

Fundação Mendes Gonçalves

STRATEGIC PLAN
2025-2028



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MESSAGE FROM THE CHAIR OF THE BOARD OF TRUSTEES

Publishing a Strategic Plan is always a significant milestone in the trajectory an organisation wishes to follow over the period covered by that plan.

For the Funda  o Mendes Gonalves, this moment is even more meaningful: it marks the Foundation's first Strategic Plan, setting out objectives, targets, organisational model, working methods and schedules that chart the institution's path and define the conceptual framework which translates – and gives concrete expression to – what we may call the Founder's will.

As Chair of the Board of Trustees, I would like to express my gratitude for the dedication shown by the Board of Directors and the Executive Board of this young institution.

This is a carefully prepared document that reveals a high level of professionalism, placing the Funda  o Mendes Gonalves at a remarkably high standard from the outset – ambitious without utopia and firmly rooted in the concrete realities of the populations the Foundation has chosen as its priority.

Judging by the meetings already held by the Board of Trustees, I believe the Foundation possesses, within its Governing Bodies, a group of individuals who will play a decisive role in amplifying the impact of the results we aim to achieve, thereby responding to the needs and shortcomings identified among the populations of the territories where this institution will implement its projects and programmes.

Throughout the period 2025–28, I hope that FMG will be able to implement the programmes designed to fulfil its fundamental purpose: to change and improve the lives of those it represents.

Lisbon, 28 September 2025

Eduardo Maral Grilo

Chair of the Board of Trustees

FUNDAÇÃO MENDES GONÇALVES

The Fundação Mendes Gonçalves is born from the commitment of Casa Mendes Gonçalves (Casa MG) and its founder, Carlos Mendes Gonçalves, to the mission of “caring for the present while building a more promising future and a more sustainable World, with greater opportunities for everyone.”

It was therefore born from the will to care: for people, families, communities and the planet. It stems from the conviction that it is possible to do what has not yet been done — and to do it differently — when acting to transform the future through relationships of proximity, ethics, responsibility and a commitment to collective wellbeing and the common good.

Building an equitable, healthy, sustainable future with wellbeing for all requires collaborative action of the most essential kind: Caring. Caring for people and for ecosystems. For what is born, grows and regenerates. Caring, for us, means nurturing the potential of ideas, people, families and the community. With ethics, transparency and integrity — knowing there is always more to learn, improve and transform. With the “restless curiosity” that enables us to look at what is not yet, but may come to be. With the flexibility to adapt and innovate.

We rely on a core team — driven by commitment and purpose — that ensures the implementation of cross-cutting actions as well as the structural and complementary programmes. This team brings experience in education, public health, psychological science, nutrition, sustainability, project management, communications and impact evaluation.

Beyond day-to-day operations, we value a horizontal collaborative structure in which knowledge is shared, active listening is a daily practice, and mutual support between teams is understood as a condition for caring for others.

Our team reflects our commitments — proximity, multidisciplinary, innovation and action for the common good — ensuring agility and coherence in executing the Strategic Plan.

Human Resources Structure (2025-2028)

- Chief Executive Officer (CEO): overall coordination, implementation of strategic vision, team management and liaison with the Foundation's governing bodies.
- Coordinator supporting the leadership: contributes to strategic alignment, integrated program management and institutional compliance (legal, ethical and financial).
- Program Director for each of the three Structural Programs: planning, operations and technical supervision of their respective teams, scaled appropriately to activity plans.
- Grants & Projects Manager: identifies funding opportunities, develops applications and manages co-funded projects.
- Communications & Events Manager: responsible for institutional communications, strategic events and public/community visibility.
- Technical Teams: support the three Structural Programs and complementary programs, built according to projected activities.

This team is complemented by a network of specialised consultants in different fields, reinforcing the Foundation's capacity for technically, scientifically and strategically sound intervention.

Governing Bodies (as of the date of approval of this Plan)

- Board of Directors: Carlos Mendes Gonçalves (Chair), Ana Tasso, Ana Torres, Conceição Zagalo, Joana Ferreira, José Pedro Cobra, Liliana Valpaços, Luís Matos Martins, Tiago Pereira.
- Executive Board: Conceição Zagalo (Chair), Carlos Mendes Gonçalves, Tiago Pereira.
- Board of Trustees: Eduardo Marçal Grilo (Chair), Alexandre Felício, Andrea Pereira, Assunção Cristas, Conceição Calhau, Helena Freitas, Inês Caldeira, João Barros, João Coimbra, João Ferreira, Luís Mesquita Dias, Margarida Couto, Margarida Mano, Pedro Cardoso, Pedro Dantas da Cunha.
- **Statutory Auditor:** KPMG.

This architecture has been designed to evolve sustainably in line with the Foundation's growth, diversification of projects, increasing operational complexity and consolidation of strategic partnerships throughout the 2025-2028 cycle.

Alongside its human and governance structure, the Foundation upholds a robust framework of policies and processes that reinforces its institutional soundness and its commitment to the highest standards of ethics, transparency and accountability. In addition to meeting legal obligations, we take a proactive approach: a [Deed of Incorporation](#), [Official Recognition](#) and [updated Statutes](#) as well as additional instruments guiding day-to-day action—most notably the [Code of Ethics and Conduct](#); the [Environmental Protection Policy](#); and the [Cybersecurity Policy](#).

We always act in alignment with our values, driven by the energy that moves us and our unique way of doing things. We want these to also be the values of all those who "live" alongside us.

OUR VALUES

Family

We were born of the unbreakable bond between our founder, Carlos Mendes Gonçalves, Casa MG and the Golegã community. A relationship defined by proximity, trust and care for this wider family of ours, with a strong desire to help it grow, far beyond borders.

Restlessness

We are defined by a restless attitude, the boldness to dream of endless possibilities, to face challenges head-on and tirelessly seek new actions and partnerships for a better future for everyone.

Empowerment

We aim to positively and sustainably transform lives. We create opportunities, promote solutions and work to empower individuals and communities with the tools to build their own futures with wellbeing, both personal and collective.



Equity

We believe in equity and in ensuring opportunities for all, from the first 1000 days of life and throughout the entire life cycle. That's why we seek to plant seeds of equity in Golegã and beyond.

Innovation

We want to innovate and do things differently, turning new ideas and scientific knowledge into action that promotes wellbeing and development. We study, document and share best practices, joining forces and inspiring others.

Transparency

We act with responsibility, integrity and transparency, going beyond legal obligations and sharing every step of our journey to nurture and strengthen trust in our practices, and through them, in the practices of others.

Legacy

We honour and strive to carry forward our founder's vision, promoting values, regenerating and nurturing futures within our community and the World. Everyone's future is, and will remain, our legacy for those who come after us.

OUR MISSION

Nurturing Futures, Regenerating Legacies

Caring is a verb both for the present and the future. We aim to plant seeds of change and possibility in our territory, Golegã, which will grow into roots of new ways of educating, nurturing and regenerating. We aspire to leave a legacy, for everyone's future.

Educate. Caring, through quality education, ensuring that all children have equitable opportunities to grow, learn and flourish.

Nuture. Caring, through healthy nutrition and food security, enabling all people to adopt healthy lifestyles and experience wellbeing.

Regenerate. Caring, through the regeneration of soils and biodiversity, so that both the planet and communities can look forward to a better future.

HOW WE WORK

Our actions seek to help build an ecosystem of transformation, capacity — building and empowerment — rooted in community proximity and partnerships; in science and knowledge transfer; and in a commitment to communicate and advocate for present and future generations. Together, we contribute to the Sustainable Development Goals (SDGs) with locally rooted solutions that can influence, inspire and transform public practices and policies in Portugal and around the World.

Proximity philanthropy

Act locally, inspire globally.

Co-creation

Forge alliances and empower communities.

Evidence and Impact

Monitor and validate scientifically.

Literacy and Knowledge

Make knowledge accessible and scalable.

Advocacy and Communications

Influence policies and practices.

STRATEGIC PLAN

2025-2028

EXECUTIVE SUMMARY

The Fundação Mendes Gonçalves was created in — and operates from — Golegã, a Ribatejo village located at the heart of Portugal, within the Tagus Marshlands sub-region. This territory is defined by its close relationship with the land and tradition; it stands out for its agricultural landscape, equestrian culture and the resilience of its communities. These are its strengths, reflected in the Foundation's deep bond with Golegã; in its commitment to mission, vision and values aligned with the SDGs; in a collaborative approach based on proximity philanthropy and an ambition for excellence; in its capacity for experimentation and social innovation; and in its interdisciplinary founding team.

This Strategic Plan provides the framework for developing and monitoring the Foundation's annual activity projects for the period 2025–2028.

CONTEXT

The 2025–2028 Strategic Plan marks the beginning of the Foundation’s first life cycle — planting roots now so that, in the future, we may harvest local fruits and disseminate seeds of global change and sustainability. It defines the commitments and priorities for this initial cycle and is the outcome of active listening, strategic reflection and a participatory process aligning the Foundation’s identity with the needs of the territory, contemporary social and environmental challenges and the Founder’s transformative commitment.

It is our first regenerative action. In it, we state our mission, vision and values; we answer the questions ‘Why?’ and ‘What for?’, we define the strategic objectives and Transversal Actions that guide our roadmap for the future; and we structure our Programmes – Educate, Nurture and Regenerate.

More than a management tool, this Plan is a commitment to impact, a manifesto of hope and a declaration of ambition — with our feet in (our) soil and our eyes on the future. It serves both as an internal guide and as an external communications document, strengthening transparency among partners, funders, decision-makers and communities.

It is also an invitation: to all people, organisations and communities willing to walk alongside us. Caring is a collective project — and the future, like soil, flourishes only when it is cultivated together.

SWOT ANALYSIS

STRENGTHS

Strong roots in the Golegã community and municipality.
Target community with a deep connection to the territory (land).
Financially stable Foundation, emerging from a Group committed to innovation and development.
Quality, diversity and experience of the Foundation's human resources and governing bodies.
Robustness of structure via alignment of mission, values, ways of working and compliance.
Favourable *momentum* arising from communications and the active engagement of the Founder and Governing Bodies.

WEAKNESSES

Difficulty demonstrating large-scale results quickly, which may affect partnership building.
Dependence on "third parties" due to the nature of our interventions.
Initial lack of awareness of the Foundation and its mission among the community.
Distrust or scepticism towards new initiatives among local populations.

OPPORTUNITIES

Municipality with rich history and strong agricultural and natural heritage.
Significant room for improvement in the Foundation's socioeconomic and environmental indicators
Potential to join local, regional, national and international networks.
Partner interest given our ability to implement and operationalise actions.
Positive *momentum* in valuing community and proximity.

THREATS

Socioeconomic and environmental indicators; limited access to public services; ageing population.
Pollution, soil and ecosystem degradation and the impacts of climate change.
Dependence on political powers and difficulty in adopting best practices based on example and evidence.
Resistance to change; distrust and low credibility of the social/philanthropic sector.
Low levels of organisational and citizen philanthropy.

SUPPORTING DATA

In the Golegã region, in Portugal, and across the world, despite a broad consensus on the importance of healthy child development as the foundation of an equitable, sustainable and resilient society, multiple challenges remain that hinder the development of many children – particularly during the first 1,000 days of life (that is, throughout the nine months of pregnancy and the first two years of life): poverty and unequal access to housing, healthcare, healthy food and quality education; exposure to violent, abusive or neglectful environments; and parental overload and stress.

- In Portugal, only 50–55% of children under 3 attend public or private childcare (nurseries).ⁱ
- The quality of interactions between early childhood professionals and children is generally rated as medium to low, particularly regarding support for development and learning.^{ii iii}
- Around 1 in 5 people live in poverty or social exclusion.^{iv}
- Children and young people under the age of 18 continue to represent the age group at highest risk of poverty or social exclusion – a situation that has persisted since 2009.^v
- In 2024, the absolute child poverty rate rose from 18.5% to 26.3%. Moreover, 11.3% of children up to age 15 lived in households facing material and social deprivation. This represents an increase of 0.6 percentage points compared to 2021, running counter to the general trend in the population, where the rate of material and social deprivation has decreased.^{vi}

Similarly – and despite the strong body of evidence demonstrating that healthy nutrition is a public good that promotes not only health, wellbeing and quality of life, but also equity, social justice, economy and sustainability – we face several problems and challenges associated with dietary habits in the Golegã region, Portugal, and worldwide. This includes: poor-quality diets; malnutrition; unequal access to healthy food; misinformation and low levels

of food literacy; emotional disconnection from eating; and, finally, negative environmental impacts resulting from current eating patterns.

- In Portugal, ultra-processed foods account for up to 50% of daily caloric intake. It is common for children to begin consuming such foods during their preschool years. ^{vii}
- Around 60% of adults are overweight or obese; Approximately 30% of children aged 6 to 8 are overweight and 12% are obese. ^{viii}
- Between 2020 and 2022, more than 12% of the portuguese population experienced moderate or severe food insecurity. ^{ix}

These challenges are interconnected with the consequences of human activity and the effects of climate change, affecting both populations and ecosystems. Within this context, agriculture, the environment and society as a whole face major difficulties that impact public health, food security, sustainability and economic stability, among other areas. The main problems include soil degradation and erosion; general pollution; water scarcity; biodiversity loss; greenhouse-gas (GHG) emissions; the impacts of pesticide and herbicide use; economic and social inequalities; and climate vulnerability. In Portugal and specifically in the Golegã region – a territory highly dependent on agriculture and food industries, and rich in natural heritage – public awareness remains partial, making it crucial to regenerate this situation.

- One-third of the world's agricultural soils are moderately or severely degraded (including those in Portugal). ^x
- Portugal faces water scarcity and inefficient irrigation methods which affect food production and increase costs. ^{xi}
- The country has lost almost 30% of its bee populations, which serve as indicators of environmental degradation and ecosystem imbalance. ^{xii}
- Agriculture contributes with around 12% of national GHG emissions (with the main sources being enteric fermentation, rice cultivation, agricultural soils, burning of agricultural residues). ^{xiii}
- In 2021, Portugal ranked 48th in the world in terms of pesticide consumption. ^{xiv}

There is still a long way to go to ensure that all children have the right to equitable opportunities to grow, learn, and develop in a healthy and holistic way; to ensure that all people have the right (and not merely the privilege) to enjoy healthy nutrition — as a pillar of individual wellbeing, community resilience, economic productivity, and sustainability; and to ensure that regenerative agriculture and *ethos* are established as environmental, health, social, and economic priorities.

It is within this scenario that the Foundation asserts its transformative action, mobilising the best that the region has to offer: local know-how, connection to the territory, and the capacity to care, nurture, and regenerate. Because caring for the beginning of life is caring for life as a whole — and for building a collective future. Nurturing people is nurturing the future. Regenerating soils, mindsets, and action plans is regenerating the future.

STRATEGIC OBJECTIVES

This Strategic Plan, corresponding to the Foundation's first cycle (2025–2028), identifies six interconnected and cross-cutting Strategic Objectives that serve as the pillars of the transformation we aim to promote. These objectives guide our action and facilitate the mobilisation of teams, partners, and the community around shared goals that mark the beginning of our journey: a time of foundation, rooting, and mobilisation. Based on our mission, vision, and values, during these first four years we seek to consolidate our structure and implement, in an integrated manner, the three strategic programmes that support Fundação Mendes Gonçalves: Educate, Nurture, and Regenerate.

To structure and consolidate Fundação Mendes Gonçalves as a leading organisation in social innovation, grounded in proximity philanthropy.

We have made it a priority to build the solid foundations of the Foundation: a cohesive multidisciplinary team, effective and transparent processes, management models oriented towards impact, and a strong and recognisable institutional identity. We want the Foundation to be an example of social innovation rooted in the territory, capable of generating solutions with local value and global relevance.

We believe that people are the main drivers of transformation, that impact begins with those who make it happen, and that organisational excellence stems from a solid human structure.

We pay particular attention to the development of a robust compliance model, ensuring strict adherence to legal and ethical obligations, as well as the definition of a clear, functional, and participatory internal governance model that promotes transparency and collective responsibility.

The relationship with Casa MG is regarded as a cornerstone of our identity and a driver of strategic synergies, within a logic of shared mission, proximity, and continuity.



We aim to strengthen our communication and participation tools, promoting accessible and inclusive channels for active community listening, knowledge sharing, dissemination of results, and the engagement of different audiences in the design and evaluation of our actions.

Develop and implement a quality educational ecosystem_child-centered, territorially rooted, evidence-based and replicable.

We want to care for the future through education. We are committed to creating an Educational Centre for children aged 0 to 10, developed in coordination with families, the community, and educational institutions, which will serve as a space for learning, inclusion, and pedagogical innovation.

This Centre will be the heart of a broader ecosystem that fosters the construction of a collaborative network of educational agents, encourages experience and knowledge sharing, and values the co-creation of solutions tailored to local realities. Through it, we will also produce and disseminate knowledge and good educational practices.

We are committed to generating new knowledge from concrete experience within the territory — knowledge that will be systematised, evaluated, and disseminated to support public policies, inspire other communities, and contribute to improving the quality of education at both national and international levels.

Promote healthy, dignified lifestyles through nutrition and food security, as foundations of wellbeing and equity.

We are committed to promoting food literacy, nutritional security, and the adoption of healthy lifestyles, engaging families, schools, workplaces, and local producers.

We aim to create fairer, more conscious, and more sustainable food systems that nourish individuals and the community in all their dimensions and throughout all stages of life.

Regenerate soils, ecosystems and community bonds through regenerative agriculture and the valorisation of local knowledge.

We want to transform the territory into a living laboratory of regenerative practices – environmental, social, and cultural – valuing local knowledge, strengthening the resilience of soils and communities, and creating peer learning networks.

Golegã will be both the stage and the seedbed of this transformation.

Amplify the Foundation's impact through strategic communication, knowledge transfer and influence in public-policy.

We are committed to giving voice to care and to scaling change. We are committed to communicating with empathy and meaning, sharing learning with rigour, and contributing actively to the transformation of practices and public policies.

Because transforming the world begins with transforming the way we tell its story, engage others, and inspire action.

Inspire to multiply: turning example into possibility.

We want our work to inspire other organisations, territories, and individuals. We commit to sharing what we do, how we do it, and why – not to serve as a single model, but as a seed of possibility.

We value ethical replicability, the sharing of good practices, and an active contribution to a culture of regeneration, proximity, and social impact in Portugal and beyond, helping to drive a broader, systemic, and collective transformation.

TACTICS AND ACTIONS

To achieve our strategic objectives, a set of tactics and actions will be developed and implemented, grounded in the [Foundation's Model of Action, Impact, and Sustainability](#), which includes the proposed theory of change, the partnership and collaboration strategy (with examples of priority partnerships), and the financial and communication strategies.

The following actions are organised into cross-cutting actions, actions stemming from each of the three structural programmes, and actions related to complementary programmes.

Cross-cutting Actions

Not all initiatives of Fundação Mendes Gonçalves fit directly within the structural programmes. Some arise from active listening to the community, from the desire to experiment, or from the need to respond to unexpected opportunities.

These may take the form of one-off projects, strategic partnerships, participation in consortia, specific interventions, or advocacy activities — all sharing the same fertile ground of values and purpose.

Such complementary actions expand the Foundation's impact and reinforce its transformative role. They sow change on a broader, macro level, paving the way for new seeds to grow.

Cross-cutting actions - examples

- Advocacy for healthy early childhood development, with a focus on the period from 0 to 3 years, through the creation of and active participation in consortia with other foundations and strategic partners.
- Promotion of evidence-based public policies, contributing to debates and proposals in the areas of education, nutrition, regeneration, and territorial cohesion.
- Institutional partnerships with universities, municipalities, or philanthropic networks to build knowledge, disseminate good practices, and foster social innovation.
- Participation in national and international collaborative platforms and working groups, with the aim of strengthening the role of foundations in social transformation.
- Technical and strategic support to other civil society organisations, fostering synergies and amplifying the impact of initiatives aligned with the Foundation's values.
- Creation of studies, publications, and awareness-raising resources aimed at different audiences (citizens, decision-makers, companies) to inform and inspire action, disseminating good practices.
- Organisation or co-organisation of events and moments of influence, such as conferences, community gatherings, or cultural initiatives that promote public debate and collective action.
- Investment in impact evaluation methodologies and continuous learning processes, to strengthen the effectiveness and sustainability of social interventions.

Programme Educate

This Programme's mission is to care for Children, Families, and the Community through Quality Education that enables the regeneration of Sustainable, Resilient, and Equitable Futures.

Scientific evidence shows that investing in the early years of life has a lasting impact on health, learning, and individual wellbeing, as well as on productivity, social cohesion, and equality. The quality of education depends on secure relationships, appropriate pedagogical practices, the involvement of families and the community, and meaningful contact with nature.

In this context, we propose to create an educational ecosystem that values babies and children as central elements of sustainable development, linking nursery, pre-school, and primary education with families and the community. We aim to promote innovative, inclusive, and evidence-based educational practices in a territory that cares, learns, and grows together.

- Creation of an Educational Centre for children aged 0 to 10.
- Creation of Knowledge Centres associated with the Educational Centre, designed to accelerate the production and transfer of knowledge on development and education.
- Development of projects promoting quality education, in partnership with other foundations and organisations (e.g. pilot childminding projects).
- Production of innovative and high-quality pedagogical resources, replicable in other contexts.
- Development of Good Pedagogical Practices for Quality Education, based on scientific evidence and informing educational science in both local and global contexts.
- Delivery of training and continuous professional development for Educators and Early Childhood Professionals.
- Implementation of strategies to engage and support families.

- Creation of learning spaces and activities in contact with nature and the community.
- Establishment of community and intergenerational partnerships.
- Creation of advocacy actions and resources for Quality Education.
- Support for projects and initiatives from other organisations committed to the principles and objectives of Quality Education.

Programme Nurture

This Programme's mission is to care for Children, Families, and the Community through Healthy Nutrition that enables the regeneration of Sustainable, Resilient, and Equitable Futures.

Scientific evidence demonstrates that promoting healthy eating habits and food security prevents or delays the onset of chronic non-communicable diseases such as cardiovascular disease, type 2 diabetes, and obesity; reduces the risk of anxiety, depression, and cognitive decline; lowers healthcare costs and increases productivity; improves children's behaviour, school performance, brain development, and immune function; mitigates social and health inequalities, particularly among vulnerable populations; and encourages the adoption of other health-promoting behaviours, such as quitting smoking, reducing alcohol consumption, and engaging in physical activity.

Accordingly, we propose to create an ecosystem that nurtures people physically, emotionally, socially, and culturally, ensuring — through healthy nutrition and food security — dignity, care, connection, and wellbeing. We aim to promote innovative, inclusive, and evidence-based practices in a territory that cares, learns, and grows together.

- Development of projects promoting healthy lifestyles, particularly healthy nutrition, in partnership with other foundations and organisations.
- Production and dissemination of high-quality, innovative capacity-building and food literacy resources, applicable in different contexts (family, school, workplace, community).

- Development of Good Practices for Healthy Nutrition and Food Security, based on scientific evidence and informing research at local and global levels.
- Implementation of initiatives promoting Healthy Lifestyles and Food Literacy among families, schools, workplaces, producers, and communities.
- Creation of healthy nutrition hubs in the Educational Centre, schools, and workplaces in Golegã, offering healthy and affordable menus made with locally grown foods.
- Implementation of a “from garden to canteen” system within the Educational Centre.
- Integration of Food Literacy into the Educational Centre’s pedagogical practices, involving children, families, educators, and early childhood professionals.
- Creation of spaces and activities celebrating gastronomic culture, encouraging shared meals and strengthening intergenerational bonds.
- Establishment of community and intergenerational partnerships to create food support systems.
- Organisation of community events (for example, a Healthy Nutrition Festival) that engage the community in meal preparation and sharing, distribution of healthy foods, nutritional education, and food assistance initiatives for families experiencing vulnerability or food insecurity.
- Mapping of food insecurity through screenings in schools, workplaces, and community settings.
- Creation of advocacy actions and resources for Healthy Nutrition and Food Security, grounded in scientific evidence.

Programme Regenerate

This Programme's mission is to care for Soils, Ecosystems, Biodiversity, and Communities through Regenerative Agriculture, enabling the regeneration of Sustainable, Resilient, and Equitable Futures.

Regenerative agriculture proposes a paradigm shift: not merely to protect, but to restore soil, biodiversity, and living systems. It is grounded in principles such as minimising soil disturbance, maintaining plant cover, promoting biodiversity, integrating animals, and understanding the local context. More than a set of techniques, it represents a vision of cooperation with nature, collective care, and the building of resilience for future generations.

In this spirit, we propose to develop an ecosystem that regenerates soils, natural systems, and communities, promoting resilience and wellbeing through the creation and sharing of knowledge. We aim to foster innovative, inclusive, and evidence-based practices in a territory that cares, learns, and grows together.

- Organisation of a global event on regeneration, to be held every two years in Golegã. This event will bring together projects from around the world that embody regeneration across different fields, exploring the concept and its application to diverse socio-economic dimensions and challenges.
- Development and funding of projects promoting a culture of regeneration, in partnership with other foundations and organisations.
- Production and dissemination of practical, high-quality, and innovative training resources on regenerative agriculture, applicable and adaptable to local contexts.
- Development of Good Practices in Regenerative Agriculture, based on scientific evidence and contributing to research both locally and globally.
- Creation of a Farmers' Field School, enabling experiential learning and the integration of scientific evidence into local knowledge systems.

- Establishment of a peer-learning community through which farmers can create networks for sharing regenerative knowledge.
- Delivery of training and mentoring activities for agricultural consultants and technicians on regenerative agriculture.
- Strengthening of Casa MG's Agroforests as "beacon spaces" for demonstration and participatory research, helping to reduce uncertainty and perceived risk through "seeing is believing" experiences.
- Creation of a Regenerative Garden within the Educational Centre, to promote learning about ecology, health, citizenship, and responsibility.
- Integration of regenerative agriculture into the Educational Centre's curriculum, linking its principles to subjects such as science, geography, and citizenship.
- Provision of food produced through regenerative agricultural systems in the Educational Centre, schools, and workplaces in Golegã, through partnerships with local farmers to establish a regenerative food basket delivery system.
- Implementation of ecological literacy and regenerative agriculture awareness activities in schools, workplaces, producer networks, and communities (e.g. talks, workshops, or creation of regenerative gardens).
- Development of monitoring tools for regenerative agriculture indicators (e.g. soil organic carbon, water infiltration, biodiversity).
- Implementation of citizen science initiatives, such as soil health testing or pollinator counting.
- Support for longitudinal and multidisciplinary research, encompassing not only agronomic dimensions (e.g. soil organic carbon, water retention, biodiversity indicators) but also social and economic aspects (e.g. labour intensity, economic resilience, gender equality).
- Support for direct-to-consumer markets and brands that sell food produced through regenerative agricultural systems.
- Creation of advocacy actions and resources for regenerative agriculture, based on scientific evidence, including collaboration with agricultural training institutions.
- Influencing public policies and local strategies to promote regenerative agriculture.
- Support for projects and initiatives from other organisations committed to the principles of regenerative agriculture.

Complementary Programmes

FMG commits to staying attentive to territorial realities and to responding — agilely, creatively and with commitment — to emerging challenges intertwined with our mission of caring for the present and building more just, sustainable and inclusive futures.

We will develop annual pilot initiatives, focused on specific and contextually relevant themes, which reinforce and expand the impact of the Foundation's work.

Each initiative will be conceived as a laboratory of social experimentation, where innovative approaches can be tested, new dimensions of action explored, and bridges built between areas that are essential to community wellbeing.

These initiatives will always maintain a strategic link with the Foundation's central pillars, acting as extensions, reinforcements, or catalysts of its structural objectives — and as opportunities to address issues that profoundly affect quality of life, such as loneliness in ageing, limited access to cultural opportunities, low civic participation, or unequal access to digital literacy.

Each initiative may later be continued, expanded, or integrated into the Foundation's programmes, depending on the results achieved.

- Respond to emerging local needs in an agile and contextualised way.
- Test innovative solutions on a small scale with potential for replication.
- Strengthen community cohesion by fostering connections across generations, sectors, and geographies.

- Complement the Structural Programmes, multiplying the Foundation's social and cultural impact.
- Stimulate the creation of local ecosystems of learning and innovation, based on active community listening.

Illustrative themes

- “Cultivating Culture” Programme – Promoting access to culture and artistic expression in Golegã, through artistic residencies, community festivals, intergenerational art workshops, or cultural itineraries in schools and residential facilities.
- Regenerative Production Living Lab – Creating a living laboratory for young ambassadors of regenerative production practices.
- “Ageing in Connection” Programme – Combating loneliness and promoting dignity in old age through informal support networks, neighbourhood clubs, intergenerational mentoring, and the valorisation of local knowledge.
- “Technology for Everyone” Programme – Promoting digital inclusion among families and older adults through digital skills training, creation of community internet access points, and reinforcement of digital literacy in connection with the Educate and Nurture Programmes.
- “Welcome to the Community” Programme – Supporting the reception and integration of new families into the territory through active inclusion initiatives, valuing cultural diversity, and promoting participation in educational, nutritional, and regenerative projects.

MONITORING AND EVALUATION

Knowledge must be created with people and the territory — not merely about them. Accordingly, the monitoring and evaluation of this Strategic Plan and its actions cannot occur through a top-down approach.

We therefore adopt a multidimensional and responsive framework, which values the identification of KPIs for each action and their evaluation based on:

- Testimonies and perceptions of children, families, educators, farmers, and partners.
- Accounts of change — in behaviours and ecosystems — gathered through interviews and focus groups.
- The articulation of quantitative data collection, using scientific tools, with active listening processes.

We also aim to share in order to multiply our impact on the common good. Because we believe that impact does not end with results — it resonates and extends through its dissemination, replication, and systemic influence — we commit to acting locally and inspiring globally, so that what works here may serve as a reference elsewhere.

Accordingly, we will:

- Publish annual impact reports written in clear, accessible, and evidence-based language.
- Produce pedagogical and technical-scientific resources, policy briefs, and multimedia content that communicate the results of our actions.
- Organise public events and community meetings for sharing and social accountability.
- Join social innovation networks and collaborate with educational and research institutions to enhance knowledge transfer and support longitudinal projects.

- Ensure transparency and partner involvement in the interpretation of results and the definition of improvements.
- Establish an Impact Evaluation Unit, responsible for collecting, analysing, and integrating data, combining internal evaluations with independent external assessments whenever necessary, to reinforce impartiality and credibility.
- Develop and maintain a public knowledge repository, gathering data, studies, resources, and learning generated through the Foundation's work, promoting their open use by other agents of change.

We are also committed to adopting a future-oriented, evidence-based approach by conducting an external strategic evaluation at the end of each multi-annual cycle.

This evaluation, carried out by independent entities, will allow for a critical and in-depth reflection on the results achieved, the processes implemented, and the factors that facilitated or limited the impact generated.

Beyond measuring the effectiveness and sustainability of the actions undertaken, this evaluation will serve as the foundation for designing subsequent plans — ensuring that each new cycle builds upon accumulated knowledge, real learning, and the systematic listening of the territory and its people.

It will also provide an opportunity to strengthen the Foundation's transparency and credibility, ensuring that we continue to grow with rigour, responsibility, and strategic vision.

Finally, as we aim to implement a dynamic monitoring system that reflects the ongoing changes and dynamics of the society and community we serve, we undertake to update the SWOT analysis annually, in collaboration with the Foundation's governing bodies.

This monitoring process seeks to foster informed reflection on the strategic plan and to identify any necessary adjustments, ensuring that it remains aligned with the evolving realities, challenges, and aspirations of the communities and society it serves.

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