



LISBOA
Culture 21 Plus

REPORT
**CULTURE 21 PLUS
WORKSHOP**

The Culture 21 Plus Workshop held in Lisbon on 13 November 2023 is part of the Agenda 21 for Culture Lisbon Leading City programme, an initiative promoted by the Committee on Culture of UCLG - United Cities and Local Governments global organisation. Lisbon is one of the pioneer cities that have experimented with this new learning tool, focused on the implementation of the commitments of the Agenda 21 for Culture, the results of which were presented at the UCLG Summit held in Dublin from 28 to 30 November.

This workshop was aimed at the heads and technicians of the culture departments of the Borough Councils – “Juntas da Freguesia” –, with a view to the future creation of a working group in collaboration with the CML/Pelouro da Cultura. Participants had to reflect on six main themes: Rights, Communities, Prosperity, Territory, Nature and Governance. The UCLG team, formed by Marta Llobet and Antoine Guibert, led the workshop, while each group had an external moderator and an internal rapporteur.



NATURE

21. Culture, landscapes and natural heritage and spaces
22. Culture, agriculture, food and gastronomy
23. Culture and ecological and social transition
24. Culture and climate change

GOVERNANCE

25. Cultural strategies and policies
26. System of cultural public management
27. Culture and citizen participation
28. Mechanisms for governance and cooperation
29. International cooperation
30. Communication

This new instrument of the Committee on Culture is divided into six thematic groups and thirty areas, each of them classified with symbols (+ /++ /+++/+++/+), indicating their perception of its implementation according to whether they consider it weak, low, moderate or high.

32 people representing the cultural departments of 13 of Lisbon's 24 Borough Councils attended the workshop. The groups were made up of about five people each, which created an atmosphere favourable to collaboration and discussion.

In the afternoon, the rapporteurs presented summaries that served as the basis for the following exercise, in which priority areas were defined and ideas and suggestions for their implementation were discussed. This participatory and reflective method not only assessed the state of cultural practices in Lisbon, but also examined future actions and priorities.

IS THE AGENDA 21 FOR CULTURE RELEVANT FOR MY BOROUGH?

"I CONSIDER THE AGENDA 21 FOR CULTURE TO BE VERY RELEVANT TO MY BOROUGH BECAUSE I BELIEVE THAT IT IS CULTURE THAT DRIVES KNOWLEDGE AND IT IS THROUGH CULTURE THAT A FAIRER AND MORE PARTICIPATORY SOCIETY IS BUILT. I ALSO BELIEVE THAT CULTURE HAS TO BE AVAILABLE TO WORK WITH OTHER AREAS IN ORDER TO HAVE A MORE SPECIFIC RESPONSE".

"IT IS VERY IMPORTANT. THE TERRITORY IS VAST, DIVERSE AND DEMANDING. PLANNING, IMPLEMENTATION AND EVALUATION TOOLS ARE ESSENTIAL IF WE WANT TO BUILD BALANCED SOCIETIES WHERE EVERYONE FEELS HAPPY, WHERE EVERYONE FEELS THAT THEY BELONG."

"I THINK IT IS RELEVANT BECAUSE IT IS A TOOL FOR ANALYSIS AND REFLECTION THAT FOCUSES ON INTERSECTIONAL POINTS THAT ARE SOMETIMES IN THE BACKGROUND, BUT WHICH ARE ESSENTIAL FOR ACCESS TO CULTURE IN COMMUNITIES. I THINK THE MOST IMPORTANT POINT IS SOCIAL INCLUSION AND ACCESS FOR THE MOST VULNERABLE POPULATION AND ACTIVE PARTICIPATION."

"THE AGENDA 21 FOR CULTURE IS EXTREMELY IMPORTANT FOR MY BOROUGH, GIVEN ITS SOCIO-ECONOMIC AND TERRITORIAL CHARACTERISTICS. COMBINING CULTURE WITH ISSUES SUCH AS SOCIAL INCLUSION, ENVIRONMENT AND ECONOMY WILL ALLOW US TO ACHIEVE BETTER ACCESS TO CULTURE FOR THE WHOLE POPULATION AND TO RESPECT THE RIGHT OF ALL CITIZENS TO ACCESS CULTURE. THE HIGH NUMBER OF INHABITANTS OF THE BOROUGH, AS WELL AS ITS LARGE TERRITORIAL EXTENSION, MAKE THE CHALLENGE EVEN GREATER TO REACH ALL PEOPLE, REGARDLESS OF THEIR AGE OR ECONOMIC CAPACITY".

"VERY RELEVANT. BECAUSE OF THE IMPORTANCE OF CREATING DIALOGUES BETWEEN THE DIFFERENT DEPARTMENTS AND THE DIFFERENT ORGANISATIONS; IN OUR ROLE AS CULTURAL AGENTS, IN THE POSITIVE THINGS THAT CAN HELP THE DEVELOPMENT OF THE TERRITORY, IN INCLUSION".

WHY?

"CREATE OPPORTUNITIES FOR CULTURE TO REACH EVERYONE, ELIMINATING SOCIAL DIFFERENCES AND PROMOTING THE EDUCATION OF THE ENTIRE POPULATION. TO THIS END, IT IS NECESSARY TO INVEST HEAVILY IN THE CREATION OF NEW INFRASTRUCTURES TO CREATE AND SHARE CULTURE.

"FOR THE VISION OF DEMOCRATISING ACCESS TO CULTURE AS A RIGHT, REGARDLESS OF ORIGIN, ETHNICITY, GENDER, AGE OR PHYSICAL CONDITION".

"IT IS ALSO IMPORTANT TO EMPHASISE THAT ANOTHER NEED THAT EXISTS AND CUTS ACROSS MANY LOCAL AUTHORITIES IS THE TRAINING OF THE ASSOCIATIVE MOVEMENT, CONSTANT PARTNERS, TO MAKE THE MOST OF THE INVESTMENT MADE".

"I BELIEVE THAT ALL AREAS ARE EXTREMELY IMPORTANT FOR THE BALANCED DEVELOPMENT OF OUR TOWNS AND LOCALITIES. IN MY BOROUGH, WHICH DEALS WITH A LOT OF IMMIGRATION AND TOURISM, A SUSTAINABLE CULTURE OF INCLUSION AND SOCIAL COHESION IS ESSENTIAL".

WHAT IS MOST RELEVANT?

"RESPECTING THE PAST, EVALUATING THE PRESENT, BUILDING THE FUTURE: LISTENING, RESPECTING, BUT ALSO DECIDING, APPLYING AND EVALUATING. PROMOTE ENCOUNTER AND CREATION".

"CULTURE IS NOT ENTERTAINMENT, AND ACCESS TO CULTURE MUST BE STIMULATED, ESPECIALLY IN ITS RELATION TO POVERTY".

"TRANSVERSALITY BETWEEN FIELDS OF INTERVENTION".

"THINK MORE ABOUT THE ACCESSIBILITY OF CULTURAL RIGHTS (GIVE A VOICE TO THE NEW GENERATIONS!)".

"THINKING ABOUT THE TRANSVERSALITY OF CULTURE AND THE FORMS OF INTERACTION BETWEEN THE DIFFERENT ORGANISATIONS (DEPARTMENTS/ COUNSELLORS' OFFICES)".

"THE MOST IMPORTANT THING WILL BE TO HAVE AN INTEGRATED CULTURAL POLICY THAT BRINGS TOGETHER AND STRENGTHENS ALL CULTURAL AGENTS AND RESOURCES, IN ORDER TO CREATE AN OBJECTIVE SYNERGY IN FAVOUR OF THE PROJECT AND MISSION THAT EACH ORGANISATION PROPOSES".

"THE OPPORTUNITY TO SEE WHAT IS HAPPENING IN OTHER SECTORS AND SHARE EXPERIENCES TO IMPROVE THE SERVICE, CREATING OPPORTUNITIES FOR ALL".

"PLACING CITIZENS AT THE CENTRE OF ATTENTION AND THE INTERESTS OF THE VARIOUS CULTURAL AND SOCIAL DYNAMICS IS FUNDAMENTAL. AS IS THE INCLUSION OF CULTURE IN THE OTHER AREAS OF INTERVENTION IN THE TERRITORY OF THE BOROUGH COUNCILS, IN SOCIAL, ECONOMIC AND ENVIRONMENTAL TERMS".

"INCLUSION. STRENGTHENING COLLABORATION WITH ASSOCIATIONS AND NUMEROUS ORGANISATIONS. CREATING SYNERGIES WITH WIDER PARTNERSHIPS. IMPROVING TEAMS. IMPROVING KNOWLEDGE AND THINKING ABOUT JOINT SOLUTIONS".

"THE COMMUNICATION AND EXCHANGE OF IDEAS BETWEEN THE DIFFERENT DEPARTMENTS AND THE CULTURAL COLLEAGUES OF THE OTHER BOROUGH COUNCILS".

RIGHTS

Moderator - Maria do Carmo Piçarra

Rapporteur - Alexandra Aníbal

AREA 1: CULTURAL RIGHTS

Placing cultural rights at the centre of local cultural policies and promote access and active participation and contribution to culture for all

In the area of cultural rights, the workshop emphasised the need to centralise those rights in local policies, with a view to promoting access and participation for all. However, actions in this area lack structure and are predominantly decentralised. Action is often limited to the local level, with little presence at the municipal and national levels, resulting in precarious interventions.

The lack of infrastructure and facilities stands out as a major obstacle, evidenced, for example, by the programme “A theatre in every neighbourhood”, where the absence of auditoriums is a recurrent problem. Communication between the central structures and the Borough Councils is deficient, which limits the dissemination of structuring cultural programmes, which is pointed out as a difficulty, and the need for a better connection with the boroughs is raised. The elitist character of many cultural programmes is criticised, and gentrification is pointed out as a factor contributing to the decharacterisation of the historic centre. The preservation of traditions was also identified as a pressing need.

The overall score for the area of cultural rights was assessed as moderate, indicating that there are challenges to overcome in order to achieve a more effective implementation of the Agenda 21 for culture.

AREA 2: CULTURE AND CREATION

Supporting the vitality of the cultural sector, artistic creation and cultural expressions in their different disciplines and diversity

- Recognition of the importance of a prior presentation of the structuring programmes developed by the Lisbon City Council (CML) and those developed at national level, in order to better contextualise the current reflection.
- Identification of structural difficulties in accessing funding support, including the lack of skills on the part of the technicians of the Borough Councils to prepare applications for European funding.

- Observation of the lack of funding at the level of community associations, which is a difficulty and a structural challenge. The fact that none of the Borough Councils can obtain funding to structure actions at national level, which highlights gaps in financial support.
- Identification of a major barrier of non-communication, which hinders the effectiveness of obtaining support.

The overall score obtained was “Low”, suggesting that, despite moderate efforts, there are significant challenges to be addressed in order to effectively promote culture and creation in Lisbon. Lack of communication, insufficient funding and lack of support at national level are key issues that need to be addressed in order to increase the overall score in this area.

AREA 3: CULTURAL AND CREATIVE ECOSYSTEM

Fostering a dynamic and collaborative local cultural and creative ecosystem, where actors are interconnected with each other and with the community

It is acknowledged that many policies and strategic actions are conceived at the macro level and are not effectively implemented by local cultural actors, especially in local cultural intervention.

The Orquestra Geração was one of the initiatives highlighted as part of the efforts to strengthen the local cultural and creative ecosystem.

The score given to this area was “Weak”, indicating a level of activity that may need a significant boost. Awareness of the disconnection between macro-policies and local cultural intervention is a first step, but more vigorous efforts are needed to promote a truly dynamic and collaborative cultural ecosystem.

AREA 4: CULTURAL EXPRESSIONS OF CITIZENS, CULTURE OF PROXIMITY AND THE COMMONS

Strengthening cultural democracy through cultural expressions of citizens, a culture of proximity and the common goods

The creation of the network “A theatre in every neighbourhood” and the activities it promotes were mentioned as a good example. Difficulties: the need to publicise structuring programmes, such as this one, and the lack of links with the Borough Councils; some cultural events are elitist and do not reach part of the population; and the fact that some areas still have a great lack of cultural facilities and regular cultural activity. Low overall score.

AREA 5: PUBLIC SERVICES IN CULTURE

Creating public services in culture in an efficient and sufficient manner in order to meet the needs of the inhabitants, encouraging active participation and co-management with citizens

The public cultural service provided by the Lisbon City Council (CML) and EGEAC stands out as a pillar that guarantees employment opportunities in the cultural field.

Lisbon benefits from the fact that the central government's cultural facilities are located in the city, which increases the range of services offered. Collaboration with the Borough Councils and an integrated and decentralised approach to the provision of cultural services is essential.

The score attributed to this area was "Moderate", indicating a significant level of implementation. The public cultural services provided by CML/EGEAC, together with partnerships between public organisations, reflect the development of mechanisms to respond to the cultural needs of Lisbon's inhabitants.

AREA: 6: CULTURAL INFRASTRUCTURES AND SPACES

Ensuring the existence of infrastructures and cultural spaces, providing them with adequate material and human resources to carry out their mission, and offering their services to the population in a transversal manner, also connected to the territories and the needs of the citizens

The sixth area addressed in the workshop was cultural infrastructures and spaces, with the aim of guaranteeing the existence of these resources, providing them with the appropriate material and human resources to fulfil their mission, and making their services available to the population in a comprehensive manner, taking into account the territories and the specific needs of the citizens.

When analysing the actions carried out in this area, it was noted that the presence of structuring facilities such as museums, theatres and libraries plays a fundamental role in the development of cultural activity. However, the need for greater coordination between the different actors, including the Borough Councils, the Lisbon City Council (CML) and private organisations, was highlighted. Although there are synergies between the different groups and protocols between organisations, the effectiveness of these actions still depends on the territory, resulting in a moderate score.

The difficulties and shortcomings identified in this area mainly focus on the lack of coordination between the different actors, suggesting that there is a need to improve collaboration between the Borough Councils, CML and the private sector. The overall score for the area of infrastructure and cultural spaces was also assessed as "Moderate", indicating that, despite efforts, there are challenges to overcome to ensure a comprehensive and effective cultural offer.

AREA 7: KNOWLEDGE AND INFORMATION

Promoting access to information and knowledge, for example through libraries, archives, museums, civil society organisations or the media, and fostering free, pluralistic and community-based expression

The Cultural Agenda was identified as an effective tool for sharing and disseminating information. The assessment of the situation in the area of knowledge and information revealed that, despite the efforts made, the language used can represent a barrier. The need to make information more accessible and understandable to diverse audiences was emphasised.

The score given to this area was “Moderate”, indicating a significant level of activity, but with room for improvement and optimisation. The Bulletin proposal and the awareness of the need for clarity in language are positive steps in the promotion of cultural knowledge and information.

COMMUNITIES

Moderator - Manuel Veiga (Municipal Director of Culture between 2013 - 2021)

Rapporteur - Edite Guimarães

AREA 8: CULTURE, INCLUSION AND SOCIAL COHESION, POVERTY AND INEQUALITIES

Implementing cultural programmes and actions in order to promote social cohesion among the population and the inclusion of all people, in particular those facing or at risk of exclusion, or experiencing specific social and/or economic difficulties

In the area of culture, inclusion and social cohesion, poverty and inequalities, the following actions were considered effective:

- Mobilising young people's attention through sport and, from there, cultural activities;
 - o Thanks to the work of the associations
 - o Through cultural centres or events that promote social and territorial cohesion (e.g. Camões Library / AMAC - with music classes for Y7/J-I pupils), through 1 facility, 2 projects, 3 programmes, 4 actions (one-off and "on-going").

In general, participants felt that "the will of the people is there, but we lack spaces outside the centre".

AREA 9: CULTURE, HEALTH AND WELL-BEING

Implementing cultural programmes and actions to enhance people's physical and mental health and wellbeing

In the area of culture, health and well-being, participants felt that there are many formal and non-formal activities (programming and training) in Belém:

- The "Rentas" (or "Mental") Festival is super relevant but little publicised - creativity is a way to overcome mental illness;
- Asylum (mental);
- "Nightclub" at the "Sea" or "Moonlight" - an evening stroll where the more local cultural dimensions are developed;
- "Havila"/"pedipapers" - introducing the local heritage dimension;
- School feeding programmes (almost all boroughs promote them);
- In Belém, the Casa da Cidadania also hosts training courses for teachers in the field of health and tries to organise exhibitions related to the proposed programme.

AREA 10: CULTURE AND EDUCATION

Promoting cultural education for all, regardless of age, whether in the formal education system, in cultural actions and activities, or through informal education

In the field of culture and education, participants highlighted the following aspects:

- Family support component, which promotes children's access to culture, promoted by CLM and implemented by the councils or associations;
- Work of the local councils themselves, in collaboration with the departments/agencies/departments of the Culture and Education WGs;
- And the department/agenda/theme/department where culture is most worked on is education;
- The Luis António "Vemes" School combines the teaching of music and dance;
- In Belém, the Social Centre offers painting classes.
- Municipalities support associations working in this field.

AREA 11: CULTURE, GENDER EQUALITY AND SEXUAL DIVERSITY

Ensure access and active participation of women and LGBTQI+ people in cultural life, promote gender equality and fight discrimination.

In the area of culture, gender equality and sexual diversity, the participants considered that "in Belém nothing or very little is done in this area". Havila "does not have specific events, does not have specific actions, and the work is more focused on eliminating racism"; "Havila values everyday work more than specific actions, so everyday actions are welcomed more naturally".

However, some of the notable actions are:

- Women's Day and ongoing discussions;
- The LGBT+ community asks for spaces for activities;
- There are also activities at Casa da Cidade, so there are working spaces, "staging" spaces; "Havila" has no specific events, no specific actions, and the work is more focused on eliminating racism and discrimination.

AREA 12: CULTURE, PEACE, SECURITY AND COEXISTENCE

Mobilising culture as a tool for the resolution of local conflicts and problems of insecurity and coexistence, and for peace-building

In the area of culture, peace, security and coexistence, participants considered:

- Tourism transforms culture, and the culture of commerce loses out;
- The aim is to make tourists aware of local routines and practices;
- Knowledge of the other is promoted in order to create understanding and empathy.

PROSPERITY

Moderator - Susana Graça (EGEAC)

Rapporteur - Alexandra Sabino

AREA 13: CULTURAL ECONOMY AND LOCAL DEVELOPMENT

Mobilising cultural actors as drivers of inclusive and sustainable local economic development

In the area of cultural economy and local development, actions aim to mobilise cultural actors as drivers of inclusive and sustainable local economic development. Initiatives include the co-financing of local organisations, the creation of residents' associations, training in crafts, cultural events such as Arraiais/Festas de Lisboa and Christmas Markets, as well as regulations to support cultural organisations. Despite these efforts, difficulties include the inability of public organisations to receive direct sponsorship, the low budgets allocated to culture and the fact that many politicians are not experts in the field of culture.

AREA 14: CULTURAL AND CREATIVE INDUSTRIES, EMPLOYMENT AND LIVELIHOODS

Encouraging the development of cultural and creative industries, and mobilising culture as a factor for employment and the inclusive livelihoods of individuals and communities

The focus is on fostering the development of cultural and creative industries as inclusive factors for employment and livelihoods. Actions such as training with local artists and the programming of local artists were highlighted, but difficulties in this area were not specified. The overall score was assessed as "Moderate".

AREA 15: DECENT WORK AND SOCIO-ECONOMIC CONDITIONS FOR ARTISTS AND CULTURAL WORKERS

Promoting decent work and improving the economic and social conditions of artists and cultural and creative workers

Initiatives that could meet this objective include respecting working hours, motivating teams and creating decent conditions for artists and workers, which are not always the case. There are many difficulties, such as adaptation to new realities, lack of skilled labour, inadequate work contracts for the reality of culture, difficulties that are felt not only in the municipality but also at the national level. The overall score is classified as "Weak".

AREA 16: CULTURE AND SUSTAINABLE TOURISM

Promoting a sustainable cultural and creative tourism, connected to the community and local actors, that also respects the values and cultural diversity of local life

Events such as Cineconchas, Music Theater Lisbon, guided tours and initiatives outside the city centre were mentioned. However, the large discrepancy in the distribution of tourist flows was mentioned, which overloads the historic centre and does not contribute to the development of the other areas of the city. Other difficulties mentioned were the cost of heritage restoration, the lack of cooperation between the boroughs and communication difficulties. The overall rating was "Weak".

AREA 17: CULTURE, DIGITISATION AND TECHNOLOGY

Promoting the digitisation of the cultural offer to facilitate access and participation to cultural life for all, and expand the opportunities for cultural development

Examples include streaming, library social networks, online meetings and classes, online initiatives for seniors, increased use of social networks for advocacy and the example of the Virtual Desktop. However, difficulties highlight the lack of human and technical resources, recruitment difficulties and the delay in document management. The overall score is classified as "Low".

TERRITORIES

Moderator - Elisabete Tomaz

Rapporteur - Isabel Ricardo

AREA 18: CULTURE, URBANISM AND TERRITORIAL PLANNING

Integrating culture into territorial planning, and protecting and developing the cultural dimension of the territory, through public art, landscapes, architecture and urban design, and by integrating arts and cultural expressions into the urban fabric

This area aims to integrate culture into territorial planning, protecting and developing the cultural dimension through public art, landscapes, architecture and urban design. Actions include local programmes, events such as the “Jornadas Históricas do Lumiar” and the Muro Festival of public art in the territory. Difficulties include the lack of a Culture Charter, mobility and transport problems in some areas, lack of a sense of belonging and barriers that divide the territory. The overall score is “Moderate”.

AREA 19: CULTURE AND PUBLIC SPACES

Promoting access to and use of public spaces, as well as places where people live, in order to generate cultural actions and activities of proximity

Initiatives such as the Mostra de Bandas de Garagem and partnerships with the marginalised population were mentioned. Difficulties include problems of ownership of abandoned spaces, excessive bureaucracy and regulations that prevent the revitalisation of those spaces. The overall score is “Moderate”.

AREA 20: CULTURAL HERITAGE

Guaranteeing the identification, protection, transmission, vitality and sustainable use of the tangible and intangible heritage elements of the territory, including proximity heritage, with an active participation of the community

In this area, emphasis is placed on ensuring the identification, protection, transmission and sustainable use of tangible and intangible heritage, with the active participation of the community. Actions such as CML’s “A Minha Rua” initiative, the dissemination of heritage mainly through education and partnerships to promote riverside areas were mentioned. Difficulties include the difficult access to public heritage, the lack of publicity and identification of heritage in the different territories and the lack of valorisation of heritage, highlighting the existence of asymmetries. The overall score is “Moderate”.

NATURE

Moderator - Michele Barbuscia

Rapporteur - Vanessa Albino

AREA 21: CULTURE, LANDSCAPES, AND NATURAL HERITAGE

Adopting measures to identify, protect, safeguard, transmit and ensure the sustainable use of biocultural heritage and cultural elements associated with nature, particularly in landscape management, and integrate culture and artistic expressions in natural spaces

Examples mentioned in this area include cleaning up urban spaces, teaching gardening, composting, cigarette butt collection in public spaces and organic farming fairs.

Difficulties include lack of communication about funding, need for concerted effort, influence of climate, lack of strategy and division of responsibilities. The overall score is "Moderate".

AREA 22: CULTURE, AGRICULTURE, FOOD AND GASTRONOMY

Contributing to the identification, protection, vitality and sustainable use of cultural practices and traditional knowledge related to agriculture, food and gastronomy, to promote quality local agriculture, food security and food sovereignty

Examples in this area include the valorisation of seasonality and local provenance, awareness-raising activities, Refood gardens, vertical gardens in schools and street markets. Difficulties include the lack of strict food standards, lack of long-term sustainability due to management changes and pressure from large financial groups. The overall score is "Moderate".

AREA 23: CULTURE AND ECOLOGICAL AND SOCIAL TRANSITION

Mobilising the arts, the cultural and creative industries, and the tangible and intangible heritage as drivers of the ecological and social transition of the territory and of environmental protection

In this area, the mobilisation of the arts, cultural and creative industries and heritage for ecological and social transition stands out. Examples include the use of recycled materials, the promotion of sustainable modes of transport and the organisation of sustainable cultural events. Challenges include lack of environmental awareness, missed opportunities offered by Green Capital 2020, lack of environmental policies and low involvement of cultural organisations. The overall score is "Low".

AREA 24: CULTURE AND CLIMATE CHANGE

Mobilising cultural, creative and heritage aspects to tackle climate change and foster the transition of the cultural and heritage sector

Actions such as incentives for sustainable mobility, the construction of cycle lanes, subsidies for the purchase of bicycles and the installation of solar panels were mentioned. Bureaucratic processes, the complexity of making pedestrian spaces, uneven road surfaces and problems in the management of recycling were identified as difficulties. The overall score is classified as “High”, indicating a notable effort in this area.

GOVERNANCE

Moderator - Marta Martins

Rapporteur - Rute Mendes

AREA 25: CULTURAL STRATEGIES AND POLICIES

Adopting explicit local cultural policies and strategies, based on cultural rights, and with a cross-cutting approach that places culture as a driver of sustainable development

In this area, it was highlighted the need to adopt explicit cultural policies and strategies, based on cultural rights and with a cross-cutting approach that place culture as a driver of sustainable development. However, there are significant challenges, such as the lack of a structured and long-term strategy, difficulties in implementation due to legislation, participatory budgets that are often not implemented, and the lack of an overall strategic vision for the city. The overall score is “Low”.

AREA 26: SYSTEM OF CULTURAL PUBLIC MANAGEMENT

Building an efficient, stable, transparent and democratic system of public cultural management

This area aims to build an efficient, stable, transparent and democratic public system of cultural management. Examples of actions are the registration in the Municipal Support Database, Loja Lisboa, and the dematerialisation and public-private interaction. Although there is positive cooperation between the Borough Councils and the Municipality of Lisbon (CML), there are challenges related to the decentralisation of Loja Lisboa Cultura and the lack of articulation between the State and the Borough Councils. The overall score is “Moderate”.

AREA 27: CITIZEN PARTICIPATION

Encouraging active citizen participation in cultural management and strengthening the capacities of civil society to generate an autonomous and independent cultural life

This area stresses the importance of encouraging citizen participation in cultural management and strengthening the capacities of civil society to generate an autonomous and independent cultural life. Initiatives such as participatory budgets, cooperatives, “A Minha Rua” website and decentralised meetings stand out. The overall score is “High”, but there is concern about the alienation of citizens from the central state due to bureaucratisation.

AREA 28: MECHANISMS FOR GOVERNANCE AND COOPERATION

Creating mechanisms for dialogue and cooperation between all public, private and civil society actors, and between different levels of government, as well as within the local government

The creation of mechanisms for dialogue and cooperation between all public, private and civil society actors is at the heart of this area. The lack of contact platforms between the different institutions, the absence of dialogue between the different levels of government and the legacy of a quality deficit are the challenges identified. The overall score is "Low".

AREA 29: INTERNATIONAL COOPERATION

Promoting national and international cooperation between cities, artists, professionals and local cultural actors

The work done at the municipal level to promote national and international cooperation between cities, artists, professionals and local actors over the last 15 years, such as the Library Network projects and the holding of major events, should be highlighted. However, there are challenges in the lack of planning to attract partners and in the involvement of the Borough Councils in cooperation projects. The overall score is "Moderate".

AREA 30: COMMUNICATION

Adopting communication strategies to ensure a good flow of information and facilitate collaboration, transparency and trust with civil society and citizens

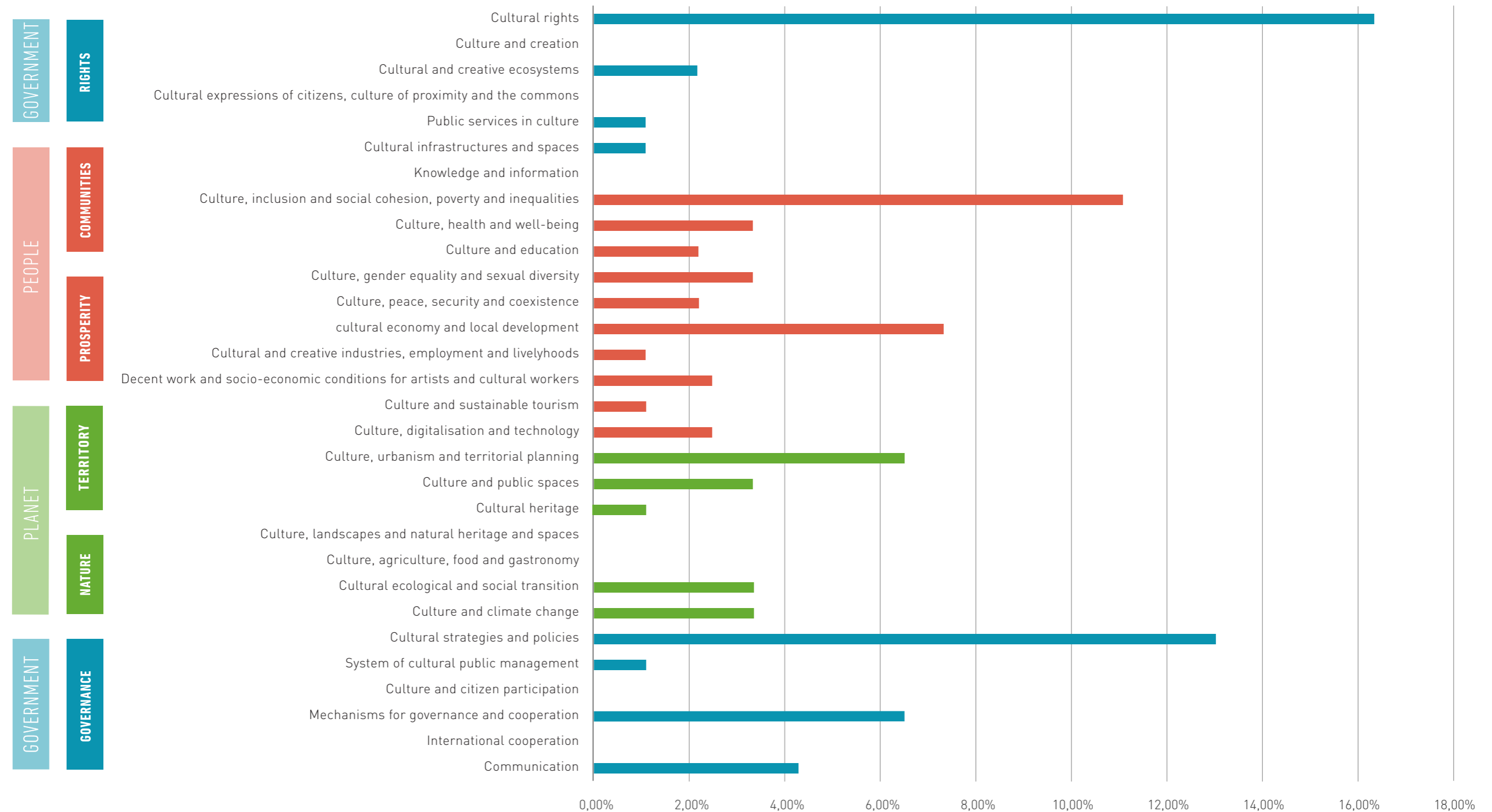
The last area emphasises the importance of adopting communication strategies that ensure a good flow of information and facilitate collaboration, transparency and trust with civil society and citizens. The emphasis is on proximity communication, but there is also concern about the effectiveness and sufficiency of existing channels. The overall score is "Moderate".

IMPLEMENTATION



PRIORITISATION OF AREAS

At the end of the self-assessment exercise, participants were asked to consider the 30 areas under the 6 blocks of Culture 21 Plus, and select the most important one by placing a coloured dot on the wall. Most of the participants contributed to this exercise. The following is the graphic representation of their choices.



PROPOSALS FOR IMPLEMENTATION

The following proposals are actions that the workshop participants thought of for their boroughs. The participants identified which area they would be interested in working on as a priority in their boroughs, and imagined feasible actions, in collaboration or not with the other boroughs, in a horizontal and cooperative way.

RIGHTS

- Articulate with other departments of the Borough Councils initiatives aimed at new audiences, families and people with less access to culture, and foreigners.
- Adoption of a reference text on cultural rights.
- Assigning people from associations and/or Borough Councils to provide support in various technical areas, with networking.
- Analysis of the “Artemrede” project and integration of similar programmes in the activities of the Borough Councils.
- Materialisation of the concept of Proximity Cultural Centres.
- Making municipal spaces profitable for associations.
- Improving communication and information, including the creation of a municipal newsletter addressed to Borough Councils.

COMMUNITIES

- Creation of workspaces for training/artists.
- Mapping of events, invitations to participate in actions and meetings to understand needs and wants.
- Regular meetings and exchange of experiences between foreign nationals.
- Support programmes for associations with various projects.
- Support for associations that integrate foreign nationals and help in finding employment.
- Creation of transport for the elderly similar to the “Alfacinhas” or “Descola”.
- Maintaining programmes such as “Pedipaper” and creating more diverse programmes.
- Neighbourhood discussions on literature/art and mental health.
- Recovery of the Garden Libraries.
- Talks and workshops exploring art and culture through the lens of mental health.
- Creating spaces for pregnant mothers and their young children to live together.
- Including cultural activities in Portuguese classes for non-native speakers.

- Availability of books in different languages in school libraries.
- Do you know who I am?" project to raise awareness of cultural specificities.
- Inclusion of regular participation in cultural activities in schools.

CULTURE AND URBAN PLANNING

- The need to create integrated plans that include culture.
- Creation of participatory mechanisms/programmes for culture, such as Participatory Budgeting, Healthy Neighbourhoods and PIF Z.
- Reducing asymmetries and overcoming difficulties arising from the lack of ownership definition.
- Promotion of synergies/articulation between different organisations.

CULTURE AND CULTURAL SPACES

- Creation of a single ticket.
- Improving joint communication.
- The evaluation of results should not only depend on revenue and audience.
- Space allocation mechanisms should be flexible and transparent.

DECENT WORK AND SOCIO-ECONOMIC CONDITIONS FOR ARTISTS AND CULTURAL WORKERS

- Creation of a pool of shared resources.
- Specific training for the technicians of the Borough Councils on cultural issues.
- Creation of working groups to adapt the contracting law to the reality of culture.

CULTURE AND SUSTAINABLE TOURISM

- More road shows.
- Studying the feasibility/interest of having brochures of the Borough Councils in the Agenda Cultural.
- Integrating the events of the Borough Councils into the programme axes of EGEAC (or other facilities in the area).

CULTURE, DIGITISATION AND TECHNOLOGY

- Tools for sharing geo-referenced information on cultural sites.
- Discount/App card linking economic reality and culture.
- Creation of digital content for specific audiences.

NATURE

- Incentives for the financing and valorisation of good practices.
- Environmental impact assessment of all initiatives.
- Film series on sustainable issues.
- Encouraging companies to create more sustainable actions.
- Education/training on sustainability issues.

GOVERNANCE

- Implementation of a global strategy at three levels: charter of commitment to culture in each City Council, creation of a network of local associations and synergies, and creation of a municipal network.
- Better cooperation and communication between different organisations.

When asked to identify priority areas for intervention, participants considered the following:

Cultural rights: Commitment to the preservation and promotion of cultural rights, recognising the importance of diversity and artistic expressions.

Culture, Inclusion and Social Cohesion, Poverty and Inequalities: Promoting culture as an integrating element in the fight against poverty and inequality and fostering social cohesion and inclusion.

Cultural strategies and policies: Development and implementation of strategies and policies that strengthen the cultural ecosystem, ensuring community access and participation.

Culture, Urbanism and Territorial Planning: Integrating culture into urban planning, considering it a fundamental element for the balanced and sustainable development of the city.

Cultural economy and local development: Enhancing the cultural economy as a driver of local development, promoting initiatives that combine creativity and economic growth.

These recommendations reflect the proposed commitment for Lisbon, with an emphasis on culture as a fundamental pillar for sustainable development and quality of life in the city.

MODERATORS

Maria do Carmo Piçarra is a researcher at ICNOVA FCSH, lecturer at the Autonomous University of Lisbon and film programmer. With a PhD in Communication Sciences, she researches (post)colonial cinematographic representations, filmed propaganda, censorship during the dictatorship in Portugal, women in decolonisations and militant uses of the image. She has published works such as “Vento Leste. Luso-orientalismo(s) en el cine de la dictadura” and “Azuis Ultramarinos. Propaganda colonial e censura no cinema do Estado Novo”.

Manuel Veiga holds a degree in Law from the University of Lisbon and a postgraduate degree in Cultural Management of Cities from INDEG/IUL (ISCTE). He has worked in cultural management in several institutions, such as the Lisbon City Council, where he was Municipal Director of Culture, EGEAC, the Calouste Gulbenkian Foundation and the INATEL Foundation. He participated in initiatives such as the Commission for the Valorisation of the Sustained Support Programmes of the General Directorate for the Arts and in the preparation of the study for the creation of the Artemrede Association.

Susana Graça is an economist with a Master’s and PhD in Philosophy and Economics. She is currently an executive member of the Board of Directors of EGEAC. She has experience in the Calouste Gulbenkian Foundation, the Norwegian Embassy in Lisbon and the Ministry of Culture. A researcher at the CREARE Foundation, she teaches and trains in the areas of cultural economics and arts project management, and is also an expert in the European Commission’s Horizon Europe programme.

Elisabete Tomaz, from ISCTE-IUL, is a designer and sociologist. She has worked in action-research projects on culture and development, analysing socio-territorial dynamics and cultural and creative practices. She has coordinated studies and strategies for the cultural sector and participated in international research networks.

Michele Barbuscia is an engineer, builder and researcher. A founding member of the Urban Diving Association, he develops projects on environmental awareness, reuse of materials and sustainable artistic practices. He is also a carpenter, scenographer and curator.

Marta Martins is a cultural manager and executive director of Artemrede, with experience in strategic planning, cultural management and intermunicipal and intersectoral projects. Co-founder of manamiga, a feminist education project.

RAPORTEURS

Alexandra Aníbal is a sociologist and works at the Municipal Directorate of Culture of Lisbon, coordinating the Centre of Memory and Intangible Heritage. She completed her PhD in sociology in 2014, where she excelled in the Lisbon Memories Programme.

Edite Guimarães, geographer and librarian, worked at the Lisbon City Council and, since 2015, at the Municipal Directorate of Culture. Since 2021, she has headed the Lisbon Library Network Division.

Alexandra Sabino studied International Relations and started working in cultural production in 1998. She has worked as an executive producer and production manager in the fields of theatre, contemporary dance and music. Since 2015 she has been an advisor to the Department of Culture of the Lisbon City Council.

Isabel Ricardo holds a BA in History, a MA in Cultural Studies and a PhD in Public Policy from ISCTE-IUL. With a career in local government, she has worked in Beja, Cascais and Lisbon in various capacities.

Vanessa Bolina Albino, coordinator of Casa do Jardim da Estrela, has a degree in Social and Cultural Communication, Cultural Management, Education and Psychology. She is a culture and environment enthusiast.

Rute Mendes studied Communication, Culture and Technologies and Public Policy Management. She is a trainer and manager in local administration, with experience in cross-sectoral project management. She has been an advisor to the Department of Culture of the Lisbon City Council since 2017.



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