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CULTURAIS

# **E-Coesão (E-Cohesion)**

## *Executive Summary*

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## *Executive Summary*



# Technical data

Title

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## Introduction

The Study "E-Coesão" (E-Cohesion) integrates the "Plan of Studies Culture 2020", which was conducted by the *Gabinete de Estratégia, Planeamento e Avaliação Culturais* (GEPAC) (Office for Strategy, Planning and Cultural Evaluation), with the goal of implementing a participatory diagnostic process, prospective reflection and definition of projects and programmes to be implemented for the cultural and creative sectors by 2020. On the one hand, the plan also aims at designing lasting and integrated monitoring processes for the cultural and creative sectors, and, on the other hand, at defining new governance solutions that increase access, efficiency, impact and participation of cultural operators in the new investment cycle.

The publication of Regulation (EU) No 1295/2013 of the European Parliament and of the Council of December 11, 2013, which created the Programme "Creative Europe" (2014-2020), and the adoption by the end of 2014 by the European Commission (EC) of the entire operational framework enrolled in the Partnership Agreement (Portugal 2020) set the conditions for a new cycle of investments to start, aligned with the objectives of smart, sustainable and inclusive growth of "Europe 2020 Strategy", in which Culture shall be taken as a strategic resource of creativity, innovation, competitiveness, employment, social inclusion and territorial sustainability.

However, for Culture to take on such differentiator and catalytic role and for cultural and creative sectors to benefit from the new framework of community support and financial instruments, it is essential the creation of mechanisms for information and promotion of opportunities, encouraging investment and innovation, facilitating cooperation and partnerships, technical assistance to potential beneficiaries, dissemination of results and impacts and increasing transparency in accessing and managing funds.

As recognized by the "Action Plan eEurope 2005", online Government or eGovernment is a key lever for the provision of more effective and better quality public services, to reduce users waiting times and to increase transparency and accountability of services. Under this context, the "Action Programme for Reducing Administrative Burdens in the European Union", released in 2007 and that fits the policy of e-Cohesion, challenges Member States to provide online Government resources that enable to

simplify and facilitate potential beneficiaries' access to community programmes and initiatives.

Consequence of several national programmes to promote eGovernment - from the creation of the Operational Programme "Information Society" (POSI) in 2000 - Portugal has achieved wide international recognition for the achievements in the field of good governance.

This study, named *E-Coesão* (E-Cohesion) and given its alignment with this European framework, aims to contribute to the development of eGovernment in the cultural and creative sectors in Portugal, in order to allow better use of the opportunities created by the new cycle of community funds and facilitate the implementation of strategic guidelines and recommendations inscribed in the remaining studies that complete the "Plan of studies Culture 2020".

## Scope of the Study

The Multi-annual Financial Framework (MFF) 2014-2020, agreed by the European institutions in June 27, 2013, opened a new context of investment opportunities in the cultural and creative sectors, supported by numerous instruments made available to Member States, regions, companies, and citizens.

Given the versatility of these sectors and their potential contribution to the objectives of smart, inclusive, and sustainable growth of Europe 2020 Strategy, funding is not confined to the new proactive initiative for culture and creativity (Creative Europe) or to the Operational Programmes embodying the European Structural and Investment Funds (ESIF), under the European cohesion policy. The opportunities are broader, encompassing instruments that seek to pursue other European priorities such as research and innovation (Horizon 2020), the inclusion of immigrant population (FEINPT), improving skills and employability and young people animation (ERASMUS+), employment and innovation (EaSI) and nature conservation, climate and the environment (LIFE).

The new period of EU funds grants greater concern to facilitating access of potential beneficiaries to programmes and funding. In addition to promoting information and

publicity actions, that give greater visibility and transparency to the actions of the European Union (EU), Member States should promote the reduction of administrative burden and simplification of management and access to community financing, substantiating the Communication from the European Commission (EC), on February 8, 2012, named "Agenda for Simplification of CSF 2014-2020".

In this context, in close coherence with the European Digital Agenda, the EC proposed the enhancement of electronic governance, expanding eGovernment forms in Cohesion Policy, going beyond the solutions already implemented in the period 2007-2013, including electronic submission of applications.

This new Community priority is particularly important for the operators from cultural and creative sectors, who find themselves confronted with two challenges. On the one hand, the increasing strengthening of the partnership logic and integrated approach, which can hinder the visibility of community support opportunities as a result of the sectors integration in other initiatives, particularly those associated with economic competitiveness, promotion of social inclusion and development or recovery of the territories. On the other hand, the European scale strengthening in the management of financial instruments makes it less accessible, due to less awareness on the initiatives, regulations and notices and the need to establish pan-European partnerships.

However, as acknowledged by the EC, it will not be possible to achieve the full effect intended with that simplification if it is to be used only as the basis for the proposals. Member States, as well as all the authorities involved in European policies at various levels and sectors have a key role to play to ensure that beneficiaries actually feel the results of the implementation of simplification.

In this context, enhancing the current eGovernment seems essential in the cultural and creative sectors in Portugal by fully understanding the advantages of this instrument, both for the funding opportunities in the period 2014-2020, and for the guidelines achievement of the Plan of Studies for Culture 2020.

## Objectives of the Study

Taking as reference the application of e-Cohesion principles and objectives to cultural and creative sectors in Portugal, the study has the overall objective of promoting online Government in these sectors in order to stimulate and facilitate access of cultural operators to the new community funding framework for the period 2014-2020.

The achievement of this overall objective entails compliance with a complex set of specific objectives, namely:

- Identifying the major challenges for eGovernment in the cultural and creative sectors in the new programming cycle 2014-2020;
- Characterizing and analyzing the current institutional online settings of both cultural and creative public sectors, identifying their strengths and weaknesses as elements of e-Cohesion approach;
- Identifying European best practices of eGovernment in the cultural and creative sectors, particularly in the context of boosting access to funding, that can be transferred and adapted to the Portuguese reality;
- Defining the objectives, contents, and fundamental lines of cooperation, implementation, and management of an online platform that could perform as a catalyst for investment in the cultural and creative sectors in the 2014-2020 period.

## Institutional Online Panorama

The third point provides the features and analyses the current institutional online panorama with regard to cultural and creative public sectors, identifying their strengths and weaknesses as elements of e-Cohesion approach. The delimitation of institutional online panorama concerning cultural and creative sectors was developed from the cultural structures of the State's central administration: Services under direct administration of the State; Bodies of State's indirect administration; Advisory body; Other structures; State's business sector (Decree-Law No. 126-A2011, Decree-Law No. 208/2012 and Decree-Law No. 36/2013). The survey undertaken shows the existence

of 18 sites: one for each cultural structure, with the exception of the National Council of Culture (CNC), which has no online platform.

The evaluation of the institutional online panorama considers two types of analysis. Firstly, an analysis using a comprehensive approach aimed at verifying the features the sites offer. This exercise, which aims at assessing the **amplitude and variety** of web browsing options, was conducted by completing a checklist that allows to identify their attributes. Secondly, an analysis using a specific approach by evaluating sites and considering four criteria, namely:

- Browsing **Usability** - This criterion aims to evaluate the browsing structures and use of the site, ultimately contributing to general usefulness and validity of online features.
- Content **Usefulness and Quality** - In this context, the study considered the relevance and interest of the available contents. Once the "digital space" constitutes itself as a prime location for the dissemination of the activities undertaken by each institution, in many cases contributing to their promotion, the study held an analysis on the usefulness and quality of the exposed information on the online platform.
- Information **timeliness** - Usefulness and quality are not the only factors contributing to the relevance of the information available, thus, its timeliness and temporal relevance reveals to be also crucial, with particular emphasis on the cultural sector.
- Indexing **quality** - For this criterion, it contributes the relevance of the site from a perspective of the digital space overall use as a vehicle par excellence for transmitting information.





## Electronic Administration for Culture 2020

European and national goals for the new generation of electronic public services that promote participation and a more effective, efficient and transparent governance, present ample space for achievement in the context of national cultural policy, due to the richness and diversity of online sites that fill the institutional panorama.

Notwithstanding the need to promote modernization of the overall electronic administration in the cultural sector, this study focuses on the dimension of e-Cohesion, i.e., the use of electronic administration as a tool for facilitating and encouraging greater participation by cultural and creative sectors in the community funding period 2014-2020.

The creation of an electronic platform headed at cultural and creative sectors should also be assumed as a catalyst for investment in these sectors, not only contributing to greater access for cultural and creative operators to EU funding instruments, but also to an increased presence of culture and creativity in projects of other sectors that pursue the objectives of smart, inclusive and sustainable growth envisaged in the Partnership Agreement - Portugal 2020.

To accomplish this mission, the idea is to create a 'Culture 2020 Portal' that performs functions of focal point of access to all information related to financial instruments within the 2014-2020 period and other instruments of interest to publicize. This solution presents many advantages. The first one concerns the possibility of creating greater awareness on Culture 2020, and facilitating the access for cultural and creative operators to all information necessary for the preparation and presentation of their applications. The Portal presents also the advantages of easing up the use of web 2.0 functionalities and enabling enhanced interoperability among systems, contributing to the enhancement of online resources provided by the Institutional Online Panorama of Cultural and Creative Sectors.

This model may still evolve to the logic of sectoral platform, involving in its design and implementation other great national cultural operators of the private and associative sector, based on a partnership between different entities. The logic of extended platform would enhance this portal centrality, would make a greater contribution to the

goal of participation and engagement of cultural operators and would make the online site more accessible from the hyperlink on other sites.

This platform would contribute to achieve the strategic and specific objectives listed in the following table, providing the contents proposed by the study *E-Coesão*.

### Electronic Administration Platform for Culture 2020: Strategic and Specific Objectives and Content

Strategic Objectives	Specific Objectives	Content
Facilitating access for cultural and creative operators to national and Community financial instruments for the period 2014-2020	Ensuring that the cultural and creative sectors have updated knowledge about funding opportunities, including operational programmes, community initiatives, financial instruments, and calls for tenders.	<ul style="list-style-type: none"> <li>Information about the Programmes and Financial Instruments (objectives, eligibility, rules, schedules)</li> <li>Information about competitions (under the Operational Programmes, Creative Europe and other Instruments)</li> <li>Access to portals of operational programmes</li> <li>Access to online sites for institutions promoting operating programmes or funding instruments</li> </ul>
	Ensuring that the cultural and creative sectors have adequate support in the preparation and submission of their applications that allow them to overcome any procedural difficulties	<ul style="list-style-type: none"> <li>Technical assistance in the preparation and submission of applications</li> </ul>
	Ensuring that the cultural and creative sectors can find partners for their projects and participate in national and international partnerships within co-financed projects	<ul style="list-style-type: none"> <li>Search Engine of national and international partners</li> <li>Information on potential partners and partnerships</li> </ul>
	Ensuring that the information sessions on programmes and co-financed initiatives reach the largest possible number of cultural and creative operators	<ul style="list-style-type: none"> <li>Information about national and European events and clarification sessions</li> </ul>
	Creating conditions for the cultural and creative sectors to submit competitive technical proposals, especially in contexts of great demand as is the case of international competitions	<ul style="list-style-type: none"> <li>Documental resources useful for the preparation of applications</li> </ul>
	Increasing the transparency of funding to the cultural and creative sectors in the period 2014-2020, and corresponding results and impacts	Disclosing selection and analysis criteria of applications for tenders launched under the EU funding instruments in the period 2014-2020
Advertising the Community funds allocated to the operators of national cultural and creative sectors, under operational programmes and financing instruments backed by EU funds		<ul style="list-style-type: none"> <li>Information about the projects funded under the EU funding instruments</li> </ul>

Strategic Objectives	Specific Objectives	Content
Increasing funding transparency to the cultural and creative sectors in the period 2014-2020, and its results and impacts	Advertising public funding allocated to operators of cultural and creative sectors with financial instruments either national or others from financial mechanisms	<ul style="list-style-type: none"> <li>Information about projects funded under other financing instruments of the cultural and creative sectors</li> </ul>
	Disseminating the results of evaluations of outcomes and impacts of financed operations involving the cultural and creative sectors	<ul style="list-style-type: none"> <li>Evaluation of operational programmes involving cultural and creative sectors</li> </ul>
Valuing the importance of investment in culture and creativity to the economy and society	Promoting the centrality of culture and creativity in the development strategies of European, national, regional and sub-regional nature	<ul style="list-style-type: none"> <li>Information about the culture and creativity in Europe 2020 Strategy and Portugal 2020</li> <li>Information about the culture and creativity in the Regional Action Plans</li> <li>Information about the culture and creativity in Pacts for Development and Territorial Cohesion</li> </ul>
	Disseminating the results achieved by the creative and cultural sectors through operations undertaken with EU funding support	<ul style="list-style-type: none"> <li>Information on outputs, results and impacts of the investments of the cultural and creative sectors in the period 2014-2020</li> <li>Evaluation of operational programmes and projects that address culture and creativity</li> </ul>
	Disclosing the economic and social importance of the cultural and creative sectors in smart, sustainable and inclusive growth of the country	<ul style="list-style-type: none"> <li>Satellite Account of Culture in Portugal and other Member States</li> <li>Studies on economic and social importance of cultural and creative sectors</li> </ul>
	Promoting collective learning and the dissemination of good practices on investment in the cultural and creative sectors, valuing experience and reducing regional disparities	Promoting the dissemination of good practices and iconic experiences and projects, financed by EU funds, which serve as references for the cultural and creative sectors
Promoting learning from the European experience, particularly in the context of projects promoted by cultural operators from other Member States and supported by the Creative Europe programme		<ul style="list-style-type: none"> <li>Description of emblematic projects in the framework of European initiatives of Culture (2007-2013), Media (2007-2013) and Creative Europe</li> </ul>
Valuing the experiences of integrated approaches and synergies involving the cultural and creative sectors, mobilizing the various public and private stakeholders to integrate these sectors in their territorial strategies		<ul style="list-style-type: none"> <li>Description of emblematic initiatives in the programming period 2014-2020 of integrated approaches and synergies involving the cultural and creative sectors</li> <li>Description of emblematic initiatives in previous programming periods of synergies and integrated approaches involving the creative and cultural sectors</li> </ul>
Promote the participation of cultural and creative operators in the implementation and evaluation of the 2014-2020 funding cycle, in an open administration approach in Culture 2020	Promoting consultation of cultural and creative operators in order to improve and adapt the actions of dissemination and communication relating to the 2014-2020 funding cycle to the needs of the sectors	<ul style="list-style-type: none"> <li>Satisfaction surveys</li> </ul>
	Promoting consultation of cultural and creative operators in order to improve application procedures and implementation mechanisms of support financial instruments	<ul style="list-style-type: none"> <li>Satisfaction surveys</li> </ul>
	Promoting consultation of cultural and creative operators in the process of evaluating projects implementation related to cultural and creative sectors	<ul style="list-style-type: none"> <li>Information about assessment processes and encouraging participation</li> </ul>
	Promoting regular consultation of cultural and creative operators on the implementation and adequacy of Culture 2020 strategy.	<ul style="list-style-type: none"> <li>Satisfaction surveys</li> </ul>

The achievement of these objectives can be pursued accordingly to four different models of e-government platforms: i) the “Culture Portal” model is the most ambitious form of implementing this platform, integrating functionalities such as divulgation of information and offer of services associated with the different financial instruments available for the agents of this sector until 2020, but also other functionalities aimed at the general public (for example, events agenda, information about cultural venues, facilities and networks, multimedia contents, notification services...); ii) the “Culture 2020 Portal” model is based on a new website that shall be the focal point to access all the information regarding the financial instruments available for the sector in the 2014-2020 period; iii) in the “Continuity – GEPAC” model, the platform shall be installed as a sub-folder in the GEPAC website; iv) finally, the “Creative Europe Desk +” model considers the possibility that the website of the Creative Europe Information Centre in Portugal can assume the role of a broader portal, offering information and functionalities beyond those that are presented by most of these websites in the remaining Member States.

## **Conclusions of the Evaluation of the Institutional Online Panorama**

### *Amplitude and variety of the browsing options*

- The presentation of most of the sites is based on the disclosure of the institution’s mission and functions.
- The sites consulted present an array of diversified content.
- The proximity of the structure and other cultural operators could be enhanced with a more significant availability of online services, which still have a residual existence.
- The disclosure of institutional information is accomplished mainly through the dissemination of news and presentation of content featured on the homepage.
- The dissemination of good practice is not yet fully established, since only one site provides a button to access it but it does not work.

- The majority of sites provide a list of hyperlinks that refer to the online platforms of bodies under supervision of the Secretary of State for Culture, as well as to other entities of interest to the sector.
- The availability of online platforms in a second language is not the case in all the sites studied, which can pose a barrier to cultural dissemination.
- Social networks are present in most sites, constituting a privileged means to publicize the activities of the cultural structures of State's administration.
- The sites do not provide an online format adequate to specificities and diversity of platforms for accessing the Internet that currently exist.
- Despite all the sites provide the contacts of the cultural structure, the remaining instruments of accessibility are not available in the online platforms.
- Most sites of institutions that fall under the sphere of State's Direct Administration present online platforms with specific management content.

### ***Browsing Usability***

- The "buttons/shortcuts" and other navigation tools are easily identifiable and the index menu is in the same reference position on most sites.
- The flow of navigation is consistent and the "Rule of three clicks" is observed in most online platforms.
- The interfaces of access to the download area and the "contacts" are easily identifiable.

### ***Usefulness and Quality of Content***

- The mission and goals of cultural structures are clearly presented and appropriate to the target audiences.
- The information appears summarized in order to facilitate consultation and the specific contents are easily accessible.
- The well sized textual excerpts facilitates the reading and interpretation. The discursive register is appropriate to the target audience and the spelling register is coherent and homogeneous.

- The construction of the sites does not follow a homogeneous visual identity, presenting different layouts, and in some cases discordant with the visual identity of the Presidency of the Council of Ministers and the Secretary of State for Culture.

### *Timeliness of Information*

- Most sites are updated, especially when it comes to highlights, news, and events.
- The agenda and the schedule of events suffer a regular update, although complex in some sites.
- Most of the sites provide hyperlinks to the online platforms of bodies under the supervision of the Secretary of State for Culture, but in some cases, the list of bodies is incomplete.

### *Indexing Quality*

- The sites are indexed in major online search engines, occupying the top positions in the results list.
- The online search of two sites refers to indexing errors and other institutions.

## **Conclusions of the Analysis of Other References of the National Online Cultural Panorama**

### *Institutions*

- Most of the sites present, explicitly, the mission and responsibilities of the institution it represents.
- The diversity of institutions observed results in a significant amount of content.
- The contents related to the evaluation of the sites and the existence of reserved areas is less disseminated.
- Institutional information disclosed develops mainly in the form of highlights on the homepage and through the timing of events in the form of agenda.

- The RSS Feed and the dissemination of good practices are not observed in most sites.
- Most sites display hyperlinks that refer to the online platforms of other entities.
- The availability of contents in a second language occurs primarily in English, although this feature does not occur in all of the sites in question.
- Social networking is a privileged communication channel, and used as a supplementary means of information dissemination.
- Only two sites offer a mobile application, though they lack a version for mobile communication platforms.
- The sites provide contacts of the institution while the remaining accessibility tools have a heterogeneous distribution.

### **Projects**

- The different typology of sites makes the set of parameters observed in each one to be profoundly different.
- Sites internal links and features have different expressions on various platforms of access and dissemination.
- Given the type of available content, access keys are differentiated, although it is common goal to turn the site's exploitation onto an autonomous and enriching process.

## **Conclusions of the Electronic Administration in the Studies of “Plan of Studies Culture 2020”**

From the analysis on the capacity of Culture's online institutional platforms to implement recommendations of the remaining eight studies promoted by GEPAC, the following conclusions emerge:

- The institutional online platforms of Culture show good presence of information and a good responsiveness to the needs of resource mapping.



- The institutional online platforms of Culture can contribute to a better dissemination of policies and financial instruments to support the sector.
- The institutional online platforms can strongly encourage participation of cultural entities or entities with responsibility for cultural policy in actions of information, training and animation-enhancing territorial cooperation.
- The institutional online platforms can contribute actively to promote collaboration and partnership between culture's different actors of and creative industries.
- The institutional online platforms can provide a relevant contribution to the awareness of economic partners for greater intervention in the cultural and creative sphere.
- The institutional online platforms can promote greater inter-institutional coordination in the cultural and creative training.
- The institutional online platforms can promote the creation and promotion of cooperation networks of cultural and creative organizations.
- The institutional online platforms can promote the development of an effective database for property management.

## **Conclusions of the Benchmarking on Online Resources for Accessing Funding for Cultural and Creative Sectors**

The conclusions of the benchmarking exercise on online resources for accessing funding for cultural and creative sectors come up next, structured by type of web solution.

### ***Web solution: Websites***

- Hosting websites on the official platforms of entities with greater responsibility in implementing national/regional policy can contribute to induce demand and enhance the identified outcomes.
- Websites with innovative components/features, inducing demand, leveraging networking and mobilization/attraction of strategic actors may be crucial to

improving the quality of projects to be presented and enhancing the identified outcomes.

- Websites with innovative features can induce demand and networking by attracting strategic actors and specific target audiences niches.
- Websites with innovative features, targeted at networking and finding the best partners may be decisive for the results to be achieved.
- Websites focusing on possibilities/opportunities of national funding may allow better matching of demand with supply, attract new audiences (including individual elements), and manage more effectively the priorities of cultural policy.
- Websites that include monitoring processes (surveying beneficiaries) may allow a better understanding on the results and evaluate more effectively cultural public policy impacts.
- Websites with innovative features associated with networking and finding the best international partners can be crucial to extend the results and encourage international cooperation.

### ***Web solution: Social Networks***

- In a context of growing use of social networks, it seems positive the use of applications like Facebook and Twitter for greater dissemination of interventions and encouraging participation.
- Taking advantage of the growing use of social networks, creating profiles associated with donors may contribute to a wider dissemination of funding opportunities from other audiences.
- Social networks also contribute to a larger audience scrutiny of support.

### ***Web solution: Audiovisual Channels***

- Watching initiatives focused on procedures for submitting applications can set a good practice, limiting subsequent shortcomings related to applications instructions.
- Watching initiatives focused on presenting the Programme can set a good practice for detailed information disclosure associated with various programming and implementation stages.
- The presence in audiovisual channels, integrating interviews to strategic actors with recognized curricular quality can contribute to the enhancement of the Programme's disclosure and for better understanding its importance in the implementation of national cultural policy.
- Watching videos focused on specific events allows the knowledge widespread in certain demand niches.

## **Recommendations for a more Effective, Efficient and Participatory eGovernment in Culture for the Period 2014-2020**

### ***Electronic Platform Culture 2020***

- Adapting public administration, in the cultural and creative sectors, to the technological changes that are transforming these same sectors and related production and consumption patterns.
- Creating a new generation of electronic public services in the cultural and creative sectors, revealing greater ability to be taken as a catalyst for cultural and creative policy, allowing greater access to information, greater transparency, and increased citizens participation.

- Creating new instruments for electronic administration that facilitate participation of cultural and creative sectors and their operators in the Structural Funds cycle 2014-2020.
- Realising the strategic guidelines for electronic public administration provided by the European Digital Agenda, in the European Action Plan for Electronic Administration (2011-2015), the Digital Agenda Portugal 2015 and in the Global Strategic Plan for Reducing Costs and Streamlining ICT in Public Administration (2012-2016) promoting modernization of electronic administration services in the cultural and creative sector.
- Providing an electronic platform that brings together the content and functionalities that allows: (i) facilitating the access of cultural and creative operators to the EU financial instruments for the period 2014-2020; (ii) increasing transparency of funding for cultural and creative industries in the period 2014-2020, and its results and impacts; (iii) enhancing the importance of investment in culture and creativity to the economy and society; (iv) promoting collective learning and dissemination of good practices in investment in the cultural and creative sectors, valuing experience and reducing territorial disparities; (v) promoting the participation of cultural and creative operators in the implementation and evaluation of the 2014-2020 funding cycle, in an open administration approach on Culture 2020.
- Providing the use of Web 2.0 functionalities – in an approach logic of Gov 2.0 - enabling greater interactivity between the administration and cultural and creative operators, faster accessibility to information and dissemination of information using social networks, with the citizens collaboration, involving them in the implementation of Culture 2020.
- Providing the creation of a "Culture 2020 Portal" as the focal point for the provision of all information, facilitating greater participation and leadership of the cultural and creative sectors in the 2014-2020 investment cycle.
- Providing the possibility of the "Culture 2020 Portal" to evolve into a model of sectoral platform that is based on a partnership between the main private and public cultural operators.

# Recommendations for Modernizing the Institutional Online Panorama

## *From the analysis on the institutional online panorama of the cultural and creative sectors*

- Standardizing the visual identity of the sites, promoting the production of a Manual of Graphic Online Standards to facilitate the understanding of the rules for using the branding of cultural structures.
- Standardizing names and contents of sites of institutions with similar responsibilities (changing only the intervention territory, as it seems to be the case of the Regional Directorates of Culture).
- Promoting the creation of hyperlinks to the online platforms of bodies under the supervision of the Secretary of State for Culture.
- Enabling access to institutional content in at least one international language, namely English.
- Promoting the presence of cultural structures in social networks, particularly Facebook, hyperlinked on the site.
- Promoting the creation of optimized access versions to mobile phones or tablets, and mobile applications (app) for Android, iOS or Windows Phone systems.

## *From the analysis on the Plan of Studies Culture 2020*

- Promoting better use of Culture's institutional online platforms for centralizing and standardizing the information needed for an efficient management of heritage resources.
- Encouraging the use of institutional online platforms for active participation and consultation of the entities with responsibility for cultural policy in the

information actions, training, and animation, in a context of institutional and territorial cooperation.

- Promoting better use of institutional online platforms of Culture for disseminating sector-supportive policies and financial instruments with a view to encouraging the participation of business actors in creative and cultural sphere.
- Strengthening the capacity of institutional online platforms of Culture for the creation and promotion of partnerships and cooperation networks between multiple public and private organizations aware of the culture and creativity.