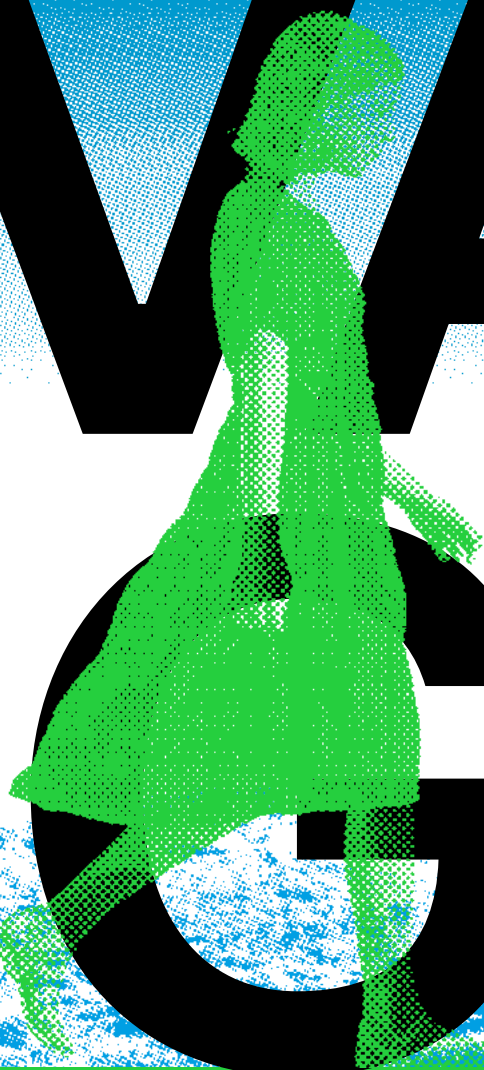


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Évora_____27
European Capital of Culture

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INTRODUCTION



"I am writing to a friend who will come."

Manuel Gusmão

Q. 01 ÉVORA 2027 CONCEPT

Dear fellow human beings, **do you remember our poetic and philosophical concept of *vagar*?**

We have been sharing it with our residents from all backgrounds through presentations, meetings, at the table, at the university, in neighborhoods, in cultural and sports associations, and in other institutions. Local people feel a strong connection to this idea of *vagar*. They have immediately recognized it as something rooted in this Mediterranean region in the south of Portugal, the heart of southern Europe. In the final phase, we have managed to make this untranslatable word *vagar* easily understood by international guests and partners, demonstrating that it offers a much-needed motto at both local and global levels.

Bearing in mind all of the feedback that we have collected, we have deepened the concept, remaining close to the original version but trying to fulfil its potential. Our inspiration comes from an ancestral way of being and living that remains in both Évora and the Alentejo – one expressed in interpersonal relationships; in speech; in the poetry of the Cante Alentejano; in the preservation of the heritage left by the civilisations that passed through here – like the Celts, Visigoths, Romans and Muslims; in our connection with nature, light and the sky; and in artistic creation.

We are elucidating this culture so that it can be understood by contemporary Europeans, finding and rescuing the democratic, pluralist and egalitarian spirit embedded in *vagar* to develop a holistic understanding of the challenges that we as a European collective currently face, providing time and space for new ideas. In recognition of the culture

that exists in this region, we define *vagar* as the full awareness that we as humans are always one with the universe – an awareness that questions our position of dominance within it. This approach involves coevolution, restraint, creation and construction, taking space and time, memory and collectivity, along with resilience and tension.

Why do we want to be the European Capital of Culture?

We see the European Capital of Culture as the chance to open up and reconnect Évora and the Alentejo to the rest of Europe, to empower their communities and restore their voice in both Portugal and the wider continent, calling on the concept of *vagar* to do so.

Due to a history of low investment and the prejudice centred on the stereotype of laziness that Évora and the Alentejo have suffered over the years, this region, despite its resilience, faces some significant issues. As a consequence, it is a challenging place to live and work, since there are many cultural, social and economic obstacles to be overcome. In a rapidly changing world, Évora and the Alentejo are also facing contemporary problems shared by the rest of Europe. These are compounded by various difficulties in collaborating at local, national and international levels, highlighted by the pandemic and the war in Ukraine, which have undoubtedly undermined perceptions of European cooperation.

Located in a peripheral region, Évora 2027 understands that a European Capital of Culture should highlight cultural diversity and cohesion, contributing to cultural, economic and social cooperation, and especially to inclusiveness, integration, well-being and sustainability, improving balance across Europe. In a certain way, these aims were identified in the Lisbon Treaty – whose 20th anniversary we will mark in 2027. Évora 2027 seeks to hold on to the European values that still bind us, fostering dialogue among nations, and promoting culture and art as significant tools for progress, peace and reconciliation. In order to sharpen the concept and make it more relevant to tackling European problems, we have refined our main goal and specific challenges in order to help the monitoring process and ensure that the project has an effective legacy.

Our main goal is to strengthen *vagar* as a principle for more peacefully coexisting with everything that surrounds us, including other people,

in order to reconnect Évora and the Alentejo to the rest of Europe; to foster social, cultural and economic development; to help overcome contemporary European challenges; and to develop new sustainable collaborations. To showcase *vagar* as an(other) art of existence.

What can we share with the rest of Europe?

Dear fellow Europeans, the planet has sounded the alarm. We are on the edge. Our continent faces a terrifying future. Europe and Europeans are confronted by an ecological crisis in the broadest sense – one that is not only environmental, but also political, economic, social and mental. And we are not being melodramatic. During the preparation phase of this candidacy, we have faced:

- a pandemic that has pushed us away from each other, weakening human relations and international cooperation among our societies;
- the failure of the leaders of the world's largest economies to set the limit for global warming at 1.5 degrees Celsius;

- a warning from the United Nations about the imminent extinction of the human species;
- people across the world losing their lives and livelihoods due to more deadly and more frequent heat waves, floods, wildfires and droughts triggered by the climate crisis;
- the weakening of the rule of law and democratic values in many parts of the globe;
- the dangers of invasion of privacy, manipulation of opinion, unemployment, and other negative consequences of too little regulation of artificial intelligence;
- a war affecting our beloved continent;
- rising inflation rate;
- energy crises.



During this time of so many disruptive events, we have strengthened our conviction that humanity needs to experience *vagar*. "*Vagar*" is a motto with which we can challenge ourselves as a community to think about and reposition ourselves in relation to all that surrounds us. We want more than ever to embrace our local cultural heritage of *vagar*, working to make it available to the rest of Europe. Évora 2027 seeks to do this, building the capacity to make it happen. We are certain that *vagar* is our path to a more desirable, beautiful, and peaceful future. *Vagar*: an(other) art of existence.

GOALS



**TO STRENGTHEN VAGAR
AS A PRINCIPLE FOR A MORE
PEACEFUL COEXISTENCE
WITH EVERYTHING THAT
SURROUNDS US,
INCLUDING OTHER PEOPLE**

**TO RECONNECT ÉVORA AND THE ALENTEJO TO THE REST
OF EUROPE, EMPOWER THEIR COMMUNITIES AND RESTORE
THEIR VOICE.**

TO FOSTER SOCIAL, CULTURAL AND ECONOMIC DEVELOPMENT.

**TO CONTRIBUTE TO OVERCOMING CONTEMPORARY EUROPEAN
CHALLENGES.**

**TO DEVELOP NEW SUSTAINABLE REGIONAL, NATIONAL
AND INTERNATIONAL CULTURAL COLLABORATIONS.**

The background of the image features a person wearing a bright red, short-sleeved shirt, partially visible on the left side. The person's head is tilted back, and their arms are raised. To the right, there is a large, pink, curved object that resembles a modern piece of furniture or a large container. The overall color palette is dominated by red and pink, with a soft, blurred effect.

CONTRI- BUTION TO THE LONG- TERM STRATE- GY

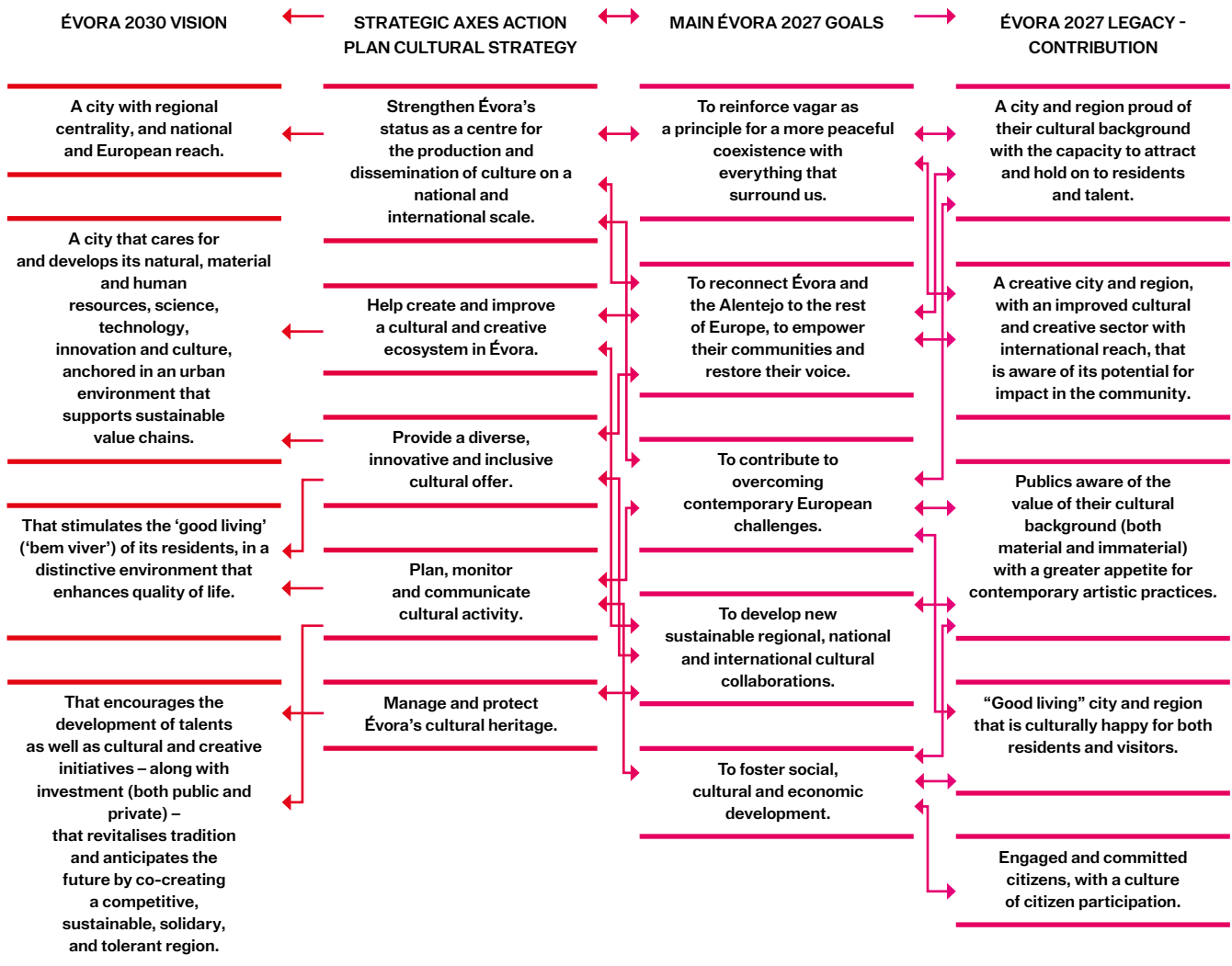
Q. 02

CHANGES TO THE CULTURAL STRATEGY: HOW ÉVORA 2027 CONTRIBUTES TO ITS PRIORITIES

The Évora 2030 strategy was the result of a broad consultation process involving a diverse range of citizens and representatives from the public and private sectors. This strategy was unanimously approved in a City Council Meeting on 11 August 2021, and also in the Municipal Assembly on 30 September 2021.

Évora has long been a leader in Portugal in urban and spatial planning, but especially in culture. The municipality's first Cultural Strategic Plan was approved in 1999, and in 2020, the opportunity arose once again to re-imagine the city around culture, focusing on its current status as – and its ambition to be – a city of culture, of cultures.

With the approval of Strategy 2030 and the selection of Évora 2027 for the second phase of the ECOC competition, the opportunity also arose to revisit the Cultural Strategy Action Plan, going into more depth by identifying axes of intervention that will reinforce Évora's centrality, its national and international reputation as a cultural centre, and above all its cultural and creative ecosystem, in this timeframe.



Q. 03

EXPECTED LONG-TERM IMPACTS

Our initial intentions remain the same. However, the following table presents a more detailed view of the impacts we expect to achieve in relation to Évora 2027's main goals.

EXPECTED LONG-TERM IMPACTS

ÉVORA 2027 GOALS	EXPECTED OUTCOMES AND IMPACTS	SET OF INDICATIVE IMPACT / RESULT INDICATORS	DATA SOURCES (EXAMPLES)
To reinforce <i>vagar</i> as a principle for a more peaceful coexistence with everything that surround us	<p>The concept of <i>vagar</i> achieves recognition at European level as relevant for the arts, sciences, the economy, society and the environment.</p> <p>Évora 2027 turns the city into a laboratory of co-creation and creative cultural innovation, generating sociocultural changes with an impact on social and institutional relations.</p> <p>Public spaces and heritage rehabilitated through Évora 2027 become places to meet, co-create and participate in cultural experiences, with high environmental and sustainability standards.</p>	<p>Geographical coverage and media visibility of the concept of <i>vagar</i> and Évora 2027's cultural and artistic programme.</p> <p>References to the concept of <i>vagar</i> in local, national and European cultural public policy.</p> <p>References to the concept of <i>vagar</i> in published scientific papers and public speeches.</p> <p>Number and profile of people reached via media coverage.</p>	<p>Surveys directed at target groups (European level).</p> <p>Media Analysis.</p> <p>Google Analytics audience analyses.</p> <p>Culture and Creative Sector survey.</p> <p>Culture and Creative Sector focus group.</p> <p>Focus group with influencers/ local or national leaders.</p>
To reconnect Évora and the Alentejo to the rest of Europe, to empower their communities and restore their voice	<p>Évora's reputation as a city of cultural production improves, with a change in the cultural stigma of laziness and low productivity associated with the region.</p> <p>Évora 2027 gives life to the city's new "cultural centres", revealing them as centres of cultural production and diffusion.</p> <p>After 2027, the city is recognised for its diverse and high-quality cultural offer, creating a new generation of residents and visitors accustomed to a high quality of urban life.</p> <p>Évora 2027 improves the urban space for residents and visitors, making it suitable for healthier and more inclusive lifestyles, and creating new habits of cultural enjoyment.</p> <p>Cultural volunteering is reinforced by Évora 2027's capacity building programmes.</p>	<p>Reputation of Évora as a city of culture.</p> <p>Tangible cultural heritage infrastructure investment, heritage re-purposed or re-interpreted.</p> <p>Number of local grassroots initiatives including European partners or intercultural themes.</p> <p>Number of volunteers enrolled in cultural volunteering programmes trained.</p>	<p>Residents' survey.</p> <p>Visitors' survey.</p> <p>Statistical data provided by municipalities, national statistical offices, sector bodies, etc.</p> <p>Reports and statistics from projects and institutions.</p> <p>Surveys of artists, the cultural sector and local/regional/ national agencies.</p> <p>Data from the Évora 2027 Programme.</p>
To contribute to overcoming contemporary European challenges	<p>The Évora 2027 cultural offer encourages people to value creative, traditional and emerging activities, and their potential for innovation and transfer to the areas of digital, green and energy transition and inclusion, encouraging citizens' healthy participation both as individuals and in groups.</p> <p>The Évora 2027 artistic programme results in ways of making events culturally sustainable as well as culturally and physically (digitally) accessible.</p> <p>Based on the urban solutions tested in Évora 2027, the city becomes part of networks of laboratory cities that work on experimental solutions for intelligent urban and heritage management.</p>	<p>(Increase in) citizens' awareness and appreciation of the diversity of European cultures.</p> <p>Number and quality of programmes promoting diversity.</p> <p>Increasing citizens' involvement in multicultural projects.</p> <p>New use of unused spaces, development of new public spaces.</p>	<p>Residents' survey.</p> <p>Visitors' survey.</p> <p>Statistical data provided by municipalities, national statistical offices, sector bodies, etc.</p> <p>Qualitative analysis of the Évora 2027 programme.</p> <p>(Social) media analysis.</p> <p>Analysis of media coverage (number and profile of people reached, geographical coverage).</p>

ÉVORA 2027 GOALS	EXPECTED OUTCOMES AND IMPACTS	SET OF INDICATIVE IMPACT / RESULT INDICATORS	DATA SOURCES (EXAMPLES)
To develop new sustainable regional, national and international cultural collaborations	<p>Évora 2027 generates network routines and cooperation projects between the cultural and creative sector and the regional innovation system of Contemporary Cultural Excellence in the city.</p> <p>Évora 2027 reveals to Portugal and Europe an attractive cultural and creative ecosystem for professionals from different areas, boosting the generation of projects and networks focused on culture.</p> <p>The Meeting Line_Cultural Resource Centre boosts local artists' production capacities.</p>	<p>Increase in the number of cultural initiatives linking heritage and innovation.</p> <p>Civic sector bodies working with the municipality (no. of meetings and participating organisations).</p> <p>Number of artistic productions supported.</p>	<p>ECOC programme data provided by the managing entities.</p> <p>Qualitative analysis of the programme and transnational and cross-border cooperation.</p> <p>Reports and statistics from projects and institutions.</p> <p>Surveys of artists, the cultural sector and local/regional/national agencies.</p>
To foster social, cultural and economic development	<p>Évora 2027 attracts sustainable investment in the creative sector with potential for growth, which generates skilled employment, mainly in knowledge intensive activities. Co-productions have a higher proportion of funding from private and international sources.</p> <p>Évora 2027 consolidates its regional reputation as a smart, sustainable, and competitive tourist destination.</p> <p>The cultural and creative sector sees its relative economic importance grow sharply in terms of the generation of both value and employment. Business creation is particularly significant in sectors linked to the transitions driven by the European Green Agreement: climate, energy and digital.</p> <p>The city acquires new and newly-renovated cultural venues.</p>	<p>Increase in GDP and employment in the city's cultural and creative sectors.</p> <p>Increase in budget for cultural activities.</p> <p>Development of the city's cultural strategy and action plans.</p> <p>Number of decisions the municipality has taken in consultation with the cultural and civic sector.</p> <p>Increase in visits to heritage sites (number of people and length of visit).</p> <p>Increased support for multicultural projects.</p> <p>New cultural facilities.</p> <p>New use of unused spaces for culture.</p>	<p>Statistical data provided by municipalities, national and European statistical offices, sector bodies, etc.</p> <p>National and international opinion surveys in the tourism and culture sectors.</p>

Q. 04 MONITORING AND EVALUATION

WHO

The monitoring and evaluation (M&E) of the ECOC's impacts in the city and the Alentejo region will be the responsibility of a body with experience in designing and developing processes to evaluate and monitor public policies and initiatives. This independent body, which will work in close collaboration with the Évora 2027 team, will be selected soon after the City's designation, according to the requirements of the Public Contracts Code.

HOW

We believe this work of monitoring and evaluation will be decisive for Évora 2027's success. More than simply a regulatory requirement, or the production of knowledge about Évora 2027's realisation, we want the M&E system to be a tool that supports management and decision making, allowing the Évora 2027 team to correct its course and

introduce improvements in the ECOC's implementation whenever deviations are detected.

We also hope to mobilise the academic community to cooperate in this task through the Scientific Council for Culture, which will produce thematic research that draws on various areas of knowledge. This will enable us to measure culture's contribution to transforming the city and the region, residents' and visitors' habits of civic participation, their sense of European belonging, and their understanding of the main challenges and issues we face as a common cultural space. Our objective here will remain the pursuit of impartiality by conducting independent research that is subject to international peer review at all key stages.

We will also benefit from the collaboration of accredited bodies in public policy monitoring such as UMPP (Public Policy Monitoring Unit of the University of Évora) and ASTO – Alentejo Sustainable Tourism Observatory (a laboratory based at the University of Évora that monitors the sustainable development of tourism in the Alentejo). Both of these organisations are hosted by the University of Évora, which is

part of the Évora 2027 Executive Committee. Besides the data and information produced by these organisations, we will also appeal to national and European bodies such as INE (National Statistics Agency), EUROSTAT and POLObs (Observatory of Science, Communication and Culture Policies). Equally important will be the capacity to produce data – both quantitative and qualitative – capable of generating the information best suited to the analysis we intend to carry out.¹

WHEN

The frequency of evaluations should be determined by the European Commission Guidelines. Évora 2027 will disseminate the results of these evaluations via its own channels (website, newsletter, its permanent presence on general and theme-specific information platforms), adopting means that ensure a focus on its target impact markets (Lisbon Metropolitan Area and Extremadura in Spain). Externally, the websites and other communication channels of the European Commission, the European Parliament and the Committee of the Regions will be updated regularly, as will the partnerships mobilised as part of the artistic programme.

MONITORING AND EVALUATION MILESTONES

2023–2025	<ul style="list-style-type: none"> • SELECTION OF THE M&E TEAM • EX-ANTE EVALUATION 	<ul style="list-style-type: none"> • Infrastructure, timeline, resources, financing, quality control • Mapping of available data • Agreements with regional, national and international data collection organisations • Ex-ante evaluation • Monitoring reports 	<ul style="list-style-type: none"> • Create the database using which Évora 2027's success will be measured • Disseminate the ex-ante evaluation • Support the Évora 2027 team in decision-making, strategy implementation and project management
2025–2026	<ul style="list-style-type: none"> • CO-DESIGN OF IN-ITINERE EVALUATION • CO-DESIGN OF THEMATIC, CROSS-CUTTING EVALUATION • DATA COLLECTION AND ANALYSIS 	<ul style="list-style-type: none"> • Tableau de bord system • Thematic, cross-cutting evaluation reports • Monitoring reports 	<ul style="list-style-type: none"> • Develop an evaluation system to measure Évora 2027's impacts (cultural, economic, social and environmental) • Support the Évora 2027 team in decision-making, strategy implementation and project management
2027	<ul style="list-style-type: none"> DATA COLLECTION AND ANALYSIS IN-ITINERE EVALUATION CO-DESIGN OF EX-POST EVALUATION THEMATIC, CROSS-CUTTING EVALUATION 	<ul style="list-style-type: none"> • Year event data sets • Thematic, cross-cutting evaluation reports • Ex-post evaluation infrastructure, timeline, resources • Monitoring reports 	<ul style="list-style-type: none"> • Measure short-term results and impacts of Évora 2027 • Disseminate the in-itinere evaluation • Support the Évora 2027 team in decision-making, strategy implementation and project management
2028	<ul style="list-style-type: none"> DATA COLLECTION AND ANALYSIS EX-POST EVALUATION CO-DESIGN OF LONG-TERM IMPACT EVALUATION 	<ul style="list-style-type: none"> • Post event data sets • Évora 2027 final conference • Evaluation of short-term results and impacts • Final Évora 2027 report 	<ul style="list-style-type: none"> • Disseminate ex-post evaluation • Design a free, open-access framework for accessing data and reports to support long-term evaluation and ECOC evaluation • Draft policy recommendations • Achieve the long-term Évora 2030 vision

¹ For the impact assessment analyses, the methodological and procedural guidelines produced by the Centre for Research on Impact Evaluation (CRIE) of the Joint Research Centre (JRC) of the European Commission, available at: https://knowledge4policy.ec.europa.eu/projects--activities/centre--research--impact--evaluation--crie_en. \ For the theory-based evaluation and counterfactual evaluation analyses, we will take into account the European Commission's methodological guidelines, available at: https://ec.europa.eu/regional_policy/en/policy/evaluations/guidance/#2

In question number three we already provide an indication of the results and impacts we expect from Évora 2027's implementation, as well as the type of indicators and methodologies we will use to measure them. We reiterate that we will fully comply with the Guidelines established by the European Commission for ECOC cities' own evaluations of their results.

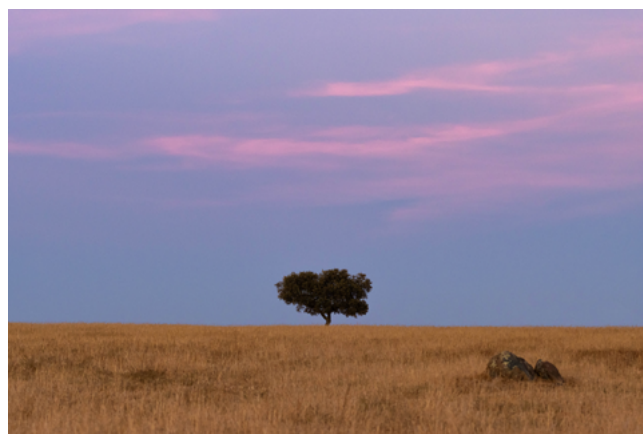
But as we have mentioned, Évora 2027's success cannot be measured only in terms of the achievements and results of the ECOC initiative, or even its contribution to the Évora 2030 strategy.

Through *vagar*, we seek to achieve a far-reaching transformation of the city and the region, but above all to induce change in the way we face cultural, social, environmental and even economic challenges in a Europe that is undergoing profound and rapid transformation.

The potential for success associated with Évora ECOC 2027 therefore has a dimension related to the concept that anchors its cultural and artistic programming, and a dimension that relates to its medium- and long-term urban, economic and social impacts, on both local and European scales, that we hope can endure in the future. In other words, there is:

- an intrinsically cultural and civic dimension of success, which fits into the matrix of general ECOC objectives, but which consists in the dynamic combination of the values we wish to mobilise – in the understanding of culture as a tool for active citizenship, as well as social, economic and environmental transformation: Are there cultural, social, or urban solutions that have been tested and confirmed by this laboratory – this laboratory for experimenting with the concept of *vagar*? Do Europeans recognise *vagar* as a new approach to European challenges, and is it effectively translated into European agendas? Does *vagar* shape local cultural discourses and practices? Has it helped develop a new paradigm of cultural democracy in Europe? These will be the “yeses” with which we will measure success.

- a dimension of success – less ambitious but more directly mobilising (of citizens, companies and other organisations) – rooted in the catalysing momentum of transformation processes – whether these are social, economic, or consist in urban regeneration (“cultural-led urban regeneration”). In this dimension, Évora 2027's success will turn on its generation of initiatives that stimulate improvements in the social and economic fabric through creativity and innovation; the creation of skills and the generation of skilled jobs in the cultural and creative industries, as well as in revived traditional sectors; the recognition of the city and the region as a producer and diffuser of culture, a place of “good living” and “cultural happiness”. In this dimension, the targets to be achieved can only be outlined after the ex-ante evaluation.



CULTURAL AND ARTISTIC CONTENT

The image features a large, bold, black sans-serif title "CULTURAL AND ARTISTIC CONTENT" arranged in four lines. The text is superimposed on a vibrant background. On the left, a silhouette of a person, possibly a dancer or performer, is rendered in a halftone dot pattern. The background is a gradient of pink and red, with a faint, hazy image of a cityscape and a bright, glowing light source in the upper right corner.

Q. 5

ARTISTIC VISION AND THE STRATEGY FOR THE CULTURAL PROGRAMME

Our artistic vision remains central to our proposal and has become even clearer since the pre-selection phase. We believe in the power of *vagar* – an expression of the holistic culture of Évora and the Alentejo – to provide the impetus for a more peaceful future for humanity. **This is why Évora will be a “living lab”, gathering Europeans together to reflect on humans’ dominance on earth, and to understand our relationship to the universe, to ourselves and to others, using the disruptive power of the arts and sciences to tackle the challenges that Europeans face.**

We want to recover wandering and intellectual idleness (pastimes of the *flâneur*) as fundamental parts of what it is to “be European”, because without them we lose the lucidity and the capacity to imagine the future.

The experience of *vagar* allows us to claim space to appreciate the passing of time; to coexist and co-evolve with everything that surrounds us; to build and create with very little; to achieve a balance between past and future; to recognise that resilience is a prerequisite for moving forward and dealing with tensions, since *vagar* makes room for divergent ways of thinking. To this end, our programme strategy invites humanity to experience *vagar* as an (other) art of existence by increasing participants’ and audiences’ awareness that we are always connected to the rest of the universe. **Thus, the cultural and artistic programme unites artists and researchers from across the world who, along with the resident community, will run projects that foreground awareness of humans’ connection with the rest of the universe, asking important questions about the future of humanity. To do this, the cultural and artistic programme will draw inspiration from the region to launch dialogues with the rest of Europe and the world.**

Our programme’s strategy is based on 11 programme principles presented in the table below.

BE AND SUSTAIN

- Follows a bottom-up construction, drawing inspiration from our roots to connect with the rest of Europe through *vagar*, and highlighting the continent’s cultural diversity;
- Promotes European principles of solidarity, cooperation and dignity, ensuring that “no one is left behind”;
- Respects a policy of restraint, strengthening sustainability.

TRANSITION

- Connects artistic fields with sustainable agriculture, the technological transition, the preservation of environmental systems, the transition to renewable energies, decarbonisation, the exploration of space and natural resources, human rights, tolerance, equity, social justice and freedom.

LESS IS MORE

- Prioritises projects’ quality, rather than their quantity, contrary to massification;
- Ensures relevance in any artistic proposal due to the unpredictability Europe is currently experiencing.

RETHINK HERITAGE

- Respects the social and cultural legacy of the region and reflects on heritage and its place in the contemporary world.

FEET ON THE GROUND

- Is based on three pillars: cultural heritage, intangibility/spiritualism and biodiversity.

BREAK DOWN WALLS

- Honours the collectivity by promoting artistic collaborations and partnerships locally, nationally, and internationally, but also by getting artists, researchers, residents, and visitors to work together.

MAKE SPACE AND TIME

- Values the space and time for reflection, discussion and thought, as well as for processes of artistic creation.

UNITE TRADITIONAL AND CONTEMPORARY

- Values traditional artistic practices as a basis for developing new conceptions of the economy and for holding a dialogue with contemporary artistic practices and creative industries.

REDISTRIBUTE ART

- Brings people closer to the arts by making use of unconventional venues, encouraging them to discover the collective and be together in rural Alentejo.

MIX SCIENCE WITH FICTION

- Brings science together with contemporary and traditional art.

PUSH BOUNDARIES

- Tests *vagar*’s full potential.

Q.6

CULTURAL AND ARTISTIC PROGRAMME AND STRUCTURE

OPENING AND CLOSING CEREMONY

THEME

PROGRAMME

PROJECTS

SPACE

ABOUT DOMINANCE
AND POWER

MY OWN SKY

In the light of sound
A tale from the stars
The other side: Ōkato
Dive
Sun celebration
Under a neon sky

RADICAL LANDSCAPES

Matters of silence
Gastronomy: beauty and resilience
Sculpting humanity

DOMINANT SPACE

Lament
Master the future
Under water

STAMPING OUT RISK

Parasites and fungi: fables for a new era
There in the trees, green trees
Landscape

OUT OF NATURE

Affections
A dance for the arena
A ceremony

POWER PUPPET

Solitude
BIME - International Puppet Biennial

TIME

ABOUT IDENTITY, KNOWLEDGE
AND BELIEFS

AT THE WALL

The fair: beautiful, sustainable, together
Break to reign
In the labyrinth of the city

WALKING DOWN MEMORY LANE

Freedom to rethink the world
To understand our time... to move on
Capturing *vagar*
Collecting to rehearse the world
Time trilogy

AGAIN AND AGAIN

Again and again – theatre
Again and again – dance
Again and again – contemporary circus
Again and again – youth

BEYOND FRONTIERS

The travelling light
Guadiana - ibero-american-african literature biennial
Towards a new wave

PASSAGE

What will you really do?
New residents

SO TRADITIONAL, SO CONTEMPORARY

Popular poetry
Cante: songs of *vagar*
Alma

THEME



PROGRAMME

ÉVORA CATHEDRAL MUSIC
DOCUMENTATION AND
INTERPRETATION CENTRE

ARTISTS AT THE CONVENT

UNDER MALAGUEIRA'S SKY:
50 YEARS OF HABITAT
AND COMMUNITY

PDAP – ARTISTIC AND
PEDAGOGICAL DEVELOPMENT
PROJECT

VAGUEAR_ENCOUNTERING
TRADITIONAL KNOW-HOW

NATIONAL CENTRE FOR DANCE

PEOPLE'S LIBRARIES

THE PUPPET HOUSE

THE EMERGENCY CORD

HERITAGE: A CONTINUOUS PATH

PROJECTS

The development of these programmes will be followed by projects that aim to bring them closer to potential audiences; and will stimulate the creation of new artistic proposals, such as residencies, conferences, performances and learning. These projects will be promoted within the budget allocated to each programme and by the respective responsible team.

Greener heritage
X-pictures
Heritage: dialogue and future



VAGAR ACADEMY

Conferences programme

All citizens

2023–2027



MEETING LINE_ CULTURAL
RESOURCE CENTRE

Capacity Building Programme

Civil society, cultural
professionals and amateurs
resident in Évora and the Alentejo
2023–2027



OPEN CALLS

Our Voice
Alentejo Schools

2023–2027

Our Turn
Artists and cultural
associations located in Évora
and the Alentejo

2023–2027

Our Festival
Festivals located in the Alentejo
(non-profit cultural associations)

2024–2027

Our Lab
International cultural scene

2024–2027

Our artistic content is developed along three thematic lines, which are the main dimensions of the universe that *vagar* reconnects us to: *Space*, *Time* and *Matter*. Each one raises questions related to the failure of the anthropocentric model and takes the roots of *vagar* as inspiration for a new stage for humanity. “Space” is about dominance and power. “Time” is about identity, knowledge and beliefs. “Matter” is about legacy. All three thematic lines address issues that are connected to major European agendas, such as climate change, the digital transition, ageing, renewable energies, housing, human rights, new residents, the New European Bauhaus initiative and the Sustainable Development Goals.

The artistic and cultural content of the Évora 2027 bid book includes 56 projects in different artistic areas and thematic lines. These 56 projects make up 70% of the programme that will be implemented in 2027; an additional 22 projects will be selected through an international call organised in 2025. The Programme Team’s rationale for selecting part of the programme at a later time is that this will ensure Évora 2027 remains up to date. As we live in a dynamic period of international relations and European history, we want to leave space for artists and cultural workers to respond to new EU challenges and issues that may arise in the years ahead of us. Aside from these 78 projects, an additional 54 small and medium-size projects will be chosen through microgranting calls with a total budget of €3,300,000. These calls will be organised between 2023 and 2025 in order to fully involve a wide range of participants from the local scene – for example, local schools, cultural organisations, and festivals – and strengthen their sense of ownership of Évora 2027.

The cultural and artistic programme’s implementation is supported by 3 initiatives that will take place during both the preparation years and the year title, from 2023 to 2027: *Vagar Academy*, Open calls and Meeting Line_Cultural Resource Centre.

VAGAR ACADEMY

An intercultural initiative for reflecting on the intangible value of *vagar*, and how it might influence Europe’s future, contributing to new forms of cultural programming, of economy in the medium and long terms, of being in common, of our relationship with nature, and so on. All conferences will be hosted in unconventional places in Évora and its surrounding municipalities, will be open to all citizens, and will be organised in conjunction with local, national and international partners. The *Vagar Academy* will also coorganise and collaborate on all the meetings and conferences proposed for each project in the Évora 2027 programme. It will start in March 2023 and run until 2027.

Timeline: 2023 – 2027
Target: All citizens
Budget: €500,000

ÉVORA 2027 OPEN CALLS

The Évora 2027 bidbook has been co-created through a constant dialogue with the cultural scene and cultural institutions. We believe that **open calls** can be real opportunities to be part of the ECOC process, but only if they **provide a significant opportunity for dialogue, collaboration and integration**. If they do this, they can have a significant and

lasting impact on artists, technicians, producers, publics and on the region’s cultural and social coevolution. This is of particular relevance given the fragility of Évora and the Alentejo’s cultural sector. We therefore jointly decided to launch 3 open calls to fill out the programme during the ECOC’s preparation years.

Our voice

We have invited the choreographer and programmer **Madalena Victorino**, who has substantial experience in participation and community projects, to coordinate an open call programme among the 18 school groups in the region. This ambitious school engagement project will answer an open call to implement an artistic programme at the schools – one that will be 100% discussed, reflected on and defined by the students. Madalena Victorino’s team will support the entire process, from the beginning of the open call until the public output in 2027. The coordination team will provide all the tools necessary for the students to define the programme’s objectives, decide on its European dimension, and take responsibility for its organisation, coproduction and management. *Our voice* hands a big responsibility to young people, giving them a prominent public voice in 2027 to answer the question: **what do I want to say to Europe from the stage of my school?** The National Arts Plan will be an important partner in this project.

In order to apply best practices in working with schools, we will develop this project in collaboration with the **Network of Educating cities**. This network has developed special approaches based on different education practices around the world, working towards positive reforms in society.

Timeline: 2023 – 2027
Target: Alentejo Schools
Budget: €500,000

Our festival

An open call will be put out to festivals in the Alentejo that have had more than seven editions by 2027 and are organised by non-profit cultural associations. These festivals can be in any artistic area and based anywhere in the region. We will support the 2027 edition of a total of five festivals. The 2027 edition should link up with the Évora 2027 concept, have a European dimension, and demonstrate sustainable principles. Throughout this call, we want to attract existing large-scale cultural projects to create innovative programmes that reflect on contemporary European challenges in line with the principle of *vagar*. This is also a chance to move outside the box, as we will support existing practices to grow and shine in new areas.

Timeline: 2024 – 2027
Target: Festivals located in Alentejo (non-profit cultural associations)
Budget: €500,000

Our turn

The artistic sector in the Alentejo is a resilient one, with a very low level of national financial support, difficult technical and production conditions, and a low rate of success in national and international open calls. Évora 2027 wants to give a boost to the sector, helping to reverse this situation. In connection with other initiatives, it will launch an open call to artists/companies that have been based in

the Alentejo since 2022. About 30 projects (both large and medium scale) will be supported with an overall budget of €2,000,000 – an amount that could have an unimaginable impact on the cultural sector’s development in Évora and the Alentejo. **This support package will be administered in direct dialogue with the ECOC team, and a mentoring team (from the Meeting Line_Cultural Resource Centre) will be available.** All selected projects will be included in the general 2027 ECOC programme. General criteria for the open call are that projects should have a European dimension, and that they should involve both collaboration and coproduction with international companies/ artists. **Along with the other open calls, this call adheres to Évora 2027’s principles, giving the sector the time and space it needs to decide how it will participate in the ECOC programme in a mutually enriching way.**

Timeline: 2023 – 2027

Target: Artists and cultural associations located in Évora and the Alentejo

Budget: €2,000,000

Our lab

We are living through unpredictable times, not just in Europe but throughout the world. This is why we prefer to launch an international open call in 2025, and not before: doing so will allow the international cultural scene to make up-to-date proposals related to major European issues. Through this call, we will see how the concept of *vagar* can inspire the international cultural scene to complete the Évora 2027 programme, remaining in close dialogue with citizens, with local artists and with science. Their projects, we hope, will help create a more peaceful future and celebrate European cultural diversity.

Timeline: 2025 – 2027

Target: International cultural scene

Budget: €6,000,000

MEETING LINE_ CULTURAL RESOURCE CENTRE

To increase the capacities of civil society and the local cultural scene, we will start a project to create a new cultural resource centre. Located in Évora, this centre will bring together experts for training in project management, technical skills and production. It will give technical support to the Alentejo’s cultural organisations to prepare projects for European calls. In order to do so, we plan to initiate collaboration with Culture Action Europe and ENCATC to make sure we have experts at the highest level possible in the field of cultural management and policy who are able to work with local producers. This cultural resource centre will also be the location of all the outreach and learning projects for civil society and schools (Q13 to I5) from 2023 to 2027. This is a legacy project because it maximizes knowledge dissemination and will leave the cultural scene and citizens with additional capacities after the title year.

The centre is inspired by the “Transforma-Te” project run by the Intermunicipal Community of Alentejo Central, which will be an essential partner.

Timeline: 2023 – 2027

Target: Civil Society, Cultural professionals and amateurs resident in Évora and the Alentejo.

Budget: €3,000,000

THE OPENING AND CLOSING CEREMONIES

The opening and closing ceremonies will be intimately linked, since we want these two main ECOC moments to operate as a single drama, a single performance with two parts: the opening (part I) and the closing (part II). This will be an outdoor multidisciplinary performance that brings together the many professional and amateur artists based in the Alentejo as well as a vast resident community. We have invited MACNAS, an award-winning, internationally acclaimed performance group from Ireland, to develop this large-scale artistic community project. The company is very experienced in staging spectacular outdoor immersive productions with puppets – an important artistic tool in Évora and the Alentejo. MACNAS will draw inspiration from the concept of *vagar*, which will be the starting point for its dramaturgy; it will explore how *vagar* can help us to embrace the future. In an expression of solidarity, we are giving MACNAS the opportunity to be part of an ECOC opening ceremony again, since it was unable to do so in Galway 2020 due to the pandemic. The two ceremonies will be a major collective challenge and will:

- be a collective regional project;
- resonate on a local, national, and an international

scale;

- take advantage of the Alentejo’s traditional know-how, using natural resources and craft practices to construct puppets and other props;
- invest in the capacity building of residents;
- develop a sense of belonging to the candidacy;
- sustain a long-term relationship between residents and the candidacy’s programme, as opposed to them participating in a one-off event;
- make an important contribution to the coherent vision of the overall ECOC programme.

Both ceremonies (part I and part II) will take place in the biggest of Évora’s squares: the Rossio de S. Brás. The work will start in 2024 with research, professional and artistic training, and co-creation, with the direct and indirect involvement of the whole community. The process of developing these opening and closing ceremonies will be directly connected with that of *Liepāja 2027*.

Timeline: 2024 – 2027

Target: citizens

Budget: €1,700,000

Artistic Direction: MACNAS (IE)

Artistic Residency: Do Imaginário, Cultural Association



THEMATIC LINE
SPACE
ABOUT DOMINANCE AND POWER

In 1470, the Treaty of Alcáçovas was signed between Portugal and Castile (Spain). This document regulated both powers' possession of land, setting out how Europeans would colonise the rest of the world. This thematic line questions humans about power and dominance in different fields, touching on nature, cosmology, land, space, natural resources, animals, technology and human values. All its questions are asked in order to inspire a more sustainable, peaceful coexistence in Europe.



PROGRAMME
MY OWN SKY

In the Alentejo, megalithic archaeology takes us back to mankind's first attempts to relate to the rest of the universe. Today, the conquest of space – linked to interests in space tourism – exacerbates a worrying relationship of dominance, as well as problems such as space junk. The sky seen from Alentejo was awarded the world's first certification by the Starlight Foundation (for very low light pollution, enabling

visitors to enjoy unequalled opportunities to see the night sky), which is supported by both UNESCO and the World Tourism Organisation. In 2027, we want the Alentejo sky to continue to inspire all those who contemplate and are drawn to it, and so we are inviting the public to develop a relationship with the sky – both at night and in the day – and to understand it as a combination of space, time, and matter that is always related to humanity.

PROJECT

In the light of sound

#music #contemporary #cosmology
#science #heritage #nature

The Alentejo's *vagar* gives us the privilege of watching breathtaking sunsets in a way that connects our past to our present, and to our future, if we climb to the top of many of the region's castles. This experience prompted us to invite the renowned composer **Anna Thorvaldsdottir (IC)** to compose a piece for the **Gulbenkian Orchestra (PT)** to celebrate the precise moment when the sun sets. Anna will combine the experience of Icelandic sunsets in Northern Europe with the spectacular sunsets of the Alentejo. Thorvaldsdottir will work with researcher **Miguel Avillez** (University of Évora), who will capture the sound of the sun, which will then form part of the performance. The public will be invited to experience *vagar* through this musical premiere, which will take place in an open-air ruined castle where music and musicians will enter into direct dialogue with the cosmos. This will be an artistic moment that inevitably makes us think about our place in relation to the universe.

Project leader: Jorge Mantas (PT)
Partnerships: Fundação Calouste Gulbenkian (PT), Deutsche
Grammophon (DE), Intermunicipal Community of Alentejo Cen-
tral (PT), Alentejo Regional Directorate of Culture (PT)
Budget: €100,000

PROJECT

A tale from the stars

#theater #contemporary #cosmology

This project will explore our relationship with the night sky through four pieces of theatre that ask us to stargaze. The scripts, intended for intergenerational audiences, will be written by the renowned French playwright **Fabrice Melquiot** and two other international playwrights. Melquiot, who is a cofounder of Cosmogama, a collective of international artists located in Évora, Paris and Geneva, will coordinate the whole project. *A tale from the stars* will use theatre to introduce people to the concept of *vagar* by immersing them in cosmology. This is why we are inviting the **European Space Agency** to support this initiative by helping our playwrights to understand cosmology and the stars all over Europe. Experienced through headphones, the performance will premiere in June 2027, beneath the tapestry of the Alentejo's silent night. A maximum of 18 European voices/actors will be involved, since there will be versions in four different languages: Portuguese, Spanish, English and French. The piece will then tour across the region before going abroad to festivals, campsites, mountain centres, and – why not? – even the roofs of urban buildings...

PROJECT

The other side: Ōkato

#participation #contemporary
#cosmology #geography #socialciences
#video #literature

The New Zealand town of **Ōkato** is the antipode of Évora. So of all the populated locations in the world, the furthest from Évora is **Ōkato**. To fly directly between these two places would take 22 hours, and to walk would take you on an immense year-long journey across multiple continents. In this project, cutting-edge technology will be used to connect these two places in real time via their skies, as each place's sky is projected in an exhibition room in the other location. Our scientific collaborator on this project will be **Miguel Avillez**, the director of the University of Évora's High Performance Computing centre. The sky projection will appear alongside a big love letter from young people to the world. This letter will be written by an intercultural collective – groups of young people who will add a paragraph as it goes through each city along the walking route that Google maps identifies between Évora and Ōkato. This love letter to the world will address how we can recover a sense of shared responsibility for the future of the planet and its inhabitants, drawing inspiration from the sky. It will be presented as an art installation in Évora. The writer **Rui Xerez de Sousa** and video maker **João Bacelar** will be the artistic directors in Évora, and their partners in Ōkato will be researchers from the Western Institute of Technology at Taranaki. Thus, cutting-edge technology will enable us to put youngsters from antipodal places in contact with each other, and through this technology they will exchange the virtual world for the real one.

Project leader: João Bacelar (PT), Rui Xerez de Sousa (PT)
Partnerships: Arts and Design of the Western Institute of Technol-
ogy at Taranaki (NZ); Cosmogama (PT/FR/CH), Intermunicipal
Community of Alentejo Central (PT), Évora schools.
Budget: €80,000

PROJECT

Dive

#cosmology #geography #photography
#conference #design

Six world-renowned astrophotographers from the European Capitals of Culture in 2026, 2027 and 2028 (from Slovakia, Finland, France, Latvia, the Czech Republic and one from the candidate city) will be in residence in the Alentejo, hosted by prize-winning Portuguese astrophotographer **Miguel Claro**, cofounder of **Dark Sky Alqueva – the first starlight tourism destination in the world** (certified by the Starlight Foundation, and supported by UNESCO, UNWTO and IAC).

The group will work to produce skylscapes, exploring both the connection between the night sky and our archeological, cultural and architectural heritage, and the relation between the sky and humanity. In addition to this, the astrophotographers will explore and showcase the diversity of European skylscapes in different regions and landscapes. Their artistic residencies will include public talks with archeologists and astronomers invited from Portugal and beyond. The resulting skylscapes exhibition (27 photographs from the Alentejo and other places in Europe) will be spread across various “places of *vagar*” – gardens, cloisters, the montado, monasteries, etc. – and its photographs will be exhibited in large format, supported by specially-designed display boards made from wood or cork. These display boards will be designed by students from the University of Évora’s Design Department.

Project leader: Dark Sky Alqueva (PT)

Partnerships: Oulu 2026 (FI), Liepāja 2027 (LV), Alentejo Ciência Viva Centres (PT), Design Department of the University of Évora (PT), The Starlight Foundation (ES); Institute of Astrophysics and Space Science (PT), Portuguese Cluster for Aeronautics (PT), Department of History and Archeology of the University of Évora (PT), Almendres Interpretive Centre (PT)

Budget: €90,000

PROJECT

Sun celebration

#cosmology #archeology #anthropology
#dance #conference #digital
#culturalheritage

Traces of the relation between humans and the cosmos are present in the heritage left by the earliest hunter-gatherer communities. *Sun celebration* coproduced by Évora 2027 and La Biennale de la Danse de Lyon, invites two renowned and two emerging choreographers to create solos for the sunrise around our megalithic heritage. The premiere in 2027 will take place at four different European megalithic heritage sites (Évora, and cities in France, Latvia and the Czech Republic) on the summer solstice, and will be streamed live online. The solos will then be presented at the Lyon Biennale and other cities across the world, especially those with megalithic archeological heritage sites. The *sun celebration* project will also organise a conference in 2026 for archeologists and anthropologists – from Portugal and elsewhere – that will consider how the concept of *vagar* relates to the very first hunter-gatherer communities’ mode of organisation and way of life. We are in touch with the **European Route of Megalithic Culture**, a Council of Europe programme, since *sun celebration* also explores how Europe’s different countries and cultures can contribute to a shared, living cultural heritage. And we will expand this project to other **Portuguese candidate cities for the European Capital of Culture 2027**, since all 11 cities have megalithic heritage. This will allow us to celebrate the completion of this demanding candidacy process together, and to celebrate cooperation instead of competition.

Project leader: Monte da Amorada association (PT)

Partnerships: La Biennale de la Danse de Lyon (FR), Department of History and Archeology, University of Évora (PT), Almendres Interpretive Centre (PT), Guadalupe Residents’ Association (PT), European Route of Megalithic Culture (FR), Liepāja 2027 (LV), 11 Portuguese candidate cities for the ECOC 2027.

Budget: €150,000

PROJECT

Under a neon sky

#cinema #community #rural #conference
#culturaldemocracy #cosmology #nature
#sea

There is a European generation that grew up watching the documentary series *Cosmos* presented by Carl Sagan, who delivered many poetic phrases such as: *the Earth is a very small stage in a vast cosmic arena*. Sagan also mentions that one of space exploration’s most beautiful contributions was to capture the image of the Earth that made us aware of the fragility of this suspended grain of dust where all of humanity is concentrated. *Under a neon sky*, coordinated by Luis Ferro, an architect interested in the intersection of architecture and silence who founded *Cinema Fora dos Leões* in Évora, is a documentary cinema programme that will be screened throughout the Alentejo. The programme will be presented in collaboration with other Alentejo cinema clubs and **DocLisboa**, the best-known documentary festival in Portugal. Together, these organisations will present the most famous European documentaries in recent history that deal with matters of Ecology, Biodiversity, Sea and Land in unconventional outdoor venues in rural Alentejo, where the resident community will be a valuable co-organiser. The programme will strike a balance between revisiting older films that nonetheless carry messages relevant for our present and future, and featuring contemporary films that address the dominance of humanity over land, sea, and nature. Talks with scientists from Portugal and beyond will take place in parallel to this programme.

Project leader: Cinema Fora dos Leões (PT)

Partnerships: DocLisboa (PT), Intermunicipal Community of Alentejo Central (PT), Intermunicipal Community of Baixo Alentejo (PT), Intermunicipal Community of Alto Alentejo (PT), Intermunicipal Community of Alentejo Litoral (PT), European Film Academy (DE).

Budget: €90,000



PROGRAMME

RADICAL LANDSCAPES

This programme encourages artists to draw inspiration from our relationship to the green ecosystems of the European Mediterranean – to what we take from the earth. It asks them to develop work in rural contexts around the issues of coevolution, environmental sustainability and resource depletion, informed by new discourses on the use of natural resources in art.

PROJECT

Matters of silence

#nature #sculpture #science
#artisticresidency #sustainability

The cork oak forest is one of the most emblematic landscapes of the Mediterranean, but also one of the most threatened in the world. Without this forest – which forms unique cultural landscapes and is a sanctuary of biodiversity – Europe would lose precious oxygen, making its role more relevant now than ever. *Matters of silence* is an intervention by one of the most highly-acclaimed European sculptors, **Anthony Cragg**. Cragg will draw on his philosophical and scientific thinking to create sculptures that enter into dialogue with the biodiversity of the cork oak forest. By 2027, visitors will be able to experience Cragg's sculptures in a sculpture park created within the poetic green landscape of the Alentejo.

Project leader: Anthony Cragg (UK)

Partnerships: Intermunicipal Community of Alentejo Central (PT), Mediterranean Institute for Agriculture (PT), Environment and Development (PT), University of Évora (PT), Amorim Cork (PT), Rhodes Municipality (GR), Marrakesh Municipality (MA)

Budget: €300,000

PROJECT

Gastronomy: beauty and resilience

#nature #gastronomy #performingarts
#community #literature #sustainability

The Alentejo's incredible gastronomy does not mask the taste of the land. It is an example of maximum use – of the zero waste and slow food concepts – and reveals the social context behind the Alentejo's gastronomic identity, as well as the tenuous power relations between humans, land, and animals. We are inviting five chefs representing the most famous European cuisines (Italian, French, Spanish, Hungarian and Balkan) to prepare the specialties from their countries with local ingredients. *Gastronomy: beauty and resilience* is a gastronomic project based on the Mediterranean



Diet – classified as UNESCO World Heritage – of the AAA Euroregion (Andalucia (ES), Algarve region (PT), Alentejo (PT)), in which the performing arts, literature and storytelling will be brought together to create special encounters at the table. The project will be coordinated by the artistic programmer and theater-maker **Giacomo Scalisi**, who will create a number of surprising activities with local and international actors, dancers, and writers in dialogue with the **Gastronomic Guild of Alentejo**. *Gastronomy: beauty and resilience* will be a highly ambitious project spread across the whole of the Alentejo, involving restaurants, wine producers, local gastronomic associations, neighbourhoods, and residents who want to open up their kitchens. 2027 will be the year to taste the fruits of *vagar*'s core values of coexistence, resilience and coevolution.

Project leader: Giacomo Scalisi (PT)

Partnerships: Intermunicipal Community of Alentejo Central (PT), Intermunicipal Community of Baixo Alentejo (PT), Intermunicipal Community of Alto Alentejo (PT), Intermunicipal Community of Alentejo Litoral (PT), Mediterranean Institute for Agriculture, Environment and Development (PT), University of Évora (PT), Gastronomic Guild of Alentejo (PT), Alentejo Wine Regional Commission (PT), AHRESP (PT), Quinta do Quetzal (PT), Programa Nacional para a Promoção da Alimentação Saudável (PT), Junta de Andalucia (ES), Faro Municipality (PT), Portalegre School of Hospitality and Tourism (PT).

Budget: €300,000

PROJECT

Sculpting humanity

#sculpture #artisticresidencies
#publication #exhibition #sustainability

Stone is central to humanity's ancestral connection to the earth in the Alentejo. Stone was used for the region's first funerary and ritual architecture, as well as to mark and delimit territories. Évora is the chosen home of one of the most important stone sculptors of the 20th century, **João Cutileiro**, for whom sustainability was always an important part of his relationship with stone. The new **João Cutileiro Arts Centre** will coordinate the three activities that together make up *sculpting humanity*: it will host arts residencies of 6 artists from different European countries to understand wider European perceptions of the work of Joao Cutileiro and to explore the relevance of Cutileiro's work in the critical

understanding of human action; it will stage an exhibition about the power relations between Cutileiro and stone waste (focusing on his sustainability principle), which will also present photographs, drawings and engravings by the artist, exploring his relationship to the international art scene of the 20th century; and it will publish a cultural guide, in all official EU languages, to the important sculptures spread across the city of Évora that were created by nationally- and internationally-renowned sculptors for the 1981 International Stone Sculpture Symposium organized by João Cutileiro and António Pedrosa.

Project leader: João Cutileiro Arts Centre (PT)
Partnerships: Slade School of Fine Art (UK), Ar.Co - Centre of Art and Visual Communication (PT), University of Évora Arts School - Sculpture Department (PT), Fine Arts Faculty of Lisbon (PT), Fine Arts Faculty of Oporto (PT).
Budget: €200,000

PROGRAMME

DOMINANT SPACE

This programme addresses our dominance over the land, starting from a concern about the loss of balance between animals, humans, and nature. This loss can be observed in the Alentejo, where the space of the *montado* has been occupied by intensive monocultures. This threatens to alter the Alentejo's idyllic landscape, leading to a lack of water and a loss of biodiversity – all issues that will merit the attention of artists known for their environmental activism and critical stance on the exploitation of the land.

PROJECT

Lament

#music #artisticresidencies #conference
 #sustainability #handicraft #rural

The Alentejo's thousand-year-old oak trees are deposits of information about the biodiversity of Europe and symbols of resistance. Citrus trees also have a long history in the region. Both are Mediterranean trees that have connected us to Mediterranean Europe, Asia and Africa for a very long time. The acclaimed Spanish percussionist **Miquel Bernat** will work on this project together with other artists from the local area, from Portugal and abroad, as well as agricultural communities and scientists, to compose the lament that suffering trees sing each time they are torn down to make room for human interests. These trees are victims not only of fires, but of humans' lack of awareness of their social, cultural and economic importance, vital as they are to the Earth's balance and survival. Meanwhile the Portuguese visual artist **Gabriela Albergaria** will contribute her extensive and geographically diverse experience of research into and creative engagement with nature. *Lament* will be a site-specific art event located at the **Herdade Freixo do Meio**, and will incorporate typical Alentejo cowbells (UNESCO world heritage handicrafts that

shepherds have hung on animals for a very long time) to evoke the landscape, as well as cork – an excellent material for reducing noise – to produce the silence appropriate for mourning a loss. *Lament* will be accompanied by talks with all the artists, scientists, shepherds and craftspeople involved in both creative processes.

Project leader: Herdade do Freixo do Meio (PT)
Partnerships: Todolí Citrus Fundació (ES), University of Évora



(PT), Faro Municipality (PT), Rhodes Municipality (GR), Córdoba Municipality (ES)
Budget: €250,000

PROJECT

Master the future

#visualarts #photography #sculpture
 #video #artisticresidencies #conference
 #sustainability #geology #climatechange

The Évora-born geologist **António Galopim de Carvalho**, a key figure in the discipline in Portugal, tells us that “the present is the key to the past”. Can an artist reveal that the past is the key to the future? We invited the curator **Filipa Oliveira** to challenge international environmental activist artists to put Alentejo and European geology into dialogue, answering the question: what can we learn for the future? They will draw inspiration from geology, producing works of what Évora 2027 will call **GeoArt – artistic interventions based on geological information**. The geology of the Alentejo is special because it consists of geological formations from all ages of the Earth's history: an Earth encyclopaedia. It is therefore one of the best possible sources of inspiration for the project *Master the future*. The artists will present their work to the public in 2027 through the visual arts, video, photography and sculpture, after a residence in 2025-2026 during which they will collaborate with the University of Évora's Department of Geology.

Project leader: Quetzal Art Center (PT)
Partnerships: Department of Geology of the University of Évora (PT), Extinction Rebellion and Climate Collective (UK), Umbigo Magazine (PT), Almendres Interpretative Center (PT), First Art (PT), Junta Extremadura (ES), Fogo Island Arts (CV), Cove Park (SCO), CRAC Alsace (FR), Flora Ars Natura (CO).
Budget: €300,000

PROJECT

Under water

#theatre #artisticresidencies
#conference #sustainability #water
#climatechange

Water management is one of the challenges that we face as Europeans – a challenge related not just to climate change, but also to forced migrations and dominance. The project *Under water* will centre on the Alentejo's Alqueva Lake, considered the largest artificial lake in Europe. German theatre company **Rimini Protokoll** will develop a community project involving the inhabitants of Aldeia da Luz, Mourão, which was submerged after the construction of the dam that gave rise to the lake. Between 2023 and 2025, they will immerse themselves in an investigation into the impacts of the dam, a dominating piece of infrastructure that robbed this community of its home and simultaneously restored hope for the future to the whole of the Alentejo. This collaboration between artists and community will result in a theatre show in 2027 that will be performed on floating platforms installed in the middle of the Alqueva. To achieve wider social impact, Évora also wants to seek potential models of water management and solutions for the lack of drinking water in at-risk European regions.

Project Leader: Rimini Protokoll (DE)

Partnerships: IDEA (PT), MED/University of Évora (PT), Luca School of Arts (BE), Cittadellarte Fondazione Pistoletto (IT), V2_Lab for the Unstable Media (NL), UrbanDig project (GR), UR Institute (HR), TBA21 (AU/ES)

Budget: €200,000

PROJECT

Parasites and fungi: fables for a new era

#storyteller #theatre #sustainability
#climatechange #legacy #biology
#community

A meeting with the various scientific departments of the College Verney (University of Évora) surprised us when it turned to the vital importance of parasites and fungi for nature and human life. Trees need parasites and fungi to live, yet we too often overlook them because they are invisible to the naked eye. Inspired by traditional storytelling in the Alentejo, we will invite European storytellers to create and present new fables – some for children, others exclusively for adults – inspired by the relationship between parasites, fungi, nature, animals, and humanity. This project will take advantage of the many intimate places we have around the Alentejo to present each of the stories at different points throughout the year 2027. There will then be a performance of all of the stories in Évora in November. The storytellers will be selected through a European open call, and their work will be informed by a scientific briefing about parasites and fungi provided by the University of Évora's Departments of Biology and Veterinary Science.

Project Leader: É Neste País association (PT)

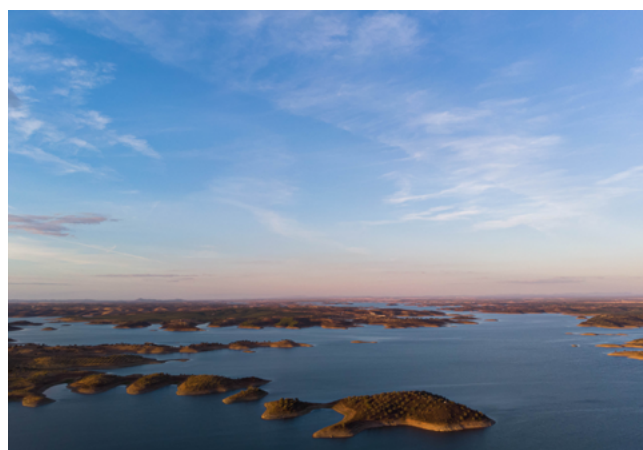
Partnerships: LuCa_Municipal Theatre (PT), Municipal Theatre of Porto (PT), Intermunicipal Community of Alentejo Central (PT), Stute Theatre CIC (UK), Les MAD/Théâtre National (BE)

Budget: €150,000

PROGRAMME

STAMPING OUT RISK

We are keenly aware that Portugal is one of the European countries most vulnerable to climate change, and that the Alentejo is one of the most affected regions in the country. This programme is inspired by the 50,000 new native trees that will be planted in the Central Alentejo by 2023 under the Beyond Risk project (run by Science Retreats and funded by EEAGrants) to reduce the “heat island” effect on public health. The resulting new eco-efficient and climate-resilient spaces in the Alentejo will create the conditions for a series of meetings of European artists and experts working in the field of climate and the environment. It is a rare example of trees conquering space.



PROJECT

There in the trees, green trees

#music #sustainability #climatechange
#biology #community #nature

We will put out an open call to musicians from Mediterranean countries to offer concerts to the trees. Science has made us think about the emotional life of nature and so, in the spirit of coevolution and coexistence, we will gather a group of musicians from all over the Mediterranean to celebrate nature through solos, duets or quartets. *There in the trees, green trees* will be coordinated by the pianist Ana Telles, with the participation of musicians of all different genres – jazz, classical, hip-hop, etc. They will also celebrate the presence of birds in particular, since the Alentejo is a stopover site for many birds migrating to other corners of Europe. These birds spread their sound to other European regions, coming back in summer and bringing beautiful songs in which we can hear the sounds of different European landscapes united. Our partner for this project will be EuroBird, a network and portal focused on birds' migration in Europe. This portal will help us track the birds' migration and learn which landscapes' sounds they are relaying when they come back to sing in Évora. *There in the trees, green trees* will be spread across several green spots in the Alentejo during 2027.

Project Leader: University of Évora School of Arts (PT)
Partnerships: Eborae Music (PT), Intermunicipal Community of Alentejo Central (PT), Intermunicipal Community of Norte Alentejo (PT), Intermunicipal Community of Alentejo Litoral (PT), Intermunicipal Community of Baixo Alentejo (PT), Rhodes Municipality (GR), MED_University of Évora (PT), Junta da Extremadura (ES), EUROBIRD Portal (BE)
Budget: €300,000



PROJECT

Landscape

#exhibition #landscape #sustainability
#climatechange #biology #nature

Pictorial landscape representation over the centuries – from the art of the European Middle Ages to 19th-century Japanese

Painting and Persian tapestries – reflects the perennial human need to establish privileged relationships with the landscape. *Landscape* is an exhibition about landscapes as a symbol in European visual art history. It will present a diversity of European landscapes, from sea to mountains, from lowlands to uplands, from lakes to deserts, and will be curated by António Pinto Ribeiro. Among the works presented will be the landscape watercolours of Portugal's first encounters with Africa and Asia, which are part of the Public Library of Évora's permanent collection. The exhibition will take place at the Eugénio de Almeida Foundation's Centre for the Arts between October and December 2027, and will be accompanied by conferences that focus on the lives of plants and animals. It will involve the collaboration of many cultural institutions both in Portugal and elsewhere.

Project Leader: Eugénio de Almeida Foundation (PT)
Partnerships: University of Évora Department of Landscape (PT), Museum of the French National Library (FR), London Public Library (UK), The Gallery of Matica Srpska (RS)
Budget: €400,000

PROGRAMME

OUT OF NATURE

In this programme we will consider the power relations between humans and animals. The Alentejo is a region where we can find many such relations, from those between shepherds and animals on the montado, to those involved in traditional bullfighting, the pilgrimage traditions, and hunting. All of these practices have centred on human-animal relations for a very long time. This programme will take as its guiding metaphor the transformation of the oldest bullfighting arena in Portugal (with records dating back to the 17th century) in Azaruja, Évora – a space of agonistic culture and combat – into a contemporary art centre. The bullring, empty and in ruins for over a decade, has been acquired by Zaratan, a cultural association dedicated to contemporary art. *Out of nature* will see the creative work of five international contemporary artists performed in the transformed Azaruja bullring and other bullrings located in Alentejo Central. To stage this programme we will collaborate closely with the Trans Europe Halles (SE) network, which brings together experts with extensive experience in grassroots-initiated cultural centres. We will also present our plans and consult experts from the *Network of Cultural Centers* which Évora joined during its candidacy for the European Capital of Culture title.

PROJECT

Affections

#performance #tradition #nature
#dominance #anthropology

Nandipha Mntambo is a South African artist who has become famous for her figurative cowhide sculptures, which allude to the symbiotic relationship between humans and nature.

In 2027, Mntambo will present a performance – inspired by and situated in the transformed Azaruja bullring – about the boundaries between human and animal, femininity and masculinity, attraction and repulsion, life and death. For this project, Mntambo will draw on the Azaruja community's memories about the bullring's importance to the social and cultural life of the place.

Project Leader: Zaratan Association (PT)

Partnerships: Junta da Extremadura (ES), University of Évora Sociology Department (PT), Fábrica Catal (PT), Trans Europe Halles (SE)

Budget: €80,000



PROJECT

A ceremony

#contemporarycircus #nature
#dominance #animalrights #tradition
#anthropology #sociology

The contemporary circus company **Baró D'Evel** (FR) accepted our invitation to create a performance for this open, circular building that echoes the space of a circus tent. Another clear similarity between a bullring and a circus tent, viewed from a different perspective, consists in the risk and danger faced by both humans and animals within the arena. In this project, **Baró D'Evel** will mix movement, acrobatics, voice, music and – as usual in their work – the very poetic involvement of animals. The company will be in dialogue with communities in the Alentejo that have established relationships with animals for social and cultural reasons. The company's work, and its experience of working with animals, will offer another perspective on the relation between humans and animals in the arts and culture.

Project Leader: Baró D'Evel (FR)

Partnerships: Intermunicipal Community of Alentejo Central (PT), Oporto Municipal Theatre (PT), University of Évora School of Arts (PT)

Budget: €90,000

PROJECT

A dance for the arena

#dance #nature #dominance
#animalrights #tradition #anthropology
#sociology

We have invited three major contemporary choreographers each to create a new dance performance for a bullfighting arena. **Israel Galvan** (ES), **Tânia Carvalho** (PT) and **Jonas & Lander** (PT/BR) will all explore the binomials human-beast, masculinity-femininity, tradition-contemporaneity, and cultural event-violent event through the medium of dance. Aside from its artistic element, this project also consists of social research about the bullfighting tradition in Europe, asking how this might be transformed into something both socially responsible and useful for the community. Each premiere will take place at three different Alentejo bullfighting arenas.

Project Leader: O Espaço do Tempo (PT)

Partnerships: Porto Municipal Theatre (PT), Intermunicipal Community of Alentejo Central (PT), S Luiz Municipal Theatre (PT), Faro Municipality (PT)

Budget: €300,000

PROGRAMME

POWER PUPPET

Puppets reach across the generations, and have an extraordinary power to communicate with and captivate audiences. Historically, puppetry has been an important way of transmitting human values, questioning relations of domination between humans, and asking about the impact of our actions. In the Alentejo, there is a secular tradition of puppetry that includes both the *Robertos* and the *Bonecos de Santo Aleixo*, the latter being small traditional puppets that date back to the end of the 18th century. This programme develops projects where traditional puppetry, new technologies and new methods are brought together to explore power relations by asking questions about environmental awareness, diversity, social justice, inclusion and freedom.

PROJECT

Solitude

#puppets #sociology #tradition
#contemporary #ageingineurope
#community

Loneliness associated with ageing is a problem not just in the Alentejo but also elsewhere in Europe. *Solitude* will focus on the issue of loneliness in the ageing population, as well as on the concept of empty space. We have invited five puppet companies from different corners of the world to work on solos with elderly people from the Alentejo, creating puppets for each person inspired by their personal stories (whether real or fictional). Renowned Portuguese puppeteer **Trulé (Manuel Dias)** will be one of the artists, and the other four – from elsewhere in Europe – will be in residence in Évora during 2026. Performances of the solos by elderly residents and their puppets will premiere in the Salão Central in Évora, before touring throughout the region, elsewhere in Portugal, and finally abroad. An international conference on ageing and how it is perceived in Europe will also take place the year before, coordinated by the Nursing School of the University of Évora.

Project Leader: Alma D'Arame Association (PT)

Partnerships: FIMFA_international festival of puppetry and animated forms (PT), FIMFA_international festival of puppetry and animated forms (PT), Cie Mossoux-Bonté (BE), Stuffed Puppet (NL), FIMP_Porto international festival of puppetry (PT), Figurentheater Tuebingen (DE), Intermunicipal Community of Alentejo Central (PT), Intermunicipal Community of Baixo Alentejo (PT), Intermunicipal Community of Alto Alentejo (PT), Intermunicipal Community of Alentejo Litoral (PT), Lavrar o Mar (PT), Reims 2028 (candidate city)

Budget: €100,000

PROJECT

BIME–

International Puppet Biennial

#puppets #sociology #tradition
#contemporary #technology #community
#humanrights

In 2027 Évora will host another edition of an important international puppet biennial in Portugal. For this 2027 edition, new technologies will be integrated into all the puppetry, the performances will be spread across other municipalities, and the general theme will be “strengthening democracy and fundamental rights”, to celebrate 20 years of the Treaty of Lisbon.

Project Leader: CENDREV (PT)

Partnerships: FIMFA_international festival of puppetry and animated forms (PT), É neste país cultural association (PT); Museu da Marioneta (PT), World Encyclopedia of Puppet Arts (BE); UNIMA – Union Internationale de la Marionnette (FR)

Budget: €100,000



THEMATIC LINE
TIME,
ABOUT IDENTITY, KNOWLEDGE
AND BELIEFS

This line focuses on how time shapes European identity on both individual and collective levels. It draws on the present and memories of the political, social and cultural past to develop ideas about what we were and are as individuals and as a collective. In this line we invite artists and audiences to move closer to the social and cultural path our region has trodden, which will reveal that what unites us as Europeans is stronger than what divides us. To this end, projects will take place about borders, participation, freedom, new residents, fundamental rights, interculturality, nature, religion, beauty, sustainability and togetherness.



PROGRAMME

AT THE WALL

This programme will present three different projects inspired by the Évora city wall. The wall takes us back to time immemorial, forming part of the city's UNESCO-classified World Heritage Site. This example of military architecture, which has been passed down through various civilisations since the 1st century AD, today surrounds the political, administrative, economic and social centre of the city. *At the Wall* consists of projects about our present and future connections with this piece of architectural engineering – projects that consider its influence on the identity, aesthetics, memory and functioning of the city

PROJECT

The fair: beautiful, sustainable, together

#participatory #community #legacy
#capacitybuilding #design #tradition
#contemporary #landscapearchitecture
#neweuropeanbauhaus

The *Feira de S. João* is a popular fair of cultural, social and economic importance that has taken place annually since 1529, and since 1569 in Évora's Rossio de S. Brás. The latter is a square next to the city wall covering approximately 52 hectares, and is the largest public space in the city. It has

been the venue for fairs and markets since the 13th century. Influenced by the position of the wall, both the fair and the square have over time established a relationship between rural and urban. Both fair and square are places that bring people together, but they also generate significant debate: on the one hand, they are the basis for a strong emotional relationship between the different generations in the Alentejo; on the other hand, there is a need to rethink both the event and the place if they are to become more inviting and better aligned with the demands of the present and future. Inspired by the concept of the **New European Bauhaus**, Évora 2027 will rethink the fair/square/wall relationship based on the values of beauty, sustainability and togetherness. We will bring together designers, architects, mediators and fairground workers in an extended community that will work to prolong the life of this fair, transforming it into a more contemporary event while respecting its memory and tradition. In 2029 we will celebrate the 500-year anniversary of this important occasion for encounters between generations, between rural and urban, and between memory and future. This project will benefit from Évora's new membership of CrAft, the EU-funded project for cities to become climate-neutral, beautiful and inclusive.

Project leader: Fahr 021.3 (PT)
Partnerships: University of Évora Architecture Department, School of Arts, and Department of Design (PT), Creating Actionable Futures – CrAft.
Budget: €1,000,000



PROJECT

Break to reign

#participatory #community
 #capacitybuilding #heritage
 #multidisciplinary #contemporary
 #architecture #sociology #international

To protect, organise, exclude, include, control, defend... what function do we ascribe to a wall today? Even these days in Évora, the phrase “going to the city” is understood to mean going to the space within the wall. Can this built heritage still define the city’s consciousness? And does the negation of the city lie beyond it? **Break to reign** sees the wall as a piece of living heritage, focusing on its influence in everyday life, the barriers it establishes, memory, time, and its special link to Roman engineering heritage through the Água de Prata Aqueduct. We have invited the OSSO collective to work on this project because of its international experience

of bringing artists into dialogue with local communities. In **Break to reign**, the artists **Ricardo Jacinto**, **Rita Thomaz**, **Nuno Morão**, **Teresa Santos** and **Pedro Tropa** will think about how the wall shapes a place and about its relation with all of the city’s neighbourhoods that lie beyond it.

The creative process will bring together artists from the region with those from elsewhere in Portugal and beyond, putting them into active dialogue with the communities living outside and inside the wall. Artists from other European cities with walls will be invited to examine the walls’ past and present functions, and to work together to present this heritage to local communities and audiences from abroad. **Break to reign** is a project that unites music and sound arts, plastic arts, photography, dance, performance, design, architecture and cinema – a project that views the wall as an example of cultural heritage that gives continuity to a place. It is a project with artistic, social, political, and environmental relevance, rooted in the local community.

Project leader: OSSO (PT)
Partnerships: European cities that are part of the OWHC – Organization of World Heritage Cities (CA); Chartres Municipality (FR), Elvas Municipality (PT)
Budget: €200,000

PROJECT

In the labyrinth of the city

#participatory #community
 #capacitybuilding #multidisciplinary
 #contemporary #architecture
 #placemaking

A mobile structure designed by the architect **João Mendes Ribeiro** will circulate through the 14 municipalities of Central Alentejo between 2023 and 2027, creating spaces for experiencing, enjoying and questioning the present moment. This is a participatory project that will occupy public squares, with the structure hosting debates, conferences, classes, workshops, demonstrations and shows staged by several disciplines connected to the arts and citizenship. These various activities will unite tradition with experimentation and contemporaneity. The project will be led by the **Eugénio de Almeida Foundation**, which will celebrate its 60th anniversary of activity in the city of Évora in 2023. As it is participatory, the project will adhere to the principles of accessibility, diversity and freedom. All of its activities will help prepare the resident communities for the title year. Each year, the programming will therefore centre on a theme with a European dimension that relates to the candidacy’s concept and vision: 2023 – *Living in Europe*; 2024 – *Children and public space*; 2025 – *Urbanism and desire*; 2026 – *Spirituality and architectures*; 2027 – *Poetics of slow time*. Its legacy will be the transformation of citizens’ perception of public space, and their participation in the processes of thinking about and building cities and shared spaces.

Project leader: Fundação Eugénio de Almeida (PT)
Partnerships: Marija Griniuk, Sami Centre for Contemporary Art (NO), Karasjok (NO), KÉK - Contemporary Architecture Centre (HU)
Budget: €175,000



PROGRAMME

WALKING DOWN MEMORY LANE

Évora was an important seat of the Portuguese court during the 16th and 17th centuries. It experienced three centuries of the Inquisition (16th-18th centuries) and forty-seven years of dictatorship (20th century) – a history that has inevitably left its mark on the city, and on the Alentejo as a whole. But the region also played a central role in the establishment of democracy in Portugal. The projects developed in this programme will invite artists to draw on the region's documentary archives, the city's artistic heritage and social-scientific knowledge to take our past and present as inspiration for creating a change in mentality, for a greater awareness of the rights and duties that unite us as Europeans. The world needs an urgent rethink, and past and present can help us achieve this. To rethink is not to go backwards. We need a new era for the sake of both humanity and the planet.

PROJECT

Freedom to rethink the world

#animatedcinema #contemporary
#visualarts #literature #photography
#socialsciences #biology
#capacitybuilding #legacy #international

This project starts from the idea that *vagar* gives us the *Freedom to rethink the world*. The Alentejo's history includes some highly significant events that have had real impact on world geography, as well as on Portugal's politics and society. *Freedom to rethink the world* takes inspiration from both these historical moments and the concept of *vagar* to make proposals for the future. Short animated films will be created that inspire humanity to take action – to change. These films will be revolutionary, pointing to the kind of decisions we need to make in order to live in peace, both in Europe and across the rest of the world. They will address the idea of a new stage for humanity and the planet. And we believe that artists are good at imagining the next stage. Taking advantage

of the international prestige and experience of **José Miguel Ribeiro** and his film association **Praça Filmes**, located in Montemor-o-Novo, several creatives from various areas of the arts, and of various nationalities and generations, have each been invited to work with a different animated film director. Among the invited artists whose participation is already confirmed are: **Mia Couto** (writer), **Regina Pessoa** (film director), **Pedro Serrazina** (film director), **José Eduardo Agualusa** (writer), **Virgílio Ferreira** (photographer), **Alê Abreu** (film director), **João Gonzalez** (film director). Arts students will also be invited to support and experience the creative process.

The films created will have their world premiere in Évora and the Alentejo in 2027, and will then be distributed through the European international film festival circuit before being shown on streaming platforms such as **Filmin**, **Mubi** and **Netflix**.

Project leader: Praça Filmes (PT)

Partnerships: Polytechnic Institute of Portalegre (PT); Lusófona University (PT); JPL Films (FR); Il Luster (NL); Luna Blue Films (BE); University of Extremadura (ES), Netflix, Filmin, Mubi.

Budget: €600,000

PROJECT

To understand our time...to move on

#memory #humanrights #contemporary
#theatre #socialsciences #arthistory
#capacitybuilding #community
#legacy #international #heritage
#europeandimension

In our quest to understand the tragedies threatening human rights that we are currently experiencing in Europe, such as war, intolerance and populism, we look to Évora's past – specifically to the 16th century, when the Holy Office was established and lived alongside Renaissance Humanism. *To understand our time...to move on* is a project directed by the anthropologist, playwright and theatre director **Joana Craveiro**, whose work is internationally renowned for how it investigates historical events and brings them into the present. Craveiro will direct a team of actors and local citizens to create monologues and guided visits inspired by the social, political and cultural context of both Renaissance Humanism and the Inquisition. Craveiro will also draw inspiration from different artistic works left by European humanists such as **Francisco de Holanda**, **André de Resende**, **Gil Vicente**, **Manuel Álvares**, **Gaspar Gonçalves**, **Garcia de Resende**, **Nicolau de Chanterene** (FR), **Gaspar Fernandes**, **Estêvão Lopes Morago**, **Duarte Lobo** and others. This project challenges us to reflect critically on the past, approaching memory as cultural heritage that helps construct a common future. It also raises awareness about threats to human rights that plague us today, inevitably raising questions about intolerance, colonisation, slavery, and lack of freedom. What would our present be like if the Holy Office had not intimidated and censored those artists, teachers and intellectuals based in 16th-century Évora, all of whom had important connections to the rest of Europe? Or, can we imagine how the past

dialogues between Francisco de Holanda and Michelangelo might look today? *To understand our time...to move on* will have connections to many European organisations. It will be a contemporary art project that helps reconstruct some of the important legacy of Évora's 16th-century artistic heritage.

Project leader: Joana Craveiro / Teatro do Vestido (PT)
Partnerships: Évora Public Library (PT), Frei Manuel do Cenáculo National Museum (PT), CIDHEUS, University of Évora (PT), National Archives, Torre do Tombo (PT), District Archive (PT), Lisbon Library Academy of Sciences (PT), The Royal Library of the Escorial Monastery (ES), National Library of Spain (ES), Évora Schools Groups (PT), British Library (UK), Alentejo Regional Directorate of Culture (PT), and a huge number of historical cities that are part of OWHC.
Budget: 600.000€



PROJECT

Capturing *vagar*

#community #cinema #memory
#international #socialsciences #legacy

We know that *vagar* exists in many places around the world, albeit under different names. How has *vagar* changed over time in different regions and cities in Europe? This project, led by the Portuguese film director **Tiago Guedes**, invites seven directors from different countries to make a short film based on the concept of *vagar*. The five directors we have already invited are **Tiago Guedes** (PT), **Chloé Zhao** (CN/USA), **Alice Diop** (FR), **Lynne Ramsay** (UK), **Lorenzo Vigas** (VE), and the other two will be from Liberec and Bastia. In 2027, the five short films will be premiered in Évora. At a conference the next day, the film directors, the local community and an international audience (we hope to welcome people from all of the directors' home countries) will all be invited to reflect on the experience of *vagar*. This is a legacy project left by the Alentejo to the rest of the world that aims to bring different places into dialogue. Can these works lead us to feel that a sustainable future, that the blueprint for an urgent next stage for humanity, can be inspired by the concept of *vagar* – by the notion that we are always connected to the rest of the universe?

Project leader: Tiago Guedes (PT)
Partnerships: Institute for Cinema and the Audiovisual (PT), University of Évora Department of Sociology (PT), Krakow Municipality (PL), Le Choeur de Sartenne (Bastia) (FR)
Budget: €750,000

PROJECT

Collecting to rehearse the world

#community #participation #memory
#international #socialsciences
#exhibition #conference

Investigating, gathering, accumulating, classifying, studying, disseminating: collecting. Collecting is one of humanity's oldest practices – one concerned with the relationship between time, cultures and objects. Some psychologists believe that collecting is a way of trying to impose order on the world. We have invited the performer **Raquel André**, whose thinking and trajectory has been guided by her long-term project "collection of people", presented in various corners of the world, to curate an exhibition. *Collecting to rehearse the world* will bring together collectors and their collections from Portugal and beyond to demonstrate, through the obsessive act of collecting, how taking time will be crucial to working out a new order for humanity. The objects/pieces will also enter into dialogue with important historical events in Portugal and the rest of Europe. Raquel André will bring together collectors of matchboxes, contemporary art, hats and bronzes with others with more unexpected collections. The creative process will allow for moments where citizens and other collectors, as part of the People's Libraries programme, can share the stories of their collections. In 2027, alongside the exhibition, André will also direct a programme of public talks between collectors, artists, sociologists and anthropologists that will address topics triggered by the exhibition's theme. The main exhibition will be hosted by MACE, the Elvas Museum of Contemporary Art.

Project leader: Raquel André (PT)
Partnerships: MACE – Elvas Museum of Contemporary Art (PT), Quetzal Art Center (PT), Intermunicipal Community of Alentejo Central (PT), Intermunicipal Community of Alentejo Litoral (PT), Intermunicipal Community of Baixo Alentejo (PT), Intermunicipal Community of Alto Alentejo (PT), Drawing Matter (CA)
Budget: 300.000€

PROJECT

Time trilogy

#community #participation #memory
#international #socialsciences
#performance #collective

"*Nuestro presente nos demanda gestos épicos*" (our present demands epic gestures), says **Tamara Cubas**, the internationally-acclaimed Uruguayan choreographer and performer known for addressing themes such as political history, homeland, power, politics, interpersonal relations, heterogeneity and dissidence. For this project, Cubas will create a trilogy about time. Like any other Tamara Cubas piece, these three performances will have large casts, each involving around 30 locals from Évora's community on stage, with each resembling a community assembly. These plays – playl_youth,

play2_adults, play3_over 70 years old – will reveal new insights about young people’s ideas of the future, about elderly people’s perception of time, and about adults’ experience of the tension between past and future. Évora’s recent past, its present and its future will be the motto for this work, with the city understood as a collective memory that subsists beyond its architecture. All three plays will be performed at the Garcia de Resende Theatre in Évora at different points in 2027 and will travel to other European cities.

Project leader: Tamara Cubas (UY)

Partnerships: University of Évora Department of Sociology (PT), Intermunicipal Community of Alentejo Central (PT), Intermunicipal, Community of Alentejo Litoral (PT), Intermunicipal Community of Baixo Alentejo (PT), Intermunicipal Community of Alto Alentejo (PT)

Budget: €250,000

PROGRAMME

AGAIN AND AGAIN

Like the classics of literature, there are some performances that are immortal for the public and critics alike because, aside from all their intrinsic qualities, they bring into focus the main conflicts of human existence. These performances are a great source of inspiration and reflection for audiences across the generations, as they are considered philosophical and ethical essays on the consequences of human actions. *Again and again* is a programme that asks international creators to present one of their most iconic pieces whose contribution to the contemporary history of the performing arts is unquestionable. The programme challenges creators to ask themselves how the political, social, environmental and economic realities of the recent past and present will influence the re-creation of the masterpiece and point to future issues for humanity. As these are works that are never normally performed outside Portugal’s big urban centres, we want to present them in those municipalities across the Alentejo where you might least expect to see them. Through this decentralisation, we want Évora 2027 to prompt a broad discussion about cultural democracy, supported by an international conference taking place in Évora. The programme will be carried out in partnership with major European festivals: Festival d’Avignon (FR), Festival de Almada (PT), Auch Festival du Cirque Contemporaine (FR), and Festival Import/Export (BE).

PROJECT

Again and again – theatre

#culturaldemocracy #memory
#international #socialsciences #theatre
#humanity

During the 15th and 16th centuries, Europe underwent several economic and social transformations. It was at this time that anthropocentrism emerged, and the arts and philosophy began to follow this worldview in which the human being became the centre. Around this time, European playwrights emerged whose works became timeless due to their ethical and philosophical relevance, seeming to anticipate our societies’ future. In a partnership with the well-known German theatre Schaubühne, to stage a philosophical and ethical portrait of the consequences of human actions by bringing one of these classic works to Évora.

Project leader: Teatro Garcia de Resende (PT)

Partnerships: Schaubühne am Lehniner Platz (DE), Festival de Almada (PT)

Budget: €100,000



PROJECT

Again and again – dance

#culturaldemocracy #memory
#international #socialsciences #dance
#humanity

This project invites a dance company/choreographer to recreate a seminal piece in the history of European contemporary dance, and thus contribute to a story that must be told again and shared with citizens. The choice of choreographer and piece is being discussed with Dance Umbrella Festival and La Biennale de la Danse de Lyon. It will premiere in Évora in 2027.

Project leader: National Centre for Dance (PT)

Partnerships: Maison de la danse de Lyon (FR); Os Dias da Dança Festival (PT); Theatre del Canal (ES).

Budget: €100,000

PROJECT

Again and again – contemporary circus

#culturaldemocracy #memory
#international #socialsciences
#contemporarycircus #humanity

La **compagnie du Hanneton** has had a major influence on contemporary visual performance. It is directed by **James Thiérree**, one of Europe's most extraordinary and versatile artists, who has used his immense talent to create magical dream-like spectacles that captivate, charm and inspire. In 2027, James Thiérree will come to Évora with one of his great shows, a European classic – an event that promises to leave a prominent mark on the history of contemporary circus performances in Portugal.

Project leader: Garcia de Resende Theatre (PT)
Partnerships: S Luiz Municipal Theatre (PT)
Budget: €150,000

PROJECT

Again and again – youth

#culturaldemocracy #memory
#international #socialsciences
#performingarts #humanity #youth

Creative processes in the performing arts challenge young people to think in multiple dimensions. Watching theatre is a process of discovery, contributing to children's tolerance, awareness of ambiguity, and curiosity, as it provides a safe environment in which to experiment and take risks. With the **youth festival Festival Import/Export** (BE) – whose productions can be enjoyed by people of all ages and linguistic backgrounds – together with their experienced organisers **Bronks Theater** (BE) and **La Montagne Magic Theater** (BE), Évora 2027 will present a recreation of a European masterpiece for young people that will raise questions about our consciousness of living in a way that is connected to the rest of the universe in the future.

Project leader: Teatro Garcia de Resende (PT)
Partnerships: Import/Export Festival_Bronks Theater_La Montagne Magic Theater (BE), LUCA (PT), Teatro Municipal do Porto (PT), Teatro Viriato (PT)
Budget: €50,000

PROGRAMME

BEYOND FRONTIERS

Just like the New European Bauhaus, Évora 2027 proposes to break down borders. But to do so, we propose to approach others. In this programme, we develop projects that bring us closer to other countries through co-creation. The history and identity of the Alentejo has also been shaped by contact with other parts of the world, especially Europe, Asia and Africa. This project will involve co-creation, encounters, and re-encounters between different contexts and cultures, with a view to thinking and acting together to tackle problems that affect us every day – problems such as the degradation of the environment and threats to human values.

PROJECT

The travelling light

#culturaldemocracy #nature
#international #socialsciences #manifest
#photography #humanity #climatechange
#schools #conference #legacy #digital

Évora 2027, **Bodø 2024**, a French European Capital of Culture and one from the Czech Republic will implement a project that provides opportunities for young people to spend time in the landscape of every corner of the continent – North and South, East and West. It will allow groups of young people from all four cities to better understand the tradition, culture and biodiversity of even distant European landscapes. Participants will spend about 10 days living and walking in these different natural environments, always accompanied by the **Italian geopoet Davide Sapienza**, who says that “walking is the most basic and natural human tool for experiencing the world”. This geopoetic walking tour will challenge the young people to discuss, reflect on and write about their experience of time in nature. The group will also be accompanied by four photographers: the award-winning **Portuguese photographer José Manuel Rodrigues**, and a Norwegian, a French and a Czech nature photographer. This project sees nature as a part of our heritage that observes us, welcomes us, nourishes our



mind and body, is fundamental to our survival and is part of our identity. To get to this stage of awareness, we need time to explore the concepts of coexistence and co-evolution with nature. The young participants will organise an international conference (in 2027 in Évora and Bodø, and 2028 in the Czech Republic and France) and will participate in meetings in European schools to share their experiences with other young people. A digital platform will be created to document the process in all cities.

Project leader: Ponto de Orvalho association (PT)
Partnerships: Bodø 2024, Liberec 2028 (candidate city), Bastia 2028 (candidate city), Clermont-Ferrand 2028 (candidate city), Reims 2028 (candidate city), Amiens 2028 (candidate city), Alentejo Groups of Schools (PT), University of Évora School of Science and Technology (PT)
Budget: €200,000

PROJECT

Guadiana– ibero-american-african literature biennial

#culturaldemocracy #literature
 #transatlantic #europelanguagediversity
 #community #intergenerational

In 2027 we want to celebrate and strengthen the Alentejo's important historical cross-border relationship with Extremadura (a Spanish autonomous community) through language and literature. From 2025 onwards we will hold a biennial literary gathering to celebrate Portuguese- and Spanish-language writers and readers. Through this project we want to bring the two languages closer together, and work towards a better understanding between these two neighbouring European countries. Aimed at a wide audience, the 2027 edition of the festival will be curated by **Antonio Saez-Delgado, director of the Centre for Iberian Studies at the University of Évora, and Gabriela Harac (AR), artist, writer, editor and founder-director of the cultural space DocumentA/Escénicas in Argentina.** This won't be a conventional literature festival but an artistic event that celebrates the wandering and intellectual idleness of the *flâneur*, with multiple artistic activities – benefiting from the participation of both invited guests and locals – celebrating two languages spoken by about 850 million people around the world. Both Portuguese and Spanish are languages that vary greatly according to the country or region where they are spoken, and these variations constitute the great richness of their identity. *Guadiana* is a legacy project that will involve a big community of writers, readers, schools, libraries, bookshops, etc.

Project leader: Centre for Iberian Studies/UÉ, Junta de Extremadura (ES)
Partnerships: Latin American House (PT), Organisation of Ibero-American States (PT), José Saramago Foundation (PT); Portuguese Language Museum (BR), Évora Public Library (PT), CIMAC – Intermunicipal Community of Central Alentejo (PT), CIMBAL – Intermunicipal Community of Baixo Alentejo (PT), CIMAAL – Intermunicipal Community of Alto Alentejo (PT), CIMAL – Intermunicipal Community of Alentejo Litoral (PT), Fray Manuel do Cenáculo National Museum (PT), Eugénio de Almeida Foundation (PT), Argentina Embassy in Portugal (AR), Camões Institute (PT), Instituto Cervantes (ES).
Budget: €400,000 (2 editions)



PROJECT

Towards a new wave

#culturaldemocracy #craft #design
 #architecture #tradition #contemporary
 #community #intergenerational
 #conferences #legacy

The President of the European Commission, Ursula Von der Leyen, has expressed the wish that NextGenerationEU will kick-start a wave of European renewal – one based on a new cultural project for Europe that follows the principles of beauty, sustainability and being together. Encouraged by this impetus for change, we have invited the **young sculptor and ceramicist João Rolaça** and the renowned **artist Virginia Fróis** to come together with an international group of sculptors, ceramicists, designers and architects in a residency inspired by *vagar*. *Towards a new wave* aims to celebrate and give new meaning to the Alentejo's traditional crafts and materials, which are symbiotic, ecological and sustainable. In order to protect the intangible heritage of the Alentejo, we will consult and involve experts from the largest European Cultural Heritage civil society network, **Europa Nostra (NL)**. The project will run in 4 editions between 2024 and 2027. In each year, two craftspeople from the Alentejo and two designers, two architects and two guest artists (one of each pair Portuguese and one international), as well as others selected by open call, will collaborate to develop interventions in public space. These interventions will be spread throughout Évora's neighbourhoods, and will use traditional materials and techniques and the New European Bauhaus principles. Each year, different materials will be employed, such as stone, salt, vegetable fibres, clay, cork, wool, wood, lime and metal. Neighbourhood residents will be invited to collaborate and follow the process. For each residency, the group will occupy the convent São Bento de Castris in Évora.

Project leader: João Rolaça (PT), Virginia Fróis (PT)
Partnerships: University of Évora/_ARTERIA_LAB/ Hercules (PT), Polytechnic Institute of Portalegre (PT), University of Lisbon Faculty of Fine Arts (PT), MACE (PT), CEARTE (PT) Sphera Castris (PT), Casa Branca Cooperative Station (PT), Cortex Frontal (PT), Herdade Freixo do Meio (PT), Cultivamos Cultura Association (PT), University of the Arts London (UK); Eugeniusz Geppert Academy of Art and Design, Wrocław (NL); Europa Nostra (NL)
Budget: €300,000

PROGRAMME

PASSAGE

It is said of Évora and the Alentejo that “everyone has passed this way”. The central principle of the UN Agenda 2030 for Sustainable Development is “leave no one behind”. In the Alentejo, you can still see the layers formed by the passage of the Roman and Muslim civilisations, and their importance in shaping the region’s identity is indisputable. Today the Alentejo is the destination of immigrants who come to provide cheap agricultural labour. This programme highlights the cultural transits that have helped construct the Alentejo’s identity: Romans, Muslims and other civilisations. It also seeks to show how art can produce a new discourse on migratory processes – one that contrasts with political discourses.



PROJECT

What will you really do?

#culturaldemocracy #exhibition
#contemporary #intangibility
#intergenerational #conferences

The social, political and cultural past of the Alentejo is marked by the passage of orders and groups that left a symbolic legacy of the practice of spiritualism. Taking advantage of the monastic complex Scala Coeli in Évora – a former Carthusian Order monastery that has one of the largest active cloisters in Europe – and of all the artistic potential of the Diocese of Évora’s religious heritage, **Broteria, the Portuguese Jesuits’ cultural centre**, will hold an exhibition of the contemporary visual arts. The exhibition will be hosted by the **Fray Manuel do Cenáculo National Museum**. Its purpose will be to revisit, from the point of view of contemporary culture, the conceptual heritage that inspired the practices of the different religious communities in Évora and the Alentejo. Each of these communities, in its own time and in its own way, reinvented the ways of connecting with intangibility. The project’s distinctive contribution will be to re-interpret spiritual experience by combining contemporary language with the legacy of local heritage. It will thus seek to connect and cross-fertilise the philosophical thought of different

traditions, focusing on one of the most transversal concepts: silence. It will reflect on how the Alentejo has understood this phenomenon – a phenomenon that enhances, and is fundamental to, religious experience.

Project leader: Fray Manuel do Cenáculo National Museum (PT)
Partnerships: Wolfgang Laib (DE); Janine Antoni (EUA); Paul Thek (EUA); Agnes Martin (CA); Gina Pane (FR); Frei Miguel (PT); Eduardo Gageiro (PT)
Budget: €300,000

PROJECT

New residents

#culturaldemocracy #theatre
#contemporary #migration
#intergenerational

In a region used to the passage of various civilisations whose cultures left their own marks, what influence do new residents have today on the Alentejo’s cultural identity? If on the one hand we see the presence in agriculture of migrants fleeing from conflicts, persecution and poverty, there are also nomads – whether Roma or digital – looking forward to a new way of life in rural areas. We have invited **Caroline Guiera Nguyen**, the renowned French theatre director who founded the company **Les Hommes Approximatifs**, to explore the themes of diversity, of the plurality of languages and cultures, but also of exile and solitude. Nguyen will use the example of the Alentejo to reflect about new residents in Europe, bringing together actors – both professional and amateur – from various social, geographical, cultural and spiritual backgrounds located in the region. This will be an opportunity to look at this new reality through different approaches. The resulting theatre piece will premiere in Évora, in September 2027.

Project leader: CórteX Frontal (PT)
Partnerships: Cruz Vermelha Portuguesa (PT), Migrations Observatory (PT), University of Évora Sociology Department (PT), CENDREV (PT), S Luiz Municipal Theatre (PT)
Budget: €200,000



PROGRAMME

SO TRADITIONAL, SO CONTEMPORARY

All communities create and recreate their identities. Often, they merge with others, mixing with new ideas and ways of seeing the world. Through *vagar*, the Alentejans have been able to preserve their culture – such as their music, oral traditions and traditional know-how – but also to renew, change, merge and rebuild it. The musical genre of *cante*, for example, is rooted in the culture of the Alentejo, but draws on forms of popular musical expression from all over the world. Alentejan communities have developed their own ways of celebrating and creating the narrative of their ways of life through popular poetry, street parties, and through the *repentista* poets, who are among the best observers of life. And their traditional know-how reflects how they have managed to adapt to natural systems and the environmental framework in which they live. The Alentejo's traditional popular culture is thus a major component of the region's identity that links it to other places across the world. In this programme we examine how the passage of time affects the conservation and maintenance of traditional practices. Is tradition threatened by contemporary culture and the influence of new technologies? Or, on the contrary, is it increasingly valued because it offers us a way of being together, of achieving the humanisation that is so urgently needed in today's world?

PROJECT

Popular poetry

#culturaldemocracy #tradition
#contemporary #poetry #theatre
#intergenerational #community #legacy
#edition

Among the most emblematic examples of oral and popular poetry in the Alentejo are the *Brincas*, carnival celebrations that bring together popular poetry, drama, music and theatre. We also have the *repentista* poets, who surprise people in taverns with their improvised spoken word performances about daily life. We believe that these practices are an important part of Europe's intangible heritage. But they are under serious threat. **Popular poetry** aims to revitalise and honour oral traditions by relating them to contemporary practices. To this end, first, it will introduce *Brincas* into the curriculum of Évora's schools, giving teachers and students the opportunity to develop and maintain this traditional practice, but also to take advantage of all the benefits theatre has for young people's intellectual development. Second, it will develop a training programme for local communities and associations to recover the tradition of the *Brincas*, which in 2027 will invade the space inside the city wall, which historically they have been prevented from entering. Third, it will stage an audiovisual exhibition at the Remédios Convent in Évora, placing the *Brincas* and other manifestations of the Alentejo's

oral traditions in a national and international context, and relating them to the *Caretos* (PT), the *Reisados* (BR), the *Tchiloli* (São Tomé and Príncipe), and the *Kukeri* (B). Fourth, it will host an international conference on these traditional practices. Fifth, it will invite hip-hop composers to work together with *repentista* poets and present their work in the Alentejo's taverns in 2027. And finally it will publish an annual Almanac of Orality (like the almanacs for agriculture) with a calendar of traditional and contemporary oral culture events in the Alentejo. This last project is very ambitious, but crucial for communicating about all these popular practices that take place in the region.

Project leader: Interpretive Centre – Remédios Convent (PT)

Partnerships: CHAIA, CIDEHUS, UNESCO centre on immaterial heritage and traditional know-how, University of Évora, Camões Institute (PT), Alagoas Federal University (BR), Joaquim Nabuco Pernambuco (BR), La Laguna University (ES), Bulgarian Embassy (PT), AIBR_ network of iberoamerican anthropology (ES).

Budget: €200,000



PROJECT

Cante: songs of *vagar*

#culturaldemocracy #tradition #music
#intergenerational #community #legacy
#edition #international #diaspora

Singing has a prominent place in Alentejo culture. The *cante alentejano*, classified as part of the Intangible Heritage of Humanity, and the polyphonies of the Sé de Évora Music School, for example, combine elements from local culture with others that give them universality, whether through the musical forms they draw on, or through the themes they present (the relationship human/human, human/nature, human/God). However, social transformations have resulted in a loss of spaces for spontaneous collective singing, aggravated by the pandemic. **Cante: songs of vagar** argues that collective singing should return to people's everyday life. It also reveals that despite *cante*'s strong and unique identity, it has more in common with other European polyphonic practices than might at first be apparent. This project will gather polyphonic groups from all over Europe to examine similarities and differences between *cante* and other polyphonic practices in Europe. Social media platforms will be used to reach out to and organise all those interested in

participating. These groups, which will be active between 2023 and 2027, will once again bring the practice of *cante* to squares, taverns, factories, companies, schools, etc. During this period there will also be workshops on *cante*, dance and traditional instruments. In 2027, concerts will be held that bring together *cante alentejano* groups with other polyphonic singers from Europe, Africa, and *cante* groups in the diaspora, challenging them to compose and interpret common themes. In addition, a special social research project will be conducted into how locals, who are personally attached to *cante*, feel about other polyphonic music approaches from Europe.

Project leader: Tó Zé Bexiga (PT)

Partnerships: Cantares de Évora Group (PT), Eborae Mvsica (PT), University of Évora (PT), Ceifeiras de Pias group (PT), Ceifeiras de Ganhões group (PT), Ceifeiras de Castro Verde (PT), PédeX-umbo association (PT), Cante Museum (PT), Polifonias de Lafões (PT), Polifonias de Arões (PT), Rimour (IS), Rancho Singers of Paris (FR), South Africa Polyphonies (SA), Chemnitz 2025
Budget: €300,000



PROJECT *Alma*

**#culturaldemocracy #tradition
#design #handcraft #intergenerational
#community #legacy #international**

This project's aim is to strengthen the continuity of traditional know-how in the craft sector. *Alma* will work with local communities, employing innovative and ecologically sound strategies that strive to support existing craftspeople as well as attract a younger generation. The project is built around research, documentation, cultural and collaborative exchange, design and dissemination. Between 2024 and 2026, three residencies bringing together an international group of designers and local artisans will be organised with the aim of producing new objects. During this period, annual summer schools will be held with the goal of inspiring and attracting a younger generation to work with traditional craft techniques. In 2027, all objects produced will be showcased in an exhibition at São Bento de Cástris Monastery. A material library will also be created containing a collection of the diverse materials used in the Alentejo craft industry, making these materials available for study by artisans, designers, artists, and researchers.

Project leader: Passa ao Futuro association (PT)

Partnerships: Cadaval Foundation (PT), University of Évora UNESCO Centre (PT), 100% AND association (PT), CEARTE (PT), MonoLito (MX), Harwood Museum (MX), co/rizom (AU), Rog Centre (SI), Oaza (HR), Machen & Direktorenhaus (DE), Maker Mile (IT), XTANT (ES), Prato Textile Museum (IT)
Budget: €300,000

THEMATIC LINE
MATTER
ABOUT CREATING
AN ARTISTIC LEGACY

In this thematic line we identify and develop new understandings of our shared European tangible and intangible cultural heritage. Évora 2027 seeks to ask questions about our cultural heritage in order to inspire a better future while learning from the past. Programmes in this line will help bring our arts and culture to a much wider audience by creating centres that will host and disseminate both intangible cultural heritage and new artistic production, entering into dialogue with the rest of the world. These centres will span fields as varied as music, dance, theatre, traditional know-how, puppets, painting, and literature. All projects will adhere to the principles of sustainability, accessibility and engagement with digital and new technologies.



PROGRAMME
ÉVORA
**CATHEDRAL MUSIC
DOCUMENTATION
& INTERPRETATION
CENTRE**

**#music #community #legacy
#international**

In 2027, we want to bring the entire musical collection of the Évora Cathedral Polyphonic School (16th and 17th centuries) to the public. The School was one of the most important European centres for Renaissance polyphony, training

composers whose work later spread throughout Europe and South America. About 80 books of its compositions are held by the **Public Library, the District Archive/DGLAB and the Diocese of Évora**. Évora 2027 has asked these organisations to work together on this important mission for the city, the country and Europe as a whole, collaborating with academic researchers from the music department **CESEM/UE** and the **Eborae Music** association to develop the centre. The centre will digitalise the compositions of about 13 composers from the 16th and 17th centuries, as well as research on each composer and their connections to the rest of the world, challenging new composers to reinterpret the School's compositions, putting on concerts of the repertoire, disseminating it to schools, and attracting diverse audiences. Its research will aim to show similarities between the various polyphonic traditions of Europe even in ancient periods. The centre will also develop an innovative educational programme and strong links with other similar centres both in Portugal and elsewhere. We have no doubt that Évora 2027 is the perfect opportunity to open this treasure trove to citizens. Given

that the **Arvo Pärt Centre** (EE) is an example of good practice in this area, we have invited this institution to partner with our centre in 2027 to collaborate on a programme of conferences, concerts and masterclasses with the musical collection of the Évora Cathedral Polyphonic School at its heart. **Professor Owen Rees from Oxford University**, who has been studying this artistic legacy, will be a consultant on this project.

Project leader: CESEM (PT) and Eborae Musica (PT)

Partnerships: Centre for the Study of the Sociology and Aesthetics of Music at the University of Évora; Évora Public Library; Évora Diocese; Évora District Archive; Arvo Pärt (EE)

Budget: €900,000



PROGRAMME ARTISTS AT THE CONVENT

#performingarts #music #community
#legacy #artssector

This programme consists of a biannual one-week residency, taking place from 2025 onwards in the *Saudação Convent*, Montemor-o-Novo, curated by the **programmer and filmmaker Vincent Moon (FR)** and **Pedro Barreiros (PT)**, **artistic director of O Espaço do Tempo**. The residency will bring together about 40 artists from the local area and elsewhere in Europe – most with backgrounds in music and performance – to be mentored by four renowned European performing artists. The residency will explore the local wisdom of the Alentejo contained in songs, dances, crafts and narratives, giving artists complete creative freedom to produce outputs in the shape of a musical project, an object, or a performance. This group will join the Évora 2027 co-creation process, helping the artistic team to develop the projects that make up the artistic programme. It will thus serve as an informal participatory body consisting of local and European artists. In order to disseminate our calls for mobility within Europe, we will collaborate with the largest European mobility portals such as **Res Artis (AU)** and **On The Move (FR)**. At the end of each residency, an evening of public presentations will take place. The residency will start with more exploratory approaches, with relationships between artists becoming more tight-knit each year. In 2027, at the end of the cycle, there will be a pop-up festival. *Artists at the Convent* will

build a long-lasting system of exchanges between past and future, and between local and global practices, with its focus always trained on the identity of the Alentejo, questioning what it is and how it might develop. The project aims to decentralise the knowledge and practices of Portuguese artists, challenging them to reconfigure popular cultural forms, de-hierarchise relationships with the audience, and work towards *vagar* as a holistic approach. This is a very important legacy project for the restructuring of the Alentejo's arts sector.

Project leader: O Espaço do Tempo (PT)

Partnerships: CórteX Frontal (PT), Oficinas do Convento (PT), Arteria_Lab at the University of Évora (PT), University of Évora School of Arts (PT), Res Artis (AU), On the Move (FR)

Budget: €150,000 (2 editions)

PROGRAMME UNDER MALAGUEIRA'S SKY: 50 YEARS OF HABITAT AND COMMUNITY

#architecture #housing #legacy
#community #city #participation

The Malagueira neighbourhood in Évora – one of the first attempts at sustainable social housing in Europe – began to be imagined by the famous **architect Álvaro Siza** in 1977. His first drawings sketched the neighbourhood seen from the sky; the following ones framed the sky from a street, a courtyard or between the columns of an aqueduct. Siza would also design a semi-dome – a symbolic public monument – to “guard” that sky. Around half a century later, this neighbourhood made up of streets, houses and patios, traversed by its own aqueduct, is a multi-cultural, multi-social and multi-generational home shared by more than a thousand families. But the dome was never built, to residents' disappointment. In this cultural programme, curated by the **architect and curator Nuno Grande**, we want to reveal the evolution of this urban, architectural and social project, through exhibitions, publications, meetings and performance events, mostly through co-creation with the community. The goal will be to celebrate Malagueira, giving voice to those who experienced its participatory process of construction. But also to celebrate its contemporary life, recognising how, since 1977, the fight for the “right to housing” has extended to the “right to the city”. In respect of these rights, the intention remains that, 50 years later, the planned semi-dome will be inaugurated, at last completing the Malagueira sky. By taking a closer look at Malagueira we can still learn from the good practices it embodies, as well as some of its mistakes, in order to offer a possible model for the European Bauhaus movement.

Project leader: Nuno Grande (PT)

Partnerships: Álvaro Siza Atelier (architect), Nuno Ribeiro Lopes, João Gomes da Silva (architects and co-authors of Malagueira's urban plan and landscape design), Malagueira Neighbourhood

Association, University of Évora Department of Architecture, Sustainable and Safe Housing Network (Portugal, Denmark, Germany, the Netherlands), Instituto da Habitação e Reabilitação Urbana (IHRU), Ordem dos Arquitetos Portugueses, Fundação para a Ciência e Tecnologia (FCT), Fundação Calouste Gulbenkian, Fundação de Serralves, ICOMOS-Portugal; RTP; Drawing Matter, Somerset UK (Álvaro Siza Archive); Canadian Centre for Architecture (CCA), Canada (Álvaro Siza Fonds); Other communities in neighbourhoods designed by Álvaro Siza: Bairro da Bouça (Porto); Bonjour Tristesse (Berlin); ATER Venezia (Campo di Marte, Venice); Schilderswijk Housing Cooperative (The Hague); Viviendas Sociales de la Calle Concepción Arenal (Cádiz).

Budget: €600,000

PROGRAMME

PDAP – ARTISTIC AND PEDAGOGICAL DEVELOPMENT PROJECT

#training #performingarts #legacy #city #international

Évora 2027 will establish a nationwide artistic and pedagogical development project (PDAP), inspired by the legacy left to the Portuguese theatre scene by the Évora Cultural Centre. Created in 1975, the Évora Cultural Centre was the first theatre school in the country outside Lisbon. The *PDAP* aims to meet the need for the continuous training of actors in Portugal, and is motivated by a desire to put Évora back on the European theatre circuit. Under this programme – which will benefit from the collaboration of **Tiago Rodrigues** (director, Festival d'Avignon), **Magda Bizarro** (cultural programmer, Festival d'Avignon), and **Frédéric Plazy** (director, *Manufacture_high school for performing arts*, Switzerland) as consultants, projects will be designed to accompany the PDAP's construction and implementation between 2023 and 2027. In 2027 we will host an international conference about education in the performing arts, taking the PDAP's experience as the basis for themes to be discussed. Further down the line, we plan to develop a strategic collaboration with IETM (B) and the Circostrada (FR) network to help us train artists in the performing arts.

Project leader: Rui Pina Coelho (PT)

Partnerships: University of Évora School of Arts (PT), CENDREV cultural association (PT), Manufacture High School for Performing Arts (CH).

Budget: €300,000

PROGRAMME

VAGUEAR – ENCOUNTERING TRADITIONAL KNOW HOW

#traditionalknowhow #literature #legacy

vaguear will be created to celebrate the multiple forms of traditional know-how located in Central Alentejo, inviting the visitor to travel to this area to encounter the poetics of traditional handicrafts. To this end, we have invited the writer **Afonso Cruz** to work with other writers from the region, from elsewhere in Portugal and from abroad. Each will choose a traditional craftsperson, creating a story about them and their traditional know-how. We are doing this as we want to preserve this intangible heritage of Europe. *Vaguear* will be a place where visitors can listen to these stories through sculptures like sound cocoons made with organic materials from the Alentejo. Our hope is that, having visited, they will feel the impulse to travel to encounter the craftsperson's work in person. This new project – an Évora 2027 legacy project – will be located in the historical centre of Évora. It innovatively combines art and the dissemination of traditional forms of know-how that reflect much of the region's cultural and social identity. *Vaguear* is an atypical museum for traditional know-how, but it is above all an encounter between humans: writers, craftspeople and visitors.

Project leader: Cariátedes (PT)

Partnerships: Intermunicipal Community of Alentejo Central (PT), UNESCO Centre for Intangible Heritage and Traditional Know-How at the University of Évora (PT)

Budget: €600,000



PROGRAMME

NATIONAL CENTRE FOR CONTEMPORARY DANCE

#training #dance #legacy #city
#international #sustainability #archive

In 2027, the opening of the **National Centre for Contemporary Dance (CNDC)** will turn Évora and the Alentejo into a focal place for the past, present and future of contemporary dance in Portugal. Occupying the former Seed Selection and Storage Centre, the CNDC will be an art centre committed to a critical and discursive lineage in which the body serves to question our relationship with the world. This will be a place for the cultivation of sensitivity, sociability, artistic experimentation, inclusiveness towards marginalized bodies, and eco-sustainability in the use of its building and environment. The CNDC will be coordinated by the internationally-renowned choreographers Vera Mantero and João dos Santos Martins, and the researcher and curator Liliana Coutinho. It will be a place where choreographers, dancers, researchers and the general public can come to immerse themselves in this artistic discipline through residencies, training, research, performances, talks and conferences. It will play a very important outreach role, involving the Alentejo's communities, schools and art institutions in activities that will start as soon as 2024. As it is located in Portugal's interior, the CNDC will raise awareness around the importance of decentralisation – a process known to have a huge impact on regional, social and cultural development. While retaining its focus on the local, the CNDC will operate in a rhizomatic and borderless way, connecting up with other national and international bodies, networks and chains of influence.

Project leader: Vera Mantero (PT), Liliana Coutinho (PT) and João dos Santos Martins (PT)

Partnerships: Centre National de la Danse (FR), Terrain (FR), École des Sables (SEN), Escola Livre de Dança da Maré (BR)
Budget: €900,000



PROGRAMME

PEOPLE'S LIBRARIES

#collective #knowledge #tradition
#capacitybuilding #legacy #sociology
#art&culture

This programme is inspired by the experience of the **Medellín Park Libraries**, by the fact that Évora's public garden is home to the country's first play library, which is still active today, and by the importance of the Children's Workshop project, which has been running in Montemor-o-Novo for many years. It is also inspired by the collective social and cultural life of the Alentejo. *People's libraries* is a programme to renovate and rethink spaces across Central Alentejo with the goal of fulfilling the cultural and social function of knowledge transfer. *People's libraries* will be buildings where people can voluntarily share their knowledge with others. These people could be locals with special knowledge, international experts that attend our *Vagar Academy* programme, or artists that come to Évora to produce new work. Everyone is welcome to share their knowledge. This is an intergenerational community project centred on giving and receiving knowledge in different fields in an informal way – one that celebrates the relation between rural and urban. *People's libraries* are places where, for example, a choreographer will offer to share a short piece of choreography and the principles of their working method, where a young person will offer to talk about a film they have made with their mobile phone, or where a craftsman will share their know-how. The principle is that we are all bearers of knowledge, and that we want to share this as part of our social and cultural responsibility. *People's libraries* are spaces that should complement and connect up with the mission of public and municipal libraries. In 2027, the programming of these spaces will be open to people visiting the European Capital of Culture who sign up to share their knowledge on a particular topic, perhaps about their experience of other parts of the world. In time, a digital archive will be constructed with details of all the sharing sessions held at the *People's libraries*.

Project leader: City of Évora Education and Social Intervention Department (PT)

Partnerships: Intermunicipal Community of Alentejo Central (PT)
Budget: €800,000

PROGRAMME

THE PUPPET HOUSE

#puppet #tradition #capacitybuilding
#legacy #culturalheritage

In 2027, the reconverted old Palmeira warehouses, in Évora's historic city centre, will host the *Bonecos de Santo Aleixo* collection, becoming a house where people can come to learn about this important cultural heritage. *The puppet house* will

also be a school that hosts other puppet projects, providing an exclusive space for artistic training within the vast universe of traditional and contemporary puppetry. Its annual training programme will be designed for particular groups of professionals, but will also include training specifically for beginners and amateurs in order to bring together and develop the interest of audiences and future professionals. Based on the experience that the CENDREV association has accrued over the years through the presentation of the Bonecos de Santo Aleixo, *The puppet house* will develop solid local, national and international partnerships.

Project leader: CENDREV cultural association (PT)
Partnerships: Intermunicipal Community of Alentejo Central (PT),
 Puppet Museum (PT)
Budget: €300,000



PROGRAMME

HERITAGE: A CONTINUOUS PATH

Melina Mercouri said of her native Greece: “We are indeed privileged to be living in a country where every inch of ground bears witness to its culture and history”. We have the same feeling about the city centre of Évora, a UNESCO World Heritage Site that presents daily challenges to its enjoyment. Not only is there endless knowledge to be discovered, reinterpreted, and communicated; it also throws up challenges of accessibility, mobility, and sustainability. *Heritage: a continuous path* consists of projects focused on these 21st-century challenges to experiencing this heritage site – a site that requires citizens to be both sufficiently informed and collaborate to make sure this heritage is valued, conserved and enhanced so that it can be enjoyed by all. As Évora is a member of the OWHC (Organisation of World Heritage Cities) alongside some 300 other world cities, the projects in this programme will be part of both international and intercultural dialogues.

PROJECT

Greener heritage

#design #visualarts #carbonneutrality
 #community #neweuropeanbauhaus
 #UNESCOheritage

Évora 2027 wants to invest in the historic city centre so that it conforms to the European plan to go carbon neutral by 2030. How can Évora implement this plan in a historic centre classified as World Heritage, in a way that ensures that residents, visitors and heritage all benefit, and which combines artistic creation with energy research? We have invited **Land Art Generator Initiative** (EUA), a non-profit organisation, to engage community stakeholders in the design of local energy landscapes in the form of public art that will provide the entire historic centre with renewable energy by 2030. Between 2024 and 2025 Évora will host thousands of designers from across Europe and around the world to discover how we can combine artistic creation and the clean energy transition in a UNESCO-classified historic centre. In 2027 we want to present the creative/scientific results of this process, which might be an exhibition of solar sculptures or other creative/artistic outputs. The Évora 2027/LAGI partnership will thus advance the design of renewable energy generation in the context of heritage sites and cultural destinations. Its outputs will provide a model for many other cities like Évora, where conventional approaches to renewable energy may not be culturally or environmentally appropriate. This project will include public workshops, exhibitions, and educational programming for people of all ages. *Greener heritage* will align not just with the European plan to become carbon neutral but also with the principles of the New European Bauhaus. The University of Évora’s Department for Renewable Energies will be an important partner in the artistic/scientific residencies.

Project leader: Artéria Lab/University of Évora
Partnerships: Intermunicipal Community of Alentejo Central (PT),
 The Department for Renewable Energies of the University of Évora (PT), Alentejo Regional Directorate of Culture (PT), DECSIS (PT), City University of Macau Chair at University of Évora (PT), Land Art Generation (EUA), OWHC (Organisation World Heritage Cities) – 24 cities in Europe and the rest of the world, Chartres Municipality (FR), Rhodes Municipality (GR), Cracovia Municipality (PL), Luxembourg Municipality (LX), Córdoba Municipality (ES), Angra do Heroísmo Municipality (PT), Southern Region of Malta (MT)
Budget: €500,000

PROJECT

X-pictures

#heritage #newtechnologies #theatre
 ##visualarts # #carbonneutrality
 #community #neweuropeanbauhaus
 #UNESCOheritage

Heritage consists of layer upon layer of cultural production. The richness of Évora and the Alentejo’s heritage is constantly prompting investigation into humanity’s past and inspiring contemporary artistic work. *X-pictures* will take advantage of the presence of the **HERCULES Laboratory/UÉvora** in Évora, will take advantage of the presence of the Laboratório

Hércules/UÉvora in Évora, and its experience in international heritage research, as well as the work of the **Pro Évora association for heritage protection and communication**. Both teams will work to discover, present, and disseminate artistic works hidden within layers of heritage. As if through x-ray technology, *X-pictures* will reveal the images hidden within Évora and the Alentejo's heritage. These hidden works of art will be projected on a wall, and artists together with researchers will create new stories, new ways of reinterpreting our past, while looking forward towards new social and cultural connections with Europe. In the style of Indiana Jones, the actors will create performances to reveal these new pictures to the world, spinning fictions around images drawn from as many European OWHC (Organization of World Heritage Cities) sites as possible. This project will also establish connections with other OWHC associated cities.

Project leader: Pro Évora cultural association
Partnerships: HERCULES Laboratory at the University of Évora (PT), Intermunicipal Community of Alentejo Central (PT), OWHC – Organization of World Heritage Cities (CA), Luxembourg Municipality (LX), Córdoba Municipality (ES), Angra do Heroísmo Municipality (PT), Alentejo Regional Directorate of Culture (PT)
Budget: €400,000

PROJECT

heritage: dialogue and future

#heritage #AI #community
 #neweuropeanbauhaus
 #UNESCOheritage

Recently, at the 16th congress of the OWHC (Organization of World Heritage Cities), the city of Évora was elected to the Organisation's Board of Directors. This organisation brings together more than three hundred cities dealing with the same questions about everyday life in a historic centre – specifically those related to sustainability, sociability, preservation, accessibility, and mobility. Évora 2027 has invited the OWHC to hold a set of international public meetings in Évora to discuss solutions to the most important future challenges faced by historic city centres. A historic city centre is a living lab where the past is always connected to human life in the present. What questions are thrown up by this connection? How are these cities prepared for the future? What is each citizen's responsibility for the city's heritage? How can an awareness of the importance of preserving heritage be maintained and developed? How does the New European Bauhaus agenda fit with a UNESCO heritage site? The meetings will take place between 2024 and 2026, and in 2027, a set of infographics supported by Artificial Intelligence will be presented on both a digital platform and on a big white wall in Évora and all the other cities involved, communicating the conclusions reached, and in doing so contributing to European cultural policies. This project will also link up schools in each of these cities, initiating dialogues and collaborative projects that raise awareness about protecting historical centres, and soliciting proposals from these schools about how to live a good life within these centres. These proposals will be integrated into the infographics.

Project leader: OWHC (Organisation of World Heritage Cities)
Partnerships: Regensburg Municipality (DE), Vienna Municipality (AU), Mostar Municipality (BK), Bamberg Municipality (DE), Krakow Municipality (PL), Rhodes Municipality (GR), Chartres Municipality (FR), Bruges Municipality (BE), EMI – Újpest (HU), Alentejo Regional Directorate of Culture (PT), Chemnitz 2025, Southern Region of Malta (MT)
Budget: €120,000

PROGRAMME IX

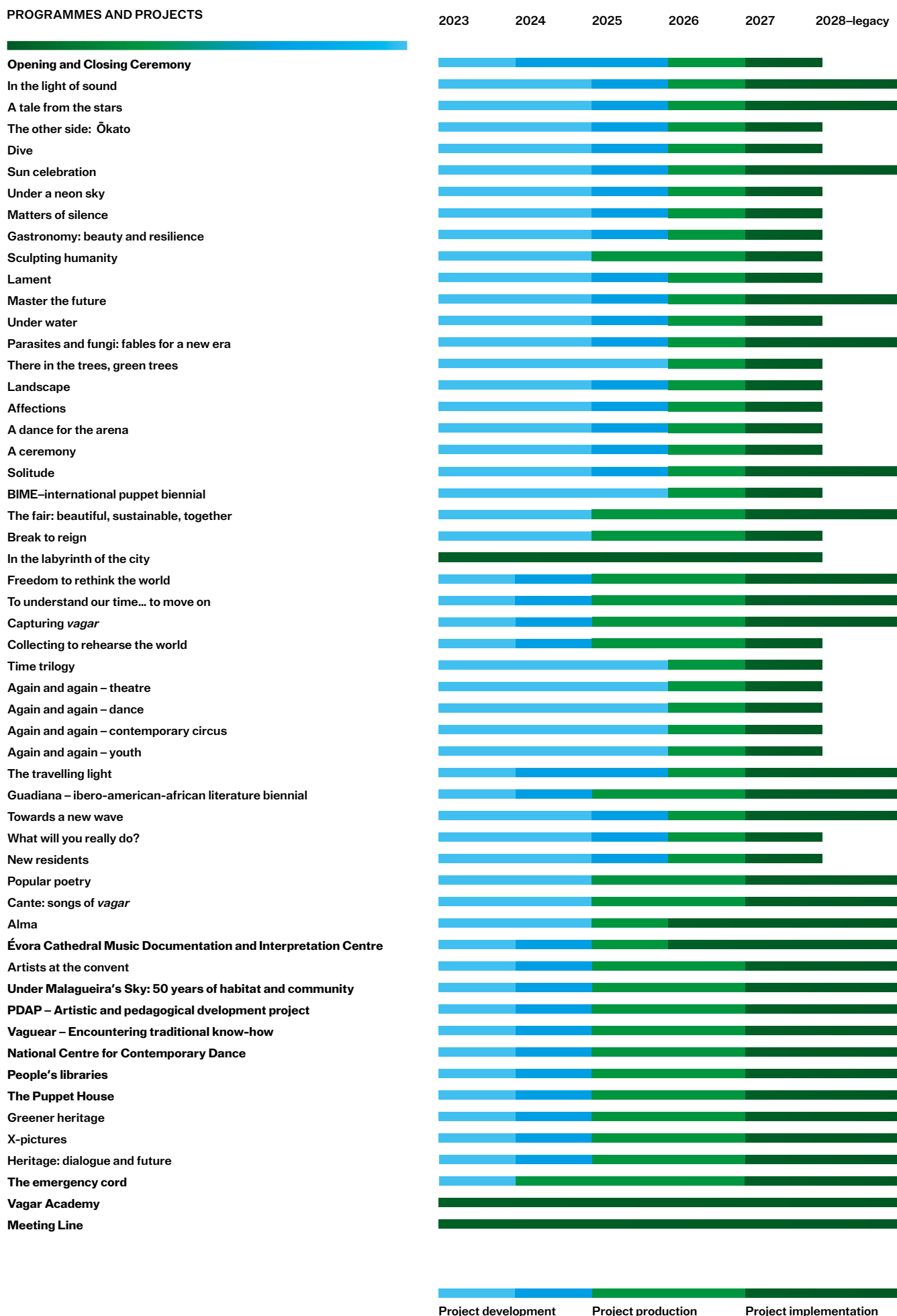
THE EMERGENCY CORD

#design #visualarts #architecture
 #biology #exhibition #guidedtour
 #carbonneutrality #community
 #neweuropeanbauhaus #heritage
 #anthropology #sociology

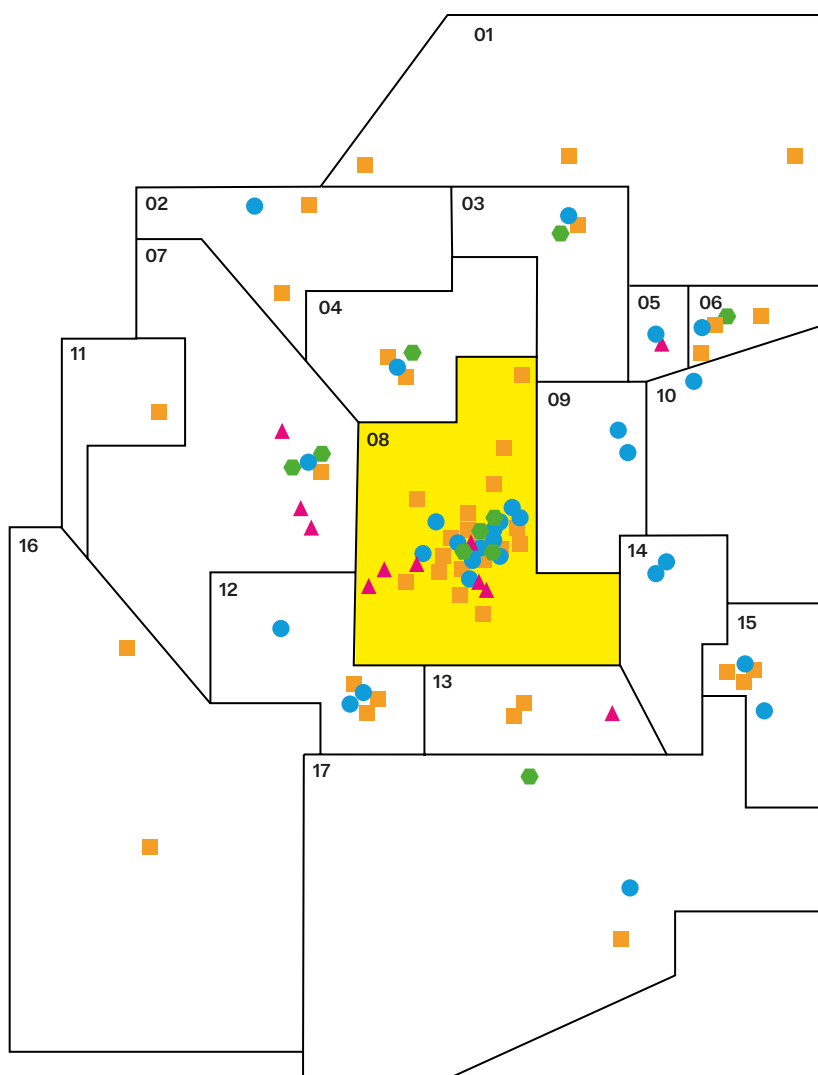
Casa Branca is a small rural village known for having been an important railway base in the past. With only 80 inhabitants today, it is the archetype of desertion in the Alentejo, with abandoned industrial spaces, closed schools, uninhabited houses and wasteland. *The emergency cord* is an annual collaborative programme of research and arts residencies that brings together artists, architects, designers, creators and thinkers, as well as permaculturists, biologists and environmental activists. The programme will consist of a set of transdisciplinary activities aimed at restoring biodiversity and imagining creative, nature-based solutions that will produce more nurturing and welcoming landscapes and breathe new life into vacant and neglected areas. At its centre will be the needs of the resident population of Casa Branca, who will collaborate in the programme's decision-making processes. Between 2023 and 2026, laboratory-based activities and residencies will create, among other public outputs, a green circuit of over two hectares of native, regenerative species, which will constitute an open-air gallery habitable by both humans and non-humans, with organic art installations and fauna shelters. In 2027, the public will travel by train to Casa Branca to learn about the impact of *The emergency cord* programme. Visitors will be welcomed by the inhabitants, who will provide insight into the process of transforming the whole village – from what, having been a place, became a non-place, to a place again. *The emergency cord* is an art and research programme that will contribute to the regeneration of places and communities based on their identity, attracting new people to live in the village. Once again the concept of the New European Bauhaus will be a principle that guides both the process and the programme's public outputs.

Project leader: Estação Cooperativa (PT)
Partnerships: Oficinas do Convento association (PT); Pó de Vir a Ser association (PT); MILL Makers in Little Lisbon (PT); Minga/Cru Atelier (PT); Santiago do Escoural Village Council (PT), Montemor-o-Novo City Council (PT), Alentejo Regional Directorate of Culture (PT)
Budget: €300,000

MULTI-ANNUAL TIMELINE OF ÉVORA 2027 PROGRAMME



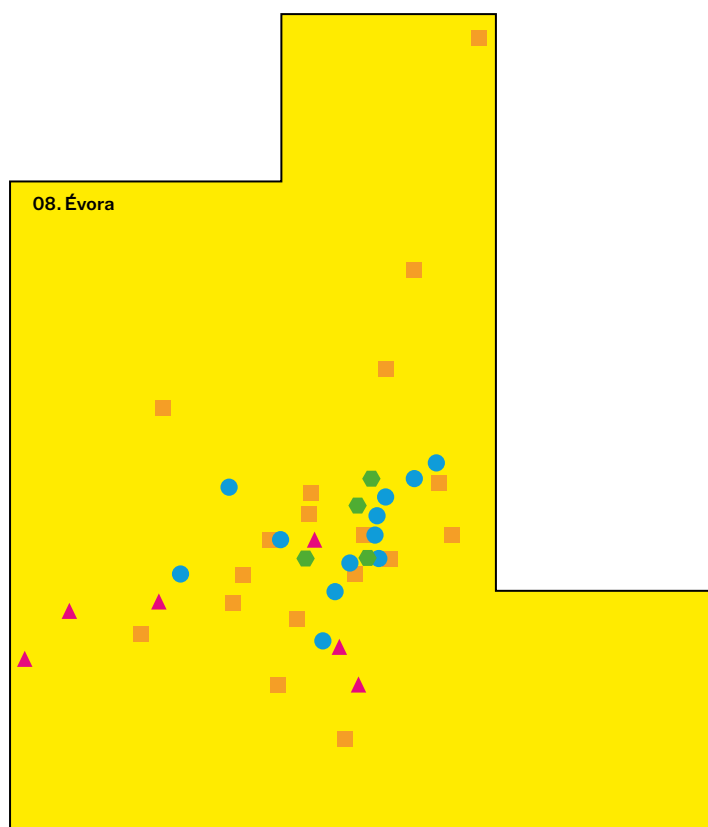
GEOGRAPHICAL DISTRIBUTION AND TYPES OF VENUES IN THE ALENTEJO REGION



- 01. Alto Alentejo
- Alentejo Central:
- 02. Mora
- 03. Estremoz
- 04. Arraiolos
- 05. Borba
- 06. Vila Viçosa
- 07. Montemor-O-Novo
- 08. Évora
- 09. Redondo
- 10. Alandroal
- 11. Vendas Novas
- 12. Viana do Alentejo
- 13. Portel
- 14. Reguengos de Monsaraz
- 15. Mourão
- 16. Alentejo Litoral
- 17. Baixo Alentejo

- Conventional places for culture
- Unconventional places for culture
- ▲ Open-air and public spaces
- Independent cultural venues

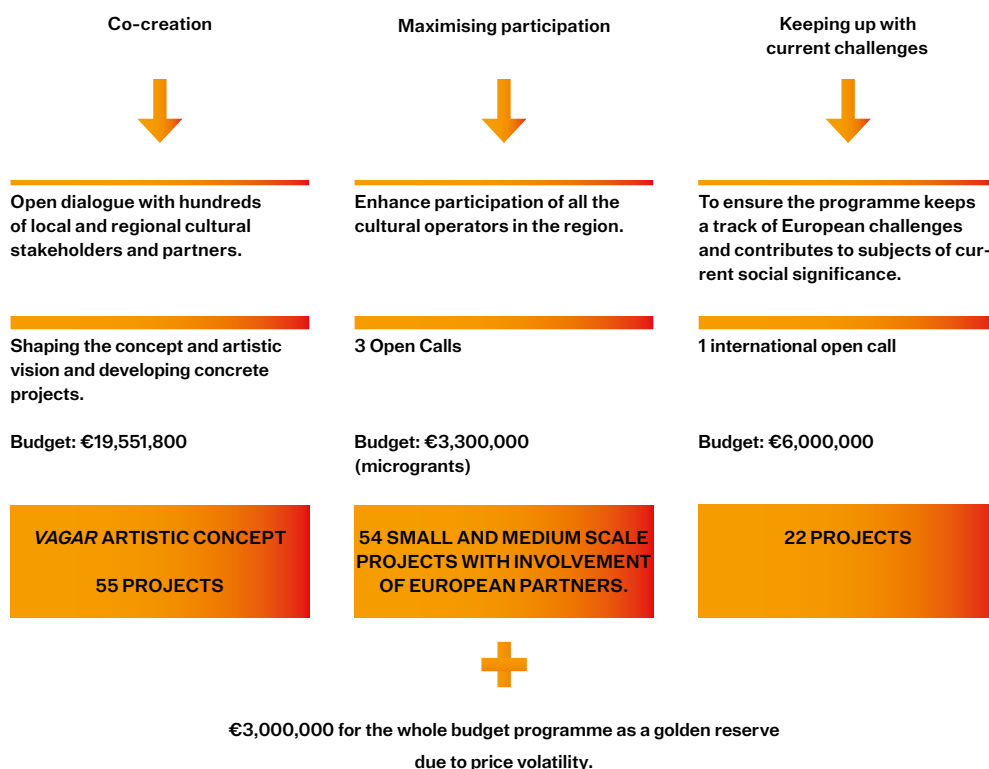
GEOGRAPHICAL DISTRIBUTION AND TYPES OF VENUES IN ÉVORA



Q. 07

CHOOSING EVENTS AND PROJECTS

BUILDING THE ÉVORA 2027 PROGRAMME



In order to explain our methodology for building the Évora 2027 programme, we must start from our main principle: that the local community should participate directly in and have ownership over the project. We believe that this is the best way to achieve the project's goals. To this end, we will establish a long-term collaboration with the local community, which will be the main driver of proposed projects and reforms in society. Our programme will be developed gradually and in phases in order to fulfil all the potential of our cultural scene and maximise the level of collaboration with European partners.

Co-creation (phase 1)

The first phase of our project selection was the *co-creation process*. Over almost three years, the Évora 2027 Programme Team has organised meetings with hundreds of representatives of local and regional cultural stakeholders, working with both them and international partners to shape the project's artistic vision. In the second phase of developing the bid book, our work centred on developing concrete projects through this bottom-up process. The Évora 2027 team put particular effort into making this process open, participatory and transparent, as well as into developing international links and supporting local and European organisations to learn about and from each other. The result of this process is clear: the *vagar* artistic concept is both deeply rooted in local specificities as well as relevant for the entire European

community – and ties together the 55 projects that constitute the Évora 2027 programme. These projects will continue to develop in collaboration with local project leaders and their European partners between 2023 and 2025, monitored by the Artistic Director and their team of curators, while the production phase will last from 2025 to 2027.

Maximizing participation (phase 2)

In this second phase of programme development, Évora 2027 wants to enhance the participation of all the relevant stakeholders in the city, ensuring that they have been invited and involved. It is our firm belief that only together can we create one of the most spectacular years in the history of Évora. Starting in 2023 to 2025, we will launch the micro-grant scheme with three open calls (*Our Voice, Our Turn, Our Festival*) and a total budget of €3,300,000. Through this process we plan not only to support regional festivals to create something innovative with new European partners in line with the concept of *vagar*, but also to involve schools by developing a special methodology of working with pupils and teachers, and to support the independent cultural scene to increase its production capacities. The result will be at least 54 new small- and medium-scale projects, of which more than 90% will involve European partners. This is how we want to maximise the local community's feeling of ownership over the Évora 2027 project.

Keeping up with current challenges (phase III)

Given the pace of change in today's world, we want to ensure that our programme keeps track of European challenges and contributes to debates of current social significance. This is why we will open a new international call (*Our Lab*) for projects in order to finalise the programme for 2027. The selection process for this call, which will open in 2025, will be overseen by the Artistic Director together with curators in different fields of the arts.



Q. 08

COMBINING CULTURAL HERITAGE AND EXPERIMENTAL CULTURAL EXPRESSIONS

The cultural roots of Évora and the Alentejo are strong, and we believe this is why the region's contemporary art is so influenced by them. Contemporary art here is visibly inspired by the region's traditional culture, by its cultural heritage, by its typical materials, by its light, its time and its space. This is one reason why the Nobel prizewinner José Saramago wrote that "Évora is alive because its roots are alive". As we mentioned in the pre-selection bid book, our cultural programme does more than just combine the cultural heritage and traditional art forms of Évora and the Alentejo; it recovers them as contemporary resources. In developing the programme we were partly influenced by the New European Bauhaus principles: beauty, sustainability, and togetherness; and the Objectives for Sustainable Development. Here are some examples:

Tradition for new opportunities

Gastronomy: beauty and resilience takes the Alentejo's traditional gastronomy as an inspiration for slow food, circularity and sustainability, bringing the new principles of restraint and zero-waste to modern cooking. Here traditional gastronomy will also inspire the creation of new performances that combine gastronomy with contemporary art forms.

Parasites and fungi: fables for a new era starts from the Alentejo's traditional storytelling to create new fables adapted to European environmental challenges, simultaneously tackling themes such as gender, diversity, inclusion and tolerance. All the new fables will be available on audio streaming platforms.

Out of Nature reconsiders the bullring through contemporary art, giving rise to other possible uses of these buildings. It also uses the practices of contemporary dance and contemporary circus to question the idea of coexistence and humans' relationship with / domination over the universe.

The fair: beautiful, sustainable, together introduces the lens of architects and designers to transform an ancient popular fair according to the principles of the New European Bauhaus.

Towards a new wave uses the region's traditional materials and craft techniques to inspire sculptors, potters, designers and architects from Portugal and beyond to develop new art that recognizes the symbiotic, ecological and sustainable power of these traditional materials and techniques.

Popular poetry recovers the traditional Brincas de Carnaval to boost the practice of theatre in schools, bringing this traditional practice into the present and reconnecting Évora with other European examples of traditional immaterial art. The repentista poets will provide inspiration to hip hop artists, and together they will create new works.

Cante: songs of vagar sees *cante alentejano* groups inviting other European groups to compose new polyphonic music, and so to create new European soundscapes that will be released on streaming platforms.

Alma creates a contemporary material library for the Alentejo's craft materials, facilitating research, documentation and collaborative exchange among architects, designers and craftspeople.

The opening and closing ceremonies bring together the Alentejo's material and immaterial cultural traditions and – inspired by vagar – stage performances for a large audience involving new technologies and contemporary art forms.

Vaguear uses new technologies and contemporary literature to bring the Alentejo's traditional craft to a wider audience.

Lament brings the sound of the Alentejo's typical cowbells (UNESCO World Heritage) into contemporary music compositions, and works towards integrating their sound into music training at university level.

Cultural Heritage adapted for the future

In the light of sound takes the region's built cultural heritage as a stage for a contemporary music concert that makes use of new technologies.

Dive takes photography by renowned photographers to create new images that connect archaeology and material heritage with the sky. The exhibition will use innovative display boards created by designers and architects.

Sun celebration connects contemporary dance with archaeological heritage.

Break to reign introduces contemporary art forms into new approaches to Évora's wall (UNESCO World Heritage).

To understand out time...to move on takes inspiration from Évora's immaterial cultural heritage to create new theatre pieces, new dramaturgies, and new tourist routes, taking advantage of new technologies to do so.

Évora Cathedral Music Documentation and Interpretation Centre preserves and promotes access to the incredible compositions of the 16th and 17th centuries through digital media, colloquia, debates and interpretations, and by commissioning reinterpretations from contemporary composers.

Heritage: A Continuous Path is a programme whose projects reflect the principles of inclusion, accessibility and diversity. It deploys the technological innovation developed through the collaborative work of researchers, artists and designers to discover new artistic heritage, as well as creative solutions for supporting material cultural heritage using sustainable energy.

Q. 09 & 10

INVOLVEMENT OF LOCAL ARTISTS AND CULTURAL ORGANISATIONS AND COOPERATION PLANS

As we mentioned in the pre-selection bid book, the cultural programme is the result of a process of consultation with representatives from civil society – from local cultural operators in the city and the region to municipal officials, social groups, researchers and cultural organisations. The cultural programme reflects the outcomes of these meetings: it provides an opportunity to re-establish an active dialogue within the local cultural and creative sector, between this sector and other areas of society, and with both the country as a whole and the rest of Europe; and it is an opportunity to promote the authentic and diverse cultural identity of the Alentejo.

For the selection bid book, we took the concept of *vagar* to our second-round meetings with cultural operators, asking more focused questions. Some important themes were consistent across many encounters: the relationship to a rural context; the connection to the Roma people; monoculture in agriculture; the concern about losing the *montado* – the Alentejo landscape; concerns about housing; the maintenance of cultural tradition; the role of cultural heritage; expanding the audience for contemporary art; accessibility and mobility; the capacity to secure international financial support and international cooperation; and the protection of archaeological monuments. All of these principal topics were discussed and developed by the bid book team. We then decided to hold a third-round meeting for which we put out a call to all of the cultural operators located in the region, during which we spoke about concrete actions for the bid book programme. In this meeting it was also decided that we should launch a big open call to cultural operators located across the whole of the Alentejo. Cultural operators thought it was important for proposals to be concrete and realistic, to assure the necessary time to develop solid and ambitious projects, and to reinforce networks, so we agreed that all open calls should be launched after the ECOC winner is announced. We all decided to have one big open call for the local sector and another one for festivals for their 2027 edition. Everyone agreed that there should also be a special open call to schools. The most important thing for all participants was transparency in the open call process.

LOCAL ARTISTS & CULTURAL ORGANISATIONS INVOLVEMENT

Do Imaginário Association hosts the MACNAS company throughout the process and co-organises the involvement of artists and cultural associations from the Alentejo.

Cosmogama co-produces and co-creates, with responsibility for inviting the other playwrights and all actors involved.

Dark Sky Alqueva co-creates and co-organises the exhibition and hosts the photographers' artistic residency.

Monte da Amorada Association hosts the international choreographers for an artistic residency and co-organises a conference.

Cinema Fora dos Leões: programming, presentations and talks with audiences.

João Cutileiro Arts Center hosts the curator and artists for artistic residencies, co-organise a conference and presents the exhibition.

Quetzal Art Center host the curator and artists for artistic residencies, coorganise a conference and present the exhibition.

É Neste País Association co-produces the project and hosts the whole artistic team for residencies.

Eugénio de Almeida Foundation hosts the exhibition in direct dialogue with the curator.

Zaratan Association co-produces the project and hosts the artistic residency and performances. Also hosts the presentation of other projects.

Alma d'Arame Association co-produces the project and hosts the artistic residencies, with responsibility for inviting artists involved and presentations.

Praça Filmes Association co-produces and co-creates the project, with responsibility for all the invitations to artists involved.

Ponto de Orvalho Association co-produces and hosts the whole project in all its different phases.

Local artists Virgínia Fróis and João Rolaça are co-creators and co-producers

Fray Manuel do Cenáculo National Museum hosts the exhibition in direct dialogue with the curator.

Córtex Frontal Association co-produces the project and hosts the entire creative process.

Local composer and musician Tozé Bexiga co-creates and co-produces the whole project.

O Espaço do Tempo Association co-produces, co-creates and hosts the whole project.

CENDREV Association co-organises the whole project.

Pro-Évora Group co-produces and co-creates the project.

Estação Cooperativa co-produces and co-creates the project.

PROGRAMMES / PROJECTS

OPENING AND CLOSING CEREMONY

A tale from the stars

Dive

Sun celebration

Under a neon sky

Sculpting humanity

Master the future

Parasites and fungi: fables for a new era

Landscape

Affections

Solitude

Freedom to rethink the world

The travelling light

Towards a new wave

What will you really do?

New residents

Cante: songs of *vagar*

Artists at the convent

The puppet house

X pictures

The emergency cord

EUROPEAN DIMENSION



Q. 11

ELABORATE ON THE SCOPE AND QUALITY OF THE ACTIVITIES:

1. PROMOTING THE CULTURAL DIVERSITY OF EUROPE, INTERCULTURAL DIALOGUE AND GREATER MUTUAL UNDERSTANDING BETWEEN EUROPEAN CITIZENS

The story of EUora 2027

Évora 2027 is in its essence a European project, oriented towards contemporary Europe and the European Union but still deeply rooted in local specificities and tradition. The world we live in today is a world of a million possibilities and yet a world of a million threats. Wars, hunger, climate change, deadly diseases and restricted mobility are only some of the dangers that we are facing as human beings today. This is why Évora, as the future European Capital of Culture, accepts its responsibility to question, to provoke, to offer solutions, to test models, with one goal – to contribute to a better tomorrow in Europe, our common home.

The Évora 2027 programme grapples with challenges that all of us Europeans are facing. Through participative processes and the inclusion of academic and cultural stakeholders, we will develop solutions that are driven by local authenticity and informed by the history of the Alentejo region. And vice versa: Évora 2027 is brave enough to talk honestly about local problems and seek out best practices, models, partners and support from other European countries, in order to make Évora and the Alentejo a better place to live – a place tailored to the needs of its inhabitants.

As Évora 2027's artistic vision, *vagar* is an open invitation for Europeans to rethink the present moment and our common future. It is an urgent call, yet a potential solution; a living philosophy of people in the Alentejo, yet possibly the much-needed shift in behaviour that humanity seeks. *Vagar* questions us about ourselves and confronts us with sometimes unpleasant truths from our history and present. But the programme is also oriented towards a better understanding of others while learning about what connects us and examining the reasons for historical divisions. *Vagar* questions the dominance of humans over nature and other peoples throughout history, highlighting the problems that were caused by these anthropocentric approaches.

Beyond this, our EU dimension (*EUora 2027*) is about connecting European artists, cultural workers, experts, and citizens – it is about developing long-lasting relationships and strong bonds, about discovering the hidden places and landscapes of Europe and connecting them, about celebrating our common tradition and fighting for a better future for Europeans, as well as reinventing Europe's role in the world.

Hidden Corner(s) of Europe

In recent decades, Évora has – not by its own decision – become a hidden corner of Europe and indeed of Portugal. Sometimes intentionally skipped over, sometimes unintentionally forgotten, this gem of European cultural heritage has often been described as one of Europe's most underrated regions to visit.

Évora 2027's projects are therefore designed to present the diversity and richness of local culture and traditions, introducing Évora and the Alentejo – their landscapes, tastes, customs, arts, sounds and way of life – to other Europeans by inviting them to experience *vagar*. From sunsets and sunrises (*In the light of sound* and *Sun celebration*) to sky (*My own sky*) and stars (*A tale from the stars* and *Dive*), and from oak forests (*Matters of silence*) to wines and food (*Gastronomy: beauty and resilience*), Évora 2027 presents the full tapestry of Évora and its surrounding area to other Europeans. Pressing further, *vagar* invites us to experience the Alentejo's spiritual diversity over the centuries (*What will you really do?*) and to speak honestly about the challenges immigrants are facing nowadays in the region, and about their integration into society (*New residents*).

Being a hidden corner of Europe inspired us to develop projects that uncover all aspects of our continent in a quest to understand the full potential of our societies' diversity. In a project called *The travelling light*, we are arranging or groups of students from Eastern (Czech Republic) and Western (France), Southern (Évora) and Northern Europe (Bodø) to visit and learn about each other, as well as about the nature, cultures and traditions local to their peers. We believe this is a precious opportunity for these students to understand the diversity of European communities and their ways of life in all corners of Europe, while creating new stories about European cultural richness in collaboration with writers and storytellers. Meanwhile, special concerts for trees (*There in the trees, green trees*) will tell the story of the biodiversity of Mediterranean forests and of the birds that fly from the Alentejo to other European countries and beyond, taking sounds from this region with them, and coming back in spring carrying the sounds of other European landscapes to the Alentejo again.

Finally, the kinds of landscape that are immensely important for the Alentejo's inhabitants will be captured (*Landscape*) in all their diversity across Europe, from its lowlands and villages to its mountains and seaside, from its meadows, rivers and lakes to its cities and hills. These landscapes will be presented by well-known artists working in different epochs and genres in an exhibition that will be organised in Évora in 2027.

European Round Table

Évora 2027 strongly believes in the power of open dialogue. This is the first and most significant step in bringing different (sometimes even opposite) views closer and strengthening mutual understanding among Europeans. The concept of *vagar*, as the animating spirit of our programme, invites participants in each project to approach people and communities in an attempt to reach a deep understanding of the other's perspective. Évora 2027 will facilitate this, as immediately after winning the title it will become – as it has been in the past – a place where people of different nationalities and cultural backgrounds can come together to introduce themselves and talk openly. Évora will therefore develop into a European round table where Europeans meet in order to seek solutions and find common ground (e.g. in *Elia Academy*). Initial dialogues will start among different communities in Évora and the Alentejo in Évora's local cafés as part of the *Dialogue café* project. This will allow inhabitants from different cultures to talk openly in an informal atmosphere and learn about each other, as well as to propose

projects and initiatives that could showcase intercultural cooperation among them. *Dialogue café* will also become a place where the citizens of Évora and the Alentejo can meet and talk online to citizens of other European countries – even those living in very different communities located in distant corners of Europe – in virtual space three times a week. This project will allow them to spend time together, learning about each other's traditions, customs and culture.



This process of learning about others is crucial, and this is why Évora plans to launch a mobility project among students from Eastern and Western, Southern and Northern Europe that will enable them to meet, build strong ties and create and share new tales about Europe's hidden corners in *The travelling light*.

Elsewhere, we find *vagar* opening doors for dialogue about the relation between the Spanish and Portuguese

languages, their similarities and differences, promoting mutual understanding between two nations. Literature biennale (*Guadiana*) bringing together Spanish Extremadura and the Alentejo region will be launched in Évora, presenting, translating and putting in dialogue these different languages, which served as both tools of understanding and tools of division among Europeans. Some of the most recognisable names in Spanish and Portuguese literature will take part in this initiative, which will result in the publication of bilingual books of contemporary literature in two languages spoken by at least 850 million people across different continents.

Meanwhile *vagar* will connect Évora and the Alentejo with the furthest human settlement from Évora in the world, Ōkato in New Zealand (*The other side*). In this project Évora 2027 opens a dialogue with unfamiliar cultures, inviting them to create together. It will do this through special video installations in each location that will allow citizens to enjoy the sky and stars in the other location, giving them the opportunity to create special joint videos that question the future of relations between these two distant places.

Évora 2027 will bring together 40 emerging European artists per edition in Évora in a biannual residency programme (*Artists at the Convent*). Their task will be to co-create projects inspired by the region's local traditions and way of life, combining this inspiration with their own understanding of reality. In addition to this, a series of conferences will bring together more than 500 cultural experts, academics, intellectuals and researchers to discuss the most important topics that world is facing today.

In the chart below, we list the gatherings that will be held at Évora 2027's round table in the years to come:



TRANSVERSAL TO PROGRAMME	CONFERENCE TOPIC	TARGET GROUP	EXPECTED OUTCOME
What about peace	Organised with the city of Hiroshima, by the 80-year anniversary of the city's bombing	Civil Society	Better understanding about the values for common living
European dream	(un)rest Liepāja 2027 and <i>vagar</i> Évora 2027 concepts	Civil Society	ECOC's projects contribute to the idea of a European dream.
Future economy	<i>Vagar</i> as a boost to a new Economy	Civil Society	Contributions to new European economic model
PROGRAMMES AND PROJECTS	CONFERENCE TOPIC	TARGET GROUP	EXPECTED OUTCOME
Dive	Culture, Skyscape and Science.	40 astronomers and archeologists from all over Europe.	New ways of perceiving the skyscape in its relation to archeological and cultural heritage sites.
Sun celebration	Principles of <i>vagar</i> for living in Europe's first human settlements.	30 anthropologists and archeologists all around the world	Understanding <i>vagar</i> 's timeless meaning and significance for the communities.
Under a neon sky	An investigation into the impacts of human activities in space and negative consequences of the domination approach.	20 astronomers and astrophysicists from former and future ECOCs.	Better understanding of the negative effects of human activities in space.
Lament	Protection of handicraft tradition as part of European Cultural Heritage.	50 craftspeople, artists, sociologists and scientists.	Help preserve the tradition of handicrafts made from oak trees.
Master the future	Geology of the Alentejo and its links to the geology of other European regions.	20 geologists from different parts of Europe.	Present art showing how climate change is influencing the geology of the Alentejo.
Landscape	Animal and plant diversity in European landscapes.	50 zoologists, biologists and plantologists.	Contribute to the protection of European biodiversity.
Solitude	Ageing, mental health and loneliness of elderly people in Europe.	50 leading European psychologists, medical experts and anthropologists.	Support senior European citizens and emphasize the importance of dealing with ageing problems.
Again and again	Cultural democracy.	100 cultural policy experts, human rights activist, lawyers and sociologists from Europe and Portugal.	Increase understanding of cultural democracy in local communities and develop new practices.
Towards a new wave	Sustainable and eco materials in the arts.	50 artists, craftspeople, eco-material producers.	Increase the use of ecological and sustainable art material in Portugal and Europe.
Popular poetry	Traditional cultural forms as part of the EU's cultural heritage.	40 ethnomusicologists, cultural researchers and cultural historians.	Contribute to the protection of traditional cultural events in Europe.
PDAP – artistic and pedagogical development project	Education in performing arts.	50 artists from the performing arts fields, as well as teachers and trainers.	Develop capacities in the performing arts.
Greener heritage	Renewable energies for historic cities boosted by artistic creation.	30 sculptors and designers and 30 renewable energy researchers.	Develop sustainable energy solutions for historic cities.

We Hear You

Évora 2027 is not solely about dialogue, but it is partly about listening to and better understanding the needs of different groups, both in the local community and across Europe.

Special focus is given to intergenerational dialogue and understanding. In the *Time trilogy* three groups (young people, adults and older people) will be formed to work on three new theatre productions, putting these groups into a dialogue about time. Each group will tell a specific story throughout the process, drawing on its own perspective about memories, the future and relations between the generations. A similar method is used in the *Solitude* project, where puppet theatre directors and actors will work in nursing homes with older people facing the problem of loneliness, developing relationships between actors and storytellers. As part of the strategy to tackle the problem of ageing, this project tells the personal stories of older people in nursing homes through solo puppet theatre performances.

Meanwhile there are special projects to encourage solidarity and better understanding among European Capitals of Culture. In the project *Underlining unity*, we have invited ECOCs and candidate cities from 2026-2028 to form a group to learn together, share knowledge and increase capacities in order to successfully implement our projects. In a similar vein to this, Évora wants to underline and celebrate the dominance of cooperation over competition while inviting all 12 candidates in Portugal to connect their megalithic heritage through the *Sun celebration* project.

And finally, we strongly believe in the power of *vagar* to help us to understand each other better and to enhance mutual understanding among nations. This is why we are inviting photographers from each European country to find elements of *vagar* in their own societies, providing us with new perspectives on this life philosophy originating in the Alentejo. The project *Capturing vagar* will enable us to better understand the way of life and traditions in other cities in Europe, but will also help us effectively communicate the idea of *vagar* internationally.

2. HIGHLIGHTING THE COMMON ASPECTS OF EUROPEAN CULTURES, HERITAGE AND HISTORY, AS WELL AS EUROPEAN INTEGRATION AND CURRENT EUROPEAN THEMES

Évora 2027's projects and activities were selected and developed based on two essential criteria. Firstly, all of them are *locally relevant and deeply rooted* in local narratives or based on the needs of inhabitants. A second criterion was *European relevance* – or whether a given project helps showcase European collaboration and co-creation, presenting European connections and common ground, even celebrating our common culture, history and heritage.

Our vagar enriches our culture

Inspired by *vagar*, we have developed projects that uncover and highlight connections between European cultures, underlining the diverse yet shared European forms of expression that have constituted the European cultural space. In some cases our projects place artists from different European countries into dialogue with one another, demonstrating the links and resemblances between their approaches in their

use of certain symbols and techniques in the arts.

This is easily recognisable in the *Landscape* project, where curators seek links between different landscapes and how they have been presented over time in the works of renowned visual artists from all over Europe.

On a different note, our activities demonstrate clear ties between polyphonic practices in different European countries. In *Cante: songs of vagar*, we are challenging different polyphonic groups from Iceland, France and Mediterranean countries to compose and perform new polyphonic songs in Évora in 2027. This cultural event will also be a social experiment, providing the opportunity for an investigation into local people's emotional responses to other European polyphonic practices similar to *cante* – traditional forms of singing that locals feel attached to. Continuing this theme, the *Évora polyphonic school* project will present digitised works by polyphonic composers from the 15th and 16th century held by Évora Cathedral and museums in other European countries, revealing the incredible resemblances and mutual influences noted even centuries ago about compositions in this genre.

Our culture(s) are also re-examined in the *Again and again* thematic line, where famous European directors working in theatre, film and contemporary circus art are invited to remake some of the classics of European art. In doing so, they will explore how social, economic and cultural circumstances were and are still influencing the European arts.

Our vagar protects our heritage

We believe that heritage tells a special story about European history, about its positive and negative aspects and its migrations, and that it has unique and symbolic value for strengthening our integration processes. Évora has the special honour of marking the 40th anniversary of becoming a UNESCO World Heritage City (2026) by presenting projects that:

1) Open dialogue about the management and presentation of cultural heritage sites. Together with the Network of Heritage Cities (OWHC) and UNESCO experts, Évora 2027 wants to start a debate about the protection, preservation and sustainability of heritage cities and the role of their inhabitants in these processes (*Heritage: dialogue and future*).

2) Connect with different UNESCO heritage sites around Europe, establishing unique cultural routes to present the richness of European culture and history. Together with the OWHC, Évora will support initiatives for developing sustainable cultural tourism in European UNESCO heritage cities (*At the wall*).

3) Develop new models with scientists to detect and map European cities' hidden cultural heritage through the *X-pictures* project. Mapped cultural heritage from the several hundred OWHC member cities will be presented in an exhibition held in Évora in 2027.

4) Protect and reinforce the intangible European cultural heritage present in the Alentejo region. For the *Vaguear* programme, curators have developed a special methodology to protect the region's traditional handicrafts. Professional writers will be invited to write diaries about the life and working methods of the craftspeople in order to preserve their craft tradition and know-how for future generations. Meanwhile Brincas, a traditional way of presenting poetry, will be introduced as part of the school curriculum, with teachers going through special training with Brincas

maestros to enable them to teach children about this poetry performance technique (*Popular poetry*).

Our vagar explores our history

History and the relation to time have an important place in Évora 2027's programme. Different historical events will be marked and celebrated during the preparation years and in 2027. In 2026, we will mark 40 years of becoming a UNESCO World Heritage City with the expert gatherings mentioned above. In 2026 we will also celebrate the 40th anniversary of Portugal joining the European Union. And then in 2027, a special edition of the puppet theatre biennale (*BIME – International Puppet Biennale*) devoted to democracy and human rights – the fundamental values of the EU – will be organised in Évora. This project's main purpose is to educate children about fundamental rights on the 20-year anniversary of the European Union's Lisbon Treaty.

But besides celebrating important events, some of our projects deal with difficult topics from our history that have been hidden under the rug for a long time. The *Walking down memory lane* programme line tackles the inquisition and dictatorship in Portugal, as well as the very important fight for freedom and democracy. The *To understand our time... to move on* project explores the question of intimidation and censorship during the inquisition. The work of the most famous humanists from Portugal at that time will be reinterpreted in order to explore what they would have said if they were not forbidden to speak out.

Our vagar strengthens our integration

In 2026, Portugal marks 40 years of membership of the European Union, making it one of this union's longest-standing members. For Portugal, this has been a period of flourishing freedom and democracy, as well as economic development. Motivated by our own good example, on this occasion we want to mark the anniversary by supporting the fuller integration and enlargement of the European Union. We will invite representatives of all EU candidate countries – Albania, North Macedonia, Moldova, Montenegro, Serbia,

Ukraine and Turkey – to the Political Forum on the 9th of May to discuss further possibilities for integration. At the same time, we will provide space for them to propose projects to be presented in 2027 during the ECOC year.

As a complement to this, Évora 2027 as European Capital of Culture wants to position itself as a role model in the New European Bauhaus movement. For us it is very important to implement best practices to bring the energy transition to historical buildings, given the many heritage sites in our city. This is why we will test a successful model from Alkmaar in the Netherlands in our project *Greener heritage*. Part of our sustainability strategy is reflected in *The towards a new wave project*. This project will bring together traditional craftspeople, designers and architects to create new legacy interventions in public spaces with ecological and sustainable materials. These principles of the New European Bauhaus movement are not unfamiliar in Évora and the Alentejo; they can be found, for example, in the city's *Malagueira quarter*, which was one of the first attempts at sustainable and socially responsible architecture back in 1977. The programme *Under malagueira's sky: 50 Years of Habitat and Community* will showcase both good and bad practices from this groundbreaking development.

Our vagar, our possible solution

Évora 2027's artistic programme was built around common European challenges, with a strong belief that culture can help us find solutions to and open debates about the most important issues facing the European Union. With this in mind, numerous sociologists, European integration experts, scientists, architects, IT experts and other intellectuals besides arts and culture experts were involved in mapping problems and topics for the programme to focus on, and proposing possible methods for approaching them.

In the table below we present topics that a team of experts considered to be of highest relevance in contemporary Europe, and the methodology we propose to address them.

EUROPEAN TOPIC	PROGRAMMES / PROJECTS NAME	METHODOLOGY	EXPECTED OUTCOMES
Environmental protection	In the light of sound	Inspiring people to enjoy and appreciate moments spent in nature.	More Europeans spend time in nature enjoying sports and leisure activities.
	Sun celebration		
	Dive	Expressing collective emotions and grief about humans' negative impact on nature.	Increase empathy among visitors about environmental devastation.
	Under the neon sky		
	Lament	Using art to present natural disasters that might occur in the future if humanity does not change its approach.	Encourage behavior change and a more responsible attitude towards nature.
	Master the future	Involving citizens in social theatre in order to explore ways of managing water in water stressed areas.	Contribute to strategies for storing drinking water and increasing the participation of citizens in addressing this crucial challenge for certain local communities in Évora and the Alentejo.
	Under water		

EUROPEAN TOPIC	PROGRAMMES / PROJECTS NAME	METHODOLOGY	EXPECTED OUTCOMES
Intergenerational dialogue and ageing	Solitude	Using puppet theatre to reach older people in nursing homes, who will tell the wider European audience their stories and memories through solo performances.	Raising awareness about problems of loneliness among older people and inspiring social community projects in order to support them.
	People's Libraries	Intergenerational knowledge-sharing in a space for open dialogue and non-formal learning. Everyone is invited to share their stories, knowledge or skills in order to help other participants and the community as whole.	Improving understanding between generations, developing a sense of belonging to the community without boundaries, and maximising the impact of individuals' knowledge.
	Time trilogy	Fostering intergenerational theatre through the formation of three groups of different ages – young people, adults and older people – and creating new theatre productions.	New intergenerational production and projects. Increased level of understanding.
Migration	New residents	Examining the place of newcomers in the life of Évora and the rest of Europe through social theatre.	Better integration and visibility of migrants in local society.
	What will you really do?	Presenting the influence of different communities that have lived in Évora throughout the centuries.	Showcasing how Évora's specific identity is the result of a unique intercultural mixture resulting from migrations throughout the centuries.
Protecting European heritage	Alma	Preserving older craftspeople's heritage by supporting production and involving the younger generation.	Increased production of crafts and more young people involved in this traditional work.
	Cante: songs of <i>vagar</i>	Presenting similarities and differences between practices of polyphonic singing in different European countries.	Raising awareness about the closeness of European cultures and traditions.
	Vaguear	Preserving stories and know-how about traditional crafts for the younger generation.	More young people with knowledge about the methodology of traditional crafts in Europe.
	The emergency cord	Artistic interventions in old railway stations.	Increasing knowledge about the possible reuse of abandoned places for culture.
Empowering youth	Again and again	Participatory approach to engaging young people in recreating classical European artworks, informed by the challenges young people are facing in contemporary Europe.	Young people are more active and engaged in political and social processes.
	Popular poetry	Teaching young people in schools about traditional craft techniques.	More young people employed in protecting cultural heritage.
	The travelling light	Supporting the mobility of young people to different parts of Europe in order to acquire comprehensive knowledge about European traditions.	Establishing multinational European youth groups that will disseminate knowledge about the richness of European culture in their local environment.

3. FEATURING EUROPEAN ARTISTS, COOPERATION WITH OPERATORS AND CITIES IN DIFFERENT COUNTRIES, AND TRANSNATIONAL PARTNERSHIPS

Our art of co-creation

International artists, particularly those from other European countries, were immensely significant drivers of the Évora 2027 co-creation process. During the preparation period we have involved them in a dialogue about the artistic concept, engaged them in our team, supported direct communication between them and local artists, and included them in the development of the numerous projects.

First of all, Évora 2027 has engaged international artists as *curators* of many programmes, giving them freedom to express themselves on specified topics in line with the artistic concept, and to invite other artists to do the same. To give an example, in *Matters of silence* we have invited British sculptor **Anthony Cragg** to curate the project, which draws inspiration from oak trees and the biodiversity of Europe to create a special sculpture park exhibition. Similarly, the French stage and film director **Caroline Guieu Nguyen** has been invited to develop a piece inspired by multiculturalism in Évora and Europe, as well as by the solitude of migrants after leaving their motherlands (*New residents*). Meanwhile, in the *Affections* project, South African artist **Nandipha Mntambo** is addressing the relationship between humans and animals, inspired by the transformation of bullrings in the Alentejo region. Another example is Uruguayan performer and choreographer **Tamara Cubas**, who will curate a project about intergenerational perspectives on time and relations between different age groups in a social project called *Time trilogy*.



Aside from these project curators, many other artists and other creators have confirmed their participation in the Évora 2027 programme. For instance, the French playwright **Fabrice Melquiot** will work on a theatre performance under the Alentejo's night sky, inspired by the relationship between human beings and the cosmos in the project *A tale from the stars*, while Iceland's **Anna Thorvaldsdottir** will compose a new piece inspired by the breathtaking Alentejo sunsets (*In the light of sound*). Among many others, we will also mention here **Wolfgang Laib** from Germany, who will participate in the spiritual exhibition *What will you really do*, and **Marija Griniuk**, an emerging Lithuanian multimedia artist who will contribute to the project *In the labyrinth of the city* curated by **João Mendes Ribeiro**, one of the most famous Portuguese artists today.

In order to ensure the diversity of the programme and its creators, we plan in 2025 to organise an international call – with a budget of €6,000,000 – for projects that reflect the most important issues currently facing the world, and we expect to significantly increase the level of international artists' involvement. Besides this, we will make sure that international artists are part of our Programme Team by setting aside at least 30% of our programme management and artistic curator positions for international artists.

Our culture of collaboration

Évora 2027 is the most important international cultural project that our city has ever applied for. This is why we have developed a strategy to foster international collaborations in the region and support sustainable partnerships between local and international cultural operators. As with artists, we have various different ways of involving international cultural operators; what connects them is that they have all played a significant role in shaping an (other) art of existence.

Several cultural operators have accepted our invitation to become project producers in line with the concept of *vagar*, under the supervision of the Artistic Director and their team. Thus **Rimini Protokoll** from Germany will produce a project about the inhabitants of an Alentejo village affected by a dam built to make a reservoir for the surrounding area (*Under water*). One of the outsourced productions will be carried out by **Baró D'Evel**, a well-known circus company from France that will turn a bullring into a contemporary circus stage in the project *A ceremony*. Meanwhile, the project *Sun celebration* – co-produced by **La Biennale de la Danse de Lyon** together with Évora 2027 – will create special choreography to celebrate sunsets in the Alentejo.

Besides the productions and co-productions already mentioned, numerous other operators agreed to be partners of Évora 2027. The chart below presents the most important international partners and a short review of their role in the projects.

PROGRAMME/PROJECT NAME	PARTNER	COUNTRY	PARTNER'S ROLE
The other side: Ōkato	Arts and Design Department of the Western Institute of Technology at Taranaki	New Zealand	Project lead in Ōkato that creates totems displaying the sky in Évora.
Lament	Todolí Citrus Fundació	Spain	Research about trees and monitoring the process of music performances.
Under water	Cittadellarte Fondazione Pistoletto	Italy	Research projects and art interventions on the topic of water pollution and water management.
	Extinction Rebellion and Climate Collective	UK	
	Luca School of Arts	Belgium	
	UR Institute	Croatia	
	Sami Centre for Contemporary Art, Karasjok	Norway	
	KÉK – Contemporary Architecture Centre	Hungary	
Freedom to rethink the world	JPL Films	France	Working on animated movies about the future of the world.
	Il Luster	The Netherlands	
	Luna Blue Films	Belgium	
Landscape	Gallery of Matka Srpska	Serbia	Exchanging artifacts about landscapes held in museum collections.
Towards a new wave	University of the Arts London	UK	Exchanges of researchers in a field of design and architecture that uses sustainable materials.
	Eugeniusz Geppert Academy of Art and Design, Wrocław	Poland	
National Centre for Contemporary Dance	Centre National de la Danse	France	Developing programmes and management models for the new National Dance Centre in Évora.
	Terrain		
	École des Sables	Senegal	
	Escola Livre de Dança da Maré	Brazil	
Alma	MonoLito	Mexico	Supporting young people to develop capacities in traditional crafts and developing models in culture and the arts in order to preserve traditional crafts and craft know-how.
	Harwood Museum		
	Co/rizom	Romania	
	Rog Centre	Slovenia	
	Oaza	Croatia	
	Machen & Direktorenhaus	Germany	
	Maker Mile	Italy	
	Prato Textile Museum		
	XTANT	Spain	

Networked learning

European and international networks in culture and the arts will play a significant role in achieving Évora 2027's goals and full potential. We see them as a pillar of our networked learning initiative, through which we want to improve skills, increase capacities and share knowledge among a vast number of experts and representatives from these different networks' member cities. Numerous areas of our programme are being and will be developed with the support of these well-established regional and global networks.

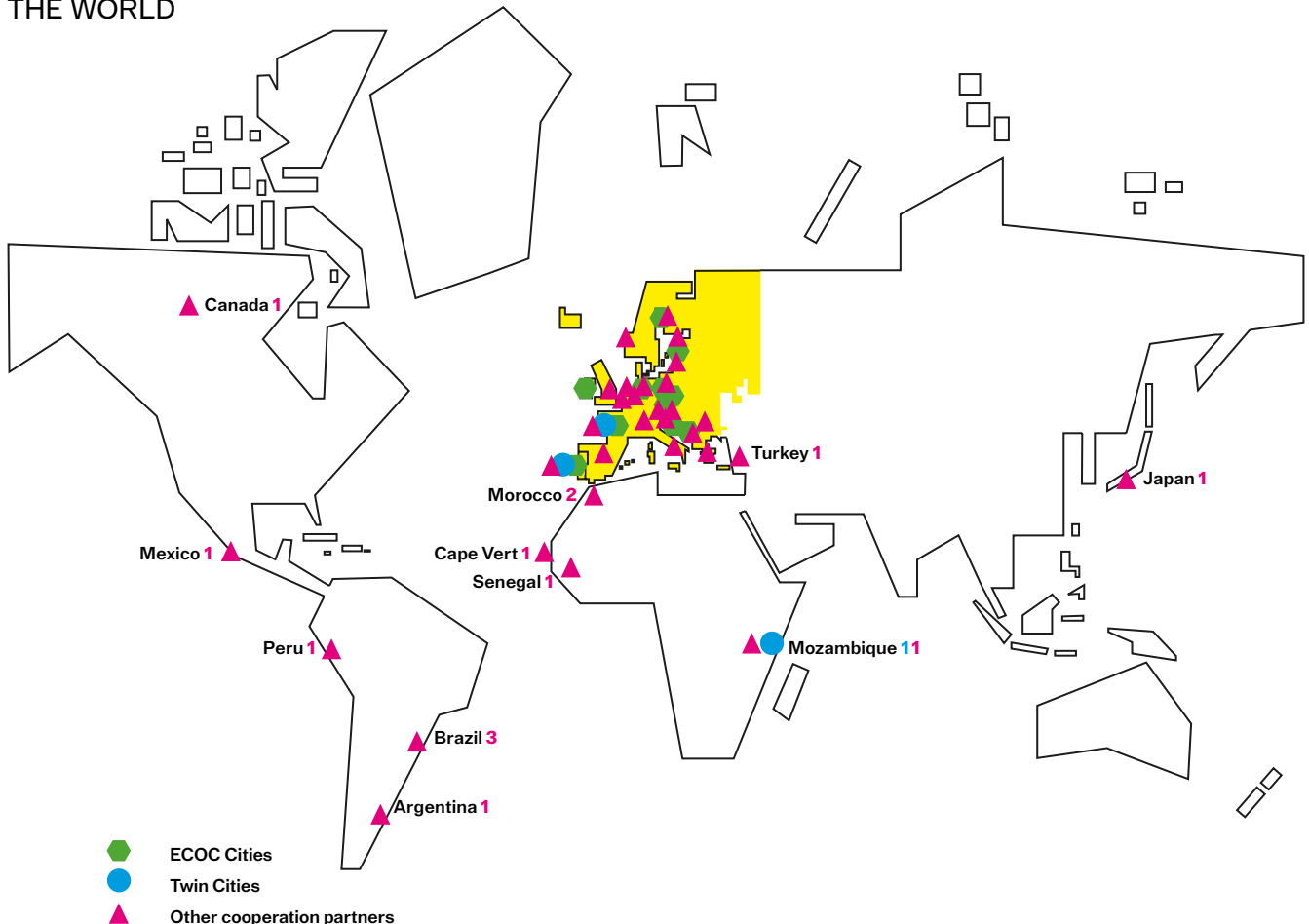
Let us start with capacity building, the most important part of Évora 2027's preparation. Our *Meeting line_culture and resource centre* will gather experts from **Culture Action Europe**, **ENACC** and other networks of cultural professionals to organise training for representatives of Évora's cultural scene. We became a member of the **Network of Education Cities** in order to develop the project *Our voice*, in which local schools will cooperate with experts and member cities that have successfully implemented participatory budgeting in schools. Bearing in mind our intention to position Évora as a model for the New Bauhaus movement, and the fact that Évora is a UNESCO World Heritage City, we have initiated a special collaboration with the **OWHC (Organisation of World Heritage Cities)**. This network, which consists of more than 300 World Heritage Cities, will provide expert assistance in searching for new models of managing cultural heritage sites in the future (*Heritage: dialogue and future*), new renewable energy approaches in heritage sites (*Greener heritage*), new technologies in heritage research (*X-pictures*), and other projects in the cultural heritage

field. We will also consult well-respected non-governmental organisations working in cultural heritage protection such as *Europa Nostra (Towards a new wave)*. Cooperation with other international networks is based on specific segments of individual projects. This is true of our collaboration with **UNIMA (International Puppetry Association)** to establish the first puppet theatre biennale on social topics in Évora. The **Eurobird** network is supporting our programme to monitor and present the European stage of Alentejo birds' migration (*There in the trees, green trees*). We will consult **Trans Europe Halls** on the transformation of bullrings into new cultural and social centres in the Alentejo region. **IETM and Circostrada** will provide expert assistance in establishing and managing the first theatre and pedagogy centre in Évora (*PDAP*). Besides these networks, we would like to highlight the special significance of the **On the Move** and **Res Artis** mobility networks and portals and **Mayors for Peace** (over 8,000 members), which will provide support to maximise our projects' visibility and disseminate Évora 2027's calls and initiatives.

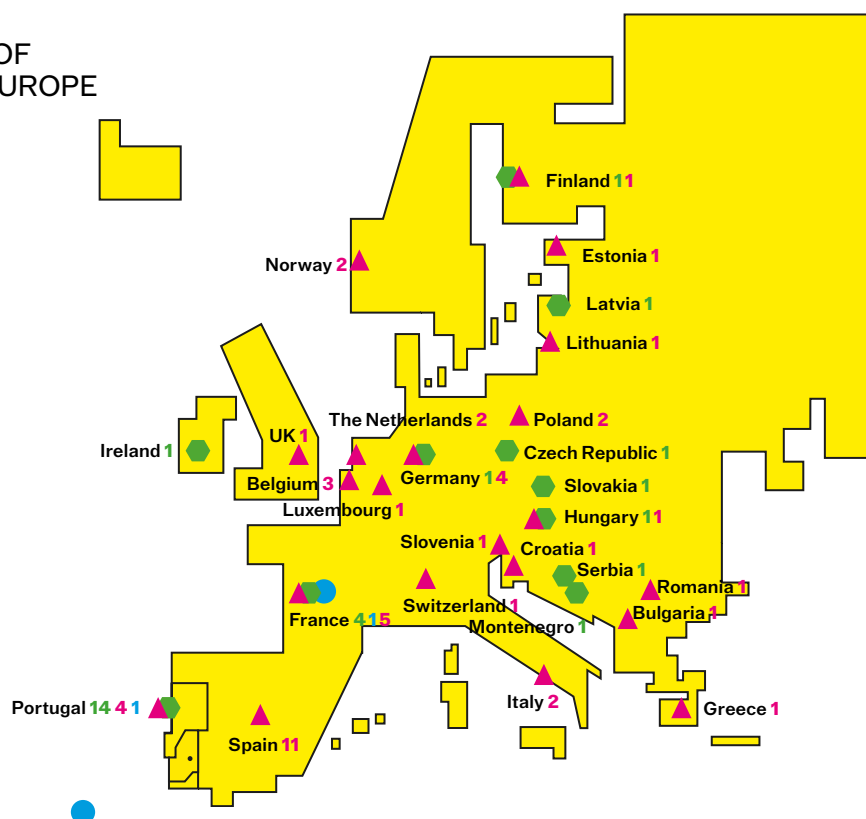
Small, small world

Évora 2027 is developing projects in collaboration with 26 European Capital of Culture cities; we are reinforcing our relationship with our 3 twin cities and preparing proposals for new twin relationships with at least 5 cities by 2027; and we are collaborating with more than 55 other cities around the world. This makes more than 84 other cities that are supporting our candidacy. The map below shows the geographical distribution of these collaborations around the globe.

GEOGRAPHICAL DISTRIBUTION OF INTERNATIONAL PARTNERS ACROSS THE WORLD



GEOGRAPHICAL DISTRIBUTION OF INTERNATIONAL PARTNERS IN EUROPE



ECOC CITIES



Liberec 2028 candidate
Oulu 2026
Reims 2028 candidate
Bastia 2028 candidate
Clermont-Ferrand 2028 candidate
Amiens 2028 candidate
Chemnitz 2025
Veszprém-Balaton 2023
Galway 2020
Liepāja 2027
Budva 2028 candidate
All candidates
Lisbon
Guimarães
Porto
Novi Sad 2022
Trencin 2026

Czech Republic
Finland
France

Germany
Hungary
Ireland
Latvia
Montenegro
Portugal

Serbia
Slovakia

TWIN CITIES



Chartres
Island of Mozambique
Angra do Heroísmo, Azores

France
Mozambique
Portugal

OTHER COOPERATION PARTNERS



Buenos Aires
Bruges
Brussels
Schaeerbeek
São Paulo
Brasília
Rio de Janeiro
Nessebar
Québec
Cidade Velha
Split
Tallinn
Rauma
Paris
Lyon
Gensac sur Garonne

Argentina
Belgium

Brazil

Bulgaria
Canada
Cape Verde
Croatia
Estonia
Finland
France

OTHER COOPERATION PARTNERS



Rennes
Bordeaux
Berlin
Oldenburg
Tübingen
Bamberg
Rhodes
Budapest
Prato
Venice
Kyoto
Vilnius
Luxembourg
Mexico City
Essaouira
Marrakesh
Island of Mozambique
Karasjok
Bergen
Lima
Krakow
Wrocław
Lisbon
Porto
Faro
Guimarães
Angra do Heroísmo, Azores
Biertan
Toubab Dialao
Ljubljana
Madrid
Valencia
Cáceres
Badajoz
Barcelona
Cadiz
Alcalá de Henares
Ávila
Córdoba
Oviedo
Geneva
Bern
Amstelveen
Amsterdam
Bursa
London

Germany

Greece
Hungary
Italy

Japan
Lithuania
Luxembourg
Mexico
Morocco

Mozambique
Norway

Peru
Poland

Portugal

Romania
Senegal
Slovenia
Spain

Switzerland

The Netherlands

Turkey
UK

Q. 12

ATTRACTING THE INTEREST OF A BROAD EUROPEAN AND INTERNATIONAL PUBLIC

Our strategy is to offer the experience of *vagar*, *an(other) art of existence* rooted in our region's culture. We will do this by taking audiences to special places for enjoying culture outdoors and unique cultural events that enable audiences to both enjoy art and spend time in nature. We have also invited some of the most renowned artists of our time to present their work in Évora in order to attract wider international interest in the ECOC programme. In addition to this, we will take advantage of digital technology to seek new ways of experiencing the arts and heritage.

What is so special about Évora 2027 for the European and wider international public?

***How many times have you heard the sun?
Or the "Lament" of the trees when they die?***

This is what European and international audiences can expect from Évora 2027: a unique cultural experience. These audiences will be invited to enjoy concerts for trees, stargazing, and sunsets, all in the setting of the Alentejo's idyllic landscapes, bringing them to better understand the idea that we as humans are always one with the universe.

Besides this, special programmes will be presented on the sides of the ancient city walls and close to UNESCO Heritage Sites (*At the wall*). Europeans will have the opportunity to experience real bullfighting arenas, but this time to see contemporary rather than traditional cultural events (*A dance for the arena*). And projects will be organised under the open sky in landscapes, enabling audiences to enjoy the fascinating natural diversity of the Alentejo.

Our Vagar, our art of hospitality

We invite our inhabitants to host European and international audiences and help them experience *vagar* in everyday life thorough the outreach projects *Slow travelling* and *Vagar: guidance*. Visitors will receive a special guide to experiencing *vagar* while in the Alentejo, which will enable them to feel, smell and see the concept of the European Capital of Culture – something that has never happened before. We will launch an open call for inhabitants of the Alentejo wishing to welcome visitors into their home to experience gastronomic practices in their private spaces in the project *Gastronomy: beauty and resilience*.

If you cannot beat them...

We have already said that digital dependence will be a challenge to tackle in the preparation years. We would like Évora 2027 to become a tipping point that changes people's habits of frequently using digital tools. After all, *vagar* is our invitation to connect with nature and feel all the beauty and health that it brings. But we are aware that Évora 2027 needs to offer projects that provide a unique digital experience, as it is both important to support science and attract digitally-oriented European audiences, especially young people. European and international audiences will be dazzled by the stunning cultural experience of being able to digitally wander around Évora 2027 through a local community of "real avatars" (*Wandering digitally*). Drawing on the expertise in artificial intelligence already established in the region, this project will equip local "real avatars" with remote devices that can "see" and "hear", and which can transfer the direct experience of Évora 2027 to a digital format. It will then use intelligent matching algorithms to provide "visitors" with a personal digital experience based on their preferences.

Elsewhere, special light technology will be used to uncover the cultural heritage hidden underneath Évora and then present this to audiences. This special method will enable visitors to help experts find sites that might become part of one of the most significant cultural heritage spots in Europe (*X-pictures*). Meanwhile new technologies will enable audiences to experience the sky of the furthest human settlement away from Évora, Ōkato in New Zealand, or to communicate with citizens who speak other European languages, even those from their homeland, in a project called *Dialogue café*.

Through our artistic and cultural programme, European and international audiences will be introduced to a creative place open to new residents, where people from all around the world come to co-work and co-live, whether alone or with their families, in a way that is connected to nature, history, cultural heritage, advanced technology, and high-quality services. A network of spaces, supported by existing tourism services, will be brought together in a coexperience Alentejo network to host workers during the title year, making it possible to live and work here either temporarily or for a long time.

Good old "Big names persuasion" strategy

Based on the experiences of other European Capitals of Culture, we believe that the strongest strategy to attract an international audience's attention is to present projects by renowned international artists. Here are some of the artists involved in the programme:

Alê Abreu ^{BR}

The most famous name in Brazilian animation today. Distinguished with 46 international awards, and recently nominated for an Oscar for best animated film.

Anna Thorvaldsdottir ^{IS}

Considered one of the most unique and expressive voices in the compositional scene today, she has been given several awards by the New York Philharmonic, Lincoln Center, the Nordic Council, and the UK's Ivors Academy, as well as commissions by many of the world's top orchestras.

Caroline Guiela Nguyen ^{FR}

Founder of the company Les Hommes Approximatifs, is Associate Artist at the Odéon, Théâtre de l'Europe, at The Schaubühne, Berlin, at Théâtre National de Bretagne, Rennes, at MC2: Grenoble and at Piccolo Teatro Milan.

Fabrice Melquiot ^{FR}

Melquiot has received numerous awards, including the Prix Jeune Théâtre from the Académie Française for his career. His texts have been translated and performed in more than twelve languages.

James Thiérree ^{FR}

Winner of five Molière awards, this unclassifiable icon of contemporary creation, has presented his works throughout the world.

Nandipha Mntambo ^{ZA}

Winner of the prestigious Standard Bank Young Artist Award for Visual Art in 2011, major South African artist Mntambo has pioneered the use of cowhide as a material for sculpture.

Tamara Cubas ^{UY}

EMMA Award winner, Cubas is a choreographer, visual artist and cultural manager from Uruguay, internationally recognised mainly for her work «Trilogia Antropofágica».

Álvaro Siza Vieira ^{PT}

One of the most awarded European architects. He has received numerous awards, including the Chicago Hyatt Pritzker Prize for his lifetime work.

Anthony Cragg ^{UK}

Universally regarded as one of today's most important artists, sculptor Anthony Cragg has received numerous awards, including the Barnett Newman Foundation Award, the Praemium Imperiale Award and the Turner Prize.

Chloe Zhao ^{CN}

Winner of the Oscar for Best Director, with Nomadland, Zhao was also the first woman to get four Oscar nominations in a single year, in the Best Film Editing, Best Adapted Screenplay, Best Director and Best Picture categories.

Gabriela Albergaria ^{PT}

Her works are part of several collections throughout the world. She has participated in artistic residencies in six countries, and was nominated to the Ars Viva 2002/2003 – Landschaft and the Prix Pictet 2008, The World's Premier Photographic Award in Sustainability.

Mia Couto ^{MZ}

Translated into over more than thirty languages, Mia Couto won the Camões Prize in 2013, the most important literary award in the Portuguese language, and the Neustadt International Prize for Literature in 2014. Mia Couto was also shortlisted for the 2017 IMPAC DUBLIN Literary Award and finalist of the Man Booker International Prize in 2015.

Rimini Protokoll ^{DE}

Founded in the 1990s, the multi-award winning collective Rimini Protokoll is a major force in modern German theatre and won the Golden Lion for Lifetime Achievement in Theatre from the Venice Biennale.

Thomas Ostermeier ^{DE}

Awarded «Officier des Artes et des Lettres» by the French ministry of culture, and promoted to «Commandeur» in 2015, the German theatre director received the Venice Biennale's Golden Lion for the entirety of his work in 2011 and the Order of Merit of the Federal Republic of Germany and the KYTHERA Prize for Culture in 2018. His productions tour worldwide and he has long been regarded as a leading light of the German stage.

Making vagar our art of existence

We are aware that in Europe, which is home to many breathtaking destinations and where the quality of cultural production is increasing year by year, it is quite difficult to attract audiences to cultural events. This is why we have thoroughly planned our communication and marketing. Thinking about international audiences in general is too vast an undertaking, so our communication and marketing strategy aims to reach four international target groups in particular: Portuguese-speaking countries, neighbouring countries, Southeast European countries, and frequent visitors. How? By using what unites us: language, culture and even the ECOC brand, making our proposal familiar and recognisable – for example by working with local influencers, using customised content or country-specific social media pages.



Here is our approach to each international target group:

• 260 million people sharing the Portuguese language

Portuguese is the most widely spoken language in the Southern hemisphere, with over 260 million speakers. There are about 5 million Portuguese emigrants and descendants spread all over the world, a diaspora that has reached the five continents, an enormous pluricontinental space. Nine countries have Portuguese as their official language: **Portugal, Brazil, Angola, Mozambique, Guinea Bissau, Equatorial Guinea, Cape Verde, East Timor, São Tomé and Príncipe.**

In the absence of language barriers – and with the collaboration of Portuguese Embassies and consulates, and EU National Institutes for Culture (EUNIC) such as the Camões Institute, together with associations and other social networks in the Portuguese diaspora – we want to invite this community of countries and people to discover and share a new sense of *vagar*, Évora and the Alentejo, by using language to connect us.

• Neighbouring countries (Spain, France, Italy and Morocco)

Beyond the borders that unite them, some of these countries already share a way of life, including the Mediterranean diet, part of the UNESCO Intangible Cultural Heritage of Humanity. Portugal was one of the countries that signed the application for this UNESCO classification, along with other countries with a Mediterranean culture such as Spain, Italy, and Morocco. We will take advantage of this familiarity to attract the attention of these countries' audiences to an(other) art of existence, emphasising the values of hospitality, neighbourliness, intercultural dialogue and creativity, as well as respect for diversity and sustainability.

We will do so by collaborating with and drawing on

the expertise of the region's two main tourism bodies – which are both members of the Évora 2027 Executive Committee – and Tourism Portugal, IP, which has developed important communication channels.

• Southeast European countries (Croatia, Slovenia, Greece Serbia and Slovakia)

What do Portugal, Serbia, Slovenia and Slovakia have in common? The ECOC title. In 2027, for the fourth time, a Portuguese city will again be European Capital of Culture. We want to celebrate this European initiative, especially in 2025 and 2026, with other cities and countries from the ECOC family, allowing these cities to present an(other) art of existence to visitors by placing their own inhabitants' culture and creativity at the very centre.

As European Capital of Culture, Évora 2027 takes responsibility for diversifying the region's tourist markets, attracting nationalities that, like these, usually do not visit this region.

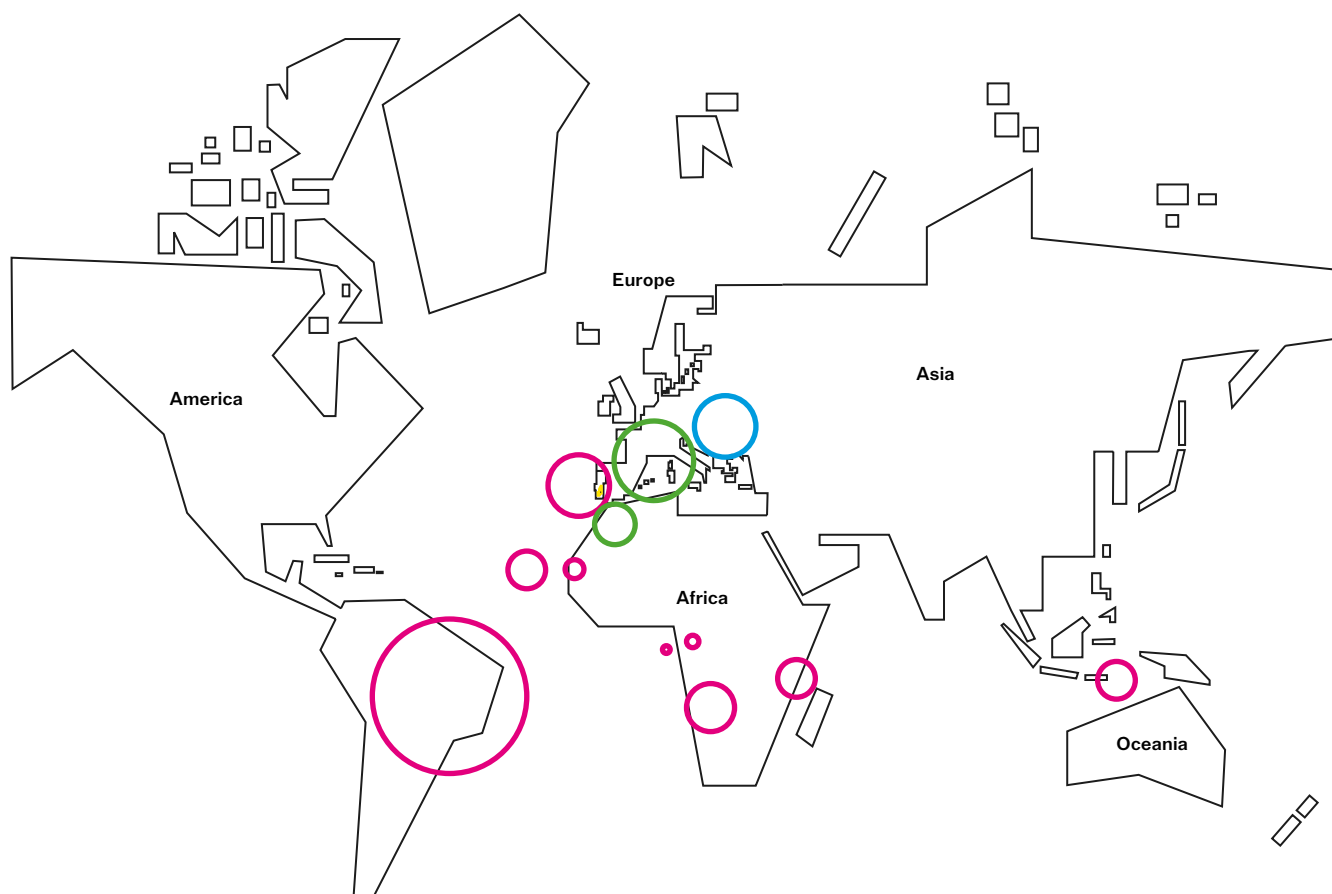
• Frequent visitors (Spain, France, United Kingdom and Italy; Canada, USA and Brazil)

Tourism bodies in the region will have a new contemporary city narrative (tourist product) to promote in the largest travel trade shows and national and international campaigns, highlighting Évora and the region as creative tourism destinations that you don't just visit, but experience through innovative cultural projects and offers, such as our programme *Vaguear_ Encountering Traditional Know-how.*

As European Capital of Culture, Évora 2027 is committed to strengthening the sustainable path that tourism in the region has been on, but also wants to attract more people to stay in Évora not for half a day, but for a whole weekend or a few days.



COUNTRIES TO REACH OUT TO IN ORDER TO ATTRACT INTERNATIONAL AUDIENCES



- **Portuguese speaking countries**
Portugal, Brazil, Angola, Mozambique, Guinea Bissau, Equatorial Guinea, Cape Verde, East Timor, Sao Tome and Principe
- **Neighbouring countries**
Spain, France, Italy and Morocco
- **Southeast European countries**
Croatia, Slovenia, Greece, Serbia and Slovakia

Q. 13

LINKS AND COOPERATION WITH OTHER EUROPEAN CAPITALS OF CULTURE AND CANDIDATES

ECOC for Évora, Évora for all

The last three years in the cultural life of Évora have been enriched by new collaborations with past, present, and future European capitals of culture and candidate cities. Hundreds of hours of knowledge, doubts and concerns shared in discussions with over 50 cities have left their mark on Évora 2027's programme, and have sharpened the European dimension of our project. During this extensive learning process we have acquired knowledge and skills that have helped us to develop Évora 2027 into what is today – a project both based on the idea of Pan-European identity and deeply rooted in local tradition and life philosophy. Through this exchange we have also learned interesting facts about the culture, heritage and traditions of other corners of Europe, forging

connections and long-lasting partnerships with local and cultural stakeholders in other ECOCs and candidate cities.

Throughout this process we have learned both how to overcome local administrative obstacles and how to approach local cultural stakeholders from previous European Capitals of Culture in Portugal. Former members of teams in Guimarães 2012, Porto 2001 and Lisbon 1994 were consulted through discussions and consultative meetings, and some of them were even involved in the Évora 2027 team, with the main goal of learning from their mistakes (so as not to repeat them), from their best practices (to find out which policies will produce the best impacts) and from their personal experience of implementing the European Capital of Culture in their local context.

Everything we have mentioned so far is already an important legacy of our project, even though we have not (yet) been selected and the year of the title has not (yet) even started.

This is why our ECOC collaborative approach is our special way of expressing appreciation to all the ECOC projects that have contributed to our wandering throughout the wonderful European Capital of Culture experience.

Encouragement

Appreciation has its different forms, and we tend to express it not only through words but also by taking actions. This is why we have developed projects that encourage and support other cities in both the candidacy process and the project's implementation.

Throughout the ECOC collaboration process we have even strengthened our belief in the power of collaboration over competition, as this is the process from which all 12 candidates in Portugal have already benefited significantly. We have invited all 12 candidate cities to join our *Sun celebration* project, which will celebrate not just sunlight but also ECOC unity.

However, our solidarity flies well beyond Portuguese borders. Given the unprecedented conditions that ECOCs in 2020 faced due to the COVID 19 crisis and the effects of climate change, we have decided to provide a symbolic new beginning to our friends from Galway. To this end, we have invited MACNAS, a theatre company from Galway, to produce the opening ceremony in Évora in 2027. We want this to provide a new impetus to and reinforce the ideas and messages of the European Capital of Culture Galway 2020.

On the other hand, we are developing collaborations with candidate cities from countries that are still in the European Union's accession phase. Bearing in mind the current war in Ukraine and challenges in the negotiation process, we have decided to work together with candidate cities Budva 2028 (Montenegro) and Novi Sad 2022 (Serbia) to encourage these countries' European integration in our Fast train to Europe project. Special annual political debates about the future of European integration – bringing together all current EU candidate countries – will be organised in Évora, while special events promoting European culture and values will take place in Budva and Novi Sad.

And lastly, we strongly believe in the special role of culture in peace policies. With this in mind, we have developed a project proposal for Trenčín 2026 and Liepāja 2027 to jointly organise a special way of handing over the European Capital of Culture title in 2026/7. Our intention is to organise a special event with a peace torch like the one used symbolically at the opening of the Olympic Games. The most important part of this ceremony will be our public call for a truce in all war-affected areas starting from the closing ceremony in one city (Trenčín) and lasting until the opening ceremonies in other European Capitals of Culture (Liepāja and Évora). This will enable those in conflict zones to have at least a short period of lightheartedness, and would send a strong message of peace and unity from the ECOC family.

Celebration

Appreciation is also about celebration – celebration of a successful bid, of new European partnerships and friends, and of our diverse but still connected cultures. In Évora we choose to celebrate together with other ECOC partners while implementing our projects. Many of these projects have been developed together with our ECOC sisters during the candidacy's preparation; here we will mention some of the most interesting collaborations.

Our celebration starts immediately after winning the title by forming a special group of members of different ECOC teams from 2026 to 2028. In this project (Underlining unity) we want to maximise the effects of the capacity building period for different ECOCs by working with them to develop our projects and resources. We already have candidate cities **Reims**, **Amiens** and **Clermont-Ferrand** (France, 2028), **Budva** (Montenegro, 2028) and **Liberec** (Czech Republic, 2028) onboard, and remain open to new members of this special ECOC knowledge sharing committee. Immediately afterwards, the project *The travelling light* will start, with mutual exchanges of young people from Northern to Southern and from Eastern to Western Europe. Young people will visit Portugal, Norway, the Czech Republic and France to explore the nature and cultures of different parts of our continent, before passing on stories of European diversity to their peers in schools through a special storytelling festival. *The travelling light* has been developed together with **Bodø 2024** (Norway), and candidate cities **Liberec** (Czech Republic, 2028) and **Bastia**, **Reims**, **Clermont-Ferrand** and **Amiens** (France, 2028). Since the topic of ecology strongly connects us to **Oulu 2026**, we are jointly developing environmental projects such as *My Own Sky* and *Sun celebration* with their team.

And finally, Évora 2027's programme will gather artists from other sister ECOCs and candidate cities. Le Choeur de Sartene, a famous polyphonic group from **Bastia** (*Cante: songs of vagar*), Jardin Parallele, a world famous theatre troupe from **Reims** (*Solitude*), and Slobodan Trkulja, a famous musician from Novi Sad (*Cante: songs of vagar*), will be invited to perform in Évora in 2027 in addition to MACNAS (Galway 2020), who will produce the opening ceremony.

Protection

For Évora, being a European Capital of Culture would be both an honour and a special responsibility. But being a city with UNESCO heritage sites inspires us to take an even more active position in protecting European cultural heritage. This is why we have established the broad initiative of ECOC collaborations for the protection of Europe's cultural heritage. So in the Maker's hub project, we are collaborating with Chemnitz 2025 to send young citizens from Évora involved in traditional crafts to develop their skills by becoming temporary residents of Chemnitz. Being part of this project will help them to develop business opportunities as well as to connect with other makers in this special hub, which will be one of the flagship projects in Chemnitz. Besides this, we are working with Budva and Bastia to protect polyphonic heritage in the *Cante: songs of vagar* project. Polyphonic practices from Bastia and monophonic practices from Montenegro will be presented within the framework of this collaboration. And finally, in the *Alma* and *X-pictures* projects, Évora 2027 connects local scientific and cultural partners with those in Amiens and Clermont-Ferrand in a quest for modern technologies that could help present and preserve our cultural heritage.



OUT-REACH

Q. 14

INVOLVEMENT OF THE LOCAL POPULATION AND CIVIL SOCIETY IN THE PREPARATION AND IMPLEMENTATION OF THE YEAR

Vagar is about collectivity and the power of doing things together, of co-creation. Since we began preparing Évora's candidacy for European Capital of Culture 2027, our ambition has been **involve the largest possible number of people, in order to enable ownership of the project among the citizens of Évora and the wider region, improving active citizenship.**

We truly believe that this is only possible by:

- informing (which we can never do too much);
- engaging (questioning what is important for people; valuing what they are, how they live, what each person knows, their voice, a multiplicity of voices);
- inviting them to co-create (creating the framework for active participation and co-creation, and building the capacity to make it happen)

With the relaxation of the restrictive measures imposed by the pandemic, the Évora 2027 team intensified dialogue and encounters with civil society, creating an open atmosphere through public presentations, informal conversations and targeted meetings with key actors and organisations, workshops, and an open-door approach, developing *The Voice that Matters*, our programme for the involvement of local society.

The announcement of the finalist cities, and the presentation and publication of the concept and the bid book itself on our website and in public presentations, also brought greater clarity to the application process and boosted the confidence of civic stakeholders in the Évora 2027 project, but especially in the central concept of *vagar*.

Asking, listening, and sharing THE VOICE THAT MATTERS

A multidisciplinary team (of sociologists, anthropologists, and geographers) from the University of Évora (UÉ) and the Nova University Lisbon (NOVA), led by the human geographer André Carmo (UÉ), was formed to design and study the programme for involving civil society in Évora 2027, in collaboration with the Évora 2027 team. This is one of the working groups that will take part in Évora 2027's Scientific Council for Culture (please see Évora 2027's governance structure, Q30). Its two main goals are to give civil society a greater sense of ownership over the candidacy, and to address the role of the ECOC in strengthening cultural citizenship.

As we stated in the preselection bid book, this programme, called *The Voice that Matters* – which extends not only to the citizens and civil society of Évora, but to those of Central Alentejo as well – will take place between 2020 and 2028, in different phases and with different milestones.

THE VOICE THAT MATTERS MILESTONES

GOALS	Give civil society a greater sense of ownership over the candidacy Address the role of the ECOC in strengthening cultural citizenship		
TIMELINE	2020-2021	2022-2026	2027
	Inform and make each inhabitant an "ambassador" of the candidacy	Strengthen the sense of belonging to the candidacy and the concept of <i>vagar</i>	Gather inputs for the continuous improvement of the project
	Collect contributions	Increase and improve the level of involvement of stakeholders, organizations and communities	Mobilisation of civic participation
	Validate the programme	Foster formal and informal partnerships	Collect inputs for the management of legacy 2027
	Mobilise for greater civic participation	Gather input for the continuous improvement of the project	
	Map resources	Mobilise the multiple actors for the creation of the Scientific Council for Culture and Regional Council of Culture (Governance Structure) at individual and institutional level	
	Detect constraints	Mobilise for civic participation with a view to the creation of Generation 2027 and the "Wandering Guides" Volunteering Programme	
	Identify legacy expectations		



This working group regularly produces qualitative research reports, using research methods like surveys, observation, interviews and discussion groups to improve Évora 2027's civil society involvement, which will also be addressed by the monitoring and evaluation process.

During the preparation phase, the multidisciplinary research team started with an online survey on local communities' expectations of Évora's application to be European Capital of Culture, as well as online discussion groups.

We also initiated some pilot projects to discuss the ECOC process and the concept of Évora's candidacy to be European Capital of Culture. These are projects that the Évora 2027 team wants to continue implementing between 2023 and 2027 to attract people and encourage them to become more active.

TAKING ÉVORA 2027 TO MARKETS AND FAIRS

We can never inform too much, especially in places where cultural policy is not normally discussed, keeping Évora 2027 close to the people and ensuring their support. Beyond our official office, we will continue to wander through Europe's markets and fairs, spreading the word about topics such as what a European Capital of Culture is, what Évora 2027's proposal is, what we want to achieve, and how we will involve people throughout our journey.

How will we do this? With a lot of creativity and unexpected guests that we would hardly imagine talking about culture, but also by inviting expert speakers to talk about education, business, science, tech and sports, and using our promotional stand and film "Take Évora". Through talks, public presentations, and performative events we will decentralise this project from Évora to the rest of the Alentejo and Portugal beyond.

During the preparation phase we held a first edition of this project – entitled "Take Évora 2027 to the Market" – in Évora Municipal Market. We also took Évora 2027 to municipal events such as the popular São João Fair (Évora) and Light Fair (Montemor-o-Novo) – which together had more than 1500 participants – using the Évora 2027 promotional stand to convey information about the European Capital of Culture initiative, but also about Évora's candidacy. And we launched the game "27 words for 2027", designed to invite people to share the word related to Évora 2027 that they would like to see guiding Europe's future!

This project will be run between 2023 and 2027, supported by Évora 2027's volunteering team, the "Wandering Guides". It will be broadcast through our digital channels, supported by Évora 2027's Audiovisual and Multimedia Team and Digital Transformation Team.

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AT THE TABLE WE UNDERSTAND EACH OTHER

In the Alentejo, we like to talk around the table, so after delivering the pre-selection bid book, we asked the local population to invite the Évora 2027 team to sit down with them at the table. The meeting place is chosen by the hosts.

It may be in their homes, or in the associations to which they belong, or in their neighbourhoods. We bring the bread and drinks, as well as the readiness to answer any inconvenient questions – even those that can only be asked in a face-to-face meeting, promoting an honest conversation.

We have already sat down at around 20 different tables with young people, artists, teachers, and sports groups; an entire neighbourhood even booked a table with the Évora 2027 team. These have been conversations that have brought us together, that have inspired us and made each guest an ambassador for Évora 2027.

The implementation of this microtargeting project will continue, and between 2023 and 2028 will be supported by Generation 2027.

BEING ÉVORA 2027

We are developing a cycle of mini documentaries, entitled *Being Évora 2027*, which seek 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. This documentary cycle has been giving national and international reach to those projects in the region that it has featured, bringing them closer to the people and demystifying artistic practice.

The *Being Évora 2027* project will continue after the city's designation, between 2023 and 2025. Between 2026 and 2027 it will focus on projects being prepared for 2027, bringing the cultural and artistic programme closer to the people, both through interviews with invited companies and artists, but also by giving visibility to creative processes that will take place in the build-up years. All of the mini documentaries are being directed by the film director David Mira, who lives between Évora and Berlin, and supported by the Évora 2027 Audiovisual and Multimedia Team.

The mini documentaries are subtitled in both Portuguese and English (we will add French and Latvian subtitles) and are available on our Youtube channel. We have already released 21 of them.

Creating the framework for active participation in the artistic and cultural programme

More than merely being involved, the **local population are co-creators of Évora 2027's concept**. As a balanced cultural way of being and living, *vagar* is not a brand, but the expression of a holistic culture that still exists in Évora and the Alentejo, of which the region's population are authentic practitioners: an(other) art of existence.

Our artistic and cultural content also addresses topics raised by citizens through contributions and proposals collected during the preparation phase. The Évora 2027 team and the board of programmers asked our artistic and academic communities to work on these issues, among which were the power of invisibility, the social resilience of the Alentejo's gastronomy, the integration of nomadic communities, the preservation of traditional culture and the cork oak forest, the right to housing, the loss of liveability within the historic city centre, and the proposed transformation of the traditional annual city fair, the Feira de São João. Some examples of the topics raised and the projects in which they were integrated can be found in the table below. The community will also be involved in the cultural and artistic programme through their participation in projects in the bid book, among which are the *Opening and closing ceremony*; *The fair: beautiful, sustainable, together*; *New residents*; *Time trilogy*; *Under water*; *Gastronomy: beauty and resilience*; and *The other side: Ôkato*. They will be part of the creative processes and will share the stage with professional artists.

OUTLINING THE VISUAL IDENTITY

Évora 2027's visual identity will be a work in progress until 2027 and beyond. As we have been doing already, we will continue to invite people to participate in the construction of Évora 2027's visual identity through graphic design workshops under the title *Outlining the visual identity*, led by Évora 2027's graphic design team.

Targeted at different audiences – from experts to those less experienced in graphic design, from children to the elderly – these workshops 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 or other modalities. Meanwhile, the graphic design team share tools and methods that they use in their own creative process, making it easier to understand the work they have done for Évora 2027.

The results of the workshops will continue to be integrated into Évora 2027's visual identity. To deepen the project, supported by the Évora 2027 Scientific Council for Culture, we will launch an open call to researchers who want to study the participatory design process to develop Évora 2027's visual identity, as well as the co-creation process itself. During the preparation phase we have already held 4 pilot workshops, which reached about 30 people.

EXAMPLES OF ACTIVE PARTICIPATION IN THE CULTURAL AND ARTISTIC PROGRAMME

TOPICS RAISED BY CITIZENS	PROJECT	PROGRAMME	THEMATIC LINE
The vital importance of parasites and fungi for nature and human life	Parasites and fungi: fables for a new era	Stamping out risk	SPACE
The social resilience of the Alentejo's gastronomy	Gastronomy: beauty and resilience	Radical Landscapes	SPACE
The preservation of the cork oak forest	The travelling light	Beyond Frontiers	SPACE
The integration of nomadic communities, such as the Roma, but also migrants	New residents	Passage	TIME
The fear that a European Capital of Culture will contribute to the destruction of traditional culture	Popular poetry	So traditional, so contemporary	TIME
The future of the São João Fair	Cante: songs of <i>vagar</i>	At the wall	TIME
The human right to adequate housing	The fair: beautiful, sustainable, together		MATTER
High energy costs for those living in the historic centre	Greener heritage	Heritage: a continuous path	MATTER

CITIZENS.EVORALAB.PT: ONLINE PLATFORM/DIGITAL PARTICIPATION AND CITIZEN JOURNALISM

Évora 2027 combines the physical and digital participation of citizens, promoting equality of access and bridging gaps to avoid any exclusion or access problems.

During the implementation of Évora 2027's projects, we will use the online platform *citizen.Évorab.pt* – a digital civic participation tool created to encourage active citizenship among local citizens by enabling them to cooperate and interact with the city's governance bodies. This collaborative ecosystem offers a space for discussions, together with tools to promote contributions to the urban development strategy for the city, which includes Évora 2027. The platform encourages community stakeholders to lead and open debates with fellow citizens about specific problems and challenges. The engagement and participation process starts with the definition of a theme and the selection of community stakeholders to promote discussion among their peers. The process will consist of hybrid physical-virtual workshops with both open and invite-only thematic groups, who will discuss several topics of interest to the city and the ECOC project. After these groups reach conclusions and possibly hold a vote, their conclusions will be integrated into the implementation of Évora 2027 via representatives of the Scientific Council for Culture, the Regional Council of Culture, and Generation 2027 – all participatory bodies within Évora 2027's governance structure – who will then make recommendations to management.

As part of Évora 2027's digital and marketing and communication strategies, we will develop the platform *citizen.evorab.pt* to facilitate citizens' active participation in communicating about Évora 2027. Citizen journalists will provide a more personal insight into the ECOC's preparation, collecting feedback and stories about the Évora 2027 project directly from residents, including about Évora 2027 events. We will start with media training for these citizen journalists, led by professional journalists and teachers, and continue with the creation of digital platforms like blogs, using tutorials, videos and other educational devices. Citizens will be responsible for the whole news production process. This project, which will run between 2024 and 2027 and beyond, will be supported by the Storytelling Team within the Communication and Marketing Office.

WANDERING AROUND / YOU DON'T JUST VISIT THE ALENTEJO HOSPITALITY PROGRAMME

We want Évora 2027 to be the seedbed of a hospitality policy linked to the sector's transition agenda (Transition Pathway for Tourism), which the European Commission formally presented in February 2020. We will involve the local population in creating our hospitality programme, which we have called *Wandering around: you don't just visit the Alentejo*. The Évora 2027 hospitality programme aims to bring residents and visitors closer together through four projects that address topics such as how to live in *vagar*, where to stay, and physical and digital engagement. It includes three projects: *Vagar: guidance; Mê vizinho, dear neighbour* and *Slow travelling*.

VAGAR: Guidance

Like most European countries, with the pandemic and war in Ukraine we became aware that the way that travellers want to interact with destinations has changed. Visitors now seek to be embraced by residents in the city's daily life as part of a more open, engaging, and meaningful experience. So we will encourage residents to share their wisdom about "living in *vagar*" with those who arrive. Rather than simply being visitors, we want Évora 2027's audiences to feel at home here, with all the rights and duties that this implies. Residents will create a guide (the title will be chosen by the participants) with specific advice about how to take time, take advantage of silence, value rest, enjoy the shade that the trees give us, learn more about the Mediterranean and the Alentejo's gastronomy and local products, and adapt the way you dress to the city's climate.

Between 2025 and 2026, we will launch an open call to citizens to work with Évora 2027's Education Team. The outcome, an illustrated e-book, will be presented at the beginning of September 2026 and disseminated through our own and other ECOCs' websites, tourist websites, and the tourist sector, among other conduits

Timeline: 2025 – 2026

Project Leader: Évora 2027

Local Partner: Alentejo Gastronomic Guild

Mê Vizinho, Dear neighbour

During the pandemic, people moved closer to their neighbours, supporting each other and reviving a sense of mutual assistance and community. In the *Mê Vizinho (Dear Neighbour)* project we will invite local inhabitants to play an active role in making the city a hospitable European Capital of Culture. Through the support of Évora 2027's microgrants, we want to motivate them to take care of their public spaces, promoting greater community interaction and support, especially between long-term residents and students who live temporarily in Évora's historic centre and neighbourhoods.

The project will follow a competition format, with applications made online. Residents will be able to propose small projects that involve collective clean-up initiatives or small-scale interventions in public spaces (like renovations, small gardens, painting a building or making new places for leisure in their communities), which should align with Évora 2027's principles, such as coexistence and sustainability.

Private individuals, informal groups and homeowners' associations, among others, can apply. Each project can obtain financial support of up to 1,000 euros.

We will open online applications in 2025, and all 27 projects selected will be mentored by Évora City Council between 2026 and 2027.

Timeline: 2026-2027

Project Leader: Local Housing Plan Team of Évora City Council

Local Partner: The Students' Academic Association of the University of Évora and homeowners' associations.

Slow Travelling

To cater to those looking to enjoy slow travel and become involved in each community that they visit, we will build a community willing to host Évora 2027's international audiences and volunteers. We will encourage them to present their special offers on popular platforms such as Couchsurfing – to rent a sofa, a bed, a balcony or a garden to pitch a tent – and Airbnb – to purchase Airbnb experiences, such as living in *vagar*, eating in a local inhabitant's home, or wandering in landscapes.

WANDERING GUIDES: INTERNATIONAL VOLUNTEERING PROGRAMME

In 2022, we started working with volunteers, building up a force of about 30 people. By 2027, our goal is to involve at least 500 volunteers. This will be an intergenerational community with huge cultural and social diversity – and a strong will to create change – that plays an active part in implementing Évora 2027. Each volunteer will be both a participant in and a representative of Évora 2027, with specific responsibilities defined according to their strongest skills and abilities.

In 2023 we will launch an international open call for volunteers, which we will repeat yearly until 2027. Our website will also include a special section dedicated to our volunteering programme. As some of these volunteers will come from other places, we will work with local volunteers to host their colleagues in their homes.

All volunteer hours will be recorded digitally, and volunteers will be able to print confirmation of the number of hours worked. All volunteers will receive pocket money and – in cooperation with Évora City Council and other cultural organisations – cultural benefits for their participation, like free entrance to cultural events.

Based on our experience accrued over the years of preparation and the title year, Évora 2027's ambition is to create an **Évora Cultural Volunteering Service** (digital platform) as a legacy. Volunteers interested in joining this service will be duly accredited on a digital platform, which any cultural operator may use to request volunteering services for any cultural event it is running.

COME ON IN

It's not enough to say that Évora 2027 wasn't and isn't being developed in a closed room; it's important to invite people to come on in, opening all our doors wide.

In partnership with the Alentejo Regional Winegrowing Commission, we have already started working in our new headquarters in the historic city centre. This is located near the Garcia de Resende Theatre, one of the most beautiful Italian-style theatres in Portugal, and part of the European Route of Historic Theatres. The perfect meeting point, it is an accessible space open to all who wish to enter.

Our website (www.evora2027.com) invites everyone to participate, giving examples of how they can take part, but also suggesting that users subscribe to our newsletter to stay up to date about all the initiatives we are launching, and explaining how they can get in touch with the Évora 2027 team.

Building the capacity to improve cultural citizenship (capacity building)

WANDERING GUIDES TRAINING

Between 2023 and 2027, a training programme will be developed for all Évora 2027 volunteers to improve their knowledge of the city and region, of European values and of the ECOC project.

Besides conferences and workshops, this programme will involve – during the years of preparation – sending between 10 and 15 volunteers to the former and current European Capitals of Culture, so that they can witness the initiative's impact in those cities, deepen their knowledge about local artistic and cultural practices, and promote Évora 2027. We will also be able to host international volunteers and internships, in cooperation with other ECOC teams. The Évora 2027 volunteer training programme aims to strengthen the role of cultural volunteering, improving how it is done, making it more attractive, and raising its status.

Timeline: 2023-2027 and legacy

Local advisor: Eugénio de Almeida Foundation

Expected Partners: European volunteer networks, ECOC European volunteer network, University of Évora/Erasmus+, Túlio Espanca Senior University (Évora, PT), ASSP – Teachers' Social Solidarity Association (Évora, PT), GAP Year Portugal, among others.

DIGITAL CITIZEN JOURNALISM AND COMMUNICATION BOOTCAMPS

Between 2024 and 2027, a digital citizen journalism bootcamp will be run for citizens. This will include training in mobile journalism, podcasting, copywriting, interviewing, social media, and multimedia and digital skills. The training programme will be held every three months between 2024 and 2027 on weekends, and will consist of workshops with journalists and journalism teachers.

Part of our capacity-building strategy will be to hold a Communication Bootcamp for artists and cultural organisations. This training programme will focus on copywriting, audience development, creating newsletters, social media, barriers to cultural participation, graphic design, and multimedia and media relations skills. It will run between 2024 and 2027 on a monthly basis, and will consist of workshops with national and international experts.

BE AWARE OF ÉVORA 2027

Between 2023 and 2027, Évora 2027 will contribute to the city's strategic cultural plan through parallel training sessions in areas related to Évora 2027, such as language courses, hospitality training, and regular talks about programmes and venues so that participants can communicate these to others. *Be aware of Évora 2027* is addressed to taxi drivers, bus drivers, vendors, tourism guides, tourism technicians, tourism students studying in the region, tourist entertainment companies, local accommodation units, and hotels, among others.

OUTREACH STRUCTURE

	PROJECT	TIMELINE	TARGET GROUP
The Voice that Matters (participation programme)	Taking Évora 2027 to markets and fairs	2022-2027	Citizens
	At the table we understand each other	2022-2028	Citizens (microtargeting project)
	Being Évora 2027	2021-2027	Artists, cultural and scientific professionals, cultural organisations, citizens
	Outlining visual identity	2021-2028	From experts to those less experienced in graphic design, from children to the elderly
	citizens.evoralab.pt	2022-2027	Citizens
Wandering around: You don't just visit Alentejo (hospitality programme)	Vagar: Guidance	2025-2026	Citizens and visitors
	Mê vizinho, Dear Neighbour	2026-2027	Long-term residents and students
	Slow travelling	2026-2027	Visitors and international volunteers
Wandering Guides (international volunteering programme)		2023-2027	Citizens from the region, elsewhere in the country, and abroad
Meeting Line_ cultural resource centre	Wandering Guides Training	2023-2027	Citizens from the region, elsewhere in the country, and abroad
	Digital Citizen Journalism and Communication Bootcamps	2024-2027	Citizens, artists, cultural professionals, cultural organisations
	Be aware of Évora 2027	2023-2027	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

ÉVORA 2027'S GOVERNANCE STRUCTURE: PARTICIPATORY BODIES

Moreover, our governance structure will ensure a broad and permanent connection with civil society.

Évora's bid for European Capital of Culture 2027 is coordinated by an Executive Committee 2027 – led by Évora City Council – composed of seven important local and regional organisations from the academic, cultural, tourism and regional development sectors in Évora and the Alentejo. Meeting regularly, this Board brings together in a partnership the competencies necessary to engage in the candidacy process, taking on this challenge as a challenge not only for the city, or for Central Alentejo, but for the entire Alentejo region.

The Évora 2027 governance structure will include a Scientific Council composed of experts in various academic fields from all over the country, who will meet regularly to bring their expertise to the process. In addition, we will create a Regional Council for Culture which will meet every three months; this will be a working group that includes stakeholders concerned in different ways with the city's development.

At an institutional level, between the delivery of the preliminary bid book and now, we have also been given the formal support of all the Intermunicipal Communities of the Alentejo (CIM of Alentejo Central, Alto Alentejo, Baixo Alentejo and Alentejo Litoral), from the Atlantic to the Spanish border, from the south bank of the Tagus to the Algarve. These communities will be represented by the Regional Council for Culture.

PROJECT TEAM	OUTCOME	LEGACY
Wandering Guides	Reaching 150,000 people, attending 60 markets and fairs – 1 each month	Audience development
Generation 2027	Reaching 5000 people, doing 240 At the Table events – at least one per week	Audience development
David Mira (filmmaker)	Mini documentaries that reach 50,000 inhabitants of Europe	A digital database with all the “Being Évora 2027” episodes
Évora 2027 Design Team	2000 people involved in shaping Évora 2027’s visual identity	Évora 2027 visual identity
Évora 2027 Digital Transformation Team and Communication and Outreach Department	PhD thesis	
Évora 2027 Learning Team and Gastronomic Guild of Alentejo (local partner)	150 citizen journalists	
	Illustrated e-book presented at the beginning of September 2026 and disseminated through our website, other ECOCs’, tourist websites, and the tourist sector, among other conduits	Illustrated e-book
	27 projects will be implemented with the support of Évora 2027’s micro grants	A more hospitable European Capital of Culture
	500 volunteers	Évora Cultural Volunteering Service
Évora 2027 Outreach Team with Eugénio de Almeida Foundation (local advisor)	4 two-day training sessions per year, 500 volunteers 1 exchange programme of 1 month per year for volunteers between ECOCs, 50 volunteers	
Évora 2027 Communication and Outreach Department	2 two-day training sessions per year, 400 participants	
Évora 2027 Communication and Outreach Department	3 one-day training session per year, 3000 participants	

Q. 15

OPPORTUNITIES FOR LESS PRIVILEGED GROUPS

Vagar is about coexistence. It involves questioning the discourses and practices that, even without apparent intention, place us in a position of dominance in relation to the other in all aspects of our existence.

Évora 2027 therefore tackles accessibility and inclusion in their broadest sense, focusing on identifying and mitigating barriers to cultural (and intercultural) participation, considering the needs of various audiences, and ensuring respect for diversity and equity. The main goal is to guarantee access to culture as a fundamental human right (Article 27 of the Declaration of Human Rights, 1948).

Through a continuous, bottom-up process, this agenda will be improved and implemented by **Generation**

2027, a community that includes affected citizens mentored by experts in cultural mediation, inclusive art, and accessible communication, as well as social organisations with experience in diversity, inclusion, and health, among others.

Our starting point

Through our initiative *At the table we understand each other*, we started asking people if they went to performances at the city’s theatre; if they preferred open-air cultural events; what they thought of the city’s museum; if they knew that the Public Library held valuable documents connecting the city to other parts of the world; if they visited the city’s monuments; and if they were familiar with the region’s archaeological heritage.

Through this empirical exercise, we came to understand that the risk of exclusion in culture is a real threat to society in general. This understanding influenced how we created the cultural and artistic programme from the outset.

Given that most of the planned projects are new productions, we immediately made clear in our dialogue with the artists involved that there cannot be any kind of barrier to cultural participation, and that whenever they want to, they should not hesitate to create artistic narratives related to diversity, inclusion and equity.

In the preparation of this bid book we detected some barriers to cultural (and intercultural) participation, which we will tackle through the cultural and artistic programme and other specific mitigating measures, as the table below shows. This is an ongoing process that will be continued by Generation 2027.

BARRIERS TO CULTURAL PARTICIPATION

EXPENSIVE TICKETS

Affected by low incomes, spending money on cultural events is not a priority, especially for the elderly, social integration income beneficiaries, single parents and migrants. With the rampant inflation in Europe this barrier will affect more and more people.

DIGITAL DEPENDENCE

Digital dependence has grown among youngsters... but working-age adults have also succumbed to it, easily trading a book for hours in front of their feeds.

MENTAL HEALTH ISSUES

Loneliness is acknowledged to be a major issue in our society among elderly people. But again, in a changing world and after a lockdown imposed by a pandemic, it has been hard to leave home.

LACK OF ACCESS

Lack of access not only affects people with disabilities, but also elderly people, small children, people with injuries, etc. And it is not just about physical access, but also mobility, communication, visibility, audibility, and intellectual and linguistic accessibility.

DETACHMENT FROM LOCAL COMMUNITY AND THE SENSE OF TEMPORARINESS (OR BEING IN PASSAGE)

Migration flows have contributed to the rich diversity of cultures in our society. But migrants experience difficulties integrating into the local community and cultural life of the city. And they aren't alone.

ÉVORA 2027' APPROACH

Pricing policy, volunteering and hospitality programmes.

Creation of new opportunities for younger people by involving them in exciting collaborative artistic processes, improving their virtual and real creativity.

Promoting intergenerational projects to exchange skills and discuss ideas that make people feel valued and welcomed.

Ensuring access and general accessibility to all.

Encouraging the sense of community and belonging.

MITIGATION MEASURES

Pricing policy: Free entrance or maximum fee of 3 euros per event.

"Wandering Guides – International volunteering programme": Any person can receive pocket money and cultural benefits such as free entrance to cultural events.

"Wandering around: You don't just visit Alentejo" – Hospitality programme: Visitors can find a cheaper way to stay in the Alentejo through a strong community of willing hosts (Slow Travel project).

"Wandering digitally": A great opportunity to transform digital dependence into a positive skill, turning digitally-savvy people into Évora 2027 avatars.

"The Travelling Light": Youngsters are invited to get closer to nature and use the landscape as inspiration to create.

"Time trilogy": A community project about the perception of time. One piece in this trilogy is addressed to young people, who will be asked to reveal their vision of the future.

"The other side: Ôkato": Students produce a post- or video-card about collective responsibility for the future, drawing inspiration from the sky.

"Generation 2027": People are asked to play an active role in implementing a diversity and equity agenda.

The thematic line "Matter" creates new centres for artistic creation, which will be places of encounter.

"People's libraries" – an intergenerational community project – creates spaces where everyone is welcome to share their wisdom and knowledge.

Évora 2027's shuttle network will provide transport for people from isolated communities.

"Heritage: A Continuous Path" programme, within the thematic line "Matter", is dedicated to questioning the physical and intellectual accessibility (liveability) of the built heritage classified by UNESCO.

Évora City Council already has ongoing a major plan to improve mobility and accessibility throughout the city, removing physical barriers to movement, such as levelling pedestrian crossings, increasing pedestrian and cycling areas, and removing architectural barriers.

Decentralise the presentation venues, use unconventional places, and promote outdoor events in rural areas and neighbourhoods.

Use different communication channels, languages and formats, being as inclusive as possible.

"The Opening and Closing ceremonies" will be a huge celebration of the sense of community and belonging.

"Towards a new wave": Using the Alentejo's traditional crafts and materials, a collective of artists will develop interventions in public space throughout Évora's neighbourhoods, inviting residents to collaborate in the process.

"Under Malagueira's sky. 50 years of habitat and community": An ode to collective living that highlights residents' role in the construction of this neighbourhood through a participatory process.

"Mê Vizinho, Dear neighbour": A micro-grant programme to motivate long-term residents and students who live temporarily in Évora's historic centre are motivated to get together and take care of their street or neighbourhood

BARRIERS TO CULTURAL PARTICIPATION

LACK OF CULTURAL REPRESENTATIVENESS

Creating a community that respects diversity will be a long human journey. Segregation, discrimination and harassment affect not only resident minorities but also those who simply have divergent thinking.

ÉVORA 2027' APPROACH

Giving visibility to underrepresented communities and themes.

MITIGATION MEASURES

"Affections": Nandipha Mntambo is one of Évora 2027's artists, a South African who has become famous for her figurative cowhide sculptures, videos and photographs that focus on the human female body and identity.

"New Residents": Explores the themes of diversity, plurality of cultures and languages, but also of exile and the solitude of newcomers.

"To understand our time... to move on": Challenges us to reflect critically on the past, raising awareness about threats to human rights that plague us today.

Generation 2027

Beyond public policy paradigms, we believe that only people on the ground can build a community with sincere respect for diversity as a legacy for the future. We also strongly believe that artists can see the potential for transformation where many see the end or the inaccessible. So we will put these two groups together to create Generation 2027, a diversity and equity advisory board to guide Évora 2027's governance and management bodies.

Generation 2027 will be an intergenerational community formed by citizens with a wide range of social, gender, generational, cultural and geographical diversity and representativity (not only those citizens affected by greater inequalities), chosen by an open call in collaboration with The Social Network of the Évora Local Council for Social Action, which brings together 120 social action institutions.

To develop their activity plan, which should be defined by the participants, Generation 2027 will be mentored by experts in cultural education; recognised organisations in the area, such as **Dançando com a Diferença**, a Portuguese company working in inclusive dance; the Portuguese **Association for Diversity and Inclusion (APPDI)**, the organisation behind the Portuguese Charter for Diversity; and **APROPA Cultura** from Barcelona, Spain. As local partners of this mentoring programme we will have **Évora City Council's Local Housing Plan team**, as well as the **University of Évora's School of Nursing and Comprehensive Health Research Centre (CHRC)**, which will bring their expertise about how to make the whole of Évora 2027 friendly to older people. Because an elderly-friendly European Capital of Culture is, in fact, a city that cares about the future of every citizen. This mentoring programme, which includes workshops and conversations, will take place twice a month in 2024.

GENERATION 2027

Advisory board of the governance and management bodies of Évora 2027 for diversity and equity.

An intergenerational community formed by citizens with a wide range of social, gender, generational, cultural and geographical diversity and representativity.

PROMOTE OPEN DEBATE ABOUT UNIVERSAL ACCESS

Work with local cultural operators towards an accessible and diverse cultural offer.

Take part in debates about diversity and equity, especially in an ECOC context.

Support the implementation of the Évora 2027 project "At the table we understand each other"

SEEK INNOVATIVE TOOLS TO ENSURE EQUITY

Use the ECOC as a lab for the development of new accessibility interfaces, taking advantage of the artificial intelligence know-how established in the region.

IDENTIFY AND MITIGATE POSSIBLE BARRIERS IN THE ÉvORA 2027 PROJECT

Remain aware that for each barrier we break down a new one may arise, and make mitigation recommendations to the governance and management bodies of Évora 2027

CHARTER "FROM THE ALENTEJO TO EUROPE: POETIC ADVICE FOR DIVERSITY AND EQUITY"

Mentored and curated by António Alvarenga, a researcher specialising in Future Scenarios, this charter is a special guide for cultural organisations on how to ensure universal access in culture, and accessible venues. Will be presented at the beginning of 2026.

Q. 16

AUDIENCE DEVELOPMENT, EDUCATION AND SCHOOLS

According to the most recent survey on the cultural practices of the Portuguese (published in 2022), cultural consumption in Portugal is low compared to that in other European countries, and access to culture remains a privilege. How can culture be a driver for transformation if it is a factor of exclusion?

The main goal for our audience development strategy is to make people feel that cultural practices really matter to our existence. As European Capital of Culture, Évora 2027 must be for everyone. So let's open the doors, invite them to the party, and give them the stage!

Évora 2027's four main actions for audience development are: spreading the sparkle, bringing culture closer to people, engaging broader audiences through the digital, and reconnecting the city's cultural life with audiences.

Spreading the sparkle

We will encourage people who participate in the ECOC programme to talk to their friends, neighbours, and colleagues. In doing so, they will spread the spark and eventually ignite the curiosity of others who then want to participate as well. Will anyone remain indifferent to the excitement of someone who discovered the sound of the sun in the *In the light of sound* project? At the very least, they will be intrigued by the neighbour who is spreading stories of *Parasites and fungi: fables for a new era*. Through our cultural education programme that will take place in schools, children will spread their enthusiasm to their families.

Bringing culture closer to people

We will do this by promoting active participation through outreach activities, such as *At the table we understand each other*; by creating intersections between contemporary and traditional culture, breaking down the walls of the different practices through our So Traditional, So Contemporary programme; and by surprising our audiences with presentations in nature, castles, bullrings, churches, gardens and balconies – places where people least expect an artistic experience.

Engaging broader audiences through the digital

Wandering digitally

Those who cannot come to Évora in 2027 can join us remotely. *Wandering digitally* is an enriching immersive experience for both the local “avatar” and the remote “visitor”, making Évora 2027 a unique experience that is resilient to any tragic pandemic we might face during the event. Drawing on the expertise in artificial intelligence established in the region, this project will build a local community of “avatars”, equipping them with remote devices that can “see” and “hear”, and which can translate the direct experience of Évora 2027 to a digital format. It will then use intelligent matching algorithms to provide “visitors” with a personal digital experience based on their preferences. This will be an unforgettable encounter that will remain in the memory of “remote” visitors unable to come to Évora in the year of the event, making them want to do so in the following years, even if only to meet their Alentejo “avatar” in person. This

project will not only be important for people unable to visit Évora during 2027; it is also likely to benefit people with disabilities that might normally make it difficult for them to participate in a rich and interactive way.

Dialogue Café

Dialogue Café Évora 2027 brings together communities in different parts of the world, promoting dialogue between generations and delivering immersive collaboration and participation.

With two *Dialogue Cafés* already established in the city, Évora 2027 will expand the network, delivering a boost to the existing dialogue and connecting people in the city with other communities, perhaps far from Évora. “Dialogue Cafés” are physical spaces based in cities that provide access to video conferencing technology and are connected through a global technology platform to enable city-to-city and multi-city conversations and activities. Powered by Cisco, Decsis, the Eugénio de Almeida Foundation and ADAL (Alentejo Regional Development Agency), Évora's Dialogue Cafés and the worldwide network are open to civil society groups and organisations.

Reconnecting the cultural life of the city with audiences

A concrete challenge here is to ensure that audience development doesn't stay in an ECOC bubble, and that cultural operators share our vision in order to expand their audiences. We will work with cultural organisations and artists to build collaborations and establish action and communication strategies to develop their audiences (promoting affordability, diversity, inclusion and equity). We expect to work on audience development at European level from 2023 to 2024, organising workshops in the city with international experts from previous ECOCs to explore new and experimental approaches.

EDUCATION AND SCHOOLS

Inspired by the Porto Santo Charter (2021) – a Portuguese Presidency of the Council of the European Union initiative – and bearing in mind the role of culture and education in strengthening democracy in Europe, **our approach to schools aims to: give voice and listen to younger generations; value the role of teachers in the construction of the future; empower schools as cultural hubs; help better equip European citizens and audiences for active citizenship, promoting the development of critical, creative, social, and emotional skills; share our artistic and cultural programme as an educational arena, because it is an opportunity to think about the world.**

Even though our artistic and cultural programme is multi-generational and cross-sectoral, we do have special collaborations with schools. At the beginning of September 2023, in collaboration with schools and the National Arts Plan, Évora 2027 will launch a specific **annual cultural education programme for 18 school groupings in the Alentejo, from pre-school to secondary levels. This will include the following activities:**

• Indisciplining

Between 2024 and 2026, we will invite children and young people to develop a critical and creative sense of Évora 2027's

programme. We want them to open our eyes to the unexpected, getting involved in this journey as it unfolds, allowing Évora 2027 to adapt the programme based on children and young people's contributions.

Our aim is to promote a sense of identification with the city and with big European themes that cut across the cultural and artistic programme. This project includes bimonthly guided visits to the city's cultural heritage by artists and educators; workshops in the classroom about European themes; classes in the open air that take advantage of the weather and montado forest; encounters with artists in residence in the city and region; and digital meetings with students from other ECOC cities. The output of this project will be an exhibition on the major issues raised by children and young people

• Creative path

The Cultural ID app – an objective of the National Arts Plan – will be built with the school groupings of the Central Alentejo. This digital tool aims to be an archive of individual cultural experience. And we hope it can also serve as an archive of Évora 2027's incredible cultural activities – experiences that will be taken to various corners of the world by those who visit us.

The school groupings of the Alentejo Central will play an active part in constructing this digital tool, which promotes the relationship between art and education. During 2023, software engineers, teachers, students, guardians, the National Arts Plan team and local and national cultural institutions will work together twice a week on the creation of this app, which will be available to all from 2025.

• Disarranging

We will launch training programmes for teachers focused on different themes related to Évora 2027's cultural and

artistic programme. Between 2024 and 2026, on a monthly basis, teachers will participate in workshops with artists and educators; encounters with artists during their artistic residencies; and videoconference meetings with other groups of teachers from other ECOs. The outcomes will be a video report consisting of interviews with teachers about their experience of the training programme, as well as formal contributions to OWHC cities about living in a historic city in the future, revealing its impact on day-to-day life in schools.

• Learning

Between 2023 and 2025, along with the Intermunicipal Community of Central Alentejo and the University of Évora, we will develop a training programme for professionals working in the cultural field to increase audiences' knowledge and understanding of art. The main goals are to: develop new approaches to the city's artistic and cultural heritage; enhance cultural heritage communication content and tools; and promote the creation of guided tours that support high-quality tourism. This represents an essential investment in the transfer of knowledge about the region's vast heritage. We want our cultural heritage to be alive and democratic, promoting interculturality – to speak to, challenge, and engage both residents and those who visit us.

• Our Voice Open Call

The artistic and cultural programme will also be linked to schools via, among other things, the launch of an **open call, called *Our Voice***, which is simultaneously a capacity building programme. With the support of a professional artistic team, students of all ages will be invited to present their own projects about what they want to say to Europe from the stage of their schools (see Q.06).

Some examples of other links between the artistic and cultural programme and schools:

TARGET GROUP	PROGRAMME/PROJECT NAME	IMPACTS
Kindergarten	The other side: Ôkato	Visual stimuli and awareness of the cosmos
	People's Libraries	Increase in awareness about intergenerational socialisation
Teenagers	Time trilogy	Awareness of intergenerational relations and of the passing of time in life
	A tale from the stars	Awareness of humans' relation to the cosmos
	A ceremony	Increased awareness about human relationships with animals
Universities	Lament	Awareness about protecting nature
	People's Libraries	Increased awareness of intergenerational socialisation communities and the transfer of knowledge in an informal context
	The travelling light	Increased awareness of European ageing and the importance of territorial cohesion
	Solitude	Establishment of new dialogues with other areas of Europe

At last, we are happy to share that the concept of *vagar* is already inspiring Europe. Following a proposal by the University of Évora's School of Arts, ELIA – a globally-connected European network for exchange and development in higher arts education – has decided that its annual academy will take place in Évora in 2023. ELIA's main mission is to

represent higher arts education and be an influential voice in public policymaking. In 2023 it will invite teachers and researchers to dive into Évora's culture and the concept of *vagar* in order to explore new approaches to artistic practices, research and education.

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Q. 17

TOTAL OPERATING BUDGET

INCOME TO COVER OPERATING EXPENDITURE

From the public sector	From the private sector	TOTAL
€ %	€ %	€
44,587,603.10 97%	1 197,000.00 3%	45,784,603.10

In relation to the total revenue to cover operating expenses proposed in the pre-selection bid book, there is an increase of €1,587,603.10, which is due to:

- doubling of the investment by the Municipality of Évora, as indicated below;
- reduction in the expected amount that Turismo de Portugal, IP, plans to allocate to the ECOC (-50%);
- inclusion of the investment already made in 2022, as requested by the pre-selection bid book form, which was at that point not accounted for;
- further work on the budgeting of the artistic programme.

Q. 18

INCOME FROM THE PUBLIC SECTOR

INCOME FROM THE PUBLIC SECTOR TO COVER OPERATING EXPENDITURE

	€	%
National government	19,000,000.00	43
City	10,519,953.10	24
Region – CIMAC	5,067,650.00	11
EU (with the exception of the Melina Mercouri Prize)	10,000,000.00	22
TOTAL	44,587,603.10	100

The change in the amounts presented here, compared with those in the pre-selection bid book, largely results from the clarification made by the Portuguese State (Ministry of Culture) on September 16th 2022 about its financial commitment to the ECOC initiative.

The public sector revenue therefore now includes the following amounts: €19,000,000 will come from the Portuguese Government – of which €15,000,000 will come directly from the Portuguese State, and €4,000,000 from the Portuguese Tourism Budget, to support the Communication Plan (funds to be made available to the city selected as ECOC 2027, under the terms of the Letter from the Minister of Culture of 16 September 2022); and €10,000,000 from the Alentejo Regional Programme 2021-2027.

In order to secure the financial stability of the project and its sustainable legacy, the Municipality of Évora doubled its intended funding, which will cover the additional costs that resulted from refining the programme and increased costs due to the crisis.

For the year 2022, we have taken into account amounts already spent. Other figures remain as presented in the pre-selection bid book

Q. 19

FINANCIAL COMMITMENTS TO COVER OPERATING BUDGET

We have already mentioned the commitment made by the Portuguese Ministry of Culture to the four candidate cities. On September 16th, we received information from the Portuguese Ministry of Culture about the Portuguese State's intended financial allocation to the ECOC 2027.

We have been informed in official correspondence with the Ministry about the amount that the state is planning to invest in operating costs. The allocation schedule was developed in accordance with the Évora 2027 financial plan.

As mentioned in the pre-selection bid book, municipal and inter-municipal budgets are approved annually in Portugal. Nonetheless, the unanimous approval of the Évora 2030 Strategy by the City Council and Municipal Assembly, and the inclusion of Évora 2027 as a strategic project in the Central Alentejo's EIDT (Integrated Strategy for Regional Development), both serve as guarantees of their commitment.

Q. 20

FINANCIAL SUPPORT FROM UNION PROGRAMMES/FUNDS TO COVER OPERATING BUDGET

The selection bid book has been written during the preparation of the Alentejo Regional Programme 2021-2027, which is still under negotiation with the European Commission. Throughout this period, the Municipality of the City of Évora has met several times with the Management Authority responsible for the new Regional Programme, which also coordinates cross-border cooperation programmes with Spain (Extremadura and Andalucía). In these technical meetings we have presented the ECOC's need for investment in the urban, cultural and tourist infrastructure, training and other interventions listed in the table in Q.43.

The Management Authority was very receptive to our arguments, and intends to reflect these investment needs in the thematic calls it will launch under the Regional Programme.

This positive reception is unsurprising given the Management Authority's (CCDR Alentejo's) participation in the ECOC Évora 2027 Executive Committee, in which it has explicitly expressed support for the candidacy's objectives and programme.

The main components of public investment, especially concerning urban and cultural infrastructure, are aligned with the priorities of European cohesion policy, strategies and agendas, which have inspired two new programmes: ALENTEJO 2030; and POCTEP, which supports cross-border cooperation with Spain (Extremadura and Andalucía).

This alignment gives rise to potential eligibility for the ITI Alentejo Central funding stream from regional funds (focused on strengthening the urban hierarchy and regional competitiveness), for areas of POCTEP (focused on culture and heritage, tourism and sustainability) and for Regional Programme funding streams focused on innovation, cultural and creative industries, regional resilience and public-interest services.

All entities that sit on the Évora 2027 Executive Committee have substantial experience in designing, managing and implementing projects co-financed by the European Union, and have teams dedicated entirely to this.

Meanwhile the Management Authority of the Alentejo Regional Programme 2030 is a task force operating within the Alentejo Regional Coordination and Development Commission (CCDRA). CIMAC (Intermunicipal Community of Central Alentejo) has also been an intermediary body of this Programme, for a relevant set of investment priorities. These bodies are thus extremely well informed about the availability of – and rules for accessing – support, within the limits of the law.

We also anticipate that the Finance Department will employ staff with demonstrable skills in European funding and project management capable of securing this element of funding. These staff members should – together with the Artistic Direction Department – plan the response to calls, executing and managing any applications made.

Q. 21

TIMETABLE FOR INCOME OF OPERATING BUDGET

SOURCE OF INCOME FOR OPERATING EXPENDITURE

	2022	2023	2024	2025	2026	ECOC Year 2027	2028
EU	0.00	150,000.00	800,000.00	1,500,000.00	3,000,000.00	4,000,000.00	550,000.00
NATIONAL GOVERNMENT	0.00	0.00	5,000,000.00	5,000,000.00	5,000,000.00	4,000,000.00	0.00
CITY	518,203.10	1,500,000.00	1,500,000.00	2,000,000.00	2,002,750.00	2,000,000.00	999,000.00
REGION – CIMAC	67,650.00	1,500,000.00	1,500,000.00	500,000.00	500,000.00	500,000.00	500,000.00
SPONSORS	0.00	0.00	50,000.00	250,000.00	300,000.00	557,000.00	40,000.00
OTHER	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Q. 22

FUNDRAISING STRATEGY FOR SUPPORT FROM PRIVATE SPONSORS

Central to our private sponsorship fundraising strategy is to promote dialogue with our sponsors and bring them closer to the arts within a framework of corporate, cultural, social and regional responsibility. Évora 2027 wants to build up mutual knowledge and partner with these stakeholders and their practices, countering the deficit of understanding and communication in Portugal. We will begin by organizing corporate dinners that bring together big companies and cultural actors. We want to build trust among them and get them used to communicating and cooperating. We will present good sponsorship practices from other ECOCs, like bank sponsorship in Novi Sad or the successful collaboration between Plovdiv 2019 and a car company.

Our main targets are large national and multinational companies with local and regional interests; local and regional companies; small local companies; and citizens. And our goals are:

- to raise 1.2 million euros;
- to ensure that the Évora 2027 revenue budget is both sustainable and diversified;
- to develop custom corporate investments in culture as part of the Évora 2027 project's legacy;
- to encourage companies to take up investment opportunities in the cultural sector;
- to improve cultural professionals' ability to raise public and private funds;
- to promote crowdfunding by civil society and help change the legal framework for cultural sponsorship in Portugal.

Here is Évora 2027's plan to involve private sponsors in the event:

- Organise special Évora 2027 exposure events, presenting 10 or 15 projects at each event in order to map projects of interest to the private sector;
- Create a general/golden sponsorship marketing package that will include benefits for:
 - a. sponsors interested in exposure and visibility of their brands – establishing categories and quotas based on contributions;

- b. sponsors interested in cross-fertilising the values of their brand with the message and moments of Évora 2027;
- c. sponsors interested in specific projects from the artistic and cultural programme, or other elements of the candidacy (volunteer programme, transport, etc.) that fit in with the mission and values of these entrepreneurs.

- Set up the “Friends of Évora 2027 Club” – aimed at small contributors – as part of the crowdfunding strategy; this will hold regular meetings and offer attractive benefits that will not be restricted to free tickets.

In addition to the plan to involve private sponsors in the event, we propose to create a training programme aimed at entrepreneurs and artists from the local cultural scene, thus building one of Évora 2027's legacies. This programme will be carried out by the biggest companies in Portugal, working with local artists and cultural organisations on how to prepare high-quality private fundraising proposals. We want it to increase the capacities of local stakeholders in private fundraising, not only for 2027 but also as a legacy of the process. It will include:

- holding a Summer School, in partnership with other European Capitals of Culture (to be determined) – a free event for professionals in the cultural and creative sector, with an invitation to experts in developing private fundraising strategies from other ECOCs, as well as experts in sponsorship, and national and international companies that play a significant role in the cultural sector, to deliver a set of lectures (timeline: 2023);
- establishing partnerships and trust through a project that will include an exhibition of work by artists from the local cultural scene aimed at entrepreneurs, followed by exchanges to deepen the relationship between the works, and ending with a visit by artists to a company in the region (timeline: 2024);
- creation of an office to support cultural professionals and creative entrepreneurs in developing strategies to attract funds from the European Union (timeline: 2025).

During the candidacy preparation, Évora 2027 was supported by two companies: DECSIS – Sistemas de Informação, SA, to develop the website; and Amorim Cork Insulates to create our promotional stand.

Q. 23

BREAKDOWN OF THE OPERATING EXPENDITURE

	€	%
PROGRAMME EXPENDITURE	31,851,800.00	69,6
PROMOTION AND MARKETING	6,885,410.28	15,0
WAGES, OVERHEADS AND ADMINISTRATION	6,447,392.82	14,1
MONITORING AND EVALUATION	600,000.00	1,3
TOTAL OPERATING EXPENDITURE	45,784,603.10	

Q. 24

TIMETABLE FOR SPENDING OPERATING EXPENDITURE

	PROGRAMME EXPENDITURE		PROMOTION AND MARKETING		WAGES, OVERHEADS AND ADMINISTRATION		MONITORING AND EVALUATION	
	€	%	€	%	€	%	€	%
2022	15,925.90	0,05	130,000.00	1,89	439,927.20	7	0.00	0
2023	1,098,887.10	3,45	272,826.40	3,85	712,940.44	11	60,000.00	10
2024	1,911,108.00	6,00	467,702.40	6,60	1,024,984.31	16	100,000.00	17
2025	4,777,770.00	15,00	1,240,746.88	18,92	1,024,984.31	16	100,000.00	17
2026	8,281,468.00	26,00	1,853,011.84	27,56	1,024,984.31	16	100,000.00	17
2027	14,970,346.00	47,00	2,369,411.08	33,45	1,385,512.94	21	140,000.00	23
2028	796,295.00	2,50	551,711.68	7,73	834,059.31	13	100,000.00	17

Q. 25

BUDGET FOR CAPITAL EXPENDITURE

INCOME FROM THE PUBLIC SECTOR TO COVER CAPITAL EXPENDITURE

	€	%
National government	3,450,000.00	9
City	4,369,233.48	11
Region – CIMAC	2,978,722.47	8
EU (with the exception of the Melina Mercouri Prize)	22,038,045.47	56
Other	6,500,000.00	17
TOTAL	39,336,001.42	100

Note on table: Infrastructure and projects that are directly or indirectly related to the ECOC year and the proposed artistic and cultural programme have been taken into account, as they have in the last table of the bid book. The investments detailed there that have already been contracted or are under execution were not taken into account.

Q. 26

FINANCIAL COMMITMENTS TO COVER CAPITAL EXPENDITURE

+ Q. 27

FINANCIAL SUPPORT FROM UNION PROGRAMMES TO COVER CAPITAL EXPENDITURE

As with the operational expenses, a political commitment to support the cultural and artistic strategy and programme of the ECOC candidacy has been made by both the Municipality of Évora and the Intermunicipal Community of Central Alentejo (CIMAC). In its Action Plan for 2023-2027 – to be contracted with the Management Authority of the Alentejo Programme – CIMAC recognises the strategic importance of the urban, cultural and tourism investments foreseen by the Évora 2027 candidacy for competitiveness

and cohesion. As in the case of the operational expenses, the Municipality of Évora has met several times with the Management Authority responsible for the new Regional Operational Programme, which also coordinates cross-border cooperation programmes with Spain (Extremadura and Andalucía). In these technical meetings we have presented the ECOC's need for investment in the urban, cultural and tourist infrastructure, training and other interventions listed in the table in Q.43.

The investments proposed here will be made via the technical teams of the Executive Committee partners with the competence to do so.

Even where we anticipate the involvement of private funders, these are projects developed in partnership with the municipality, and negotiations are already at an advanced stage.

Q. 28

TIMETABLE FOR INCOME TO COVER CAPITAL EXPENDITURE

SOURCE OF INCOME FOR CAPITAL EXPENDITURE

	2022	2023	2024	2025	2026	ECOC YEAR 2027	2028
EU	4,222,045.47	3,045,833.33	6,921,833.33	6,042,083.33	1,806,250.00		
NATIONAL GOVERNMENT		500,000.00	1,725,000.00	1,225,000.00			
CITY	598,019.20	696,785.71	1,112,285.71	1,000,535.71	533,035.71	214,285.71	214,285.71
REGION – CIMAC	361,333.37	55,000.00	98,500.00	55,000.00			
PRIVATE INVESTMENT		750,000.00	2,250,000.00	2,500,000.00	1,000,000.00		

During the preparation of the selection bid book, we have established a framework of responsibility and commitment that covers public entities responsible for culture and heritage, for tourism, for CIMAC and for the management of community funds (CCDR) that have supported the identification of priority investments shown in the table in Q.43. In the case of CCDR Alentejo (Management Authority of the Regional Programme), there is a commitment to the timely scheduling of calls – a commitment that will be adjusted to fit the need to cover the capital expenditure listed in the table, if the City of Évora receives the ECOC title.

Q. 29

AMOUNTS THAT WILL BE SPENT ON NEW CULTURAL INFRASTRUCTURE

The city does not have a venue for larger events, so the one building planned as new infrastructure is a multi-purpose cultural centre with a capacity of up to 3,000 people. The estimated investment of €12,000,000 is expected to combine public and private sources, including European funding for some components.

Évora and Central Alentejo have a huge number of buildings in need of rehabilitation and revitalisation. Some of these are covered by a UNESCO World Heritage classification, and some are currently being used for cultural purposes. The region is relatively well equipped in terms of cultural infrastructure and facilities, but it is vital that some of these are improved and adapted for contemporary uses in a way that respects the requirements of their heritage classifications. The Municipality of Évora plans to invest €10,000,000 over the next few years to rehabilitate and revitalise these spaces, along with the public space that surrounds them.



B) ORGANISATIONAL STRUCTURE

Q. 30 GOVERNANCE AND DELIVERY STRUCTURE

As mentioned in the pre-selection bid book, we propose to create an autonomous, independent and competent management body, supported by a participatory governance model that involves all players in the implementation of the Évora 2027 programme.

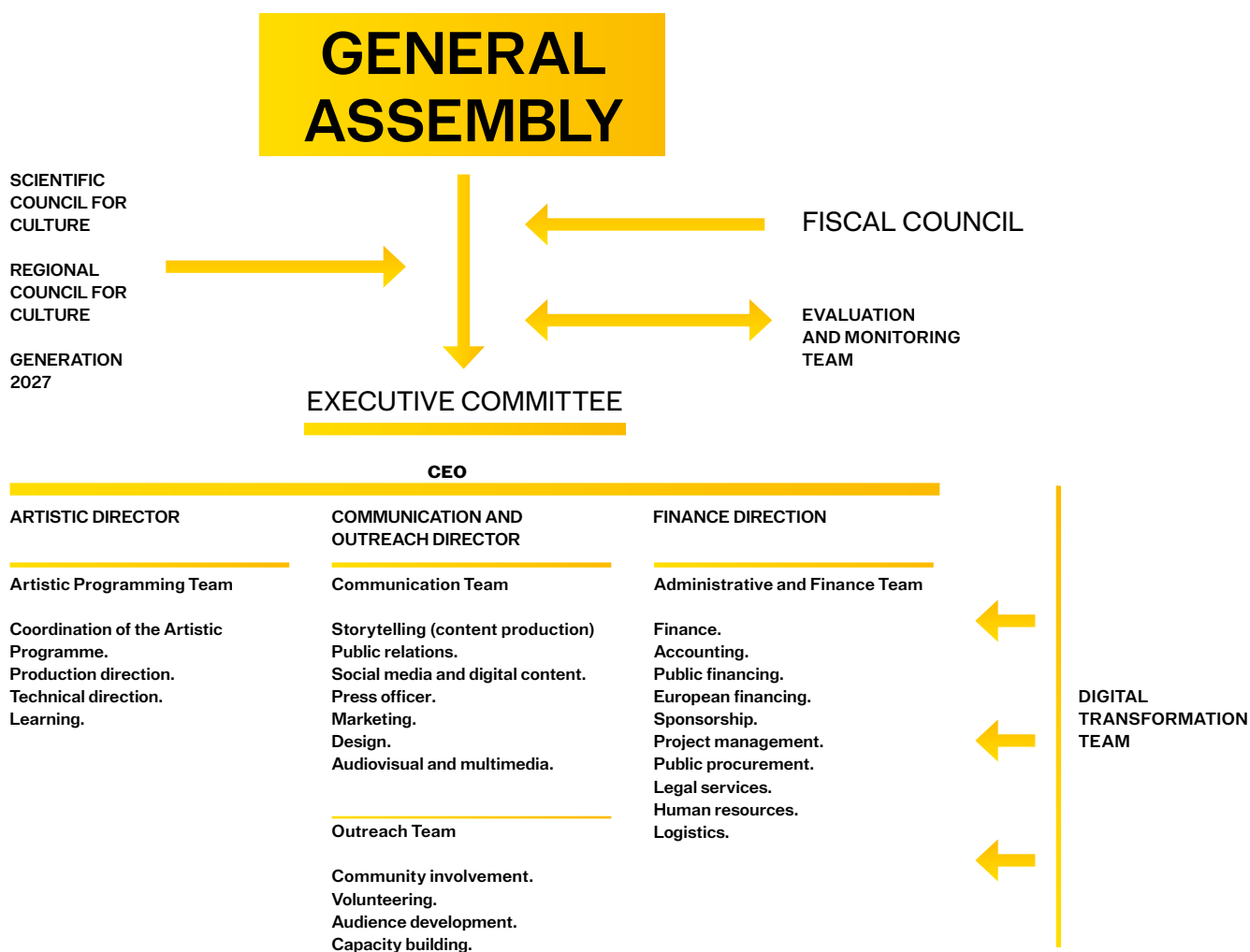
Also as indicated in the pre-selection bid book, the work to create the Évora 2027 managing body began soon after the city was selected for the second phase of the competition. Meanwhile, an update to the legal study presented at the time has advised a change to what was proposed in the pre-selection bid book, suggesting that it would be more efficient to create a private non-profit association (“The Évora 2027 Association”) to implement the Évora 2027 programme.

Thus, although we are still waiting for government guidance on creating a special legal framework to facilitate the operational management of resources allocated to the cultural and artistic programme, this solution maintains the governance bodies proposed in 2021. The status of “Association” is regulated by the Portuguese Civil Code (Decree-Law no. 47344, of 25th November), and will ensure the representation of all players involved, but will also incorporate the principles of good management, transparency and accountability – principles that the current Executive Committee has sought to observe – into the management and implementation of the Évora 2027 programme.

This managing organisation – which will be created in 2023 – will formalise the political commitment already made by the entities that make up the Évora 2027 Executive Committee: Évora City Council; Alentejo Regional Coordination and Development Commission; Alentejo Regional Directorate of Culture; Intermunicipal Community of Central Alentejo; Eugénio de Almeida Foundation; University of Évora; Alentejo and Ribatejo Regional Tourism Authority; and Alentejo Regional Tourism Promotion Agency, which together have been developing the Évora 2027 candidacy since 2017.

This organisation will consist of a deliberative body (General Assembly), an executive body (Executive Committee) and a supervisory body (Audit Board). The Executive Committee will set the terms for selecting the Executive Director – the CEO – and the Artistic Director, who under its supervision will be responsible for operationalising the Évora 2027 programme. This supervision should, of course, respect the artistic autonomy necessary for the proper implementation of the ECOC.

Also as initially discussed, the governance structure through which Évora 2027 will be implemented facilitates the mobilisation and participation of the region’s various actors, as it is based on a quadruple helix model in which public bodies, companies, academia and civil society actively participate in this process.



Q. 31

LEADERSHIP AND MANAGEMENT

The Évora 2027 Association will be responsible for implementing all aspects of the Évora 2027 proposal: planning, operationalisation, monitoring and legacy.

The General Assembly, made up of all the entities that have led the ECOC candidacy up to now, will be responsible for strategic direction. This Assembly will biannually elect three representatives from among its constituents to form the Évora 2027 Executive Committee (EC). The EC will be in charge of operational decision-making and the supervision of the Executive Director (CEO).

To ensure that there is no break in the work on Évora 2027 after Évora's designation as ECOC 2027, the present Évora 2027 Executive Committee will maintain its current meeting schedule, and in January 2023 will appoint an Interim Executive Director. The Interim Executive Director's main task will be to establish the Évora 2027 Association and coordinate the open competitions to recruit and select the Évora 2027 CEO and Artistic Director. They will also oversee the preparation of any applications for structural funds or state support that may be deemed necessary.

We estimate that the Interim Executive Director will be in place, under the strategic supervision of the present Évora 2027 Executive Committee, for about nine months, as they will also ensure the integration of the newly-appointed CEO and Artistic Director.

During this period, the Interim Executive Director will be given technical support by the Évora 2027 Mission Team responsible for the present application, ensuring that the skills acquired so far are maximised and transmitted.

As mentioned in the pre-selection bid book, we favour a collaborative approach to the governance of Évora 2027 that includes all institutional actors, as well as civil society, in constructing the ECOC Évora 2027 – an approach that transposes to its governance model the principles and values that guided the preparation of this candidacy – the Évora 2027 Charter of Principles: universality, cultural identity, interculturality, adherence to European values, participation, cultural responsibility, plurality, regional cohesion, decentralisation, subsidiarity, transparency and accountability, and sustainability.

Thus, in addition to the supervisory bodies within the Association, an external monitoring and evaluation team will be hired in accordance with Portuguese law, and the Évora 2027 Association will be advised by the Regional Council for Culture and the Scientific Council for Culture on the strategic (re-)direction of Évora 2027's implementation. These councils will bring together people with recognised skills in the arts and culture – but also in science, innovation, education, the economy, the third sector and the environment, among other areas – who can help strengthen the city's cultural ecosystem, and the sense of ownership of the Évora 2027 Programme, making sure it is connected to other dimensions of urban life.

In parallel, Generation 2027 will constitute an important link between civil society and the ECOC. These citizen participation mechanisms are discussed in more detail in Q. 14.

Q. 32

ENSURING THE CAPACITY OF THE STAFF TO PLAN, MANAGE AND DELIVER THE ECOC

	ECOC YEAR					
	2023	2024	2025	2026	2027	2028
CEO	1	1	1	1	1	1
Artistic Director	1	1	1	1	1	1
Artistic Direction Advisor	0	1	1	1	1	0
Finance Director	1	1	1	1	1	1
Finances/Project Management	4	4	4	4	4	4
Accountancy	2	2	2	2	2	2
Production Department	1	4	4	4	4	1
Technical Department	1	1	1	6	6	0
Communication and Outreach Director	1	1	1	1	1	1
Communication	3	3	3	3	10	3
Learning	1	1	1	1	1	1
Outreach	1	2	2	2	2	2
Sponsorship	1	1	1	1	1	0
Administratives	3	3	3	4	4	2
Programme Department						
Communication and Outreach Department						
Finances						
Directors						

Recruiting this team will be one of the most significant challenges for the CEO of Évora 2027. Despite the region's uniqueness and its potential for development, it has difficulties in attracting and retaining talent and its inward-looking nature presents obstacles to the settlement of skilled young people. This issue is all the more salient given the technical demands and even personal commitment that will be required of those who join Évora 2027.

We still believe that being part of this team will be a unique opportunity for all those who embrace the ECOC challenge. It will also be an opportunity for the region to create skilled employment and attract/retain residents who are young – and not so young – but certainly committed to its transformation.

The training and professional development of all those who come into contact with Évora 2027 – whether as part of the team or collaborating with it to implement the proposed programme – will undoubtedly be one of the ECOC's main legacies.

Q. 33

COOPERATION WITH LOCAL AUTHORITIES

The Évora 2027 candidacy is the result of a political commitment and direct cooperation between the main local and regional government entities. However, local authorities have guaranteed the full autonomy of the Évora 2027 team, and will ensure that team members – especially in senior positions – will be selected solely based on criteria of professional excellence and previous experience. The parties to this commitment – led by the Municipality of Évora – will cooperate even more closely after the formalisation of the Évora 2027 Association, anticipated to take place in 2023, which will be constituted as a guarantor of this cooperation.

But we must also mention the collaborative work routines that we have established during the application preparation process, both with the municipal services of Évora and with the technical staff of the entities that make up the Évora 2027 Executive Committee.

These work routines have also expanded to include the technical staff of the 14 Central Alentejo municipalities in areas such as communication and cultural management. They have been a learning experience that makes us very proud – one that we will replicate in the mobilisation of the 58 municipalities of the Alentejo region.

Q. 34

CEO AND ARTISTIC DIRECTOR

	CEO	ARTISTIC DIRECTOR
SELECTION PROCESS	International public competition	International public competition
STARTS WORK IN	2023	2023
APPROVED BY	Évora 2027 Executive Committee	Évora 2027 Executive Committee
REPORTS TO	Évora 2027 Executive Committee	CEO
REPORTED TO BY	Finance Director Artistic Director Communication and Outreach Director Monitoring and Evaluation team Digital transformation team	Production Department Technical Department Learning
TASKS	<ul style="list-style-type: none"> • Oversees the EC's strategic direction, ensuring it meets its objectives. • Supports the monitoring team and integrates guidance to continually improve the process. • Develops annual plans of activities and budgets, as well as the respective implementation reports to present to the General Assembly /Fiscal Council. • Leads and manages the Évora 2027 team. • Oversees partnerships at regional, national and international levels. • Ensures institutional representation. 	<ul style="list-style-type: none"> • Coordinates the artistic programme, the production direction, the technical direction and learning activities. • Coordinates regional, national and international partnerships.
PROFILE	<ul style="list-style-type: none"> • Excellent leadership and strategic management skills. • Experience of working as part of international networks and of planning and executing large-scale events. • Fluency in Portuguese (desirable) and English (mandatory). • Understanding of the international macro political framework and the politics of European cohesion. • Understanding of the <i>vagar</i> concept and commitment to Évora 2027's objectives. • Focus on sustainability, social inclusion and cultural coexistence. 	<ul style="list-style-type: none"> • Proven international experience of planning and executing large-scale cultural and artistic events. • Proven experience of coordinating artistic networks on an international scale. • Excellent communication skills. • Fluency in Portuguese (desirable) and English (mandatory). • Understanding of the "<i>vagar</i>" concept and commitment to Évora 2027's objectives. • Commitment to the values of sustainability, social inclusion and cultural coexistence.

Under the guidance of the Executive Committee, the Executive Director will play the role of CEO (Chief Executive Officer), and will be responsible for the overall budget and for the management and administration of the programme, overseeing the direction of the other executive functions. One of their main tasks will be to coordinate the recruitment of the Évora 2027 team, ensuring the selection of candidates capable of embracing this challenge competently and impartially. The recruitment of this team will preferably be carried out through open competitions, ensuring that all guidelines for an inclusive and transparent recruitment process are met.

C) CONTINGENCY PLAN

Q. 35 & 36

RISK ASSESSMENT EXERCISE AND PLANNED MITIGATING MEASURES

The Alentejo's culture is also a culture of resilience – natural, economic and social – translated into a way of life. This is the greatest strength of the Évora 2027 candidacy: it is based on the identity of the place and the people, woven

from the beginning of time out of the cross-fertilisation of cultures that has given it a unique heritage – one recognised internationally as diverse and unifying.

Like the region itself, the Évora 2027 process will have to overcome challenges and threats, both internal and external to this process, that we must identify in order to anticipate and mitigate them. Our approach is based on planning different scenarios (alternatives) as we will seek possible solutions and adapt projects to the (new) reality. Meanwhile, the most recent ECOC experiences and good practices can provide lessons about solutions, serving as a fundamental corrective force in project management. In this domain, monitoring will also play a fundamental role.

This will be the best way, we believe, to implement an initiative of this scale over a period that we anticipate to be one of economic and political instability for both Europe and the world as a whole.

CONTINGENCY PLAN

		RISK
POLITICAL SUPPORT AND CAPACITY TO DELIVER	Political Support	<ul style="list-style-type: none"> • Lack of commitment among policymakers to the proposed programme, and difference in understanding of the importance of the ECOC initiative, following political changes. 2025 – Election of Local Authority Bodies 2026 – Election of the Assembly of the Republic (Government)
	Capacity to deliver	<ul style="list-style-type: none"> • Inability to mobilise the agreed funding, and difficulty achieving sufficient liquidity to implement the proposed programme.
GOVERNANCE AND MANAGEMENT STRUCTURE		<ul style="list-style-type: none"> • Less private funding than the budgeted amount due to the characteristics of the regional business fabric, and the weak tradition of cultural patronage.
	Management Structure	<ul style="list-style-type: none"> • Insufficiency of the agreed budget. • Difficulty acquiring raw materials to improve the network of cultural facilities due to increasing inflation and constraints on importing raw materials.
	Engagement	<ul style="list-style-type: none"> • Difficulty in recruiting and selecting the various teams given the availability of qualified professionals in the region with the required skills and experience. • Weak culture of public-private cooperation in the region, particularly in the cultural and creative sector. • Weak tradition of civil society participation.
CULTURAL AND ARTISTIC CONTENT	Engagement	<ul style="list-style-type: none"> • No sense of belonging among locals.
		<ul style="list-style-type: none"> • Low level of participation among local artists.
		<ul style="list-style-type: none"> • Low level of commitment among audiences.
COMMUNICATION, MARKETING AND OUTREACH	Outreach	<ul style="list-style-type: none"> • Lack of understanding of the concept of “<i>vagar</i>” and of the ECOC European Initiative. • Failure to reach domestic, European and international audiences.

PROBABILITY	IMPACT	MANAGER	MITIGATING MEASURES
2	4	Executive Committee and CEO.	<ul style="list-style-type: none"> • Maintain close dialogue with all political groups represented in municipal bodies and with the government services involved throughout the process.
3	4	Executive Committee, CEO and Finance Director.	<ul style="list-style-type: none"> • Strengthen dialogue with the body that manages the Regional Operational Programme (EU funding). • Establish a schedule for the transfer of funds – Ministry of Culture, Municipalities, CIMAC and sponsors – appropriate for implementing the programme.
3	3	CEO and Finance Director.	<ul style="list-style-type: none"> • Select someone with relevant experience in this field. • Operate in a network with business associations and companies. • Ensure the mobilisation of large international business groups.
3	3	CEO and Finance Director.	<ul style="list-style-type: none"> • Constant monitoring of financial execution and introduction of financial adjustment mechanisms.
4	4	CEO and Executive Committee.	<ul style="list-style-type: none"> • Recruit through public competitions at national and international level. • Train the team after the selection process (ECOC good practices, project management, monitoring and continuous improvement).
2	2	CEO, Communication and Outreach Director, and Artistic Director.	<ul style="list-style-type: none"> • Use the years of preparation to strengthen the cultural ecosystem (cultural actors and the public) and to communicate effectively. • Invest in a strong cultural education policy.
3	3	CEO, Communication and Outreach Director, and Artistic Director.	<ul style="list-style-type: none"> • Implement the Évora 2027 participatory model. • Ensure effective implementation of the communication strategy.
3	3	Artistic Director.	<ul style="list-style-type: none"> • Develop a strong dialogue with the Outreach and Education teams and artists involved to always ensure high-quality connections with and participation from residents. • Invest in an inclusive and integrated education and participation process during the years before the title year, always with the principle “no one left behind” in mind.
2	4	Artistic Director.	<ul style="list-style-type: none"> • Ensure a strong dialogue between the Artistic Director and local artists, and ensure the quality management of the “Meeting Line - Cultural Resource Centre”, and the mentoring team for “My turn”, “My Festival” open calls
2	3	Artistic Director.	<ul style="list-style-type: none"> • Regular meetings with the Communication and Outreach team and Monitoring and Evaluation team to keep up to date of any necessary adjustments to the artistic programme, calling artists for an open discussion if necessary.
2	3	Communication and Outreach Director	<ul style="list-style-type: none"> • Creation of a storytelling team to produce accessible, diverse, fun and mobilising content about the concept of <i>vagar</i>. • Use control groups to test the content generated. • Engage people as co-producers and communicators of our message.
2	2	Communication and Outreach Director	
2	4	Communication and Outreach Director	<ul style="list-style-type: none"> • Use a slogan that combines linguistic diversity and an international approach so that Évora 2027’s proposal can be understood as widely as possible. • Take advantage of the know-how of the regional tourism entities, of the EU National Institutes for Culture (EUNIC) and the network of Portuguese embassies and consulates across the world. • Presence at the largest travel trade shows and European and international cultural fairs. • Address European and international audiences via the diaspora and via the audiences already involved.

COMMUNICATION, MARKETING
AND OUTREACH

Communication

RISK

Negative reputation.

Negative headlines and an overly-critical media.

EUROPEAN DIMENSION

Transnational Artistic Projects

Inability to formalise all the anticipated transnational partnerships on time.

HOSPITALITY

Capacity to Deliver

Inability of the tourism sector to welcome the expected number of visitors and maintain the standards of quality and sustainability that characterise Alentejo as a destination.

CATASTROPHES AND
FURTHER UNFORESEEN
CIRCUMSTANCES

Capacity to Deliver

Occurrence of natural disasters or other unexpected events that prevent the implementation of the initiative or some of its activities.

D) MARKETING AND COMMUNICATION

Q. 37 THE SLOGAN

VA
GA
R

AN(OTHER)
ART OF
EXISTENCE

“*Vagar*, an(other) art of existence”, is our slogan. Through our programme’s immersive cultural experience, we call Europeans’ attention back to what is most essential, providing them with the time and space to make this journey. Inspired by the power of art and science, we ask each person to question their place in the universe and see this questioning as a driver of change. We invite people to seek solutions to overcome the challenges we are facing. And to create a more peaceful future for humanity through an(other) art of existence for our Europe: *vagar*.

Keep it simple

Vagar is a way of being and living enhanced over millennia that feeds us as a European Capital of Culture. Characterised by full awareness that we as humans are always one with the universe, *vagar* provides an alternative way of existing in the present. It recognises that our existence is in constant symbiosis with everything that surrounds us and, as a joint endeavour, something we share. Something the world urgently needs to protect. Aligned with the programme’s principles, our slogan enhances European linguistic diversity, using a Portuguese word to nurture curiosity and combining this with an English tag line to provide an international audience with instant insight into Évora 2027’s proposal.

Keep it visible

This slogan is directly translated into our visual identity. As we have already mentioned, the visual identity of Évora 2027 is a participatory work in progress. Still, from the beginning, one element has been constant: a line. The horizon line; the timeline; the line that is both beginning and infinity; a line that is connection and questioning, interval, and movement; bringing together individual and collective. A line that creates connections and relationships. A simple line of existence.

Keep it flexible

This flexible slogan can be adapted to different contexts in the communication of each Évora 2027 thematic line, programme or project, such as *vagar*, *Europe’s art of existence* or *Cante, an(other) art of existence*. It is also a slogan people can quickly appropriate as their own and say: *Our vagar*, *our art of existence*, celebrating collectivity.

PROBABILITY	IMPACT	MANAGER	MITIGATING MEASURES
2	3	Communication and Outreach Director	<ul style="list-style-type: none"> • Manage expectations through consistent, constant and honest communication with the public, always upholding the values of respect and tolerance. • Regularly explain our challenges and objectives, but also capacity building and legacy proposals. • Disseminate the results of Monitoring and Evaluation.
2	4	Communication and Outreach Director	<ul style="list-style-type: none"> • Identify the reasons and spend more time with journalists, inviting them to get to know and experience the programme. • Be a credible source of information, providing quick, immediate, credible, concise and relevant answers and information. • Capacity building programme that encourages citizen journalism. Regularly meet our Media Partners.
1	4	CEO and Artistic Director	<ul style="list-style-type: none"> • Ensure formal commitment to all partnerships essential to implementing the Artistic Programme as soon as the ECOC is designated.
2	2	CEO and Communication and Outreach Director	<ul style="list-style-type: none"> • Implement publicity campaigns for the resident population and strengthen the capacity of the tourism sector to respond during the initiative. • Implement municipal programmes to improve public infrastructure for receiving visitors.
1	4	CEO and Finance Director	<ul style="list-style-type: none"> • Refine the overall contingency plan during the years of preparation towards a final plan for the year 2027, covering all proposed activities. • All events can be experienced both physically and digitally (embedded together). • Build the digital experience using the framework of modern, inclusive digital broadcast and active participation.

Q. 38

PLANNED MARKETING AND COMMUNICATION STRATEGY

Humanity needs an(other) art of existence. We want to create a movement that grows outwards from Évora and the Alentejo to the rest of Portugal, to Europe and to other continents. Engaging people, showcasing a European city and a region that are leading-edge places of thought, experiment, creation, participation, hospitality and sustainability.

Our main message as European Capital of Culture is that vagar can inspire a more peaceful future, an(other) art of existence, bringing together artists, academics, researchers, and audiences to question humanity's place in the world through the power of the arts.

Our Communication and Marketing Strategy aims to achieve seven main goals:

- Communicate the Évora 2027 concept and programme to local, regional, national, and international audiences;
- Create an immersive brand;
- Highlight the meaning and relevance of the ECOC initiative;
- Raise awareness about topics, challenges and urgent issues that Europeans are facing in order to develop critical thinking;
- Enhance the intersection of culture with other sectors;

- Encourage everyone to take part in Évora 2027, attracting engaged audiences and achieving as much participation as possible in our cultural and artistic programme;
- Improve people's perception of Évora and boost the attractiveness of the city;
- Highlight the image of Portugal and strengthen the relationship between different European cultures.



The Communication and Marketing strategy will be developed in different phases with distinct goals, throughout which the spirit of Évora 2027 will gain momentum until 2027 and beyond:

TIMELINE	GOALS	CLAIM	TARGET
2023	Wake up, building interest and connection.	<i>Vagar</i> , an(other) meaning	<p>City and regional potential audiences.</p> <ul style="list-style-type: none"> · Local inhabitants. · Évora 2027 family (Évora 2027 delivery team, Executive Committee, Scientific Council for Culture, Regional Council for Culture, Wandering Guides (volunteers), Generation 2027, municipalities of the surrounding area, sponsors, among others). · Local cultural and creative sector. · Small and medium enterprises, large companies and international corporations. · Schools, universities and research centres. · Public and private institutions. · Visitors. · Local and regional media. · Tourism and hospitality sector.
2024–25	Building relationship and desire.	<i>Vagar</i> , an(other) art of existence	<p>National potential audiences.</p> <ul style="list-style-type: none"> · Alentejo people living across the country. · Évora 2027 family (Portuguese artists, partners and networks involved). · Large companies. · Journalists and media representatives. · Tourism agencies. <p>International potential audiences (Portuguese-speaking countries, neighbouring countries and Southeast European countries).</p> <ul style="list-style-type: none"> · Alentejo people living in Europe and other continents. · Foreigners living in the country and the Alentejo. · Évora 2027 family (international artists, partners and networks involved). · International corporations. · EU National Institutes for Culture and other international institutions. · Groups interested in specific issues, such as birdwatchers. · International media and representative associations.
2026–27	Call to action, it's time to buy your ticket and travel to Évora	Our <i>vagar</i> , our art of existence	Local, regional, national and International audiences.
2028	Creating memories, thanking everyone who was part of Évora 2027	<i>Vagar</i> , an ode to existence	ECOC audiences.

Strategy Lines

Our Communication and Marketing strategy is based on 4 lines: people, places, content, and restraint, implemented via an interactive, emotional, meaningful, and sustainable approach. All the strategy lines are focused on amplifying our messages, and inspired by our artistic vision, we want to embrace an experimental mood, playing with our flexible slogan.

PEOPLE (influencers)

Throughout our Communication and Marketing activities, we have been giving voice to the local community and involving them in the candidacy. We will continue doing so by asking people how to deliver our message, inviting them to lend their voice to promote Évora 2027, and increasing their engagement and commitment during the entire process (see Q.40).

“ARE YOU TALKING TO ME?”

For a meaningful and sustainable approach to our potential audiences, we need to come closer to them to understand how to deliver our message: who we are talking to, where are they, and how can we talk with them? Do they really feel touched by our poetic message?

Bringing together our Storytelling Team, Generation 2027, and a broad range of people with diverse backgrounds, we will promote a living lab (every three months) dedicated to testing and experimenting with the generated content, improving the message about Évora 2027 and the ECOC, as well as the channels that Évora 2027 is using to interact with its potential audiences. We also want to explore emotional and inclusive ways to keep spreading our message all over, achieving universal access. We will do this face to face with locals, and we will reach out to potential international audiences through our digital channels.

Through this collaborative platform we also aim to identify minority European languages that coexist in the city and the region. We want to include these languages in addition to Portuguese, English, and Latvian, fulfilling the objective we set ourselves through our slogan, to highlight European linguistic diversity.

We will continue to invite people to influence the message delivered through projects such as “Outlining the visual identity”, which not only brings people together with the Design Team in the creative process (see Q.14), but also helps to test and demystify the design work already done on Évora 2027, making it easier for people to understand.

TOGETHER WE ARE A CHOIR

Creating a movement as European Capital of Culture will demand a significant communicational effort to make the Évora 2027 story reverberate. This will only be sustainable because, as we know in the Alentejo, together we are a choir

To support this effort and to design a joint strategy for the dissemination of the event, we have already started to create informal networks between communication managers from different entities and institutions in the city and the region. One of the networks already created involves the communication managers of organisations on the Executive Committee. The other network brings together the communication offices of all municipalities in Central Alentejo involved in the candidacy. In 2023, we will start creating another network, this time with the project leaders of our programme. We will make a guide for all the organisations that are part of the Évora 2027 family on how to communicate the project and the main ideas and content to be used, and how to signal that this is a European Union initiative.

The mission of these networks is to amplify our message, helping us simultaneously to reflect on and improve our Communication and Marketing Strategy. We believe that these collaborative networks will also help reinforce the Communication and Marketing Strategies of the participating entities themselves, which will in turn strengthen the communication ecosystem of the entire city and region.

As we already stated, we are also preparing communication bootcamps for the cultural and creative sector of Évora and its surrounding area (see Q.14). These will strengthen communication competencies and reinforce the mission of the already-existing Creative Platform of the Central Alentejo, a digital platform for promoting cultural and creative activities in the region that we want to expand as one of Évora 2027's channels.

· Cooperation with tourism offices and institutional partners

Our Communication and Marketing strategy, especially with respect to potential international audiences, was developed in collaboration with our regional tourism bodies (on the Évora 2027 Executive Committee) and incorporated into their marketing plans.

The tourism offices will have a new contemporary city story (touristic product) to promote in creative campaigns, via the largest international tourism media platforms and in the largest travel trade shows between 2023 and 2027. We also will ensure that Évora 2027 is the main event promoted by local, regional and national tourism offices, especially during 2026 and 2027. We are planning a takeover

of VisitAlentejo and VisitPortugal in 2027, and the creation of the Évora Visitor Service (website and app), which will be the ideal place to start planning your visit to Évora.

We will also count on the support of the Organization of World Heritage Cities (OWHC) to pass our messages by hand through all the associated cities. We will make use of the OWHC to promote Évora 2027, and its representatives will be invited to come to Évora during the project implementation phase and again in 2027 to attend the programme's major initiatives, particularly the heritage projects. We will work on extending the existing Évora Ticket, which allows holders to visit various iconic sites in the Évora Museum Network using a single entrance ticket, including heritage venues and other cultural institutions in Évora. We are also planning to create a similar ticket to guarantee entry to heritage venues in all the OWHC associated cities.

We will take advantage of Portuguese institutions abroad, such as embassies and consulates, but also the EUNIC global network (of European national cultural institutes) and the Camões Institute, to present the ECOC project and Évora 2027 to both Portuguese/Alentejo communities living abroad and the other countries' citizens. We will not only invite them to use their voice to promote Évora 2027, but also transform these institutional partners into informational kiosks about Évora 2027. We will prepare a special toolkit with promotional materials, including programmes, brochures, useful information and contact details to distribute to our embassies and the Camões Institute in order to help them become promoters and intermediaries who can connect with potential international audiences and partners and increase our visibility. And we will also install touch screens with interactive information about Évora 2027 in these various institutes and institutions.

· How to communicate an ECOC?

At the international level, we will establish a network especially dedicated to ECOC communication, involving other European Capitals of Culture. We already have Liepāja 2027 on board. The aim is, twice a year, in person or virtually, to bring together communication and marketing teams from former and current ECOCs or candidate cities to exchange experiences, share success and failure stories, and develop solutions to common problems. The host will present their own project, then introduce the topic of each meeting.

PLACES (channels)

We are living through an unprecedented digital transformation. The ways in which information is created and consumed are constantly evolving. In a “screen age”, the virtual world and augmented reality are becoming real; smartness, chatbots and voice-activated technology are on the rise; 3D printing will soon become mainstream; and Alpha generation, the first digital natives, will be moving into adulthood in 2027. This is a futuristic vision that contrasts with the digital illiteracy that still exists, placing us in a real transition mode. We are therefore certain that Évora 2027's communication and marketing will be in constant flux between digital and physical places, looking to see where people are, avoiding talking to empty rooms, and asking for interaction.

In the digital realm, we will use an omnichannel approach (which includes web, immersive media such as virtual worlds, augmented reality, streaming, broadcast, SMS, live and well-fed social media, and WhatsApp, among others) adopting the channels most used by citizens to communicate an exciting experience. We will use ethical Artificial Intelligence and supercomputing capabilities to support real-time interaction, complying with the highest requirements and adapting interfaces to all audiences. Everything will be anchored in our website, which our Digital Transformation Team will turn into an interactive platform.

We have already started working in our new headquarters in the historic city centre, which is clearly branded with Évora 2027 and ECOC signs. And with a blanket or Alentejo chair under our arm, on foot, by bicycle or even by balloon, we want to take Évora 2027 to other places in the Alentejo, from neighbourhoods to the countryside and to fairs and markets (see Q. 14, *Taking Évora 2027 to the markets and fairs* project)

· *Évora 2027, impossible to miss*

Our main mission is to ensure that Évora 2027 is impossible to miss, using **out-of-home and advertising campaigns** but also special marketing tricks to keep Évora 2027 visible.

In the city and in the wider region, our inhabitants already live with the presence of Évora 2027 in the streets and on our promotional stand. After the designation, we want to expand our visibility in public space through a digital display system using, for example, shop windows, but also by spreading Évora 2027 informational kiosks into the new stadium, every cultural institution, vacant buildings and virtual rooms. We will prepare a special Évora 2027 design for publications and corporate materials that all institutions and partner organisations will be invited to use. We will also include our branding on urban buses and electric scooters.

We will work with national and international infrastructure and transportation organisations to include a special welcome message in planes, trains and buses, using Évora 2027's O Céu do Pastor (Shepherd's Heaven) soundscape. During 2026 and 2027, we will promote regular live video feed out-of-home campaigns at the main Iberian airports and train stations, as well as in taxis and public transport.

In both Portugal and beyond, we will also promote pop-up events (physical and virtual) in the main cities.

We believe that it will be possible to promote regular interactive and immersive advertising campaigns in newspapers and magazines, on radio, television and billboards, for example, by spreading the scent of rosemary that you can smell on page 3 of this bid book. But we believe that no billboard or television advertisement can capture half the attention that a balloon does. We will work with a local ballooning club and national and international companies to spread Évora 2027 through the European skies.

CONTENT (tools)

For our message to have an impact on people, we need **meaningful and creative content (stories)** to disseminate through engaged and immersive channels.

The wide range of projects and events – together with our calendar – will be presented through interactive infographics, maps, quizzes, games, podcasts, and interactive videos, among other media.

To ensure that we give equal attention to all of Évora 2027's topics, and that nothing remains off the audience's radar, our Storytelling Team will develop engaging storylines that aim to give audiences a peek behind the scenes of the preparation and implementation process, the European Capital of Culture project itself, the monitoring reports and the cultural and artistic programme, demystifying the whole experience. For example, we will communicate the cultural and artistic programme through the creative processes of each project, we will tell the stories about the people it will involve, and we will invite our inhabitants to present the places it will occupy.

To reach potential international audiences, we will highlight what unites us – common themes tackled by our cultural and artistic programme – and use ECOC organisations as a tool of communication – their websites, social media, etc. – organising shared events and presentations. We will stipulate in contracts that artists and organisations engaged in Évora 2027 must mention Évora 2027 on their websites/social media or project media, and state that this is part of the European Capital of Culture initiative.



· *3D content*

As already mentioned, our visual identity is evolutionary, relying on the participation of different target audiences (Outlining the visual identity, see Q14). Since the beginning we have chosen a visual identity, not just a logo. Something very flexible with personality, but full of possibilities for people to explore – particularly in three dimensions – helping to make Évora 2027 one of the major cultural brands recognised in Portugal and the rest of Europe by the end of 2027.

To ensure that this happens, we will create special projects and campaigns to encourage people to take up our visual identity. In 2027, 3D printing will be mainstream; until then we will challenge schools and youth associations to take advantage of the Digital Fabrication Laboratories – FabLabs – operating in the region to produce, for example, typography kits.

· *Creating memories*

Our Audiovisual and Multimedia Team will photograph, video and sound record the entire ECOC – from creative processes and events, to interviews and meetings with the community, among other things – producing content of very high technical quality that can be made available to the media, but that will also be very much in use in 2028 when we celebrate the handing-over of the ECOC title to the Czech Republic, France and an EFTA/EEA country, capturing the memories of an amazing 2027. Because a well-documented ECOC is also a legacy.

RESTRAINT

In line with our ethos of restraint and sustainability, we want to avoid waste and visual pollution, especially in public space. We will favour and empower local producers and cultural entrepreneurs; reduce our ecological footprint by designing materials with dual functionality and reducing the use of toxic inks; restrain any activities that could cause visual pollution in our out-of-home campaigns, especially when we choose places to promote planned activities; and adapt means according to target audiences, the area's population density, its socio-demographics and its internet access.

Our merchandising will be produced by local artisans and we will use shop windows to install LED display screens to promote Évora 2027 and other cultural initiatives that will take place in the city and region.

Q. 39

MEDIA PARTNERSHIPS

More than a partnership, we want to build a close and committed relationship with the media. Between 2023 and 2028, **we want to spend more time with journalists, building trust and becoming closer in order to support each other throughout this challenging process, through regular meetings and hospitality and mobility programmes.** As a result, journalists will be more committed to spreading Évora 2027's message, ensuring widespread coverage of the event and placing culture back at the centre of the media's attention.

During the preparation phase, through informal media meetings, we started enthusiastic conversations with several local, regional, national and international media organisations, mainly to ask how we could build an effective media strategy. The contributions that we collected resonate in the proposals we present in this answer. But in a complex process like a European Capital of Culture candidature, we believe that the management of expectations is crucial, so we are adapting our actions to each stage. Our goal is to establish deeper concrete partnerships with local, regional, national and international media after the designation, from 2023 onwards. We believe in the power of the ECOC brand.

Mobility programme for local and regional journalists

During the preparation of the candidacy, the regional and local media – digital, print, and radio – in Évora and the Alentejo have followed Évora 2027's activity through several interviews and reports. But more than simply following

the candidacy, we felt that regional and local media were celebrating it with us. We also advertised through the city's newspapers and radio stations, and Évora 2027 has supported the development of a new editorial project based in the region. Now, it's time to take a step forward.

We want to be a connector between our local and regional journalists (including regional correspondents of national media outlets) and their counterparts in other ECOC cities. **Between 2024 and 2026, we want our local and regional journalists to be able to get to know the media of other European Capitals of Culture.** We want them to learn from the experience of journalists in other ECOCs who can inform them about this broad initiative, especially when there are so many events to communicate at short notice.

Simultaneously, through this programme they will be able to inform our inhabitants about the exciting atmosphere that other European Capitals of Culture cities are experiencing, helping to build their desire to have Évora as the European Capital of Culture in 2027.

In 2023, we will sit down with local and regional media representatives and other ECOC teams to collectively design the whole programme.

In 2027 Évora will be synonymous with Portugal

The national media decided to maintain some neutrality towards the candidate cities during the preparation phase, and most of what was published or broadcast was dedicated to all cities and produced by regional correspondents. We also advertised in the national media.

In 2027, we expect a major mobilisation of the national media. After 12 years, Portugal will be hosting the European Capital of Culture title again. We will work to involve the Portuguese national TV broadcaster (RTP) and national radio broadcaster (Antena 1, 2 and 3) as future media partners, which will also help us reach out to other Portuguese-speaking countries.

To attract the attention of Portuguese journalists, we will use creatively themed press kits that we will send out regularly to spark interest about the implementation and the title year.

Hospitality programmes for international and diaspora journalists

To attract journalists from other European countries and Portuguese-speaking countries, we will organise hospitality programmes in collaboration with tourism bodies. Our aim is to make full use of *Visit Alentejo* and *Visit Portugal* communication and media relations contacts and expertise in order to create and maintain a continuous flow of information about Évora 2027 to European journalists and the media worldwide.

Annually, between 2024 and 2027, journalists from across Europe and the Portuguese diaspora will be invited to experience Évora 2027 and vagar as an(other) art of existence, covering the city's preparation for the title year. And in 2028, they will be invited to witness the ECOC's impact. With a view to promoting Évora 2027 in foreign countries, we will offer these journalists multi-day thematic and immersive programmes, according to the different phases of the Communication and Marketing strategy and the cultural and artistic programme. They will be hosted not just in hotels, but also in private houses so as to get closer to the *vagar* vibe. **Several national and international influencers**

(with a minimum of 250,000 followers) will also be invited.

We will ask all artists and partners involved in each project in the Évora 2027 cultural and artistic programme to identify, contact and invite European journalists and channels relevant to their field(s) or genre(s), or who usually cover their work so that the promotional potential of each and every project is fully realised.

Being a credible source of information

Above all, to engage journalists we need to provide quick, immediate, credible, concise, and relevant answers and information.

In 2026 two large **press conferences**, the first on 9th May to present the invited artists, and

the second in September to explain the whole Évora 2027 programme. We will invite the Liepāja 2027 team to be present at these conferences so that they can share information about the ECOC in Latvia. And Évora 2027 will also be presented in Liepāja during their presentation to increase international visibility.

Our Storytelling Team will provide original content for national and foreign news and media agencies through the virtual **newsroom** that will be available on our website. In 2027, the city and the region will set up fully-equipped press rooms.

Q. 40

CITIZENS AS COMMUNICATORS OF ÉVORA 2027

In fact, we are already mobilising citizens as communicators of Évora 2027. At this year's City Day ceremony, for example, we invited people from our community to speak out loud about Évora 2027, without filters. Rather than just being ambassadors, **we want citizens to be spokespeople for Évora 2027 and content producers (influencers) in order to inform, inspire and engage their communities in Évora 2027. People trust other people.**

Besides involving them in the artistic and cultural programme and outreach activities, our strategy to engage citizens as communicators is based on **word-of-mouth techniques and their modern version: user-generated content tactics**. We will encourage people to share content related to Évora 2027. Using our hashtags, we will collect and post the best content and give credit to the original creator.



My European friend, listen

During the preparation phase, we launched the game “Europe, listen”, challenging people to write a letter to Europe explaining why Évora should be European Capital of Culture. Inspired by this pilot project, we will continue writing letters, but with a little twist to celebrate 40 years of the Erasmus programme.

Through the Erasmus student network, we will invite foreign students studying at the University of Évora to write digital or physical letters to friends in their home countries, giving them news about how the city is preparing to host the European Capital of Culture and inviting them to spread the message in their communities as well. We will give a voice to these letters through our social networks. And we will offer a special tool kit to students from Évora going to countries outside Portugal so that they can take Évora 2027 with them.

The power of Alentejanos bond

We often say that there is an Alentejano in every corner of the world. So we want to take advantage of this network of Évora and Alentejo citizens to bring our message to wider potential audiences. **We believe that there is nothing stronger than Alentejanos' bond to their land, and spreading the word about Évora 2027 will be another opportunity to reinforce their sense of belonging.** We will also invite them to participate in our channels to give us an insight into how the preparation and implementation of Évora 2027 is being experienced outside Portugal.

Sponsors spreading the message

At the heart of our private sponsorship fundraising strategy is the promotion of dialogue with our sponsors, bringing them closer to the arts. We will involve air and rail operators in Portugal – air companies to brand airports, rail companies to organise programmes and activities in trains and stations in cooperation with Évora 2027.

We will ask our sponsoring partners to include our message in their business. **Imagine: a transport company could use the line *Taking Évora to 2027*; an agriculture company could choose *Cultivating vagar, an(other) art of existence*; and a tourism company could use the slogan *vagar, an(other) art of hospitality*.** And we will invite sponsors' representatives, workers, and employees to meet & greet events with artists, so that they can provide a look behind the scenes and describe the experience through their own social media.

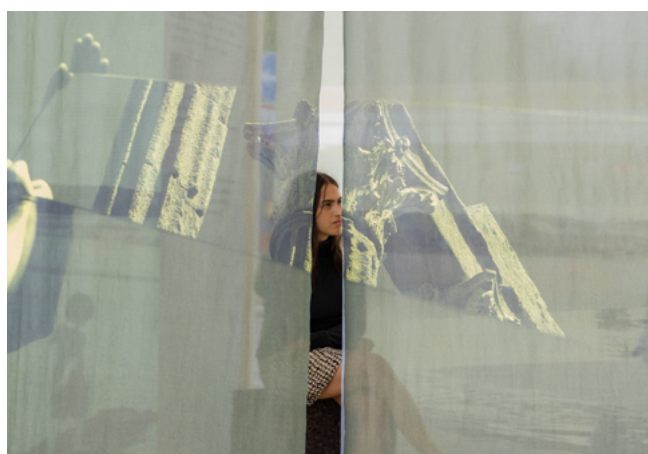
The biggest legions of Portuguese fans

In the preparation phase of the candidacy, a group of 40 athletes asked us if they could run with the Évora 2027 flag in the Amsterdam Marathon, one of the biggest in the world. **We could not contain our emotion.** We will continue to involve athletes and sports clubs in Évora 2027's promotion. Local and regional sports clubs will be invited to commit to and be a team player in Évora 2027, celebrating the spirit of collectivity. Special promotional campaigns will be created inviting coaches, athletes and para-athletes, and sports fans to give their voice to Évora 2027.

Portugal is also synonymous with football, Cristiano Ronaldo and José Mourinho. It is around football that we find the biggest legions of Portuguese fans. We want to connect

with them, making culture meaningful for them. And this is our big chance to do so.

Portugal and Spain are in the running to host the World Cup in 2030 on the Iberian Peninsula, a candidacy that has just been joined by Ukraine. We believe that we will be winners and that after the ECOC in 2027, this will be the biggest world event to take place in Portugal and in Europe. We will work with the marketing department of the Portuguese Football Federation, and with the coordinating committee of the 2030 World Cup – which brings representatives from Portugal, Spain and Ukraine together with UEFA and FIFA – to create a marketing campaign that celebrates what, even amid our differences, brings us together: our culture, our European football. And, in line with *vagar*, we will also highlight the much-needed peaceful coexistence between fans, as well as the spirit of overcoming limits that is shared by culture and sport. We will also be monitoring Portugal's participation in the World Cup co-hosted by Canada, the United States and Mexico in 2026.



Merchandising as a tool of communication **Évora 2027 Product Collection**

Objects also tell stories. In collaboration with Common Origins/Situated Crafts – a knowledge, skill and craft platform – we will design and develop a line of 3 merchandise products. These will evoke the main lines of the cultural and artistic programme, as well as the region's cultural heritage and traditional know-how, by using local materials and craft techniques together with Évora 2027's graphic visual identity.

Each product in this collection will be accompanied by a creative product user manual developed by a copywriter in a good *vagar* way. This collection will include objects traditionally produced for everyday use and likely to prompt change today. Besides being used as a gift at specific events, these products will also be for sale in venues and at information points, and will be found in restaurants and hotels.

Q. 41

HIGHLIGHTING THE EUROPEAN CITY OF CULTURE AS A EUROPEAN UNION INITIATIVE

As stated previously in the pre-selection bid book, we will ensure the visibility of the European Capital of Culture as a European Union initiative, including the **ECOC and European Union (EU) logos in all promotional digital and print materials, books and elsewhere**. The **EU and Évora 2027 flags will fly** through the city's main avenues and in venues that host events. We want inhabitants and visitors alike to immediately recognise both that Évora is the European Capital of Culture and that this is an EU initiative. We will **invite representatives of the EU and of current and future ECOCs to come to Évora** for different projects that we are organising – such as *Fast Train to Europe* and *Vagar Academy* in the preparation years – as well as to be present at the opening and closing ceremonies.

Besides ensuring the visibility of both the ECOC brand and the EU through our communication and marketing strategy, we want to **highlight that both are alive and remain relevant**. The most genuine evidence is our artistic and cultural programme, which brings Europeans together by addressing the challenges that Europe is facing. We will highlight our “*EUora*” story through a special out-of-home campaign. **And we will begin each of our public projects with the sentence: “Welcome to Évora, European Capital of Culture. We are proud to be part of this European Union initiative that has celebrated culture over the past several decades”**. All the organisations and artists involved in Évora 2027 will receive a text emphasising that the Évora 2027 project is part of the European Capital of Culture initiative to post on their websites, and include in press releases and social media when communicating about the event. We will **organise live coverage of the opening ceremonies in each year of the European Capitals of Culture between 2023 and 2028. This will help us to explain the project and opening ceremony to our citizens**, but also help to promote the European Capital of Culture and the values shared by the ECOC cities as well.

We will celebrate Europe Day, the awarding of the Melina Mercouri prize, the awarding of the title to other cities between 2023 and 2028, as well as other European initiatives, such as 70 years of the EEC, 20 years of the EU charter of Fundamental Rights, and 40 years of the Erasmus+ programme. In 2026, Portugal celebrates 40 years of EU membership and in 2027 we will celebrate 20 years of the Lisbon Treaty. We will propose that Évora hosts the key national events held to celebrate these events in our country. Our Storytelling Team will also produce original content about how significant the European Union is in people's life.

And if that is still not enough, we will ask all Portuguese citizens to hang the traditional Alentejo blanket with the colours of the European Union and Évora 2027 in their windows.

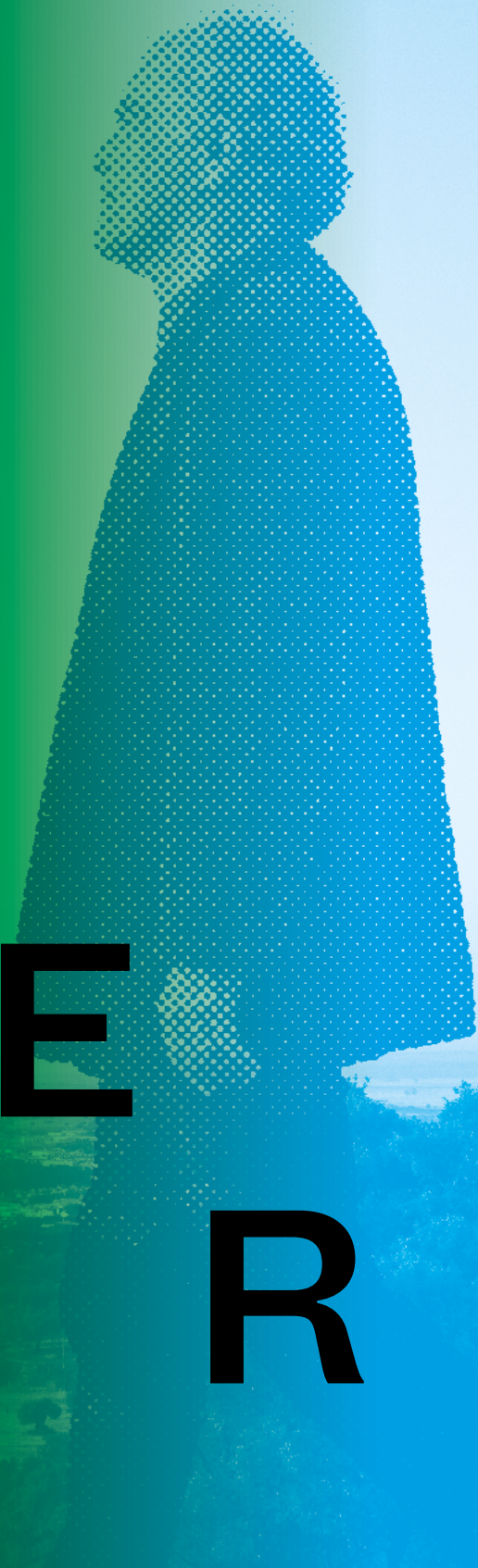
**CAPACITY
TO**

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Q. 42

POLITICAL SUPPORT AND COMMITMENT

Évora's authorities have undoubtedly stated their support of the Évora 2027 project, underlining its status as one of the most significant development projects in the city. None of the political fractions in the local assembly voted against the candidacy, nor publicly oppose the city's candidacy for European Capital of Culture. The Alentejo Regional Council approved this Candidacy Strategy and identified Évora 2027 as one of the main projects for the 2021-2027 funding framework.

In terms of political commitment, the presidents of the Intermunicipal Communities of the Alentejo (Alto Alentejo, Alentejo Central, Alentejo Litoral and Baixo Alentejo) have all signed a letter in which they express their full support for the *vagar* concept and the regional vision guiding Évora's candidacy.

Public- and private-sector entities, represented in the Executive Committee, have also been strengthening their involvement in defining the purpose and process of the candidacy, drawing attention to new urban themes, knowledge and innovation, cultural and sustainable tourism, heritage, and active inclusion.

In sum, the proposal presented is led by the Municipality of Évora but results from the political commitment of the region's main public entities that make up the Évora 2027 Executive Committee. It has received the support of the 47 municipalities through the formal commitment of the Intermunicipal Communities of the Alentejo region up until 2027 and beyond.

Q. 43

INFRASTRUCTURE PROJECT PLANS

In line with our *vagar*, inspired by the principle of sustainability, the infrastructure projects to support Évora 2027 – which are also important for the city's future development – **will favour renovation instead of large-scale construction.**

CULTURAL INFRASTRUCTURE

Among the infrastructure projects that will contribute directly to Évora 2027 and leave the legacy we want for the city (see table 1 below), most involve the renovation and improvement of buildings to adapt them to new cultural projects. With these architectural interventions and the new multi-use cultural centre, the city will upgrade its capacity to host contemporary artistic and cultural projects and improve European connections to other artistic projects and organisations. The interventions in the table 1 below include:

- Renovation of the *old seed selection and storage centre*, a vacant industrial space in Évora that will be repurposed to become the new **National Centre for Contemporary Dance**. This national project will have rehearsal rooms, a dance library, a research centre, performing rooms, training for professionals and the community, apartments for artists in residence, and outside, an agro-forest. It will be a place for art and society, connecting Évora and the rest of Portugal to choreographic centres in other countries.

- *Old EPAC Granaries*, a former industrial building historically connected to the agricultural history of the Alentejo. This will be modified to provide better conditions for local cultural associations to take up residencies or co-work.

- *Old Palmeira Warehouses*, an old building in the historic centre that will be renovated to host two new programmes:

- **The Puppet House**, to host the Bonecos de Santo Aleixo, including rooms for puppet performances and rooms to host training programme in puppetry (for both professionals and amateurs from Portugal and elsewhere).

- **PDAP (Artistic and Pedagogical Development Project)**, the new national training scheme for professional actors. This programme will have important international partners in the field of the performing arts.

- The *São Bento de Castris monastery*, which will house **Sphera Cástris** (Southwest Park for Heritage and Arts), a highly ambitious project that combines art and science. This big monastery will also host the **Évora Cathedral Music Documentation and Interpretation Centre**.

- **Craft and Design Museum**, housed in the *former Royal Granary*, a remarkable baroque building that will be transformed into two new spaces:

- **Vaguear: Encountering Traditional Know how**, a new space that will present the traditional know-how of the Alentejo using contemporary artistic techniques. Writers, designers and craftspeople from Portugal and elsewhere will work together on the construction of the museum.

- A municipal room for visual arts exhibitions, providing a long-awaited cultural space in the city.

- **A multi-use cultural centre**, a new building with a capacity of 3,000 people to host large-scale conferences and cultural events. This will support the ECOC's programme, but it is also a very important asset for the city's cultural and economic future. It will be sited outside the wall of the historic centre and placed strategically for mobility and accessibility. The public will be able to walk here from the city centre, and the building will be sustainably designed in harmony with the surrounding area.

- **A municipal stadium** that will host big sports competitions and other important large-scale cultural projects with the capacity for 12,000 seats.

1. CULTURAL INFRASTRUCTURE

	PROJECT	TYPE	COST € (EST.)	TIMELINE (EST.)
Cultural venues (new, renovation and improvement)	Craft and Design Museum	Renovation of the building	1,100,000.00	2022–25
	The puppet house	Renovation of the old Palmeira warehouses	500,000.00	2023–24
	Memory House	Renovation of the <i>Antiga Rodoviária</i> building	2,000,000.00	2023–25
	Évora Photographic archive	Renovation of the building; Digitalization of the archives	500,000.00	2023–24
	Remédios Convent	Renovation of the building	500,000.00	2024–25
	Roman baths	Improvement of visitor experience	800,000.00	2023–25
	Conservation of Évora's city walls	Conservation; Lighting	1,700,000.00	2023–25
	Água de Prata Aqueduct	Conservation and functional renovation	400,000.00,	2023–25
	Stone Sculpture Department	Renovation of the <i>Antigo Matadouro</i> building	120,000.00	2024
	Old EPAC Granaries (<i>Antigos Celeiros da EPAC</i>)	Renovation of the building	1,200,000.00	2024–25
	Évora Arena	Improvement of the space and facilities for supporting cultural activities	250,000.00	2025–26
	National Centre for Contemporary Dance	Renovation of the former Seed Selection and Storage Centre	3,000,000.00	2023–26
	Multi-use cultural centre	Construction	12,000,000.00	2023–26
	Almendres - Archaeological site	Conservation and improvement of visitor experience	100,000.00	2024–25
	S. Bento de Castris monastery	Renovation of the building	3,000,000.00	2024–26
	<i>Salão Central Eborense</i>	Renovation of the old cinema	2,558,233.21	2020–22
	The Great Cork Oak Forest Route	Rural pedestrian and cycle route	4,817,778.21	2016–22
	Évora Ticket	Smart ticketing system	290,000.00	2021–24
	Evora Green City	Improvement of the city's green infrastructure	1,500,000.00	2021–27
	Stadium	Construction	3,000,000.00	2023–26
	TOTAL		39,336,001.42	

2. OTHER INFRASTRUCTURE

	PROJECT	TYPE	COST € (EST.)	TIMELINE (EST.)
Urban and tourist infrastructure	Évora Smart City	Improvement of smart urban management infrastructure	1,000,000.00	2020–30
	Alentejo Central tourist visitor centre	Reconversion of facilities; Improvement of visitor experience	1,181,100.00	2023–25
	Capacity for hosting tourism	Construction	20,000,000.00	2022–26
Connectivity, mobility and accessibility	Flexible and smart mobility	Smart mobility and parking management	300,000.00	2023
	Sustainable Urban Mobility Plan	Soft and sustainable mobility interventions	7,000,000.00	2003–30
	IP2 - Évora Eastern Bypass	Construction	25,000,000.00	2021–25
	International South Rail Corridor	Reconversion	30,000,000.00	2021–26
	Improvement of Évora Aerodrome	Modernisation	5,400,000.00	2022–24
Wellbeing	Improvement of public space	Improvement of urban facilities	750,000.00	2023–25
	IsAlice	Technological development	2,000,000.00	2022–24
	Local Housing Plan	Support for housing rehabilitation	63,000,000.00	2020–26
	Alentejo Central Hospital	Construction	200,000,000.00	2021–23

STATUS	LINKS TO ÉVORA 2027
Plan	Intermunicipal Gallery; VAGUEAR_encountering traditional know-how.
Project	The Puppet House; PDAP
Project	Walking Down Memory Lane.
Project	Walking Down Memory Lane.
Project	Popular Poetry.
Project	Passage.
Project	At the Wall.
In progress	Break to reign; Under Water.
Project	Master the Future.
Project	Artistic Residencies.
Plan	Out of Nature; concerts.
Project	National Centre for Contemporary Dance.
Project	Vagar Academy.
Plan	Dive; Sun Celebration.
In progress	Towards a new wave; Évora Cathedral Music Centre.
To be opened	Again and Again
In progress	The Travelling Light.
In progress	Évora 2027 box office.
In progress	Improvement of public space.
Project	Cultural Venue

STATUS	LINKS TO ÉVORA 2027
In progress	Hardware for the digital Évora 2027 support.
Project	Évora 2027 box office; publics hot spot.
In progress	Increase the number of beds in the region; Reception of tourists (private investment).
Project	Public mobility.
In progress	Improvement of accessibility and soft mobility
In progress	Improvement of accessibility.
In progress	
In progress	
Project	Improvement of public space.
In progress	Improvement of the provision of healthcare services f or residents and visitors.
In progress	Increase the attractiveness of the city.
In progress	Improvement of the provision of healthcare services.

Other infrastructures

In addition to cultural infrastructure related to the Évora 2027 programme, in the adjacent table 2 above we present other infrastructure investment projects that will enable proper implementation of the project and increase the capacities of the city. These projects are divided into three groups:

- **Urban and tourist infrastructure** – public space interventions that will create new outdoor spaces/scenes for Évora 2027 as well as improve conditions for those who live in the city or visit us;
- **Connectivity, mobility and accessibility interventions** to ensure that our citizens and visitors are treated equally, and to improve their experience;
- **Wellbeing** – strategic interventions to improve the city and its attractiveness.

Capacities in the Alentejo Region

Likewise, it is important to note that between the preliminary phase and now, the Municipality of Évora and the Évora 2027 team have been in constant dialogue with the other surrounding municipalities and organisations to plan the use of more infrastructure to directly support the Évora 2027 programme:

- cultural centres with medium- and large-scale audiences;
- a large number of spaces (30 places) scattered throughout these municipalities neighbouring Évora, which have good technical conditions for hosting small-scale projects.

Going outdoors

Another important thing to note is that the implementation of Évora 2027's programme **will be creative and take advantage of:**

- **our good climate**, with about sunny 300 days/year, and will transform our amazing landscape into big open-air arenas that can host about 30,000 people, but also public squares, gardens and terraces;
- **unconventional places**, such as bullrings (2,000/4,000 capacity), castles and wine cellars, spread all over the region.

ÉVORA 2027
EUROPEAN CAPITAL OF
CULTURE CANDIDATE CITY

Promoter
ÉVORA CITY COUNCIL

SUPPORTED BY THE ÉVORA
2027 EXECUTIVE COMMITTEE:
Évora City Council; Alentejo
Regional Directorate of
Culture; University of Évora;
Intermunicipal Community of
the Central Alentejo; Alentejo
Regional Coordination and
Development Commission;
Alentejo Regional Tourism Entity;
Eugénio de Almeida Foundation
and Alentejo Regional Tourism
Promotion Agency

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VAGAR, AN(OTHER) ART

OF EXISTENCE
Selection bid-book, October 2022

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diverts waste from landfill and
consumes much less water and
energy, as well as eradicating the
need for wood in production.



Soundscape of Évora 2027
“O Céu do Pastor”
An original work by Tó Zé Bexiga,
António Pinto de Sousa, Mestre
André and Dj Sims, with the
participation of Vozes do
Imaginário and direction by Luís
Pereira.



“Take Évora”
A film by Rui Vieira
Production Playground

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AN(OTHER) ART OF EXISTENCE

