

Strategy for the Promotion of Accessibility and Inclusion in Museums, Monuments and Palaces under the tutelage of the General Directorate for Cultural Heritage and the four Regional Directorates for Culture

The XXII Constitutional Government defined inclusion as one of its goals and accessibility as a fundamental value, bearing in mind the responsibilities of the Public Administration as a pivotal manager and administrator of cultural heritage, recognizing the importance of its role in this paradigm shift.

Defining a Strategy for the Promotion of Accessibility and Inclusion in Museums, Monuments and Palaces 2021-2025 (SPAI 2021-2025), under the supervision of the General Directorate of Cultural Heritage (GDCH) and the four Regional Directorates of Culture (RDC) was one of the priorities defined by the Portuguese Government for the areas of Culture and Inclusion of People with Disabilities.

In February 2020 (Order No. 2183/2020, of February 14th) an official Talk Force was nominated, which included the experts from the national and regional departments as well as various external entities, technicians and experts. The Task Force was composed of representatives from the General Directorate of Cultural Heritage and the four Regional Directorates of Culture, which included museum, monuments and palaces directors, accessibility team members, experienced staff members and employees sent from the various entities and specialists consulted.

Regarding persons with disabilities, the Convention on the Rights of Persons with Disabilities (CRPD) determines, in its article 30, the obligation to ensure participation in cultural life, recreation, leisure and sport. In this sense, the **European Strategy for the Rights of Persons with Disabilities 2021-2030** urges the EU Member States to guarantee the participation of people in cultural activities, assuming accessibility in its various dimensions as a fundamental condition for its effect. Challenging the Member States to define integrative and inclusive national policies applicable to different areas, including culture. It also challenges the EU Member States to develop services that promote independent living and strengthen the community, namely equality and non-discrimination in and through access to culture. The European Strategy argues that art and culture are essential for people with disabilities to fully participate in society.

The perspective embodied in the Strategy for the Promotion of Accessibility and Inclusion in Museums, Monuments and Palaces under the tutelage of the General Directorate for Cultural Heritage and the Regional Directorates for Culture reflects the international guidelines enshrined in the **UNESCO Faro Convention** and the **United Nations 2030 Agenda for Sustainable Development**.

The Convention is based on the idea that knowledge and enjoyment of heritage are relevant to the right of citizens to participate in cultural life, as defined in the Universal Declaration of Human Rights. It presents cultural heritage as a useful resource for human development, for valuing cultural diversity and promoting intercultural dialogue through a model of economic development based on the principle of a sustainable use of resources.

The United Nations 2030 Agenda for Sustainable Development sets the global commitment of all countries to create an inclusive development model, promoting the well-being of all people,

protecting the environment and fighting climate change, where “No one can be left behind”. The SPAI 2021-2025 also reflects the work carried out in relation to the Portugal’s 2030 Strategy for the Multiannual Financial Framework. Thus, the SPAI 2021-2025 is aligned with this global objective, mainly regarding the following Sustainable Development Goals: SDG 4: ensure access to inclusive, quality and equitable education, and promote learning opportunities throughout life. life for everyone at all ages; SDG 10: reduce inequalities; SDG 11: make cities and communities inclusive, safe, resilient and sustainable; SDG 16: promote peaceful and inclusive societies for sustainable development and build effective, accountable and inclusive institutions at all levels; and SDG 17: partnerships for the implementation of the goals, through multisectoral partnerships that mobilize and share knowledge, expertise, technology and resources.

The accessibility and inclusion of all persons in Museums, Monuments and Palaces, whether in the context of work or enjoyment, guarantees compliance with the provisions contained in the United Nations Convention on the Rights of Persons with Disabilities, in the UN 2030 Agenda, as well as in the New European Bauhaus.

In line with the previous ones, the **National Strategy for the Inclusion of People with Disabilities 2021-2025**, (NSfIPD 2021-2025), also highlights the importance of inclusion through culture, directly and indirectly, in more than one strategic axis. This purpose is reinforced presenting strategic axis VII dedicated to Culture, Sport, Tourism and Leisure.

The inclusion of people with disabilities has transversal implications in all areas of public policies, however, priority objectives must be defined to guide action.

The SPAI 2021-2025 also considers dimensions related to gender equality, the integration of people and communities in their diversity (including those socially vulnerable and underrepresented), the enhancement of interculturality and the strengthening of social cohesion. It presupposes, as a fundamental element, that we are dealing with people with very different features and realities, with different degrees of autonomy, who need solutions adjusted to their social and physical conditions. The challenges facing their participation and involvement in culture nation-wide are of a very diverse nature and this must be addressed in the design of public policy measures.

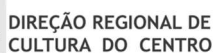
The need to deepen the work carried out and to continue to develop a set of policies for inclusion which constitute instruments of collective social intelligence, capable of counteracting disadvantages and limitations and of developing cycles of opportunity for action, inclusion and improvement of the quality of life for all persons.

The SPAI 2021-2025 was officially presented on December 2021 and was henceforth under public consultation until January 2022, collecting views, feedback and obtaining precious input from the general public on the Strategy, its axes, objectives, actions and measures proposed.

This Strategy delivers an unprecedented structuring instrument which aims to promote accessibility and inclusion in cultural heritage sites across Portugal while, at the time same time, proposes a far-reaching vision to strengthen the relevance of museums in our society and bets on a qualitative leap that will mark the future of cultural heritage sites in the next decade: towards a more inclusive, participatory and democratic future for all.



Furthermore, the strategic axes of the SPAI 2021-2025 reinforce synergies with other National Strategies in the field of promoting human rights, namely **The National Strategy for Equality and Non-Discrimination**, **The National Child Rights Strategy**, **The National Strategy for the Integration of Roma Communities**, **The National Implementation Plan of the Global Compact for Migration**, **The National Plan to Combat Racism and Discrimination**, **The National Strategy to Combat Poverty**, **The National Plan for the Arts**, **The Porto Santo Charter** and **The Strategic Action Plan for Museums, Monuments and Palaces 2021-2031**.



Guiding principles for the implementation of the SPAI 2021-2025

The implementation of SPAI 2021-2025 embodies the following guidelines:

- Territorialisation of measures and actions: The SPAI 2021-2025 should consider the specificities of the populations, their needs, available resources and existing local and regional agents;
- Transversality: The complex realities inherent to the promotion and guarantee of inclusion are not limited to watertight matters, but rather presuppose all areas and dimensions of action and life contexts do, in fact, intersect and coexist;
- Raise awareness and training of agents and institutions: The insistence on permanent policies of awareness and training, will make it possible to promote decisions, practices and actions that materialize the purpose of including people with disabilities, considering their specific characteristics and the communities and contexts where they are inserted;
- Cooperation, Networks and Participation: Only through close cooperation between public bodies, public administrations (national, regional and local) and between these and NGO, other representative organizations, organizations working in social, solidarity and cooperative sectors, companies and other relevant entities, it will be possible to create synergies which contribute to the sustainable resolution of problems, to joint learning and to the successful dynamism of partnerships;
- Good governance, management, transparency, information and evaluation: Availability of up-to-date and clear information regarding the progress of the implementation of the SPAI 2021-2025, as well as the mobilization of human, financial, technological and physical resources necessary for the implementation of the shared vision, which is promoting the inclusion of people with disabilities in Portugal.

Coordination, monitoring and evaluation

a) The Strategy for the Promotion of Accessibility and Inclusion of Museums, Monuments and Palaces 2021-2025 (SPAI 2021-2025) is coordinated by the General Directorate of Cultural Heritage (GDCH) which, for this purpose, will coordinate with the four Regional Directorates of Culture (RDC).

b) The SPAI Monitoring Group 2021-2025 will be set up, coordinated by the GDCH and which will include representatives of the GDCH and each of the RDC. The Monitoring Group is responsible for:

b.1. Define a monitoring system and share it with relevant entities.

The monitoring system must make it possible, in addition to the annual assessment, to assess the quarterly evolution of the level of achievement of objectives.

b.2. Request the appointment of focal points in the various entities relevant to the implementation of SPAI 2021-2025 (either public and others)

- b.3. Meet at least once a year with the entities involved for the implementation of each of the strategic axes to assess the implementation and identify any need for adjustments.
- b.4. Prepare and present to the GDCH and DRS the annual implementation report and the response to redefine goals and indicators, when necessary and pertinent.
- c) At the end of the period and implementation of the SPAI 2021-2015, its evaluation will be carried out by an independent entity and ensured by the GDCH.

STRATEGIC AXES, GENERAL OBJECTIVES AND SPECIFIC OBJECTIVES

Based both on national and international guiding principles regarding the inclusion of people with disabilities, the SPAI 2021-2025 is structured into five strategic axes, which were considered fundamental for next five years intervention. For each of them general and specific objectives where defined, the actions necessary to achieve them, as well as deliverables, outcomes and outputs to be achieved, presenting the respective indicators, the entities responsible for their execution, the partners involved, the budget and, last but not least, the estimated deadline for each action.

STRATEGIC AXES

A global and transversal approach to the articulation of public policies is considered paramount for the success of the SPAI 2021-2025, defining primarily five strategic axes of intervention, their respective general and specific objectives, as well as the concrete actions to be developed, the indicators that promote the inclusion of people with disabilities, people and communities in their diversity, including those socially vulnerable and underrepresented.

STRATEGIC AXIS 1: ACCESSIBILITY AND INCLUSION IN MUSEUMS, MONUMENTS AND HISTORICAL ROYAL PALACES

Ensuring the best conditions for accessibility and inclusion in museums, monuments and historical royal palaces, is understood as a priority for action within Cultural Heritage, amplifying their social relevance and contributing to their sustainability. moreover, it complies with current national legislation, both in terms of direct, immediate, permanent and as autonomous access, and in terms of norms and legislation which bind and regulate the construction of internet, web pages and computer applications.

By assuming a clear policy for the promotion of accessibility and inclusion in Museums, Monuments and Palaces, the national heritage authorities are central and likely contributing positively to the process of paradigm change. We are all responsible for achieving this shared vision.

For the Portuguese Government it is crystal clear that accessibility and inclusion depend on a collective effort to ensure a more inclusive present and future. Inclusion requires a holistic and integrative work which is more comprehensive than the simple fulfilment of physical, sensory and cognitive accessibility requirements.

The general objectives, the specific objectives and the actions presented below are intended to contribute, in an integrated way, to the sustainable reach of accessibility and inclusion in the cultural heritage sector.

GENERAL OBJECTIVE 1 – Create the methodology and tools for identification, implementation, reporting and evaluation of the Overall and Specific Plans

SPECIFIC OBJECTIVE 1 – Define the methodology and analysis instruments

- 1.1 Assess existing analysis tools and their suitability
- 1.2 Identify best practices in terms of instruments and methodologies
- 1.3 Consolidate diagnostic instruments and basic methodologies
- 1.4 Preparation of Guides and Technical Guidance Standards ¹

SPECIFIC OBJECTIVE 2 – Share methodologies and analysis tools

- 1.1 Share analysis tools and basic methodologies
- 1.2 Sharing the Guides and Technical Guidance Norms

¹ Methodological work guides, namely that serve as technical support to the DGPC and DRCs in the analysis and decision-making process' regarding the evaluation of intervention projects to be carried out in museums, monuments and palaces.

GENERAL OBJECTIVE 2 – Create the Overall Plan for Accessibility and Inclusion in Museums, Monuments, Historical Royal Palaces

SPECIFIC OBJECTIVE 1: Analyse existing physical accessibility conditions

- 1.1 Apply diagnostic tools and basic methodologies
- 1.2 Identify non-conformities and improvement opportunities
- 1.3 Identify solutions for the resolution/mitigation of non-conformities and opportunities for improvement
- 1.4 Present, discuss and approve the analytic or diagnostic report

SPECIFIC OBJECTIVE 2 – Analyse accessibility conditions for content, interpretation, websites and applications of Museums, Monuments and Palaces

- 1.1 Apply diagnostic tools and basic methodologies
- 1.2 Identify non-conformities and improvement opportunities
- 1.3 Identify solutions for the resolution/mitigation of non-conformities and opportunities for improvement
- 1.4 Identify practices and solutions to be implemented to ensure access to content (namely replicas, models, explanatory resource materials, audio guides, video guides, audio description)
- 1.5 Present, discuss and approve the analytic or diagnostic report

SPECIFIC OBJECTIVE 3 – Prepare the Overall Plan for Accessibility and Inclusion (physical, contents, interpretation, websites and applications)

- 1.1 Analyse the reports and set priorities
- 1.2 Prepare and draw up the Overall Plan
- 1.3 Present, discuss and approve the Overall Plan (proposal and final version)
- 1.4 Promote and communicate the actions of the Overall Plan

SPECIFIC OBJECTIVE 4 – Prepare, discuss and implement Specific Plans

- 1.1 Prepare and draw up the Specific Plans (based on the Overall Plan)
- 1.2 Discuss and approve the Specific Plans
- 1.3 Implement the Specific Plans

SPECIFIC OBJECTIVE 5 – Monitor and evaluate the implementation of the Plans

- 1.1 Prepare and present the mid-term reports on the implementation of the Specific Plans, to monitor the execution of the Overall Plan
- 1.2 Prepare and publish the annual execution report of the Overall Plan

STRATEGIC AXIS 2: ACCESSIBLE AND INCLUSIVE PROGRAMMING

Contribute to the definition of accessible and inclusive programming policies in the cultural heritage, taking into account not only the diversity of Museums, Monuments and Palaces and their programming (exhibitions, guided tours, educational and mediation activities, workshops, lectures, conferences, among others), but also taking into account the intrinsic features, characteristics, conditions and identities of people with disabilities, vulnerable groups and/or underrepresented social groups.

Design programming practices centred on access and participation, which facilitate social inclusion, which are key to guaranteeing full citizenship, based on the recognition of human diversity.

The general objectives, specific objectives and actions presented below are intended to contribute, in an integrated way, to a sustained accessible and inclusive programming in Museums, Monuments and Palaces.

GENERAL OBJECTIVE 1 – Create an Accessible, Inclusive and Representative Programming Policy

SPECIFIC OBJECTIVE 1 – Define accessible and inclusive programming policies and practices in Museums, Monuments and Palaces

- 1.1 Define what is meant by an accessible and inclusive programming policy in Museums, Monuments and Palaces (annual review)
- 1.2 Design diagnostic tools within the scope of accessible and inclusive programming in the cultural heritage (annual review) based on the best programming practices existing in Museums, Monuments and Palaces
- 1.3 Periodically monitor and adjust (once a year) the minimum requirements that correspond to the parameters of accessible and inclusive programming in Museums, Monuments and Palaces
- 1.4 Define a ticket policy as an instrument of inclusion and equality

SPECIFIC OBJECTIVE 2 – Heighten the interaction between Museums, Monuments and Palaces and communities, taking into account their intrinsic features, characteristics, physical conditions and social identities

- 1.1 Identify the communities to be involved in the construction of accessible and inclusive programming for Museums, Monuments and Palaces
- 1.2 Promote the active involvement of identified communities in the design of programming proposals that explore the potential of collections/historical sites, through the constitution of consultative groups²
- 1.3 Promote dynamics to reinforce representativeness in Museums, Monuments and Palaces from the collections, namely through:

² Please choose consultants familiar with these matters, including persons with disabilities, vulnerable and/or underrepresented social groups and/or at risk of exclusion.

- a) implementation of curatorial practices which promote new ways of displaying and interpreting objects that represent disability in museum collections;
- b) implementation of experimental projects which contribute to the deconstruction of stereotypes in the representation of disability from the collections;
- c) ways to diversify and adapt the instruments used to access collections.

SPECIFIC OBJECTIVE 3 – Ensuring the implementation of Accessible and Inclusive

Programming

- 1.1 Implement programs which embody the principles, policies and practices of accessible and inclusive programming
- 1.2 Evaluate the execution and the main results achieved
- 1.3 Set-up and encourage a permanent forum for sharing experiences and future paths
- 1.4 Make mandatory the introduction of performance objectives inherent to Accessible and Inclusive Programming in contracts museums, monuments and palaces establish with GDCH and RDC
- 1.5 Set-up a national platform for accessible and inclusive cultural content, programs and events

SPECIFIC OBJECTIVE 4 – Ensuring Accessible Communication through all channels

- 1.1 Introduce the use of plain language in Museum Museums, Monuments and Palaces
- 1.2 Produce supports with alternative and augmentative communication (for example through guides with pictograms)
- 1.3 Comply with web accessibility standards on all digital platforms
(<https://www.w3.org/Translations/WCAG20-pt-PT/WCAG20-pt-PT-20141024/>)
- 1.4 Ensure that all audio-visual content includes other resources such as audio description, interpretation in Portuguese Sign Language and subtitling
- 1.5 Ensure that all Museums, Monuments and Palaces websites include the “Accessibility” item in the menu, which must have detailed information on:
 - a) the conditions of physical access, outside and inside the space, including transport and parking;
 - b) on-site accessibility and support services (for example pricing policy, entry of personal assistants, loan of wheelchairs, accommodation for assistance dogs);
 - c) accessible programming (which must also appear on the specific pages of accessible shows, exhibitions, activities and events);
 - d) contacts to clarify doubts about physical accessibility conditions

STRATEGIC AXIS 3: TRAINING PEOPLE AND INSTITUTIONS

The qualification of contexts and the training of people and institutions is paramount for the quality and sustainability of the SPAI 2021-2025 axes. Training people capable of defining and implementing methodologies is a key aspect to guarantee the efficiency of this strategy.

Capacity building at the methodological and technical level of the institutions, as well as the availability of resources and instruments, allow a sustainable operationalization of the actions. It is considered a structuring aspect to make museums, monuments and historic royal palaces more accessible, participatory and inclusive. Reinforce the principle of active participation of people in the processes of knowledge construction with the collections of museums, monuments and palaces.

The general objectives, specific objectives and actions presented below are intended to contribute, in an integrated manner, to the training of institutions and professionals in museums, monuments and palaces.

GENERAL OBJECTIVE 1 – Reinforce the technical and managerial skills of professionals and external collaborators of the Museums, Monuments and Palaces

SPECIFIC OBJECTIVE 1 – Draw-up, implement and evaluate the Multiannual Training Plan

- 1.1 Identify national and international best practices
- 1.2 Assessing training needs at GDCH, RDC and at Museums, Monuments and Palaces, including the persons appointed to become a member of the national and specific technical teams
- 1.3 Carry out a survey and identify the training needs in external/partner entities
- 1.4 Draw-up, prepare and implement the Multiannual Training Plan
- 1.5 Approve the Multiannual Training Plan
- 1.6 Monitor and evaluate the the Multiannual Training Plan

SPECIFIC OBJECTIVE 2 – Ensuring sustainable funding for training

- 1.1 Identify financing lines and support programmes
- 1.2 Create the training financing model

SPECIFIC OBJECTIVE 3 – Promote certified and postgraduate training offer

- 1.1 Promote short-term and certified specialized training offer
- 1.2 Promote the creation of technical-scientific specialization courses in higher education (with ECTS)
- 1.3 Promote the creation of specific modules in 1st, 2nd and 3rd cycles of higher education

SPECIFIC OBJECTIVE 4 – Develop a system of exchanges and internships in the context of accessibility and inclusion

- 1.1 Identify partner entities
- 1.2 Design and publicize the exchange and internship program

1.3 Create a forum for discussion and sharing of practices and results

GENERAL OBJECTIVE 2 – Empower institutions

SPECIFIC OBJECTIVE 1 – Create methodologies and technical instruments to guarantee the accessibility and representativeness of Museums, Monuments and Palaces

- 1.1 Create methodologies and technical instruments to ensure accessibility and both physical and digital representation
- 1.2 Update the “Guia de Boas Práticas de Acessibilidade Comunicação Inclusiva em Monumentos, Palácios e Museus”³ [available in Portuguese only, in English the title is: “Guide to Good Practices for Inclusive Communication and Accessibility in Monuments, Palaces and Museums”, edited in 2017 by GDCH Accessibility Team]
- 1.3 Create an accessible Programming Guide (physical and digital)
- 1.4 Promote the edition of manuals, technical guides and brochures

SPECIFIC OBJECTIVE 2 – Promote the definition and implementation of Accessibility and Inclusion management methodologies in Museums, Monuments and Palaces (in articulation with the Strategic Plan for Museums, Monuments and Palaces 2021-2031)

- 1.1 Creation of a support manual for managers of Museums, Monuments and Palaces to promote accessibility and inclusion (toolkit)
- 1.2 Creation of an internal network for sharing good practices, problems and solutions for the directors of Museums, Monuments and Palaces

SPECIFIC OBJECTIVE 3 – Promote reflection on the representation of disability in collections

- 1.1 Implement curatorial practices which promote new ways of displaying and interpreting objects that represent disability in collections
- 1.2 Implement experimental projects that contribute to the deconstruction of stereotypes in the representation of disability from the collections
- 1.3 Diversify and adapt the instruments for accessing the collections (through new pedagogical resource, tools and/or interpretation facilitators)

SPECIFIC OBJECTIVE 4 – Promote reflection on the representation of gender, the underrepresented and vulnerable social groups in collections

- 1.1 Implement curatorial practices which promote new ways of displaying and interpreting objects associated with the representation of gender, the underrepresented and vulnerable social groups in collections
- 1.2 Implement experimental projects which contribute to the deconstruction of stereotypes in the representation of gender, underrepresented and vulnerable social groups in collections

³ http://www.patrimoniocultural.gov.pt/static/data/publicos/acessibilidade/guia_comunicacao_acessivel_incluisiva.pdf

- 1.3 Diversify and adapt the instruments for accessing the collections (through new pedagogical resource, tools and/or interpretation facilitators)

SPECIFIC OBJECTIVE 5 – Create cultural mediation structures in each organic unit

- 1.1 Develop a differentiated interpretive offer which responds to the needs of the public, taking into account their intrinsic features, characteristics, physical conditions and social identities
- 1.2 Promote greater representation from the collections, giving visibility to what exists in the collections themselves
- 1.3 Develop pedagogical resources in order to include people with disabilities, underrepresented groups, vulnerable social groups both in collections and in mediation practices

GENERAL OBJECTIVE 3 – Heighten scientific knowledge in the field of accessibility and inclusion in Museums, Monuments and Palaces

SPECIFIC OBJECTIVE 1 – Increase the number of scientific studies developed in the field of accessibility and inclusion in Museums, Monuments and Palaces

- 1.1 Promote, within the scope of The Science in Heritage Program, the carrying out of research projects in the field of accessibility and inclusion
- 1.2 Promoting the publication of scientific articles in the field of accessibility and inclusion
- 1.3 Promote scientific dissemination initiatives in the field of accessibility and inclusion

STRATEGIC AXIS 4: GOVERNANCE, NETWORKS AND PARTNERSHIPS

The definition of a governance model, networks and partnerships, aims to structure guiding principles, which guarantee the creation of instruments and work methodologies, of universal application in all Museums, Monuments and Palaces, depending on the Directorate-General for Heritage (GDCH) and the Regional Directorates of Culture (RDC).

It is essential to guarantee the same degree of accessibility and inclusion in museums, monuments and palaces, as well as to ensure a common interpretation while standardizing the solutions to be adopted. The process of harmonizing materials and interpretations leverages the consistent and articulated development and enhances the balance of the state of the art of the different buildings and the public services provided. In this context, we also seek to encourage the exchange of experiences and knowledge.

The success and sustainability of the work is materialized through collaborative synergies, with participatory dynamics and national and international sharing, based on exchange and volunteer programs within the network.

The general objectives, specific objectives and actions presented below are intended to contribute, in an integrated manner, to the definition of a governance model, the creation of new national and international partnerships, as well as the strengthening of the already existing networks.

GENERAL OBJECTIVE 1 – Institute the Governance Model for the Promotion of Accessibility and Inclusion in Museums, Monuments and Palaces

SPECIFIC OBJECTIVE 1 – Create the national coordination team and specific teams to promote accessibility and inclusion in Museums, Monuments and Palaces

- 1.1 Identify and appoint the elements of the national team and its governance model
- 1.2 Identify and appoint the elements that make up the specific technical teams and their respective coordinators
- 1.3 Prepare and draw-up the procedures manual applicable to the national coordination team and specific technical teams, including the training dimension
- 1.4 Systematize, organize and propose accessible and inclusive programming in Museums, Monuments and Palaces

SPECIFIC OBJECTIVE 2 – Ensure the assemble of information to support the coordination of the national team

- 2.1 Create and implement a system for collecting and sharing information to support the national team
- 2.2 Promote the sharing, adaptation and implementation of good practices within the scope of the activity of the specific technical teams

GENERAL OBJECTIVE 2 – Promote national and international partnerships dedicated to accessibility and inclusion in Museums, Monuments and Palaces

SPECIFIC OBJECTIVE 1 – Create and implement national partnerships between Museums, Monuments and Palaces, NGOs and other relevant entities

- 1.1 Invigorate the exchange of professionals
- 1.2 Activate and promote volunteer programs
- 1.3 Annually monitor and evaluate volunteer and exchange programs

SPECIFIC OBJECTIVE 2 – Create and implement international partnerships with UNESCO, NEMO, Organization of Ibero-American States, The Community of Portuguese Language Countries, and other relevant entities

- 2.1 Stimulating the exchange of professionals, privileging the elements involved in the implementation of the strategy
- 2.2 Activate and promote international volunteer programs
- 2.3 Annually monitor and evaluate volunteering and international exchange programs

STRATEGIC AXIS 5: PARTICIPATION OF PEOPLE WITH DISABILITIES, VULNERABLE GROUPS AND AT RISK OF EXCLUSION IN THE DYNAMICS OF MUSEUMS, MONUMENTS AND PALACES

Inclusion through culture is, within the scope of this strategy, another step towards guaranteeing equal opportunities for all people, as a human right for them. It is also an obligation of organizations to provide this opportunity.

Indeed, the representation and involvement of people with disabilities, underrepresented, vulnerable groups and those groups at risk of exclusion, is a challenge that has great expression in the guidelines of the New European Bauhaus.

In this context, this strategic document explores solutions for the direct and indirect active participation of these people, namely in the evaluation and testing of the Museums, Monuments and Palaces solutions, before, during and at the end of their production and implementation. The involvement of these people in the different stages allows for innovation, stimulates new perspectives, capitalize resources, build new contents for the collections and expands the range of visitors to Museums, Monuments and Palaces. At the same time, it operates an internal change of perception within the professionals of this sector and encourages an institutional systemic change.

The general objectives, specific objectives and actions presented below are intended to contribute, in an integrated manner, to ensuring the direct involvement of people with disabilities, underrepresented, vulnerable groups and groups at risk of exclusion, in the dynamics of the creation and organization processes of cultural activities.

GENERAL OBJECTIVE 1 – Ensure the representation of people with disabilities, underrepresented, vulnerable groups and groups at risk of exclusion and promote the development of joint work between Museums, Monuments and Palaces and civil society organizations

SPECIFIC OBJECTIVE 1 – Set-up a permanent representative forum

- 1.1 Establishing and developing national guidance policy forum team of managers
- 1.2 Establish thematic working and discussion groups
- 1.3 Define the articulation model of the Permanent Representative Forum
- 1.4 Identify, prepare and collaborate in co-creation actions that ensure the participation of people with disabilities, underrepresented, vulnerable groups and groups at risk of exclusion in the dynamics of Museums, Monuments and Palaces
- 1.5 Promote mechanisms for assessment of the participation of people with disabilities, underrepresented, vulnerable groups and groups at risk of exclusion in the dynamics of Museums, Monuments and Palaces, publishing annually a report of the actions developed and the results achieved
- 1.6 Contribute to the implementation of accessible and inclusive programming in Museums, Monuments and Palaces

SPECIFIC OBJECTIVE 2 – Encourage joint work between Museums, Monuments and Palaces and relevant civil society organizations

- 2.1 Encourage the establishment and stimulate the activity of consultative groups in Museums, Monuments and Palaces
- 2.2 Promote the development of participatory projects for people with disabilities, underrepresented, vulnerable groups and at risk of exclusion
- 2.3 Stimulate and publicize co-creation actions involving Museums, Monuments and Palaces
- 2.4 Contribute to the implementation of accessible and inclusive programming in Museums, Monuments and Palaces

GENERAL OBJECTIVE 2 – Sharing and disseminating jointly developed projects

SPECIFIC OBJECTIVE 1 – Promote a national meeting for sharing and disseminating co-creation projects

- 1.1 Identify, disseminate and publicize the best joint projects through the national meeting
- 1.2 Publish the national meeting catalogue

SPECIFIC OBJECTIVE 2 – Create national and international dissemination supports materials and resources

- 2.1 Make a documentary about the national meeting noting the methodologies used
- 2.2 Edit a publication about the project that highlights its benefits and impacts