

Évora

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27

2023 FIRST PROGRESS REPORT FOR MONITORING PANEL



EUROPEAN CAPITAL
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Let's start with some Évora 2027 history. We begin from that unique moment when, in Lisbon, Évora, Alentejo, Portugal and Europe, we witnessed the name of our city written in that little paper held by the hands of Beatriz Garcia, president of the Expert Panel that evaluated the candidatures of Portuguese cities to European Capital of Culture. Suddenly, that small piece of paper, shown to avoid any mistake, transformed a wish into a future.

In December 2022, the city of Évora was recommended to become the European Capital of Culture (ECoC) in 2027. Évora 2027 became a reality for Évora, for Alentejo, for Portugal, for Europe. And, forgive us, but for now, it is impossible to fully grasp the profound impact it holds, as it goes beyond words. The announcement was celebrated as an unprecedented event in the Alentejo.

In March 2023, Portuguese authorities formally endorsed the recommendation of the Expert Panel, designating Évora as the European Capital of Culture 2027, entering in the "monitoring phase". **By the time this first monitoring report was concluded, in July, five months had passed.**

To further develop the Évora 2027 initiative, the selection report published by the Expert Panel, one month after the announcement, contains recommendations on various dimensions of the selection Bidbook. Considering our experience in the bidding process, we believe that implementing these recommendations is crucial to maintaining the pace of development and is a prerequisite for making Évora 2027 a successful European Capital of Culture in the coming years. We are confident that the significant progress of our application in the final phase compared to the pre-selection stage – as the Expert Panel itself mentioned – is due to the attentive and assertive understanding of the Panel's recommendations expressed after the pre-selection phase.

During the transition between the city's designation and the establishment of the managing entity (planned for the end of 2023), the strategic orientation and technical implementation of Évora 2027 were entrusted to the Évora 2027 Executive Committee and the Évora 2027 team responsible for the preparation of the selected application. The Évora 2027 Executive Committee continued to ensure the complete autonomy of the Évora 2027 team in this regard.

We are fully aware that the first year after the official announcement is critical for creating a stable foundation for the successful delivery of the project. Therefore, the main activities of Évora 2027 that have already been implemented and those which are planned until the end of the year 2023 are explicitly related to the following:

- Establish an **efficient and stable organisation** by using the first year after selection to set up all the governance, management and administration structures and systems.
- Ensure **full support** for the Évora 2027 implementation.
- Develop a detailed **plan of ongoing investments** to further enhance the capacity of infrastructure to deliver the planned ECoC programme.
- Foster **deep cooperation with Liepāja** (Latvia) and the ECoC family.
- Strengthen cooperation with the Portuguese Capitals of Culture: Aveiro, Braga and Ponta Delgada.
- Engage in strategic planning, especially focusing on **legacy projects** such as the **Meeting Line – Cultural Resource Centre, Vagar Academy and National Centre for Contemporary Dance**.

- **Launch the cultural and artistic programme** by implementing the first workshop as part of the conference "What about peace" (The Vagar Academy) and the project **The fair: beautiful, sustainable, together** dedicated to the São João Fair.
- **Continuously expand the Outreach strategy, developing a digital Outreach and communication plan to lure and engage young generations and European and international audiences.**

1. CONTRIBUTION TO THE LONG-TERM STRATEGY

1.1 GIVE AN UPDATE ON HOW THE ECOC YEAR IS CONTRIBUTING TO THE CULTURAL STRATEGY OF THE CITY, THE FIRST IMPACTS THAT THE PREPARATION OF THE YEAR MAY ALREADY HAVE AS WELL AS THE PLANS FOR MONITORING DELIVERY AGAINST OBJECTIVES AND EVALUATING THE IMPACT OF THE TITLE IN THE CITY, INCLUDING THE ESTABLISHMENT OF A BASELINE FOR COMPARISON AND THE USE OF BIG DATA.

As stated in the selection Bidbook, the candidacy for the European Capital of Culture (ECoC) constitutes one of the strategic and structuring interventions of the Évora 2030 Strategy, specialized in the Cultural Strategy Action Plan of the municipality of Évora. Through the concept of “vagar”, we aim to achieve a profound transformation of the city and the region, while also inducing a change in how we address cultural, social, environmental, and even economic challenges in a rapidly transforming Europe. In this context, the success of the ECoC process should be understood in a dual dimension:

- An intrinsic cultural and civic dimension of success;
- A dimension deeply rooted in the catalytic dynamics of transformation processes, be they social, economic, or associated with urban regeneration.

In both cases, the impacts to be observed, given the long-term perspective, are difficult to measure within just a few months of implementing this initiative. Moreover, the ex-ante evaluation proposed in the candidacy is not yet completed, which will provide the methodological framework, tools, and database for measuring the success of Évora 2027, as well as its contribution to the long-term strategy. As planned, the selection process for the team that will ensure this decisive stage of evaluation is currently underway, with a competition launched to select an independent and recognized entity in this domain. The dissemination of the results of the monitoring and evaluation (M&E) of Évora 2027 will be a powerful mechanism not only to support the Évora 2027 team in decision-making process and to ensure the

transparency of the initiative, but also to disseminate the knowledge that will be produced throughout this unique ECoC, which proposes a new art of existence for Humanity.

We are therefore aware of the relevance of including in the recruitment process of the M&E team the requirement to present a dissemination plan to share the monitoring and evaluation results, identifying, for instance, the physical and digital outputs that will be produced. The M&E team will work directly with the Communication and Outreach Direction to develop the dissemination plan to share the monitoring and evaluation results. These are the actions already planned within the Évora 2027 Communication and Marketing Strategy:

- Production of communication materials dedicated to disseminating monitoring and evaluation results (videos, fliers, brochures, posters, newsletters, leaflets, infographics and fact sheets);

STRATEGIC AXES CULTURAL STRATEGY ACTION PLAN

Strengthen Évora's status as a centre for the production and dissemination of culture on a national and international scale

Help create and improve a cultural and creative ecosystem in Évora

Provide a diverse, innovative and inclusive cultural offer

Plan, monitor and communicate cultural activity

Manage and protect Évora's cultural heritage

ÉVORA 2027 LEGACY – CONTRIBUTIONS

A creative city and region, with an improved cultural and creative sector with international reach, that is aware of its potential for impact in the community

A city and region proud of their cultural background with the capacity to attract and hold on to residents and talent

Publics aware of the value of their cultural background (both material and immaterial) with a greater appetite for contemporary artistic practices

“Good living” city and region that is culturally happy for both residents and visitors

Engaged and committed citizens, with a culture of citizen participation

- Organisation of local and international events, such as press conferences;
- Participation in networks, events and workshops organised by other institutions and projects dedicated to the monitoring and evaluation of European Capitals of Culture, sharing practices and optimising knowledge;
- Publication of the results on Évora 2027 website, social media, and dissemination through the media and press;
- Dissemination of academic publications dedicated to the concept of “vagar”.

Nevertheless, understanding the importance of monitoring the ECoC process from the outset, the Évora 2027 team has been collecting data that reveals the potential impact of the process, which we present in the following table:

VISIBLE AND MEASURABLE EFFECTS

Reach of news about the designation and the Évora 2027 concept on social media (public and private agents, citizens).

Inclusion of the concept of “vagar” in political speeches and development strategies in the region.

Visibility of the concept in marketing strategies – particularly in tourism activities and promotion of regional products.

Contact with the Évora 2027 team expressing willingness to join the project and relocate to the region (associations, professionals, artists, both national and international).

Incorporation of the concept of “vagar” into courses taught at the University of Évora – academic papers by students on “vagar” and the European Capital of Culture (ECoC).

Proposals received from the Municipal Council of Évora and the Ministry of Education to develop academic research on “vagar” in various fields of knowledge: archaeology, history, economics, sociology, psychology, European studies, biology, ecology, and more.

Proposals received from companies and associations in the cultural and creative sector (local, regional, national, and international) for the development of initiatives in conjunction with or parallel to the ECoC.

Proposals received for the integration of transnational applications with a European scope, focused on the ECoC and the sharing of best practices. Development of a candidacy for the European Urban Initiative to create a HUB/Creative Condominium in Évora.

Number of resident followers on ECoC pages: Title Cities, Liepāja, and candidate cities.

Expectation about the quality of cultural events in the city (non-ECoC related), following the city's designation, expressed in various forums with emphasis on social media.

Expectation regarding the quality of urban infrastructure (mobility, green spaces, local and regional facilities) following the city's designation, expressed in various forums with emphasis on social media.

Participation of young people in the Évora 2027 volunteer initiatives (already underway).

Demonstrated willingness of citizens and civic associations to learn, discuss, and participate in the Évora 2027 Programme.

A communication strategy to disseminate the Évora 2030 Strategy has been developed over the last months by the Communication department of the Évora City Council. The main aim of this Évora 2030 communication strategy is to enhance the visibility and positive perception of the city's long-term strategy, reinforcing Évora's reputation as a city of "good living" (*bem viver*).

To transform Évora 2030 into a distinct and easily recognisable brand, symbolizing the act of (re)imagining the city for the future, it is essential to create its visual identity. The graphic design team of the Évora City Council is currently working on this aspect, based on the chosen naming. "Évora 2030" was selected as the symbolic representation of the city's long-term development strategy. The naming incorporates "Évora" as a georeference of high visibility, primarily associated with the cultural heritage and emotional proximity. Additionally, "2030" serves as a milestone, reflecting the commitment to implementing the Évora 2030 Strategy.

To ensure clarity and differentiation, the Communication Team of the Évora City Council is carrying out some studies to determine an appropriate slogan to complement the naming.

In line with the Panel of Experts' recommendations, we believe that the Évora 2030 Strategy, with its eight-year timeframe, needs to quickly settle in the city, among its communities, at an evolving pace and generating an empathetic connection with different target audiences.

The Évora 2030 communication strategy and plan are planned in four operational phases which, although not sealed, may overlap in time. The implementation of the communication strategy will begin with a public event dedicated to the institutional launch of the Évora 2030 Strategy, which should take place by the end of 2023. The aim is to present its structure and objectives. **The following table presents the communication phases and some concrete planned actions:**

Communication strategy to disseminate the Évora 2030 Strategy

TIMELINE	PHASE	AIM	ACTIVITIES
2023-2025	1	Dissemination of Évora 2030	<p>Dissemination of Évora 2030.</p> <p>Public event for the institutional presentation of Évora 2030's structure and objectives, scheduled for 6th December 2023, one year (minus 1 day) after the city's announcement as the European Capital of Culture.</p> <p>Multimedia marketing campaign (different media types and multiple channels). Roadshow "Évora IN 2030" to engage with neighbours, schools, associations, entrepreneurs, citizens and other regional community groups.</p> <p>Thematic Open Days (Évora, City of Health; Évora City of Knowledge and Innovation) or flagship projects, e.g. Multi-Use Cultural Centre, Évora Creative Condominium (Culture Factory and EcoAgenda). The open days include round tables and site visits to new facilities and refurbished buildings, such as the old Seed Selection and Storage Centre.</p> <p>Community engagement: Launch of the citizens.evorab.pt platform – a digital civic participation tool encouraging active citizenship among local citizens by enabling them to cooperate and interact with the city's governance bodies. The platform will encourage community stakeholders to lead open debates with fellow citizens on specific Évora 2030 Strategy topics, such as Rossio de São Brás.</p> <p>Participation in European networks focused on urban and territorial planning and public policies.</p>
2025-2027	2	Building the positive perception of Évora 2030 implementation	<p>Organisation of national and international events within European networks to share information and know-how on strategic urban and territorial planning.</p> <p>Availability of spokespersons to share their testimony.</p> <p>Regular publicising of finances and implementation reports.</p>
2028-2030	3	Building a positive perception of the outcomes of Évora 2030	<p>Marketing campaigns to highlight flagship projects.</p> <p>Positive PR activities.</p> <p>Media coverage of flagship projects.</p> <p>Engagement with social media platforms to showcase positive stories.</p>
2029-2032	4	Dissemination of the monitoring and evaluation results of Évora 2030 Strategy	<p>Publication and dissemination of results on Évora City Council's website, social media, media outlets and press.</p> <p>Organisation of seminars, debates, and press conferences to present monitoring and evaluation results.</p>

In line with the Évora 2027 Communication and Marketing Strategy, both the Évora 2030 Strategy and the Strategic Plan for Évora's culture will be made available on the Évora 2027 website, in Portuguese and English, at the institutional launch of the Évora 2030 Strategy.

2. CULTURAL AND ARTISTIC CONTENT: EXPLAIN WHETHER YOU HAVE ANALYSED THE FEASIBILITY AND SUITABILITY OF THE PROGRAMME YOU PROPOSED AT SELECTION STAGE AND WHETHER YOU HAVE INTRODUCED SOME CHANGES.

THE REPORT SHOULD CONTAIN A LIST OF ALL PROJECTS IN THE BIDBOOK AND THEIR CURRENT STATUS, SPECIFYING THE PROJECTS THAT WILL NOT BE CARRIED OUT, THE REASONS FOR WITHDRAWAL AND POSSIBLE ALTERNATIVES, WHERE THESE EXIST, AND HOW THIS IMPACTS THE APPLICATION AS ASSESSED AT THE SELECTION STAGE. THIS LIST SHOULD INDICATE FOR EACH PROJECT A SHORT DESCRIPTION CLEARLY SHOWING ITS RELEVANCE IN TERMS OF EUROPEAN DIMENSION CONNECTION WITH THE OVERALL VISION AND THEMES OF THE CULTURAL PROGRAMME AS ITS LEVEL OF DEVELOPMENT, TIMETABLE, BUDGET AND THE PARTNERS INVOLVED.

Immediately after the announcement of the ECoC title, the Executive Committee, along with the Bidbook team (the team that remains in transition until the Évora 2027 Association is formed and the due public open call for the Artistic Direction position is launched) followed the recommendations provided in the Selection Report. They ensured the feasibility and suitability of the proposed programme during the selection stage: the team conducted a comprehensive review, in collaboration with the project leaders, of the

framework and all the projects, to preserve their intentions and objectives. As a result, no projects will be cancelled or altered. Nonetheless, there is ample room for further development under the guidance of the future Artistic Director.

Each project requires attention and development by an Artistic Director, due to their inherent complexity in connection with the concept of "vagar", which involves elements of science, memory, residents, the region, and impacts on both local and global scales. Moreover, the projects are designed to address critical questions concerning the future of the planet and humanity. Furthermore, the Artistic Director will assume the responsibility for launching four distinct open calls, with a total funding allocation of 9 million euros.

The team carefully considered and internally discussed the recommendation of the Panel regarding the use of the word "programme" to designate the cultural and artistic content's hierarchical level. During the selection phase, we recognized the importance of using it to organize cultural and artistic content. However, upon further reflection, we acknowledged that it could lead to confusion in terms of communication. As a result, we have decided to align with the Panel's recommendation and refrain from using the second hierarchical level referred to as "programme."



2.1 CULTURAL AND ARTISTIC PROGRAMME MILESTONES:

TIMELINE	GOAL	ACTIVITY
December 2023	Recruiting the Artistic Direction	Launching of the recruitment process for the Artistic Direction
January 2024	Completing the artistic team	Employment of curators
November 2023	Developing and improving foreign relations	Meetings with foreign ECoC programmes and artistic directors
November 2023	Creating a clear production plan	Meetings with all project leaders
November/December 2023	Assuring collaboration agreements	Meetings with local and national organizations
January 2024	Creating a clear vision for the financial and production calendar	Establishment of a financial and programme plan for 2024
January 2024	Implementing the cultural and artistic content from the Bidbook	Implementation process
April 2024	Selecting new local quality projects	Launching of the open call <i>My Turn</i>
October 2024	Selecting new international quality projects	Launching of the open call <i>My Lab</i>
February 2025	Selecting schools' projects	Launching of the open call <i>My Voice</i>
April 2025	Selecting 5 2027 festival editions	Launching of the open call <i>My Festival</i>

2.2 EXPLAINING HOW ÉVORA 2027 PROGRAMME:

2.2.1. Promote cultural diversity in Europe, intercultural dialogue and greater mutual understanding; highlight the common aspects of European cultures, heritage and history, as well as European integration and current European themes.

As stated in the selection Bidbook, Évora 2027’s artistic vision, the concept of “vagar”, is an open invitation for Europeans to rethink the present moment and our shared

future. Thus, we will proceed with our culture and artistic content that connects European artists, cultural workers, experts and citizens to celebrate and fight for a better future in Europe and the general world.

Our international open call **Our Lab** will strengthen cultural diversity in Europe and intercultural dialogue. This initiative aims to bring together international artists to collaborate with local ones, artistically exploring issues such as the richness of the cultural history in Europe, migration and integration of new residents, nature and biodiversity, climate change, renewable energies, artificial intelligence, fundamental rights, housing, education, mental health, cosmology, and more – all common aspects of European themes discussed through intercultural dialogue.

All these cultural and artistic challenges will promote cultural diversity in Europe on an inter-generational methodology, where younger and older generations come together to ensure a diverse representation of European life experiences. By fostering interactions between people and communities, we seek to deepen mutual understanding and appreciation for each other’s perspectives – a recent example of such efforts was the 7-day international meeting “Elia Academy”, which took place last May at the University of Évora, bringing together Europeans to seek solutions and find a common ground.

Our cultural and artistic programme includes various projects that celebrate cultural diversity, foster intercultural dialogue, and promote greater mutual understanding: **The Travelling Light** project will bring European young people together to travel through the nature and biodiversity of Europe; the **Guadiana** project will challenge participants to think, write and engage in discussions about the Portuguese and Spanish languages and their influence in shaping Europe and other corners in the world; **New Residents** addresses the issues and questions surrounding migrations in Europe; **The Other Side: Okato** brings together young people from Okato (New Zealand) and Évora to explore the future of cultural and social relation between this two antipodean cities; **Time Trilogy** will challenge three intergenerational groups, inviting them to delve into the themes of memory, future and awareness of time throughout life; **Sun Celebration** embraces megalithic heritage in Europe to foster dialogue between cities, artists, and experts; **Cante: songs of vagar** invites different polyphonic groups from Mediterranean countries to compose and perform polyphonic songs; **At the Wall, Heritage: dialogue and future** and **X-Pictures** are dedicated to exploring European cultural heritage and social European history and involve collaboration with the international network heritage cities (OWHC), which comprises around 300 world heritage cities.

The **Vagar Academy** will convene a significant number of experts from Europe and the rest of the world to engage in discussions on the concept of “vagar”, encompassing a multitude of important themes for the present and future of humanity, including human impact activity on space, biodiversity, ageing, mental health and solitude, democracy, freedom, fundamental rights, peace, traditional art forms as part of European cultural heritage, preservation of historic cities, education, artificial intelligence, human dominance and power relations, identity, youth, migration, and more.

The Évora 2027 team has recognized the significance of these themes and their immense relevance to both the community in general and the artistic environment.

2.2.2. Feature European artists, cooperation with operators or cities in different countries, including cities holding the title.

The ECoC Family network group, of which Évora 2027 became a member in December 2022, has proven to be a very important platform to keep the discussion on the maintenance and development of intercultural projects between ECoC cities. The recent visits of Oulu 2026, Chemnitz 2025, Bourges 2028 (candidate city), Gent 2030 (candidate city) and the meeting with Montpellier 2028 (candidate city) have strengthened our international relations within the ECoC process. Additionally, since the first moment of Évora’s ECoC title, we have been asked to welcome international institutional groups, such as Singaporean journalists, Malta’s councillors of culture, French government deputies and Seychelles’ councillors of culture. All these visits have resulted in new forms of dialogue and cooperation with our cultural and artistic programme.

A significant event took place last April, with the visit of the Liepāja 2027 team, the Mayor of Liepāja, and the President of the Republic of Latvia. This was a very honourable visit, during which a memorandum was signed between the two cities ([annex I](#)), to establish an understanding and compromise for mutual cultural and artistic work for 2027, including joint activities and budgetary commitments. We are planning a reciprocal visit to Liepāja in October, with the aim of fostering cooperation and understanding in terms of humanity’s common concerns for a more peaceful world, resonating with the concept of “vagar” and “(un)rest”.

Our programme has been designed under the principle of co-creation between local and international artists, encouraging them to explore the concept of “vagar” as an(other) art of existence. Once we had the reconfirmation of all the artists and projects referred to in the selection Bidbook, we ensured the presence of renowned international artists involved in Évora 2027. All of them are very eager to collaborate with local artists and communities on the pressing issues we face today. Furthermore, we will increase the diversity of international collaborations with artists, organisations and cities through the international call **Our Lab**, with a budget of 6 million euros, set to be launched in 2025.

The reconfirmation of our programme translates the cooperation with 26 European Capital of Culture cities, three twin cities and over 58 cities worldwide. This process has been filled with enthusiasm, as we witness the inspiring impact of being an ECoC city and how “vagar” serves as a catalyst for new institutional and cultural cooperation on national and international scales. We have been actively engaging with several important European and international networks over the past five months:

- The city of Évora has been voted to be on the Board of the Organization of World Heritage Cities (OWHC) for the period 2023-2026. As part of this role, Évora 2027 is leading cultural projects in collaboration with about 40 partner cities of this network;
- UNIMA, the international organization for puppetry, is engaging in dialogue for our puppet projects;
- Europa Nostra is in contact with us to support our rebuilding infrastructures initiatives, particularly focused on old convents;

- we formed a new Erasmus candidacy with Oulu 2026 for **The Travelling Light** project;
- in addition to the operators mentioned in the selection Bidbook, several other international organizations are now joining Évora 2027, coming mainly from the Academia (each project of the cultural and artistic programme has a connection with science and experts);

- last March, we successfully presented the first meeting on the theme of peace, involving Portuguese youth from different cities. This gathering laid the groundwork for the upcoming international conference, **Vagar Academy**, co-organized with the city of Hiroshima (Japan), designated for 2025. This conference will mark the 80th anniversary of the bombings of Hiroshima and Nagasaki, providing a platform for dialogue and reflection on peace;

- A meeting with Bourges 2028 (candidate city) resulted in new partnerships for our artistic programme, such as the Centre D’Écoute d’Espace, La Maison de Culture de Bourges and Le Centre National de La Marionnette. Some very interesting new partnerships have already been developed, independently of the success of Bourges candidacy.

The Portuguese Government’s decision to grant the title of Portuguese Cultural Capitals to Aveiro (2024), Braga (2025) and Ponta Delgada (2026) has paved the way for dialogue with these cities for the development of cooperation projects (with a scheduled meeting in September).

2.2.3. Capacity to attract the interest of a broad European and international audience.

As we move forward with concrete work on international connections, our belief in the strength of Évora 2027 as a unique cultural experience grows stronger. We are confident that Évora 2027 offers what people urgently need to better understand the present and to contemplate the future with lucidity. Our cultural and artistic programme upholds the principles of our artistic vision and the concept of “vagar”, which embodies the holistic culture of Évora and the Alentejo to provide the impetus for a more peaceful future for humanity. In this sense, Évora and Alentejo aim to become a living lab, inviting Europeans and people from around the world to reflect on human dominance on Earth and to understand our relationship with the universe. Évora 2027 uses the disruptive power of the arts and science to tackle the challenges faced by Europeans and the rest of world, offering unique experiences such as concerts for trees, idyllic landscapes of Alentejo, stargazing, sunsets, recovering wandering and intellectual idleness as fundamental aspects of what it is to “be European”. The Évora 2027 programme encourages audiences not to fear questioning about how we should live on our shared planet and presents thought-provoking inquiries about migration, natural resources, biodiversity, power and dominance, new technologies, renewal energies, and more.

Regarding hospitality, we are challenging the inhabitants to invite the audience to experience the incredible gastronomy of the Alentejo, and to connect with a distinctive nature, history and cultural heritage. Residents and visitors will co-experience a unique cultural experience rooted in centuries of wisdom.

Besides the particularities of the holistic culture of Évora, Alentejo and its “vagar”, we are also developing concrete opportunities, including:

- The chance to work closely with Liepāja 2027, and an opportunity to attract this part of Europe to Évora and to Alentejo by showcasing the region's unique and inviting atmosphere to the audience;
- Portuguese being one of the official languages of the European Union, Mercosul, the Union of South American Nations, the Organization of American States, the African Union and the Lusophone countries. With approximately 261 million speakers (reference by Camões Institute), Portuguese ranks as the 4th most spoken language in the world and, as the poet Fernando Pessoa wrote, “my language is my homeland”, all these parts of the world will be invited, through our programme, to explore questions about identity, about what connects us, and to have the chance to embrace “vagar” as a proposal for a more peaceful future;
- Collaboration and dissemination opportunities with Portuguese consular and embassy services spread across different continents, recognizing the relevance of “vagar”;
- The Mediterranean mindset and its connection with “vagar” concept spread all over the Évora 2027 programme.

2.2.4. Involve local artists and cultural organisations in the conception and implementation of the cultural programme.

We appreciated the recommendation of the Panel regarding the crucial role that independent cultural operators should play in the cultural programme, enabling to expand their reach to European and international dimensions. This aligns perfectly with the vision of the Évora 2027 team, and that is why local artists and cultural organizations are:

- project leaders in 60% of the projects of the cultural and artistic programme already defined;
- involved as partners in 100% of the artistic and cultural programme;
- the only professionals to be eligible for the open call **Our Turn**, which has a total budget of 2 million euros.
- encouraged to participate in the other three upcoming open calls – **Our Voice, Our Lab, Our Festival**;
- challenged to collaborate with international artists and cultural organizations, aiming to enhance the international dimension and to scale up collaborations.

We are also in ongoing discussions with the General Direction of the Arts (Ministry of Culture Department) for the creation of a financial line to support artistic projects with national scope connected with the concept of “vagar”.

As a member of the ECoC Family network, we have the privilege of announcing open calls from other ECoC cities to local artists and cultural organizations, offering them the opportunity to be part of these international collaborations.

The Meeting Line – Cultural Resource Centre also plays a vital role in supporting local artists and cultural organisations in various ways:

- it will be managed by a new organic unit of the Intermunicipal Community of Central Alentejo (CIMAC, a member of the Board), absorbing the cultural experience of its cultural department with local artistic and cultural operators, within the region; this new organic unit will work closely with the other three Intermunicipal Communities of the Alentejo and it will maintain a permanent dialogue and

work under the guidance of Évora 2027 Artistic Direction;

- An investment of approximately 3 million euros will be made in capacity building for local cultural professionals and amateurs;
- Local artistic professionals will take charge of all artistic work for educational projects in collaboration with international artists and cultural organizations.

It is relevant to note how the Évora 2027 programme is now getting more benefits from working with local cultural operators, as many of them have significant international artistic connections, particularly through various festivals hosted in the region.

2.2.5. Combine local cultural heritage and traditional art forms with new, innovative and experimental cultural expressions.

As stated in the Expert’s Panel report, Évora 2027 recovers and uncovers the cultural heritage and traditional art forms as new and contemporary resources. The reconfirmation of the artistic and cultural programme by the project leaders confirms the enthusiasm of such a combination.

One of the projects, **The fair: beautiful, sustainable, together**, led by FAHR, has already begun the process of reimagining a popular fair, incorporating the principles of the New European Bauhaus, and there has already been an artistic intervention on this year's fair edition. Also, last June, FAHR developed a set of interviews with fair workers and audiences to develop the 2024 edition of the S. João popular fair.

Regarding tangible traditional art forms, Évora 2027 programme will employ traditional materials and craft techniques to challenge designers, architects and sculptors to create new art using ecological, sustainable and symbiotic materials. Projects like **Alma**, led by Passa ao Futuro association, will preserve older craftspeople’s heritage by supporting production and engaging a younger generation of designers in constructing a contemporary material library for Alentejo craft materials. This library will be a valuable resource for academics, researchers, designers, architects and sculptors. Next November, we will have our first meeting with MACNAS association, the project leader for the opening and closing ceremonies, which, together with Imaginário Association, local project leader, will start to visit the region to meet and choose the traditional materials and art forms to be incorporated in both ceremonies’ performances. Projects like **Vaguear – Encountering traditional know-how** will explore the use of new technologies and literature to promote Alentejo’s traditional craft to a wider audience. The **Lament** project, led by the musician Miquel Bernat and crafters, will use cowbells craft (UNESCO World Heritage) to create a contemporary art soundscape.

Concerning **intangible art forms**, the project **Cante: songs of vagar** is being designed to bring together groups of cante alentejano (UNESCO World Heritage), the traditional song from Alentejo, with traditional polyphonic groups from different corners of the world. **Out of Nature** will examine the tradition of bullfighting and alternative uses of bullring spaces for contemporary arts, while questioning the relationship of dominance between humans and animals. **Popular Poetry** aims to revive the traditional *Brincas de Carnaval* by challenging the relation between theatre makers and school teachers to recover this traditional art form with a century of

practice. Additionally, we have been identifying *repentistas* poets, to incorporate intervention music practices.

We are also working with many artists and project leaders to make use of inspiring cultural built spots to present contemporary artistic works. Historic locations will be used to showcase contemporary music, new works on visual arts, cinema and contemporary dance. On the other hand, **immaterial cultural heritage** will serve as inspiration for new theatre dramaturgies, historical narratives, and cultural tourism content. The **Évora Cathedral Music Documentation and Interpretation Centre**, a project led by CESAM, a department of University of Évora, is working on the digitalization of music books from the 16th and 17th centuries to make the music compositions available to the general public through digital media.

2.2.6. Ensure a wide range and diversity of activities and their overall artistic quality.

The Artistic Director will be responsible for ensuring and maintaining the artistic quality and diversity of the whole programme. There is no doubt about the high quality of the artists involved in the Évora 2027 programme, and it will be the duty of the Artistic Director to uphold this level of excellence when working on the outcomes of the four open calls scheduled to be launched in the next months. These future calls will be important to balance the inclusion of underrepresented artistic fields and to ensure a wide range of activities. Meanwhile, the framework for the 2027 calendar is being constructed and we are close to getting a comprehensive view of the diversity of activities. Preliminary assessments suggest that there is a need for a more prominent presence of visual arts compared to performing arts. We are actively collaborating with project leaders and engaging with local, national, and international partners to shape and compose the complete framework for the programme (please refer to the [annex II](#) of this report for more details).

3. CAPACITY TO DELIVER

3.1 DESCRIBE TO WHAT EXTENT THE ECoC YEAR CONTINUES TO HAVE BROAD AND STRONG POLITICAL SUPPORT AND SUSTAINABLE COMMITMENT FROM THE LOCAL, REGIONAL AND NATIONAL AUTHORITIES.

After the decision of the International Panel of Experts for ECoC on December 7, 2022, which was ratified by the Portuguese Minister of Culture on February 14, 2023, there was an enormous enthusiasm among local, regional, national, and even international stakeholders surrounding this initiative. It was perceived as a unique opportunity for the city and the region. The almost unanimous support for the proposed artistic programme's concept, "vagar", deeply rooted in the region's cultural identity, quickly became the central theme in public speeches, development strategies, and even commercial communication and marketing strategies

for the territory and its products with greater potential for internationalization.

National Level

At the national level, the political commitment to Évora 2027 was evident through various votes of commendation and praise received by the Executive Committee following the city/region's designation. On December 22, 2022, the Mayor Carlos Pinto de Sá represented the Évora City Council in a formal vote at the Portuguese Parliament. The parliamentarians unanimously approved a vote of congratulations for Évora's selection as the European Capital of Culture. This vote was proposed by the President of the Assembly, on behalf of all parliamentary groups, highlighting the importance of this distinction for the future of the city and the Alentejo region.

Regarding the necessary and desirable political negotiation for the realization of the initiative, the work of the Évora 2027 Executive Committee, as proposed in the BidBook, ensured the transitional period until the establishment of the managing entity for the process – the Évora 2027 Association. The inclusion of the Portuguese government in this endeavour was initially pursued and subsequently assumed as a national commitment. Although the first work meeting between Évora 2027 and the Minister of Culture took place only on May 8, significant progress was made in this direction. On June 21, 2023, **the Protocol between the Municipality of Évora and the Government concerning cooperation on Évora 2027 was signed ([annex III](#))**.

The signing of this commitment led to the holding of a Council of Ministers Meeting in Évora, as a recognition of the initiative's importance for the country and an affirmation of the government's alignment with the selected proposal. The public signing ceremony was presided over by the Portuguese Prime Minister, António Costa, and was attended by representatives from various institutional backgrounds in the region, artists, and supporters of the candidacy who were eager to be associated.

This Protocol (annex III) aims to define the terms of cooperation and the definition of financial support to be provided by various Portuguese governmental areas to the managing entity of Évora European Capital of Culture 2027. This support is intended for planning, promotion, development, and execution of the Évora European Capital of Culture initiative. The following governmental areas were mobilized:

- Finance: Transfer of buildings to the Municipality of Évora, where Évora 2027 events are expected to take place;
- Economy and the Sea: Allocation of funds for promotional actions, with Turismo de Portugal, IP identified as the government service responsible for financial support, through applications, to the managing entity of Évora European Capital of Culture 2027;
- Culture: Allocation of funds for cultural programming, with the Cultural Promotion Fund identified as the government service responsible for financial support to the managing entity of Évora European Capital of Culture 2027;
- Territorial Cohesion: Allocation of funds for the general programme of the Évora initiative, identifying the Alentejo 2030 Regional Program as a source of funding, through applications, as well as the allocation of additional funds, beyond the initially planned, for the development of the cultural and artistic programme of Évora 2027 in the territories of the Alentejo Intermunicipal Communities.

The decisions made regarding the creation of the

Évora 2027 Association, as well as the financial commitment and the provision of infrastructure by the Government to the initiative, will be further addressed in the following chapters.

Regional Level

After the endorsement of the Évora 2027 proposal by the Alentejo Intermunicipal Communities, as previously reported in the BidBook, the focus shifted to operationalizing the implementation of the artistic and cultural programme throughout the region. This involved addressing aspects such as intraregional mobility, processes and tools for welcoming expected visitors, and most importantly, the opportunities for the empowerment of the regional cultural and creative sector.

Taking into account that the reporting period ran parallel to the conclusion of negotiations related to the Alentejo 2030 Regional Program (which sets the framework for Community funding for the region), the first semester of 2023 was dedicated to specifying and scheduling the plans outlined in the BidBook. The most significant achievement in this regard was undoubtedly the commitment, as stated in the Protocol signed by the Portuguese Ministry of Territorial Cohesion, to increase the allocation of Community funds for the region dedicated to Évora 2027, in the amount of 5 million euros, exclusively designated for the territorialisation of the programme. We now await the launch of the Call for Applications that will enable access to these crucial funds for the territorialisation of the Évora 2027 Artistic Program in the Alentejo region.

Simultaneously, it is worth mentioning that the Évora 2027 Executive Committee and Évora 2027 team received words of commendation and praise from various Municipal Assemblies throughout Alentejo, demonstrating that the municipalities are committed to the proposal and willing to collaborate in its implementation.

Local Level

The designation of Évora as the European Capital of Culture in 2027 sparked enthusiasm among the municipal board, including opposition councillors. The implementation of the programme has become a recurring subject in both Municipal Assemblies and City Council Meetings, including those held to approve the municipal budget for 2023, which includes the necessary funds for the municipality's participation in the programme's implementation. This approval and commitment from the various parties represented in the local management bodies are particularly relevant, as outlined in the budget presented in the Bidbook, where Évora City Council and the Intermunicipal Community of Central Alentejo (CIMAC) are the main entities responsible for the financial execution of the Program in 2023.

From a broader perspective of political commitment, understood as participation in the governance of the city, it is also worth noting that the City Day, celebrated on June 29, revolved around the designation of Évora as the European Capital of Culture. The programme of institutional commemorations, which honoured several individuals of recognized prestige for the city and the region, sought to provide all attendees with the experience of the "visit" offered to the Panel of Judges who visited Évora during the ECoC selection process. It was essential for us to see how the concept of "vagar" permeated all speeches made by political representatives as well as the honoured citizens, who represent a significant portion of civil society.

Simultaneously, various agents from the cultural and creative sector publicly expressed their enthusiasm,

expectations, and willingness to assume the responsibilities attributed to them by the selected proposal, both in public forums and in meetings with the Évora 2027 team.

3.2 DESCRIBE THE STATE OF PREPARATION OF ANY NECESSARY INFRASTRUCTURE THAT SHOULD BE READY BEFORE THE START OF YOUR YEAR.

As outlined in the selection BidBook, the cultural infrastructure and facilities allocated to the Évora 2027 Program will remain under the jurisdiction of their current authorities. Therefore, the interventions to be carried out are not within the scope of action of the Évora 2027 team. However, recognizing the decisive role these interventions will play in the success of the ECoC, a working group was formed in February 2023, consisting of representatives from the Évora City Council and the Évora 2027 team, to provide dedicated oversight for these projects. This working group has been holding monthly meetings to monitor progress.

The oversight of interventions undertaken by other entities has been conducted within the Executive Committee, which is still in operation.

These monitoring efforts have been focused on two main fronts:

- Ensuring the initiation of contracting procedures for interventions that did not have architectural plans or other necessary technical studies at the time;

- Securing Community funding for interventions that had planned for this specificity. In this regard, considering that negotiations at the regional and sub-regional levels in this domain are still ongoing, four of these interventions were inscribed in the Action Plan of Central Alentejo, with an investment amount of approximately 5,700,000 euros.

Special attention has also been given to the financing process of the Multi-Use Cultural Center. Negotiations with the Ministry of Territorial Cohesion are currently underway to secure the public (Community) funding for the project, which we expect to be concluded by the end of 2023. Simultaneously, the first contracting procedures have been initiated to develop the architectural plans, and the management model for the facility is being studied.

The intervention to be carried out at the Old EPAC Granaries (*Antigos Celeiros da EPAC*), aiming at its restructuring and establishment as the National Centre for Contemporary Dance, also deserves special attention. A request for the transfer of the building to the Évora City Council has been made, and the model to ensure the management and sustainability of this infrastructure is being studied in collaboration with the Ministry of Culture.

3.3 CAPACITY DELIVER MILESTONES 2024-2025

PROJECT	TYPE OF INTERVENTION	ESTIMATED COST	ESTIMATED SCHEDULE	2023	2024	2025	2026
Craftsmanship and Design Museum	Renovation of the building	€ 1 100 000,00	2022-2025	€ -	€ 660 000	€ 440 000,00	€ -
The Puppet House	Renovation of the old Palmeira warehouses	€ 500 000,00	2023-2024	€ 25 000,00	€ 475 000,00	€ -	€ -
Memory House	Renovation of the Antiga Rodoviária building	€ 2 000 000,00	2023-2024	€ 100 000,00	€ 600 000,00	€ 1 300 000,00	€ -
Évora Photographic Archive	Renovation of the building; digitalization of the archives	€ 500 000,00	2024-2025	€ -	€ 25 000,00	€ 475 000,00	€ -
Remédios Convent	Renovation of the building	€ 500 000,00	2024-2025	€ -	€ 200 000,00	€ 300 000,00	€ -
Roman Baths	Improvement of visitor experience	€ 800 000,00	2023-2025	€ 40 000,00	€ 480 000,00	€ 280 000,00	€ -
Conservation of Évora's city walls	Conservation; lighting	€ 1 700 000,00	2023-2025	€ 125 610,00	€ 865 914,00	€ 708 475,00	€ -
Água de Prata Aqueduct	Conservation and functional renovation	€ 400 000,00	2022	€ -	€ -	€ -	€ -
Stone Sculpture Department	Renovation of the Antigo Matadouro building	€ 120 000,00	2024	€ 6 000,00	€ 60 000,00	€ 54 000,00	€ -
Old EPAC Granaries	Renovation of the building	€ 1 200 000,00	2024-2025	€ -	€ 480 000,00	€ 720 000,00	€ -
Évora Arena	Improvement of the space and facilities for supporting cultural activities	€ 250 000,00	2025-2026	€ -	€ -	€ 150 000,00	€ 100 000,00
National Centre for Contemporary Dance	Renovation of the former Seed Selection and Storage Centre	€ 3 000 000,00	2023-2026	€ 40 000,00	€ 500 000,00	€ 1 800 000,00	€ 660 000,00
Multi-Use Cultural Centre	Construction	€ 12 000 000,00	2023-2026	€ 75 000,00	€ 2 385 000,00	€ 5 724 00,00	€3 816 000,00
Almendres Archaeological site	Conservation and improvement of visitor experience	€ 100 000,00	2024-2025	€ 69 260,00	€ 18 444,00	€ 12 296,00	€ -

PROJECT	TYPE OF INTERVENTION	ESTIMATED COST	ESTIMATED SCHEDULE	2023	2024	2025	2026
S. Bento de Cástris Monastery	Renovation of the building	€ 3 500 000,00	2024-2026	€ 500 000,00	€ 1 350 000,00	€ 825 000,00	€ 825 000,00
Salão Central Eborense	Renovation of the old cinema	€ 2 558 223,00	2024-2026	€ -	€ -	€ -	€ -
The Great Cork Oak Forest Route	Rural pedestrian and cycle route	€ 2 500 000,00	2016-2022	€ 800 000,00	€ 1 700 000,00	€ -	€ -
Évora Ticket	Smart ticketing system	€ 290 000,00	2021-2024	€ 29 000,00	€ 174 000,00	€ 87 000,00	€ -
Évora Green City	Improvement of the city's green infrastructure	€ 1 500 000,00	2021-2027	€ 75 000,00	€ 300 000,00	€ 350 000,00	€ 500 000,00
Stadium	Construction	€ 3 000 000,00	2023-2026	€ 90 000,00	€ 450 000,00	€ 1 800 00,00	€ 60 000,00

4. OUTREACH

4.1 EXPLAIN HOW THE LOCAL POPULATION AND CIVIL SOCIETY ARE BEING INVOLVED IN THE PREPARATION OF THE YEAR.

The first few months of the year were devoted to **implementing and deepening several pilot Outreach projects to attract people and encourage them to become more active in preparation for the title year. Strategic planning was also carried out for creating and programming the Meeting Line – Cultural Resource Centre**, which will play a central role in activating various Outreach and learning projects related to capacity building.

In 2023, as described in the selection Bidbook and closely linked to the Communication Strategy, we continued to deepen and develop **The Voice That Matters** projects, such as the following.

We returned with the **Taking Évora 2027 to Markets and Fairs** project to the two most popular fairs in the Alentejo region – São João Fair (Évora) and Luz Fair (Montemor-o-Novo) – after the endorsement of Évora as European Capital of Culture, to present the Bidbook. By redesigning our promotional stand and creating content related to the Évora 2027 Bidbook, we have provided an easy-to-read version for those passing through. We had about 30 young volunteers working at both fairs, taking the opportunity to present Évora 2027 and the international volunteering program we will launch in 2024. We also held a training session on the initiative.

During this time, the Évora 2027 team was invited to sit at the table with the participants of "ELIA Academy 2023: Exploring Situatedness", an edition that was consciously inspired by the concept of “vagar”. In this new **At the Table We Understand Each Other** session, we discussed how the “vagar” concept intersects with how art is made today, how its value is defined, and how a European Capital of Culture can influence European art education. Due to the numerous

requests that the Évora 2027 team received during the first months of the year following the selection of Évora as the European Capital of Culture and the need to keep all projects in line with the spirit of “vagar”, it was not possible to hold more sessions. However, more tables are already being planned for the last four months of the year.

We proceeded with the cycle of mini documentaries **Being Évora 2027**, which sought to promote the various projects already happening in the Alentejo in areas such as innovation/research, documentation/archiving, cultural entrepreneurship, artistic residences/artistic projects, popular art, heritage and natural resources, archaeology, architecture, and built heritage, among others. Twelve new mini-documentaries were produced, and eight are already available on our digital channels.

We also held a new workshop, **Outlining the Visual Identity**, led by the renowned designers R2, the graphic design team of Évora 2027. This time, the workshop was aimed at design students and recent graduates. Participants were challenged to create images that summarised what it means to be the European Capital of Culture through each participant's personal relationship with the city. Based on a previous reflection and collection of photographs, objects or documents, the participants worked on a reinterpretation and representation of Évora 2027. Around 30 people took part in this workshop. While preparing it, we decided to deepen the result by delivering to each participant a publication with their presented proposals, worked on during the workshop. The delivery session will take place in September at the Évora 2027 headquarters, and simultaneously, a mini-documentary dedicated to this project will be launched. A new workshop is planned for November for children aged 6-10. We are awaiting the creation of the Scientific Council to launch an open call for researchers who want to study the participatory design process to develop Évora 2027's visual identity. At the end of the year, the graphic design team will systematise the main results of these two workshops, which will be considered in developing Évora 2027's visual identity.

The Wandering around/You don't just visit the Alentejo – Hospitality Programme will be developed in collaboration with the regional tourism entities, members of the Executive Committee of Évora 2027, which have already

expressed their formal commitment to develop a strategic implementation plan involving the entire tourism sector. We appreciate the Panel's recommendation regarding the priority that should be given to protecting Évora's fragile social and environmental setting. Therefore, the deepening of the Hospitality Programme will also count on the participation of ASTO – Alentejo Sustainable Tourism Observatory, a laboratory based at the University of Évora, which aims to monitor the evolution of sustainable tourism development in Alentejo. In 2024, we will start preparing the open call for the **Vagar: Guidance** project, to be launched in 2025. In line with one of the Panel's recommendations, we have decided to use this guidance to extend the “vagar” tourist experience to the entire region and not only for ECOC visitors, as planned in the bidding process.

As suggested by the Panel in the selection report, to deepen the **Évora 2027 digital Outreach**, we have started developing a plan for the creation of an online digital platform for the production and dissemination of artistic and cultural content, taking advantage of all the possibilities that digital evolution will create in the coming years. We will include in the open calls the recommendation for the cultural and artistic sector to encourage digital creative content creation. This platform should allow access to an interactive experience of Évora 2027, working, for example, as a meeting room for artists, researchers, and audiences, and as a host for the Outreach projects already identified in the selection Bidbook, such as **Digital Citizen Journalism and Wandering Digitally**.

Within the scope of the communication plan, this digital platform should include media such as live streaming (which by 2027 will undoubtedly evolve in its concept and immersion possibilities), digital radio, podcasts, videocasts,

making-of, mini-documentaries (**Being Évora 2027**), after-movies, conferences, online conversations and interviews, and creative content that people themselves can produce (citizens as communicators of Évora 2027). A platform conducive to creating new content and experiences centred on the principles of the cultural and artistic programme and the concept of “vagar” itself.

In collaboration with the Artistic Direction and the Évora 2027 Digital Transformation team, this is a project that we want to develop with Aveiro, Braga and Ponta Delgada, allowing us to optimise the platform through the experience of these cities that will be Portuguese Capitals of Culture in 2024, 2025 and 2026. Inspired by the experience of Kaunas 2022 – European Capital of Culture, we will use and, if necessary, complement the guide for **media accessibility** produced by the Kaunas 2022 team with some other technical solutions that may arise until 2026 to deliver in 2027, incorporating accessibility and usability at the highest standards in the Évora 2027 access, as demanded by EU Audio-visual Media Services Directive (2016).

As already mentioned, the **Meeting Line – Cultural Resource Centre** will be managed by a new organic unit of the Intermunicipal Community of Central Alentejo, a member of the Executive Committee Évora 2027, as a legacy project. Until the end of 2023, this unit will be working on deepening the Meeting Line's mission and programme, researching mapping additional needs of the cultural and artistic sector and civil society, coordination with local/regional communities and other key stakeholders and developing partnerships with similar international platforms.

Some projects that will be started and developed by the Meeting Line from 2024 are:

Meeting Line Programme

PROJECT TITLE	TARGET GROUP	AIM
Wandering Guides Training	Youth Elderly Workers	Strengthen the role of cultural volunteering, improving the way it is done, making it more attractive, and raising its status. Create the Évora Cultural Volunteering Service (digital platform).
Digital Citizen Journalism Bootcamp	Youth Workers Underrepresented communities	Empower individuals to engage in public discourse in the digital age. Bridge gaps in the local/regional media coverage.
Communication Bootcamps	Cultural and artistic sector	Improve communication skills of artists and cultural organisations.
Summer School for entrepreneurs and artists	Entrepreneurs and artists	Enhance private fundraising skills of local stakeholders (entrepreneurs and the cultural and arts sector).
Creative path	School groupings of the Central Alentejo	Create a digital tool (Cultural ID app) for archiving individual cultural experiences.
Learning	Cultural workers	Develop a training programme for professionals in the cultural field to increase the public's knowledge and understanding of art (Intermunicipal Community of Central Alentejo and University of Évora).
Reconnecting the cultural life of the city with audiences	Local and regional cultural institutions	Develop a joint plan with cultural organisations and artists for audience development and widening (including the removal of barriers to participation in cultural activities).



4.2 SPECIFIC ACTIONS TOWARDS YOUNG PEOPLE, MINORITIES, PERSONS WITH DISABILITIES, THE ELDERLY OR OTHER GROUPS THAT MIGHT BE DISADVANTAGED IN ACCESSING CULTURE. DESCRIBE YOUR PLANS FOR AUDIENCE DEVELOPMENT AND THE LINK WITH EDUCATION AND PARTICIPATION OF SCHOOLS.

As stated in the selection Bidbook, Évora 2027 tackles accessibility and inclusion in their broadest sense, considering the needs of various audiences and ensuring respect for diversity and equity. The main goal is to guarantee cultural access as a fundamental human right. Therefore, in line with one of the Panel's recommendations, we started identifying strategic partnerships within the third sector and/or informal gatekeepers. These already include:

- The Local Council for Social Action of the Évora Council, which is composed of 120 third-sector institutions, including a multi-institutional working group on disability (cognitive and physical);
- The representation of the Alentejo Social Innovation programme;
- The Local Housing Plan team, which has developed a close relationship with the city's most underprivileged areas as part of their work.

The strategy to increase access to culture (audience development) will be led by Generation 2027, the advisory board of Évora 2027's governance and management bodies for diversity and equity. This intergenerational community will comprise at least one representative from different social, gendered, generational, physical and cognitive abilities, cultural and geographical diversity and representativeness. In

2024, after recruiting the Outreach team, we will prepare the open call for registrations and start the strategic planning of the programme. We have defined the functional content of Generation 2027 in the selection Bidbook. However, it will be up to this community to determine its overall activity plan for the coming years, co-working with the Évora 2027 Outreach team. The programme of activities should be presented in the beginning of 2025.

Although we have not yet recruited the Outreach team, the Évora 2027 team, taking advantage of the beginning of the school year, will make a presentation of the annual cultural education programme in the school groupings of Central Alentejo, including specific projects such as **Indisciplining, Disarranging, Cultural ID App, Learning**, but also **Generation 2027** project. The open call **Our Voice**, which gives young people a preeminent public voice in 2027, will be launched in February 2025.

4.3 OUTREACH MILESTONES 2024-2025.

The table below indicates some planned activities designed for some of the Outreach projects between 2023 and 2025. One of the most prioritized activities is recruiting the Outreach team, which is planned for January 2024, and the constitution of the Évora 2027 Scientific Council for Culture (which includes the working group in charge of the specific monitoring and evaluation activity of Outreach programmes).

Outreach Milestones

OUTREACH PROGRAMMES	PROJECT	TARGET GROUP	AIMS	ACTIVITIES
The Voice that Matters	Outlining the Visual Identity	From experts to those less experienced in graphic design, from children to the elderly.	Invite people to share their views about the city, the region and Europe as a whole, and especially about Évora 2027's proposal, using words, images, drawings, objects.	<p>Prepare the open call for researchers (2024).</p> <p>Organise a new workshop for children aged 6-10 (2023).</p> <p>Launch of the mini-documentary Outlining the Visual Identity (2023).</p> <p>Organise new workshops for design students and recent graduates, handcrafters, older adults, young people, Erasmus students, underrepresented communities (2024, 2025, 2026); Generation 2027 (2025, 2026).</p>
Wandering around/You don't just visit the Alentejo – Hospitality Programme	Vagar: Guidance	Alentejo inhabitants	<p>Expand the “vagar” tourist experience to the entire region.</p> <p>Create an illustrated e-book with specific guidance about how to take time, how to take advantage of silence, value rest, and enjoy the shade provided by the trees.</p>	<p>Launch an open call for Alentejo inhabitants to work with the Évora 2027's Outreach team (2025).</p>
Wandering Guides – International Volunteering Programme		Youth Elderly Workers	<p>Create an intergenerational community with huge cultural and social diversity – and a strong will to create change – that plays an active part in Évora 2027 implementation.</p> <p>Improve the participants' knowledge of the city and region, of European values, of European Capital of Culture initiative and of Évora 2027 and the concept of “vagar”.</p>	<p>Promote a two-day workshop to share knowledge and practices between European Capitals of Culture teams, local organisations and Portuguese Capitals of Culture teams on cultural volunteering (2024).</p> <p>Create a shared strategy with Liepāja and the Portuguese Capitals of Culture (2024).</p> <p>Public presentation of the Wandering Guides International Volunteering Programme + Wandering Guides Training (Meeting Line) (2024).</p> <p>Lay the foundation for the creation of the Wandering Guides International Programme (2024).</p> <p>Prepare and launch the first open call for volunteers (2024).</p> <p>Prepare the first exchange trip of 10 Évora 2027 volunteers to the current European Capitals of Culture: Bad Ischl (Austria), Tartu (Estonia) and Bodø (Norway) (2024).</p>
Be Aware of Évora 2027		Taxi drivers, bus drivers, vendors, tourist guides, tourism technicians, tourism students studying in the region, tourist entertainment companies, local accommodation units and hotels, among others.	Ensure that everyone knows what to say and how to talk about Évora 2027.	<p>Map the needs of communities involved in welcoming visitors to the city and region (2024).</p> <p>Define the Évora 2027 hospitality programme in articulation with regional Tourism entities (2024).</p> <p>Public presentation for communities involved in welcoming visitors (2024).</p>

5. MANAGEMENT

5.1 DESCRIBE THE STEPS YOU HAVE TAKEN TO SET UP THE ECoC GOVERNANCE, MANAGEMENT AND ADMINISTRATIVE STRUCTURES AND PROCESSES, AS WELL AS THE OUTCOME OF YOUR EFFORTS (OVERALL ARCHITECTURE). DO SPECIFY:

5.1.1. The legal structure and statutes of the ECoC delivery body; the structure, composition and working of the Board; the relationship between the Board and the ECoC executive team; the relationship between the delivery body (Board and executive team) and the various territorial levels of Government and public administration.

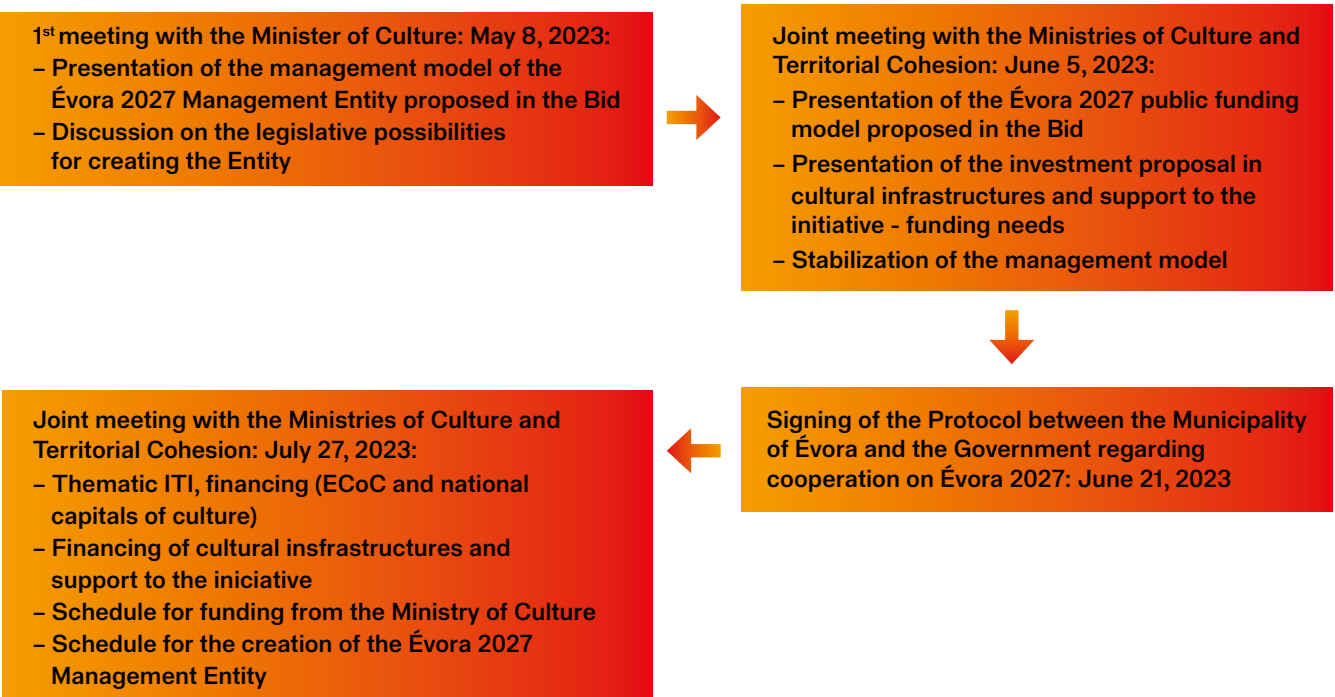
As previously mentioned, there has been intense work associated with the establishment of the Évora 2027 managing entity, which has proven to be particularly challenging due to various reasons, considering Portuguese legislation, such as the following.

- The aggregation of public and private entities into a non-profit Association, as proposed, requires obtaining authorizations at various decision-making levels and obtaining prior approval from the Portuguese Court of Auditors, as most of the members manage public funds.

- The assumption that this entity will have all participating entities of the Évora 2027 Executive Committee as founding members comes amidst a challenging legislative framework. As part of the ongoing process of decentralization of State competencies in Portugal, the CCDRA – Coordination and Development Commission of the Alentejo Region – was transformed into a Public Institute, and in January of the next year, the Regional Directorate of Culture of Alentejo is expected to have its services absorbed by this Institute.

- The willingness of the Portuguese government to proceed with the creation of this Association through legislative means, integrating the members through different services, has opened up new negotiation fronts.

In this regard, continuous work has been carried out, both on technical and political negotiation aspects, as described below. The preparatory work for the creation of the Association has provided technical support to the political decision-making process associated with the establishment of Évora 2027 Association and has so far included the following milestones:



The mentioned Technical and Financial Feasibility Study of the Entity is necessary to obtain the prior approval from the Court of Auditors. An external team has been contracted for this purpose. The completion of this study has also allowed for the financial reprogramming of the budgets presented in the application, aligning them with the actual implementation timelines of the ongoing process. This temporal reprogramming will be presented in a separate chapter.

As of the report's closing date, the Évora 2027 management model has been stabilized based on the following assumptions. This model largely follows the proposal in the

application, incorporating recommendations for simplification made by the ECoC Panel of Experts and the Portuguese government:

The Évora 2027 Association will be a non-profit entity created with the aim of ensuring the planning, promotion, development, and execution of the Évora European Capital of Culture 2027 initiative.

The founding members of the Association are:

- Évora City Council;
- Portuguese State;
- Alentejo and Ribatejo Regional Tourism Authority;

- Alentejo Regional Coordination and Development Commission, IP;

- Intermunicipal Community of Central Alentejo;
- University of Évora;
- Eugénio de Almeida Foundation;
- Alentejo Regional Tourism Promotion Agency.

The governing bodies of the Association are the General Assembly (comprising all founding members), the General Assembly Board (President, Vice-President, and a member – ensuring the functioning of the General Assembly), the Board of Directors (three members elected by the Assembly, managing the operations under their strategic orientation), the Executive Secretariat (three members appointed to executive positions – including the CEO), and the Fiscal Council.

The consultative bodies of the Association are the Regional Council for Culture and the Scientific Council for Culture, and Generation 2027.

The Association adheres to the principle of financial transparency and must maintain organized accounting according to legal terms, in order to identify all financial, operational, and economic flows between the Association and its public and private members.

The human resources structure associated with the execution of the action remains in line with the assumptions outlined in the application.

Regarding the negotiation process associated with the political decision underlying the creation of the Évora 2027 Association, the main development milestones are described below:

According to the assumptions made in the previously mentioned meetings, it is expected that:

- The participation of Évora City Council in the Évora 2027 Association will be approved in a City Council and Municipal Assembly meeting in September 2023.

- All other partners will obtain the respective authorizations for participation in the Évora 2027 Association from their respective authorities during the month of September 2023.

- The approval of the statutes and legislative framework of the Évora 2027 Association will take place in the Council of Ministers in October 2023.

The main critical factor in this process is obtaining the prior approval from the Court of Auditors, which will follow the aforementioned process in Portugal, and its timeframe is uncertain. However, we are confident in the possibility of fulfilling the proposal outlined in the BidBook, establishing the Évora 2027 Association during the course of the year 2023.

Milestones of Évora 2027 Association



5.1.2. The staffing of the ECoC's delivery body; changes at the senior staff level (if appropriate with brief CVs) and responsibilities; the current staffing plan.

As stated in the application, the strategic orientation and technical execution during the transition period between the city's designation and the establishment of the managing entity have been handled by the Évora 2027 team Executive Committee and the Évora 2027 team responsible for preparing the selected candidacy. This approach has allowed for the maximization of expertise and efficiency by leveraging the experience gained during the application process and the best practices learned within the ECoC Family, where contacts and knowledge were strengthened.

As mentioned in the application, the Évora 2027 Executive Committee has continued to meet regularly to ensure the strategic guidance of the initiative's implementation. The Executive Director's responsibilities have been carried out by its President, Carlos Pinto de Sá, who is also the Mayor of Évora and the President of CIMAC, entities of pivotal relevance during this transition period, as explained earlier.

Under his direction, the functions associated with Communication and Marketing have been coordinated by

Marisa Miranda, who maintained the strategic orientation in this area. The technical resources associated with the relationship with municipal services have remained in the same framework of collaboration with Évora City Council.

The Artistic Direction has remained under the responsibility of Paula Garcia, with assistance from Fátima Alçada, who also contributed during the application phase. The collaborations developed to trigger the artistic and Outreach implementation, including strengthening the European Dimension, are detailed in their respective chapters.

It is worth noting that, given the timeline for the establishment of the Évora 2027 Association, it was decided to contract the team responsible for the ex-ante evaluation of the Évora 2027 process. This selected team will commence work in the third quarter of 2023.

5.1.3. Your current financial projections for your operating expenditures (please follow the tables in the Bidbook: Expenditure should be detailed in the first table, and Income in the second table) and indicate how firmly committed funding is; your plans for private sector funding and your audit arrangements.

As previously mentioned, it was necessary to reprogram the temporal investment plan, particularly in terms of the timing of fund transfers by the Portuguese government, and also considering the predictability for the opening of calls for Community funding, which will be explained below.

Additionally, the requirement to create a study on the technical and financial sustainability of the Évora 2027 Association allowed for a more specific and operational budget proposal. There are no significant changes to the funding model proposed in the application, apart from the

commitment to increase the allocation by 5 million euros for the territorialisation of the artistic programme in the Alentejo region.

At the time of the report's closure, negotiations with various partners regarding this matter are still ongoing. While we have noted this increase in funding, we have chosen not to include it in the projected allocation tables proportionally by major expenditure categories (Artistic Programme, Communication and Marketing, Salaries, General Expenses and Administration, and Monitoring and Evaluation).

Income to cover operating expenditure

FROM THE PUBLIC SECTOR		FROM THE PRIVATE SECTOR		TOTAL	
€	%	€	%	€	%
49 587 603,10	98	1 197 000,00	2	50 784 603,10	0

At this moment, negotiations regarding the timeline for the transfer of funds directly from the Portuguese State Budget have been concluded, and the following schedule has been established:

Évora 2027 Reprogramming – July 2023

	2022	2023	2024	2025	2026	2027	2028
European Union	€ -	€ 150 000,00	€ 300 000,00	€ 500 000,00	€ 4 550 000,00	€ 4 000 000,00	€ 500 000,00
National Government – TP	€ -	€ -	€ 500 000,00	€ 500 000,00	€ 1 000 000,00	€ 2 000 000,00	€ -
National Government – SB	€ -	€ -	€ 2 045 444,31	€ 3 756 918,31	€ 3 621 744,31	€ 5 575 893,07	€ -
City of Évora	€ 518 203,10	€ 700 000,00	€ 500 000,00	€ 2 500 000,00	€ 2 002 750,00	€ 3 060 000,00	€ 1 239 000,00
Region – CIMAC	€ 67 650,00	€ 500 000,00	€ 300 000,00	€ 300 000,00	€ 800 000,00	€ 3 000 000,00	€ 100 000,00
Sponsors	€ -	€ -	€ 20 000,00	€ 50 000,00	€ 270 000,00	€ 837 000,00	€ 20 000,00
Other	€ -	€ -	€ -	€ -	€ -	€ -	€ -

YEARS	PROGRAMME EXPENSES		COMMUNICATION AND MARKETING		SALARIES, GENERAL EXPENSES, AND ADMINISTRATION		MONITORING AND EVALUATION	
2022	€	%	€	%	€	%	€	%
	15 925,90	0,05	130 000,00	1,89	439 927,20	7	0,00	0
2023	€	%	€	%	€	%	€	%
	302 000,10	3,45	272 826,40	3,85	712 940,44	11	60 000,00	10
2024	€	%	€	%	€	%	€	%
	2 020 460,00	6,00	467 702,40	6,60	1 024 984,31	16	100 000,00	17
2025	€	%	€	%	€	%	€	%
	5 231 934,00	15,0	1 240 746,88	18,92	1 024 984,31	16	100 000,00	17
2026	€	%	€	%	€	%	€	%
	9 146 760,00	26,0	1 853 011,84	27,56	1 024 984,31	16	100 000,00	17
2027	€	%	€	%	€	%	€	%
	14 235 360,00	47,0	2 369 411,08	33,45	1 385 512,94	21	140 000,00	23
2028	€	%	€	%	€	%	€	%
	899 360,00	2,50	551 711,68	7,73	834 059,31	13	100 000,00	17

As mentioned in the candidacy, the State Budget in Portugal is annual, and therefore, we are awaiting the inclusion of the allocated funds in the budgets for 2024 and subsequent years. The same applies to the budgets of Évora City Council and the Intermunicipal Community of Central Alentejo (CIMAC).

There is still some uncertainty regarding the date and conditions of the fund transfer from Turismo de Portugal, but we are confident that the Évora 2027 Association will submit the necessary application to access these funds during the first half of 2024, in time to execute the planned investments for this year.

Regarding the revenues and capital expenditure schedule, there is no justification for any changes at this stage compared to what was budgeted during the candidacy phase.

5.1.4. Your plans and current perspectives on using European Union funding, including (but not limited to) ERDF and ESF.

While final guidelines are still pending from the respective managing authorities regarding the schedule for accessing EU funds, the Évora 2027 team has been actively engaged in a busy schedule of meetings with the Alentejo Regional Program Management Authority 2030.

These meetings have primarily focused on determining the eligibility of the planned expenses and their regulatory framework. We expect that this funding framework can be finalized by September 2023, ensuring that the calls for applications can be launched and responded to by the Évora 2027 management entity in January 2024.

The delay compared to the timeline initially proposed during the candidacy has inevitably created some constraints for the implementation of the artistic programme. However, it has been assured by the Programme Management Authority that the eligibility of expenses relates back to the start of

the Alentejo Regional Program (2021), and both Évora City Council and CIMAC have been covering the essential expenses to continue the work.

As the teams responsible for financial management and project management are not yet in place, the collaboration with the consultancy firm coordinated by Oliveira das Neves, which was involved during the candidacy phase, will continue. This consultancy firm has also been identifying additional funding opportunities outside the Regional Program that could leverage or create relevant synergies with the Évora 2027 Programme.

The design of the application by Évora City Council to access the 5 million euros dedicated to the territorialisation of the Évora 2027 Programme in the Alentejo region is more advanced. This application aims to integrate a national-level strategy, bringing Évora together with the National Capitals of Culture already designated on the Portuguese mainland: Aveiro and Braga. It involves the design of an Integrated Territorial Instrument focused on culture, and the call for applications is expected to close in October. Alignment with national and regional partners is currently underway.

Finally, we highlight the close collaboration between the Évora 2027 team and the Municipal Services responsible for preparing applications for EU funding for the renovation/ construction of various cultural facilities and infrastructure improvement projects considered in the candidacy.

We also highlight the same cooperation model in the design of an application for the European Urban Initiative to create a Creative Hub/Condominium in the space of the Old EPAC Granaries (*Antigos Celeiros da EPAC*) in Évora. This investment of approximately 5 million euros, not initially included in the BidBook, represents a significant development in the implementation of the 2030 Strategy and the Cultural Action Plan, and it is a crucial element in the densification of the local cultural and creative sector.



5.1.5. Your marketing and communication strategy.

As stated in the selection Bidbook, the year 2023 has been dedicated to affirming Évora as the European Capital of Culture, spreading the meaning of “vagar” and the sense of being the European Capital. The main goal was to promote interest in and connection with the Évora 2027 proposal among city and regional audiences.

Évora's enthusiasm for becoming the European Capital of Culture was translated into the launch of a multimedia marketing campaign on 7 December 2022. This campaign gave visibility to the announcement and the initiative on the city streets, the region and the digital environment. The chosen message "É_27", which celebrates the year that will change the future of the city and which will be the culmination of the journey, takes advantage of the fact that the first letter of the city's name is also the first letter of Europe and, in Portuguese, is one of the conjugations of the verb Being, due to the accent mark. **We proudly displayed “Évora É/is 27, É/is European Capital of Culture” on buses circulating in the city, on the main highways of the region, on posters, advertising billboards, flags, promotional stand, shop windows, and on our promotional products like bags and shirts.**

We also considered the slogan "vagar: an(other)

art of existence", which has been very popular since the application phase, when we created the first multimedia marketing **campaign** based on the concept presented by Évora 2027 to Europe and the world. Deeply rooted in the region's cultural identity, the **"vagar" concept was quickly integrated into the public discourse of the region at local, regional, national and international levels.** This included public interventions by various stakeholders in local and international visits, development strategies and even Communication and Marketing strategies for the territory (for instance, tourism) and products with the most significant potential for internationalisation. And, with one or two exceptions, the concept has remained close to the principles defined in the Évora 2027 initiative. This has allowed us to monitor its good perception.

Despite the enthusiasm for Évora as European Capital of Culture, the first months were also confused about what it meant to be European Capital of Culture and what would really happen. Therefore, it became necessary to **invest more communication resources in explaining what the implementation phase of Évora 2027 entailed and in disseminating the Bidbook as a commitment document and a map.**

These are some of the communication actions developed:

- The Bidbook in Portuguese and English has been made available on the Évora 2027 website. It is also available on the website of GEPAC, the management authority of the European Capital of Culture initiative in Portugal. We are also developing a brochure. This will be an easy-to-read version of the Bidbook;
- The selected BidBook was presented to the representatives of the municipalities of Central Alentejo and, by the end of last year, to the other three sub-regions of Alentejo, as were the next steps in the implementation of Évora 2027, particularly regarding the involvement of the Évora region;
- Presence at fairs aimed to disseminate the Bidbook by redesigning the promotional stand to include new content from what was written as Évora's proposal for 2027;
- The City Day held on 29 June, which brought together several key stakeholders from different areas, was also dedicated to explaining the Évora 2027 implementation phase in detail, with a spoken intervention by Paula Mota Garcia, Évora 2027 team Coordinator;
- A campaign to demystify the Bidbook was launched on social media.

To ensure the visibility and reputation of the Évora 2027 brand and the ECoC brand, we also developed the communication rules and procedures for the Executive Committee's use of the Évora 2027 brand and requested clarification from the Portuguese Managing Authority on the framework for Communication and Marketing of the ECoC initiative. We are currently in the process of integrating these rules into the communication channels of Évora 2027.

Although the Communication and Outreach Team still needs to be set up, as we mentioned in the Outreach section before, following one of the recommendations made by the Panel, we have started discussions to **improve the digital communication plan and its accessibility.** Over the past few months, we have developed a central discourse aligned with the Évora 2027 brand identity and coherent across all communication channels to reinforce the brand image. We are now investing our efforts in ensuring our

content is easy to understand. This is an ongoing job, as seen in the Communication and Marketing milestones charter.

We have created the Évora 2027 **LinkedIn page** and invested in creating engaging visuals and videos for each media platform. Although we know their reach, we are not yet present on networks such as Twitter and TikTok, as they do not seem consistent with our brand values. We have been investing in **encouraging audience engagement and interaction across all media channels** (responding to comments, launching calls to action, and fostering a community around our brand). In the **creation of engaging visuals and videos** for each platform, we focus on tailoring the content to suit the specific format and requirements of each channel, while maintaining consistent branding and **planning the timing and frequency of our social media activity**, taking into consideration factors such as seasonality, events, and holidays, in line with our “vagar” concept. We have also begun **redesigning our website** to comply with accessibility rules and support other functionalities and articulation with other digital platforms (mentioned in the Outreach section) dedicated to the production and dissemination of artistic and cultural content and creative content that people can produce themselves about the concept of “vagar” itself or the cultural and artistic programme.

As part of the Évora 2027's policy of contention and sustainability, we met with Common Origins/Situated Crafts, project leaders of the **Évora 2027 Product Collection** project, to lay the foundations for the launch of merchandise products in line with the cultural and artistic programme and the Évora 2027's graphic visual identity, using local materials and craft techniques.

The cities of **Liepāja (Latvia) and Évora**, designated to host the title in 2027, signed a Memorandum of Understanding to promote cooperation as European Capitals of Culture. The communication plan for the signing ceremony, which took place in Évora, was developed with the Liepāja 2027 team. The event was broadcast live on the Évora 2027 and Liepāja 2027 digital platforms. During the visit to Liepāja, planned for the last quarter of this year, we will discuss the development of a joint and wide-ranging Communication and Marketing strategy for the international promotion of Évora and Liepāja as European Capitals of Culture, which we will continue to refine over the next year

5.1.6. The current media and public reaction to the ECoC.

We are unlikely to forget 7 December 2022, as the words of Beatriz Garcia, president of the Panel of Experts that evaluated Portuguese cities' candidacies, still echo throughout Alentejo. "It is with great satisfaction that the European Capital of Culture selection Panel for 2027 proposes the city of.... (followed by the longest silence ever) ... ÉVORA". The months leading up to the spring of 2023 were a time for celebrations such as the Alentejo had not experienced for a long time. A sense of belonging was reborn, and hope for the future prevailed. People walked down the streets smiling, and it wasn't just because Christmas was approaching. Several municipalities approved congratulatory motions, and the mailboxes of the Executive Committee and the Évora 2027 team overflowed with positive messages. The spirit of “vagar” permeated everywhere. However, there is a special message that continues to resonate: "Thank you for everything. My

5-year-old daughter can now grow up in Alentejo."

The endorsement of Évora as the European Capital of Culture generated an enthusiastic public reaction. The news of Évora's designation received extensive coverage in various media outlets, including printed and digital media, television, radio, international, national, local and regional media (not only from Alentejo but from other regions of the country). Notably, the national TV and the three private TV channels broadcasted reports on the theme, and the jury's decision was announced on Prime Time. Over the past five months, Évora's visibility has significantly increased.

Between 7 December 2022 and 7 July 2023, the overwhelming majority of the monitored 152 articles published in the press about Évora 2027 have been informative and expressed a positive tone, reflecting the enthusiasm for the concept and proposal of Évora 2027. The media coverage often highlights the significance and relevance of the “vagar” concept, which is frequently referenced in the headlines, emphasizing its identity strength. Furthermore, the media coverage emphasizes the importance of the European Capital of Culture title for the city, the region, and Portugal as a whole. This positive perception of Évora 2027 is consistently evident across various communication channels and geographical areas.

In their coverage of Évora 2027, the national media, in particular, present a generally enthusiastic perspective. They have actively engaged in covering the initiative and often include interviews with key representatives of Évora 2027, such as Paula Mota Garcia, Coordinator of the Évora 2027 team, and Carlos Pinto de Sá, Mayor of Évora. Additionally, when visiting the city, the national media seeks to portray the current cultural landscape of Évora, often including interviews with cultural agents of the city to provide their perspectives on Évora 2027 and its significance. Although there is national media interest, it is clear that at this stage it is the regional media that are most closely following and scrutinising Évora 2027's every move.

On social media, despite the very occasional negative comments (from individuals who mistakenly criticize Évora City Council instead of Évora 2027), usually published by the same people, something we already know is common in other ECoCs and which we have naturally dealt with by responding and clarifying people, the overall perception is highly positive, particularly the reactions to publications about Évora's victory.

In the following table, we present some results of the Communication and Marketing Strategy, monitored between 7 December 2022, the date of Évora's designation as European Capital of Culture 2027, and 7 July 2023.

Some results of the Communication and Marketing Strategy (7 December 2022 - 7 July 2023)

	NUMBERS	
Visitors on the Évora 2027 website	6872	An increase of 208%, with 12,777 unique views, with an average visit duration of 3m and 26 seconds (+22.6%). The primary source of incoming traffic was search engines (2929 entries), followed by social media (307 entries).
BidBook downloads	1172	It was the most visited page on the website.
Instagram followers	3330	
Facebook followers	4506	
LinkedIn followers	176	The Évora 2027 LinkedIn page was launched in March 2023. By 7 July 2023, it had received 300 page views, 4,843 impressions and 120 unique visitors. The average engagement rate was 12.02.
YouTube subscribers	381	Évora 2027's YouTube channel recorded 10,831 views, around 170K impressions and a total viewing time of 404,5 hours. During this period, we gained 106 new subscribers.
Videos on Évora 2027 YouTube channel	65 (PT/ENG)	
Posts on Évora 2027 Instagram page	113	With this activity, Évora 2027's Facebook and Instagram profiles achieved evident growth: we increased the frequency of publication (5.6% on IG and 9.4% on FB), and the set of publications, adding the two social media Évora 2027 had a reach close to 180K. The pace of publications and content was reflected in a median of 70 likes, comments and shares per post on Instagram, representing a 45% growth in this engagement parameter.
Posts on Évora 2027 Facebook page	109	
Press releases	7	
Media news about Évora 2027	152	December: 79 reports AVE (Advertising Value Equivalent): 1,443,225,6€ From January to 7 July: 73 reports AVE: 358,533,8€
Presence in fairs	3	São João (popular) fair; Bolsa de Turismo de Lisboa Travel Market; FITUR International Tourism Trade Fair.
Merchandising	2388	We have distributed different merchandising pieces with local, regional, national and international reach.

5.1.7. Communication and Outreach Milestones.

Some of the Communication and Marketing Milestones already planned are identified in the following table:

ACTIONS	TIMELINE	ACTIVITIES
Logo and naming protection strategy	2023	Develop the plan for protection of the trademark. Define the rules and procedures for the use of the brand Évora 2027 by third parties.
Visual identity	2023	Organise a public event for the presentation of the visual identity and the Outlining the Visual Identity project.
International Communication and Marketing Strategy	2023-2024	Define the action plan for implementing the international Communication and Marketing Strategy, the mobility programme for local and regional journalists, and the hospitality programme for international and Portuguese diaspora journalists in collaboration with tourism entities.
Cooperation with Liepāja 2027	2023-2024	Define the joint Communication Plan for promoting Évora 2027 and Liepāja 2027 as European Capitals of Culture.
Cooperation with Portuguese Capitals of Culture	2023-2026	Define the joint Communication Plan of Évora 2027 with The Portuguese Capitals of Culture.
Multimedia Marketing Campaigns	2024	Prepare a local, regional, national and international Multimedia Marketing Campaign dedicated to “vagar”, to be launched at the beginning of 2024.
	2025	Prepare an International Multimedia Marketing Campaign dedicated to the joint promotion of Évora and Liepāja as European Capitals of Culture.
Living lab dedicated to testing and experimenting the generated content	2024	Create a diverse group under the umbrella of Generation 2027.
Legions of Évora 2027 fans	2024	Develop a Communication Plan to involve sports clubs, athletes, and sports fans in disseminating the Évora 2027 initiative.
Merchandising	2024-2025	Launch the Évora 2027 Product Collection project.
Private sponsors	2024	Create a marketing general/golden sponsorship package with benefits allocated accordingly: • For sponsors interested in exposure and visibility of their brands – establishing categories and quotas based on contributions. • For sponsors interested in cross-fertilising the values of their brand with the message and moments of Évora 2027. • For sponsors interested in specific projects from the artistic and cultural programme or other elements of the candidacy (volunteer programme, transport, etc.) that fit with the mission and values of these entrepreneurs. • Organise special Évora 2027 exposure events to present 10 or 15 projects at each event to map projects of interest for the private sector.

ANNEXES



Memorando de Entendimento entre a cidade de Liepāja (República da Letónia) e a cidade de Évora (República Portuguesa)

relativo à cooperação na iniciativa
"Capital Europeia da Cultura 2027"

Este Memorando de Entendimento é assinado entre as Capitais Europeias da Cultura em 2027 – a cidade de Liepāja e a cidade de Évora.

As duas cidades comprometem-se a promover a cooperação mútua na execução das iniciativas "Liepāja 2027" e "Évora 2027", particularmente no que respeita a projetos culturais que cumpram os seguintes objetivos:

- Capacitação de organizações culturais e instituições de educação cultural;
- Realização de programas de intercâmbio para profissionais e especialistas nas áreas da cultura e da educação;
- Organização de eventos culturais intersectoriais, nomeadamente com as áreas da digitalização, educação, indústrias criativas, ou outras;
- Contributo para o desenvolvimento socioeconómico de ambas as cidades;
- Realização de atividades de *marketing* e comunicação para atrair a atenção dos públicos e dos *media* letões, portugueses, europeus e internacionais;
- Promoção de fluxos turísticos entre as duas cidades;
- Reforço da identidade local;
- Implementação de projetos de cooperação com os sectores público, privado e não governamental;
- Captação de recursos financeiros de fontes diversas, incluindo fundos da União Europeia e do sector privado.

No âmbito desta cooperação, as cidades de Liepāja e de Évora assinarão acordos autónomos para a execução das atividades e projetos específicos, em conformidade com o presente Memorando de Entendimento.

As duas Cidades devem assegurar uma troca regular de informação sobre a execução da iniciativa ECoC.

O presente Memorando é assinado em duplicado, nas línguas letã e portuguesa, e terá a mesma força jurídica.

Assinado em Évora, Portugal, a 14 de abril de 2023.

O Presidente da Câmara Municipal de
Liepāja

Gunārs Anšņs

O Presidente da Câmara Municipal de
Évora

Carlos Pinto de Sá

Annex II - Current Status of the artistic and cultural programme

ARTISTIC AND CULTURAL PROGRAMME	DEVELOPMENT LEVEL	BUDGET	PARTNERS INVOLDED
Opening and Closing Ceremony	MACNAS company is visiting Alentejo nov'23 and meet with the local project leader Imaginário Association and do a report for the Artistic Director (AD).	€ 1 700 000,00	Intermunicipal Communities of Central Alentejo, Litoral Alentejo, Baixo Alentejo and Alto Alentejo; other local and internacional partners to be involved
The Vagar Academy	The group work is preparing a proposal to the AD	€ 500 000,00	University of Évora; other local, national and international partners to be involved
Meeting Line_cultural resource centre	A new organic unit is being created under the Intermunicipal Community of Central Alentejo to be the leader of the project	€ 3 000 000,00	Intermunicipal Communities of Central Alentejo, Litoral Alentejo, Baixo Alentejo and Alto Alentejo; other local and internacional partners to be involved
Our voice (open call)	To be launched in 2025 after development and decision by the AD	€ 500 000,00	Intermunicipal Communities of Central Alentejo, Litoral Alentejo, Baixo Alentejo and Alto Alentejo; other local and internacional partners to be involved
Our festival (open call)	To be launched in 2025 after development and decision by the AD	€ 500 000,00	Intermunicipal Communities of Central Alentejo, Litoral Alentejo, Baixo Alentejo and Alto Alentejo; other local and internacional partners to be involved
Our turn (open call)	To be launched in 2024 after development and decision by the AD	€ 2 000 000,00	Intermunicipal Communities of Central Alentejo, Litoral Alentejo, Baixo Alentejo and Alto Alentejo; other local and internacional partners to be involved
Our lab (open call)	To be launched in 2024 after development and decision by the AD	€ 6 000 000,00	Intermunicipal Communities of Central Alentejo, Litoral Alentejo, Baixo Alentejo and Alto Alentejo; other local and internacional partners to be involved
SPACE			
In the light of sound	Confirmation of the artists involved; Anna Thorvaldsdottir is visiting Évora april 2024	€ 100 000,00	Confirmed as refered in the BidBook and the interest of Bourges 2028 (candidate city) and the Centre D'Écoute d'Espace (FR)
A tale from the stars	Project leader and artists confirmed and look forward to meet with the AD	€ 150 000,00	Confirmed as refered in the BidBook
The other side: Okato	Project leader confirmed and look forward to meet with the AD	€ 80 000,00	Confirmed as refered in the BidBook
Dive	Project leader confirmed and look forward to meet with the AD	€ 90 000,00	Confirmed as refered in the BidBook
Sun celebration	Project leader confirmed and look forward to meet with the AD	€ 150 000,00	Besides the ones on BidBook the English Heritage Trust, Historic England, National Trust, Wiltshire Council Archaeology Service and ASAHRG (Avebury & Stonehenge Historical & Archaeological Research Group are joining
Under a neon sky	Project leader confirmed and look forward to meet with the AD	€ 90 000,00	Confirmed as refered in the BidBook
Matters of silence	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as refered in the BidBook
Gastronomy: beauty and resilience	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as refered in the BidBook and the interest of Oulu 2026, the Japones Gastronomy Festival and Bourges 2028 (candidate city)
Sculpting humanity	Project leader confirmed and look forward to meet with the AD	€ 200 000,00	Confirmed as refered in the BidBook

ARTISTIC AND CULTURAL PROGRAMME	DEVELOPMENT LEVEL	BUDGET	PARTNERS INVOLVED
SPACE			
Lament	Project leader confirmed and look forward to meet with the AD	€ 250 000,00	Confirmed as refered in the BidBook
Master the future	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as refered in the BidBook
Under water	Project leader confirmed and look forward to meet with the AD	€ 200 000,00	Confirmed as refered in the BidBook
Parasites and fungi: fables for a new era	Project leader confirmed and look forward to meet with the AD	€ 150 000,00	Confirmed as refered in the BidBook
There in the trees, green trees	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as refered in the BidBook
Landscape	Project leader confirmed and look forward to meet with the AD	€ 400 000,00	Confirmed as refered in the BidBook
Affections	Project leader confirmed and look forward to meet with the AD	€ 80 000,00	Confirmed as refered in the BidBook
A dance for the arena	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as refered in the BidBookand the interest of Bourges 2028 (candidate city) and La Maison de Culture de Bourges (FR)
A ceremony	Project leader confirmed and look forward to meet with the AD	€ 90 000,00	Confirmed as refered in the BidBook
Solitude	Project leader confirmed and look forward to meet with the AD	€ 100 000,00	Confirmed as refered in the BidBook
BIME_International Puppet Biennial	Project leader confirmed and look forward to meet with the AD	€ 100 000,00	Confirmed as refered in the BidBookand the interest of Bourges 2028 (candidate city) and the Centre Nationale de la Marionette (FR)
TIME			
The fair: beautiful, sustainable, together	Project leader confirmed and made exploration work on the fair's 2023 edition with a report for the AD	€ 1 000 000,00	Confirmed as refered in the BidBook
Break to reign	Project leader confirmed and look forward to meet with the AD	€ 200 000,00	Confirmed as refered in the BidBook
In the labyrinth of the city	Project leader confirmed and look forward to meet with the AD	€ 175 000,00	Confirmed as refered in the BidBook
Freedom to rethink the world	Project leader and artists confirmed and look forward to meet with the AD	€ 600 000,00	Confirmed as refered in the BidBook
To understand our time... to move on	Project leader confirmed and look forward to meet with the AD	€ 600 000,00	Confirmed as refered in the BidBook
Capturing vagar	Project leader and artists confirmed and look forward to meet with the AD	€ 750 000,00	Confirmed as refered in the BidBook
Collecting to rehearse the world	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as refered in the BidBook

Time Trilogy	Project leader and artist confirmed and look forward to meet with the AD	€ 250 000,00	Confirmed as referred in the BidBook
Again and again – theatre	Project leader confirmed and look forward to meet with the AD	€ 100 000,00	Confirmed as referred in the BidBook
Again and again – dance	Project leader confirmed and look forward to meet with the AD	€ 100 000,00	Confirmed as referred in the BidBook
Again and again – contemporary circus	Project leader confirmed and look forward to meet with the AD	€ 150 000,00	Confirmed as referred in the BidBook
Again and again – youth	Project leader confirmed and look forward to meet with the AD	€ 50 000,00	Confirmed as referred in the BidBook
The travelling light	Project leader confirmed and look forward to meet with the AD	€ 200 000,00	Confirmed as referred in the BidBook
Guadiana_ ibero-american-african literature biennial	Project leader confirmed and look forward to meet with the AD	€ 400 000,00	Confirmed as referred in the BidBook
Towards a new wave	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as referred in the BidBook
What will you really do?	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as referred in the BidBook
New residents	Project leader confirmed and look forward to meet with the AD	€ 200 000,00	Confirmed as referred in the BidBook
Popular poetry	Project leader confirmed and look forward to meet with the AD	€ 200 000,00	Confirmed as referred in the BidBook
Cante: songs of vagar	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as referred in the BidBook
Alma	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as referred in the BidBook

MATTER

Évora Cathedral Music Documentation and Interpretation Centre	Project leader confirmed and look forward to meet with the AD being some meetings taking place with some partners due the complexity of the legacy project.	€ 900 000,00	Confirmed as referred in the BidBook
Artists at the convent	Project leader confirmed and look forward to meet with the AD	€ 150 000,00	Confirmed as referred in the BidBook and the interest of Bourges 2028 (candidate city)
Under Malagueira's Sky: 50 years of habitat and community	Project leader confirmed and look forward to meet with the AD	€ 600 000,00	Confirmed as referred in the BidBook
PDAP – Artistic and pedagogical dvelopment project	Project leader confirmed and look forward to meet with the AD being some meetings taking place with some partners due the complexity of the legacy project.	€ 300 000,00	Confirmed as referred in the BidBook
Vaguear_Encountering traditional know-how	Project leader confirmed and look forward to meet with the AD being some meetings taking place with some partners due the complexity of the legacy project.	€ 600 000,00	Confirmed as referred in the BidBook
National Centre for Contemporary Dance	Project leader confirmed and look forward to meet with the AD being some meetings taking place with some partners due the complexity of the legacy project.	€ 900 000,00	Confirmed as referred in the BidBook
People's libraries	Project leader confirmed and look forward to meet with the AD	€ 800 000,00	Confirmed as referred in the BidBook
The Puppet House	Project leader confirmed and look forward to meet with the AD being some meetings taking place with some partners due the complexity of the legacy project.	€ 300 000,00	Confirmed as referred in the BidBook

CURRENT STATUS OF THE ARTISTIC AND CULTURAL PROGRAMME	DEVELOPMENT LEVEL	BUDGET	PARTNERS INVOLVED
MATTER			
People's libraries	Project leader confirmed and look forward to meet with the AD	€ 800 000,00	Confirmed as referred in the BidBook
The Puppet House	Project leader confirmed and look forward to meet with the AD being some meetings taking place with some partners due the complexity of the legacy project.	€ 300 000,00	Confirmed as referred in the BidBook
Greener heritage	Project leader confirmed and look forward to meet with the AD	€ 500 000,00	Confirmed as referred in the BidBook
X pictures	Project leader confirmed and look forward to meet with the AD	€ 400 000,00	Confirmed as referred in the BidBook
Heritage: dialogue and future	Project leader confirmed and look forward to meet with the AD	€ 120 000,00	Confirmed as referred in the BidBook
The emergency cord	Project leader confirmed and look forward to meet with the AD	€ 300 000,00	Confirmed as referred in the BidBook and the interest of Bourges 2028 (candidate city)



XXIII GOVERNO



Câmara Municipal

PROTOCOLO DE COOPERAÇÃO ENTRE AS ÁREAS GOVERNATIVAS DAS FINANÇAS, DA ECONOMIA E MAR, DA CULTURA, DA COESÃO TERRITORIAL E O MUNICÍPIO DE ÉVORA

Considerando que:

1. A ação Capital Europeia da Cultura (CEC) é uma iniciativa da União Europeia com maior reconhecimento público por parte dos cidadãos europeus;
2. As CEC procuram destacar a riqueza e diversidade das culturas na Europa, valorizar as características culturais que os europeus compartilham, aumentar o sentimento de pertença dos cidadãos europeus a um espaço cultural comum e fomentar a contribuição da cultura para o desenvolvimento das cidades;
3. As CEC são uma excelente oportunidade para regenerar as cidades, elevar o seu perfil internacional, melhorar a sua imagem, proporcionando um novo fôlego e um novo impulso à transformação cultural do território e das suas comunidades;
4. A designação de cidade de Évora para Capital Europeia da Cultura em 2027, por despacho n.º 31/2023/MC, de 14 de fevereiro, foi feita com base na proposta elaborada pelo Painel de jurados europeu no relatório de seleção final, publicado a 06 de fevereiro de 2023;
5. Esta designação proporciona a oportunidade à cidade de Évora e à região para alcançarem um novo patamar de desenvolvimento cultural, social, económico e turístico, nomeadamente através da valorização da qualidade da vida urbana, qualificação do espaço público e patrimonial e da consolidação de uma oferta cultural e artística inovadora e criativa, da densificação do setor cultural, da promoção e valorização turística da cidade e da região e de projeção para a Europa e para o Mundo.



XXIII GOVERNO



Câmara Municipal

É neste enquadramento que, entre o **ESTADO PORTUGUÊS**, neste ato representado pelo:

A área governativa das **Finanças**, aqui representada pelo Ministro das Finanças, Fernando Medina, na qualidade de Primeiro Outorgante;

A área governativa da **Economia e do Mar**, aqui representada pelo Ministro da Economia e Mar, António Costa Silva, na qualidade de Segundo Outorgante;

A área governativa da **Cultura**, aqui representada pelo Ministro da Cultura, Pedro Adão e Silva, na qualidade de Terceiro Outorgante;

A área governativa da **Coesão Territorial**, aqui representada pela Ministra da Coesão Territorial, Ana Abrunhosa, na qualidade de Quarto Outorgante;

E

O **Município de Évora**, aqui representado pelo Presidente da Câmara Municipal, Carlos Manuel Rodrigues Pinto de Sá, na qualidade de Quinto Outorgante;

É celebrado e reciprocamente aceite o presente Protocolo de Cooperação, adiante designado Protocolo, que se rege pelas cláusulas seguintes:

Cláusula Primeira

(Objeto)

1. O presente Protocolo tem por objeto definir os termos de cooperação, bem como a definição do apoio financeiro a prestar pelas diversas áreas governativas à entidade gestora de Évora Capital Europeia da Cultura 2027, tendo em vista o planeamento, promoção, desenvolvimento e execução da iniciativa Évora Capital Europeia da Cultura 2027 (Évora 2027).
2. Os termos e as condições do referido apoio serão definidos em sede legislativa e regulamentar própria, sendo posteriormente objeto de Protocolo de Financiamento a celebrar com a entidade gestora de Évora 2027, a criar.

Cláusula Segunda

(Obrigações dos outorgantes)

1. No âmbito do presente Protocolo, o financiamento público da entidade gestora de Évora Capital da Cultura 2027 é assegurado pelos Segundo, Terceiro e Quarto Outorgantes no valor de € 34.000.000,00 (trinta e quatro milhões de euros), o qual é repartido da seguinte forma:
 - a. Ao Segundo Outorgante, corresponde o montante de € 4.000.000,00 (quatro milhões de euros), para ações promocionais, o qual identifica o Turismo de Portugal como serviço da sua área governativa responsável pelo apoio financeiro, com recurso ao respetivo saldo de gerência, mediante candidatura, a prestar à entidade gestora de Évora Capital Europeia de Cultura 2027;
 - b. Ao Terceiro Outorgante, corresponde o montante de € 15.000.000,00 (quinze milhões de euros), para programação cultural, o qual identifica o Fundo Fomento Cultural como serviço da sua área governativa responsável pelo apoio financeiro a prestar à entidade gestora de Évora Capital Europeia de Cultura 2027;
 - c. O Quarto Outorgante, identifica o Programa Regional Alentejo 2030 como fonte de financiamento, mediante candidatura, a que corresponde o montante de € 10.000.000,00 (dez milhões de euros), para o programa geral da iniciativa Évora; e o montante de € 5.000.000,00 (cinco milhões de euros) para desenvolvimento do programa cultural e artístico de Évora 2027 nos territórios das Comunidades Intermunicipais do Alentejo, cuja implementação, conforme prevista no dossier de candidatura, será assegurada por um acordo entre a entidade gestora de Évora 2027 e aquelas Comunidades.
2. Os encargos financeiros referidos no número anterior têm financiamento nacional até € 15.000.000,00 (quinze milhões de euros), sendo o remanescente assegurado através de financiamento europeu.
3. Ao Quinto Outorgante, corresponde o montante de € 10.519.953,10 (dez milhões, quinhentos e dezanove mil, novecentos e cinquenta e três euros e dez cêntimos), como apoio financeiro à iniciativa Évora 2027.

Cláusula Terceira

(Entidade gestora)

- 1- O planeamento, a promoção, o desenvolvimento e a execução da iniciativa Évora Capital Europeia da Cultura 2027 ficarão a cargo de uma entidade gestora.
- 2- A entidade gestora será constituída pelo Estado Português e o Município de Évora, durante o ano de 2023, participando na constituição da entidade gestora as entidades públicas e privadas que constituem a Comissão Executiva Évora 2027.

Cláusula Quarta

(Património imobiliário público)

Mediante manifestação de interesse do Município de Évora, o Primeiro Outorgante avalia a possibilidade de cedência ou transferência de gestão de competências de imóveis para o desenvolvimento da iniciativa.

Cláusula Quinta

(Acompanhamento)

Os Outorgantes podem, a todo o tempo, proceder à verificação do cumprimento do presente protocolo, devendo prestar todos os esclarecimentos que lhe sejam solicitados pelas partes e facultar os documentos considerados adequados para o efeito.

Cláusula Sexta

(Alterações)

Quaisquer alterações ao presente Protocolo serão objeto de acordo prévio entre os Outorgantes e expressas em adenda que fará parte integrante do presente Protocolo.

Cláusula Sétima

(Vigência)

O presente Protocolo entra em vigor na data da sua assinatura e vigora até ao integral cumprimento de todas as obrigações dele emergentes, sem prejuízo dos direitos e obrigações que, pela sua natureza, devam perdurar para além da sua cessação.

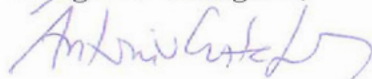
O presente Protocolo é celebrado de boa-fé, redigido em quintuplicado, de igual teor e forma, ficando um exemplar em poder de cada uma das partes, o qual vai ser assinado pelos representantes de cada Outorgante, com poderes para o efeito.

Évora, 21 junho 2023


O Primeiro Outorgante,



O Segundo Outorgante,



O Terceiro Outorgante,



O Quarto Outorgante,



O Quinto Outorgante,





Torre do Salvador,
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COMISSÃO EXECUTIVA / ÉVORA 2027 EXECUTIVE COMMITTEE

ÉVORA
Câmara Municipal

alentejo
Turismo do Alentejo - ERT

CCDR
ALENTEJO

cimac
COMISSÃO INTERMUNICIPAL
DO ALGARVE

FUNDAÇÃO
EUGÉNIO
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