit organisations.





## INTERREG V 2014-2020: cooperating between regions

O INTERREG V C 2014-2020 covers 4 interregional cooperation programs Interreg EUROPE, INTERACT, URBACT and ESPON.

**BUDGET:** For 2014-2020 more than EUR 10 billion will be invested in cooperation between regions, some € 6.6 billion of which in cross-border regions

**FOCUS:** Under the European Territorial Cooperation programs, at least 80% of the funds will be concentrated in the four priority areas of the ERDF: Innovation and research; Digital agenda; Support for small and medium-sized enterprises (SMEs); Economy based on low carbon emissions.

**SUMMARY:** ERDF also provides funding for several European territorial cooperation activities including the Interregional cooperation programmes known as 'INTERREG'. There are three types of INTERREG programmes: interregional cooperation between cross border regions, between states in a given part of Europe, and between regions throughout the whole of Europe. The interregional cooperation programme for 2014-2020 'INTERREG EUROPE' is open to all regions and supports mainly the exchange of practices at regional policy level. Cross-border and transnational cooperation programmes may support investments more widely, including in support of education, energy, health care, training and job creation, etc. The cooperation programmes are currently being defined by managing authorities. First calls for proposals are expected in 2015.

## EUROSTARS

**BUDGET:** €1.14 billion

**FOCUS:** Innovation in all sectors.

**WHAT TYPE OF FUNDING?** Grants for development of new products, services or processes provided on a country-by-country basis.

**WHO FOR?** Consortia must include at least one research and development performing small or medium sized enterprise (SME). Other participants can be of any kind (industries, universities and research institutes).

## COSME

**BUDGET:** € 2.3 billion.

**FOCUS:** Strengthen the competitiveness and sustainability of Union enterprises, especially SMEs, encourage business culture and thus contribute to job creation, the development of the knowledge society and the development of EU countries, balanced economic growth and sustainable.

**WHAT TYPE OF FUNDING?** Loans and capital investments for SMEs

**WHO FOR?** Companies and SMEs

## ERASMUS +

**BUDGET:** €14.77 billion

**FOCUS:** Education, training, youth and sport

**WHAT TYPE OF FUNDING?** Scholarships, grants for small projects, loan guarantees for students...

**WHO FOR?** Educational institutions, training centres, universities, different sorts of organisations.

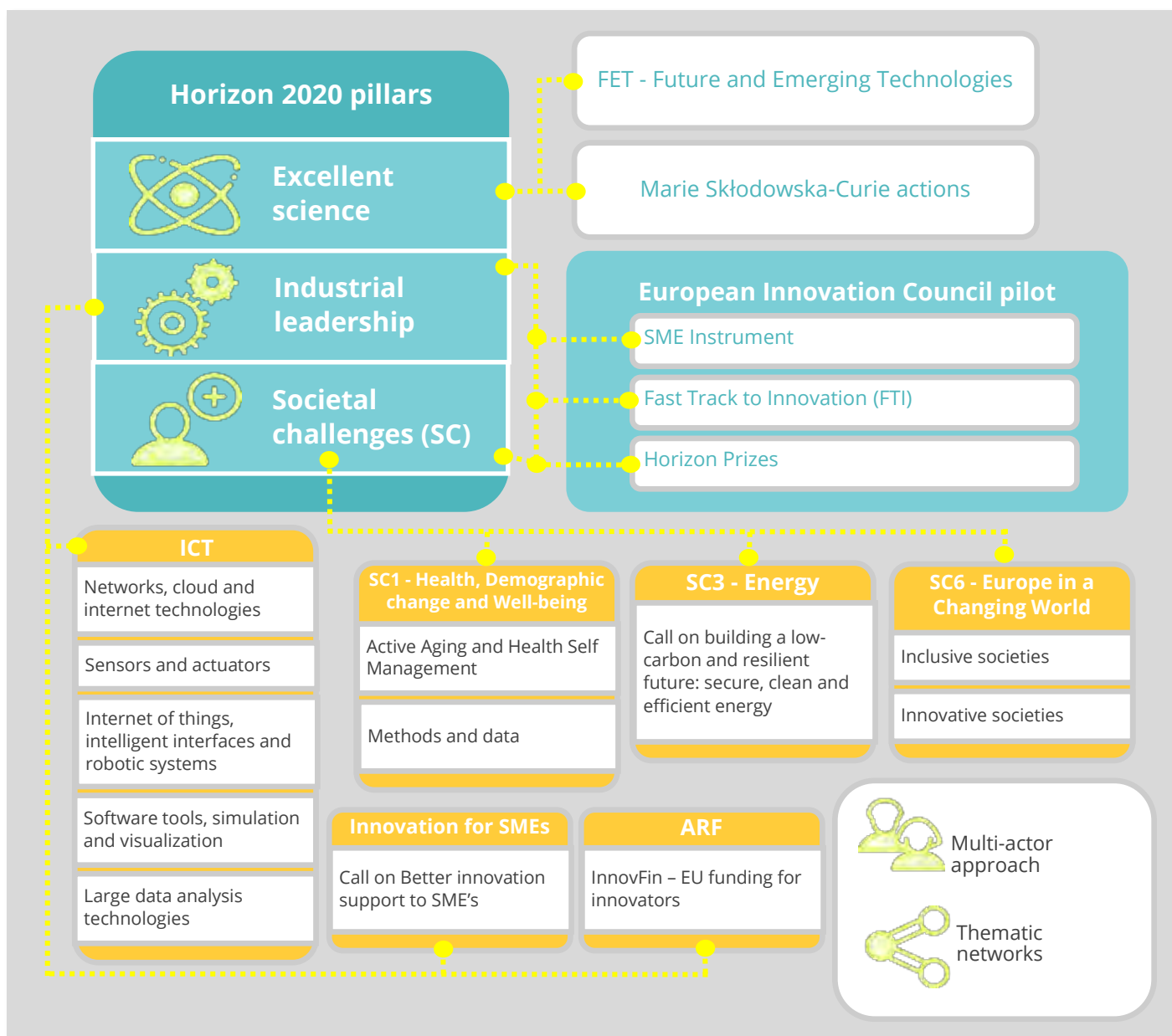
## HORIZON 2020 (H2020)

Horizon 2020 is the European Union's framework program for European funding for research and innovation and has a budget of € 77 billion for the period 2014-2020, divided into three priority pillars of action: **SCIENTIFIC EXCELLENCE | INDUSTRIAL LEADERSHIP | SOCIAL CHALLENGES**

Through the H2020 the entities will be able to reinforce and improve their R & D competences, integrate European technology networks and gain support in the transformation of innovative ideas into products and services with a real commercial marketing potential.

Participants have two ways of getting involved in the applications, either as coordinators of an idea or by joining a consortium in training, led by third parties. Applications should generally include three partners and the ideas will have to be presented as a team as a way to promote and increase networking. **IDENTIFY THE CALL > FIND PARTNERS > CREATE AN ACCOUNT > REGISTER THE COMPANY > SUBMIT PROPOSAL.**

The main opportunities for our Action Plan for **innovation, job creation training, growth and competitiveness** can be found in these main lines of the H2020:



EQUIPA

10

EQUIPA

11

EQUIPA

12

SPRINT

①

Rio

Cruzament

PARQUE

Edificio

Centro Comercial

P: 2 R:

P: 5 R:

P: 8 R:

SPRINT

②

PONTE

Hospital

Igreja

Escola

Vivenda

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P: 8 R:

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SPRINT

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STORY POINTS:

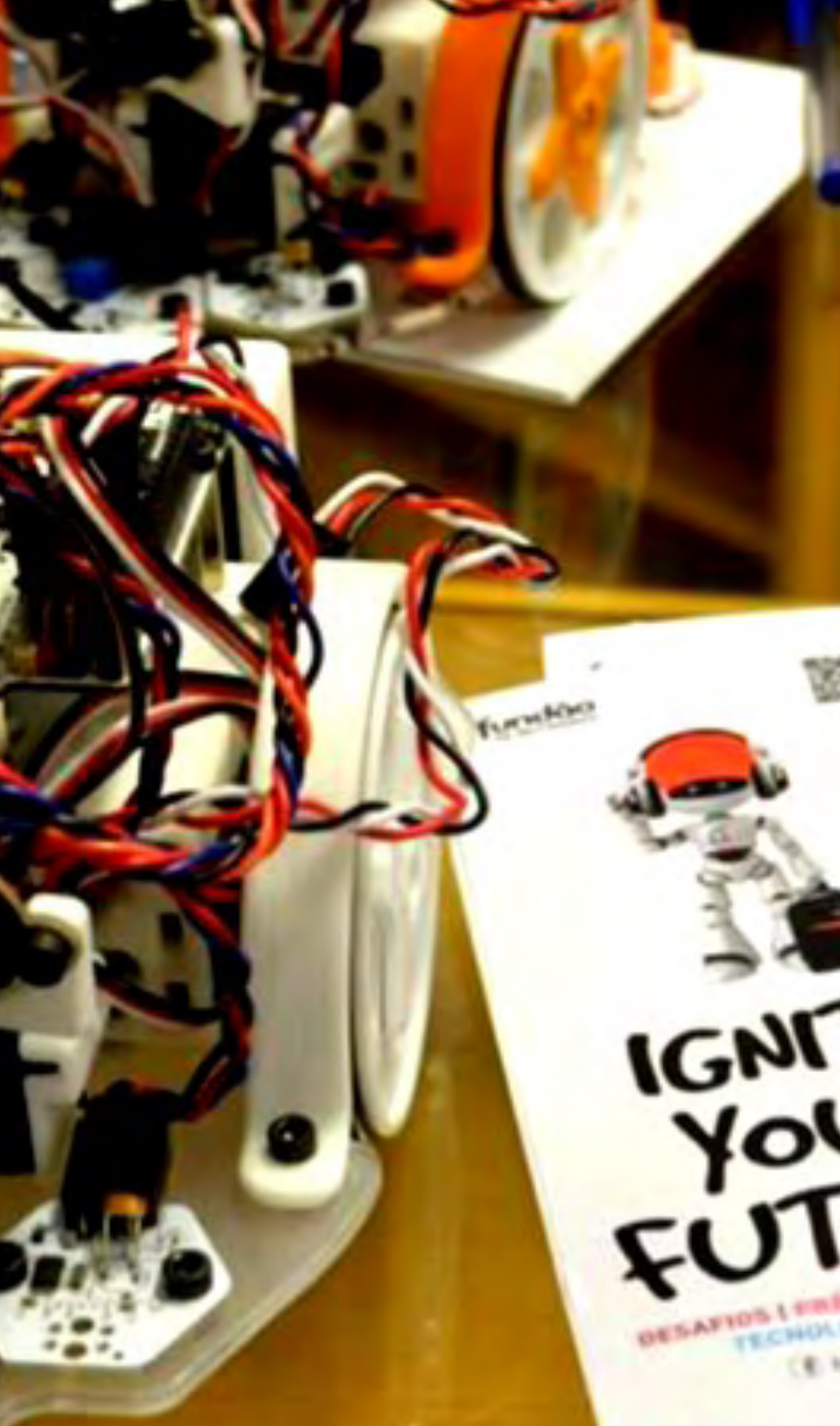
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13









Función



# IGNITE YOUR FUTURE

DESAFÍOS | PREMIOS | TEAM BUILDING  
TECNOLOGÍA | AVENTURA

Ignite your Future



## TECH ACADEMY

FUNDACIÓN | 28 MARZO - 01 ABRIL 2016  
9h - 17h | Gratis

12 años | Función

## 6. COMMUNICATION STRATEGY AND PUBLIC CONSULTATION

Communication plays a vital role in the success of **MAKE FUNDÃO A BETTER CITY** project, so that this ACTION PLAN is a referential strategy for political change. It is necessary, for this, that its achievement and dissemination, should capture the interests of politicians in the region and in the country.

The **Communication Office of the Municipality of Fundão**, in articulation with the Monitoring Committee, would have the general task of informing / disseminating externally and internally the different activities of this Action Plan, through the following means of communication available or to be carried out:

- The website and social networks of the Municipality of Fundão;
- The site MOVE TO FUNDÃO;
- Creation of animations, filming, photographic reportage during project implementation;
- Link with the local and regional media;
- Link with the OSIRIS partner responsible for network communication, Åbo Akademi University;
- Dissemination of local and / or national press conferences to present project results;
- Disclosure of SMART EVENT section actions;
- The Action Plan published on the Municipality of Fundão website.

The budget foreseen for the COMMUNICATION STRATEGY would be nearly **€15.000,00** (cost inherent in the production and video-editing, printing of documents, pamphlets, posters ...)

This Action Plan was created based on the results of the QUALITY of LIFE IN FUNDÃO questionnaire, the working groups with the Local Action Group, thus ensuring the inclusive nature of the development of the plan. The community was regularly informed about the process of creation of this plan.

The official public presentation of this Action Plan will take place in January 2019 at Fundão Town Hall, but also took place on September 29, 2018, in Nevers (France), the guest city of the lead partner of ERUDITE Interreg Europe project, "brother" of OSIRIS project, and during the European week of Regions and Cities in Brussels in October 2018..

Participation and consultation during the implementation process of the ACTION PLAN and proposals for change will be provided by the **Innovation and Investment Office**, by the project coordinator, in the daily communication with the stakeholders involved in the development of the activities of the Plan.



## 7. THE FUTURE...

In Fundão, the 'trip' to the future was done by trial and error.

The first phase of the strategy was to attract programmers to the county. It was started by a historic village, in Castelo Novo, and was launched the challenge to the battalion of people who work as freelancers in the area of programming. As expected, there have not been results. But this has caught the attention of big business boards.

In the second phase, the Municipality of Fundão sought to take advantage of the rural and agricultural character of the city, known for the production of cherry, and "sell the Portuguese lifestyle", playing with the relationship between the cost and quality of life in the country, consensually regarded as more advantageous. The mayor of the Municipality, Paulo Fernandes, quantified this relation and presented it to the companies. Apart from the incentive element of low-cost housing rental market, with the addition of a support from the Municipality, the priority was on training and re-skilling (re-adapting unemployed persons to the real needs of the local employment market). A bet, moreover, extended to the younger ones. At Fundão, all children between the ages of six and 10, learn code at school. This will be a skills necessary in the labour market in 10 years, so let's anticipate.

The county of Fundão is today a regional and national reference in terms of openness and commitment to innovation, as a factor of differentiation for local companies and for innovation in the context of low density territories. The main challenges to the development and creation of local value are related to the characteristics of the rural of interior areas of Portugal. Particularly noteworthy are low population density, population aging, low birth rates and dispersion of populations across the territory.

These characteristics result in a local economic situation marked by the scarcity of employment opportunities for local youth. This reality is even more evident when contrasted with the opportunities existing in the cities of the country's coastal belt, especially for the young with the highest level of qualifications.

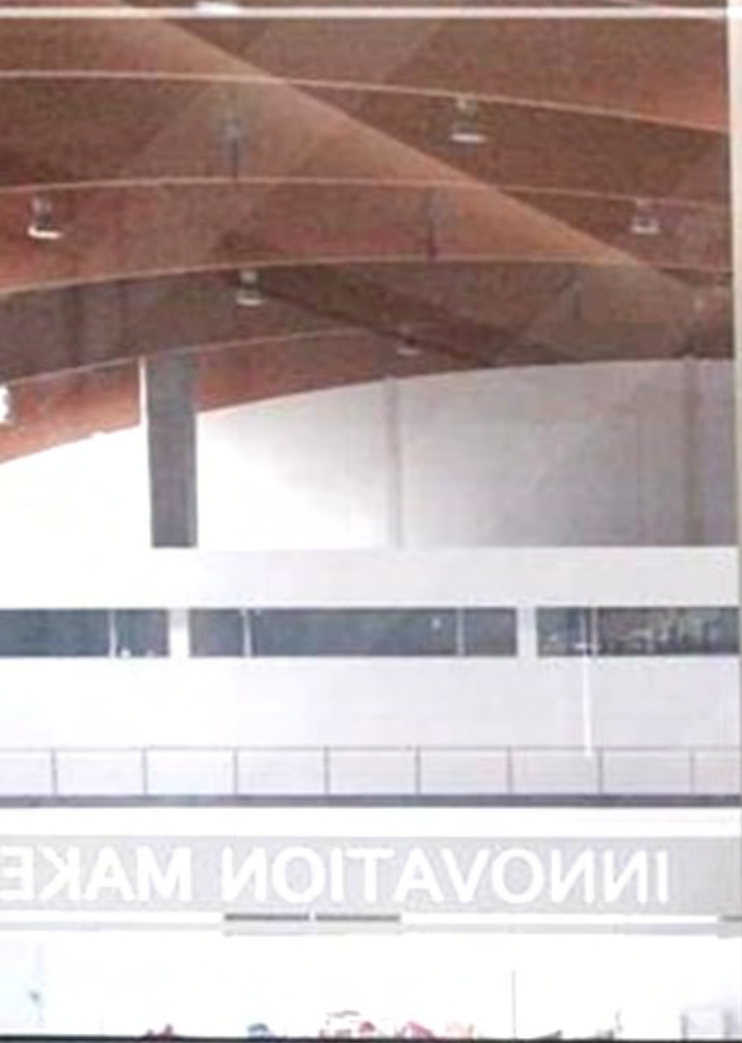
In this sense, the Municipality of Fundão has sought to create conditions for the exploitation of endogenous resources and capture of private investment through the development of innovation activities. Ultimately, it is intended to promote the dynamisation of the economy, the creation of employment and the generation of wealth, that is, fundamental factors for the establishment of young population in the county.

A crucial point in this OSIRIS process was the involvement of entities that represented active forces in their territory of action, capable of responding to the problems by implementing ideas and solutions to the Action Plan.

And thanks to the OSIRIS project, we managed together to solve the city's problems, making the CITY OF FUNDÃO the best city in Portugal!

**#MOVE TO FUNDÃO**

**TALK WITH US**



**FUT  
TH  
TOW  
WE ARE**



**!**  
**FUTURE**  
**THE**  
**WARDS**  
**RE WALKING**

VALUES  
TO BETTER  
SERVE OUR  
CLIENTS



ALTRAN



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## PHOTOGRAPHS

Municipal photo archive

# FINAL NOTES

This Action Plan had the participation and contribution of a broad set of people and entities that have contributed greatly to the development of this project.

**The team of the Municipality of Fundão very much appreciates the contribution of all.**

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**We're all in this together!**

"BEM HAJAM"!, "OBRIGADO"!, "!" THANKS!.

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Câmara Municipal



FAB  
LAB



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agentúra  
regionálneho  
rozvoja  
PSK



Åbo Akademi University



provincie Drenthe



PROVINCIA AUTONOMA  
DI TRENTO



Câmara Municipal

COVA DA BEIRA



CÂMARA MUNICIPAL