



Future Museums Project Group

Executive summary
of the Final Report



Framework

The Future Museums Project Group (FMPG) is the outcome of a government initiative:

- **Resolution of the Council of Ministers (RCM) no. 35/2019 of 18 February 2006.**

Its members were appointed by Order of the Minister for Culture, No. 4.527/2019, of 3 May, bringing together:

- **Eight culture professionals;**
- **Six representatives from different government areas** (Foreign Affairs; National Defence; Economy; Science, Technology and Higher Education; Education) and the Presidency of the Republic.

The composition of the Project Group was completed at the end of June 2019 with the admission of two Museum Directors, appointed by the General Council of Museums, Monuments and Palaces, a new body set up under the legal framework for autonomy of these entities.



Scope

Originally this project focused on Museums and Palaces under the Directorate-General for Cultural Heritage (DGPC) and the Regional Directorates for Culture (DRCs). This universe was subsequently extended to the Museums, Palaces, and Monuments (MPMs) covered by the law establishing their autonomy regime, the Decree-Law no. 78/2019 of 5 June. Thus, the project focuses on more than three dozen Museums, Palaces, and Monuments dependent on two types of government authorities:

- the central government body — the Directorate-General for Cultural Heritage, which is responsible for National Museums, National Palaces, and Monuments on the UNESCO World Heritage List;
- the four deconcentrated bodies of the central government — the Regional Directorates for Culture (North, Centre, Alentejo and Algarve), which took the responsibility for a number of Museums and Monuments following the administrative restructuring of the State in 2012.

For management purposes, some Museums, Palaces, and Monuments were grouped into composite organic units under the coordination of a single Director. For the purpose of characterising and deepening knowledge about the MPMs, they have been broken down as follows:

- a **total of 37 units under examination** (25 are under the Directorate-General for Cultural Heritage and 12 under the responsibility of the Regional Directorates for Culture).

This 37-unit group, with diverse heritage typologies and territorially dispersed, is the subject of this project. While bearing in mind the diversity of the MPMs, the Group believes that their objectives, tasks, forms of communication with the public and conservation techniques can bring them closer together. This proximity can provide them with a sense of common legacy as institutions entrusted by society with the preservation and transmission of heritage that belong to all of us.



Mission

To identify, devise and propose measures that will contribute to the sustainability, accessibility, innovation and relevance of Museums, Palaces, and Monuments within the Directorate General for Cultural Heritage and the Regional Directorates for Culture.



Objectives



The main **objective** is:

- **To design and put forward proposed tools for implementing management models** that will promote the economic, financial and social sustainability of Museums, Palaces, and Monuments, as well as identify the means of implementation, the resources needed and the competent actors.

Other objectives:

- To analyse innovative trends and projects at national and international level;
- To characterise the reality of the Museums, Palaces, and Monuments of the DGPC and the DRCs;
- To identify and propose measures contributing to a more effective management of Museums, Palaces, and Monuments in the areas of collection management and audience engagement;
- To contribute to enhancing visibility and strengthening partnerships, particularly within the Portuguese Museums Network.



Intended outcome

- **Recommendations for strategies and proposals that can be translated into public policy measures** for the Museums, Palaces, and Monuments of the DGPC and the DRCs over the next ten years (until 2030).

Two time plans are therefore envisaged:

- a short-term plan for a two-year limit;
- a long-term plan for a ten-year limit.



Target audience

This report is mainly intended for policy makers, in particular from the Ministry of Culture, in conjunction with other government areas.

It is also addressed to the Directors of Museums, Palaces, and Monuments covered by the project.



Responsibilities

The responsibilities assigned to the FMPG are wide-ranging, covering the scope of activity of Museums, Palaces, and Monuments and most of the museum functions laid down in the Portuguese Museums Framework Law (2004).

For operational purposes, these responsibilities have been aggregated into **five specific themes**:

- Management of Museums, Palaces, and Monuments;
- Networks and Partnerships;
- Digital transformation;
- Collection management;
- Audience engagement.

A close-up photograph of a hand holding a quill pen, poised to write on a scroll. The scroll is covered in intricate golden markings, possibly a map or a historical document. The background is softly blurred, showing what appears to be a museum or library setting with wooden beams and other scrolls.

Methodology

The methodology is predominantly qualitative, though it also includes quantitative methods, which can be broken down as follows:

- **Literature review and analysis of** international institutional documents;
- **Collect statistical sources**, and develop a data base and indicators to characterise the MPM universe;
- **Conduct interviews** with DGPC managers and MPM Directors and with experts;
- **Visit Museums, Palaces, and Monuments** to evaluate their operating conditions;
- **Meet with heads of national and international professional organizations** and collect their opinions;
- **Conduct a secondary analysis of data on Visitors of National Museums** to identify views and suggestions stemming from their visit experience;
- **Carry out a questionnaire survey of the MPM** storage collections for quantification and characterisation.

Complementarity between different research fronts has made it possible to combine field knowledge with the prospective dimension, thereby raising new issues and encouraging discussion of possible ways forward.



Actions taken

The driving force behind this Project was the group of 8 culture professionals who held eight working meetings with the aim of debating the above themes. Serving as a forum for discussion and consultation on the progress of the works, the enlarged group met four times, three of which were attended by the Minister of Culture.

The main actions taken during the course of the project can be highlighted as follows:

MPM characterisation:

- Signing of a partnership agreement between the DGPC and ISCTE-IUL through the Portuguese Observatory of Cultural Activities (OPAC);
- The OPAC's analysis focused on the following areas: geographical location, chronological timeline, collections, visitors, human resources, revenue and expenditure;
- Design and implementation, in partnership with the OPAC, of a survey of the MPM's collections storage, in order to offset the lack of data in this area.

Sounding out museum professionals:

- Sounding out professional organisations and request-



ting memoranda to the Portuguese Association of Museology, ICOM Portugal and Access Culture at the onset of the project;

- Meetings and interviews with more than a dozen national experts;

Face-to-face interviews with MPM Directors and visits to their premises:

- 24 interviews with Directors of Museums, Palaces, and Monuments, 18 of which come under the DGPC and 6 under the DRCs;
- 2 interviews with Director-Generals of the DGPC;
- Contacts and meetings with DGPC services.

At international level:

- Face-to-face meetings with representatives of the *Réunion des Musées Nationaux*, the Norwegian Museums Association, and the Spanish State Deputy Directorate General of Museums;
- Contacts with government bodies and associations in Finland and the United Kingdom;
- Gathering of information by the offices of the external network of the Ministry of Foreign Affairs on good practices in cultural sponsorship, cultural and economic partnerships, and alternative forms of funding in a number of countries;
- Presentations at five national and international museums and heritage-related fora.

In the context of the public debate:

- Presentation and discussion of the preliminary report of the Project Group at the meeting of the General Council of Museums, Monuments and Palaces (6 July 2020);
- Public dissemination of the preliminary report (7 July 2020);
- Receipt of advisory reports from the Portuguese Association of Museology, ICOM Portugal, ICOMOS Portugal and Access to Culture, as well as individual contributions from culture professionals (7-31 July 2020);
- Integration of these contributions in the final report (September and October 2020).

An exogenous element marked the final stage of the project: the COVID-19 pandemic that hit the country and the world, leading initially to social containment and the closure of Museums, Palaces, and Monuments. They reopened on 18 May 2020, with strict sanitary restrictions. By the time the Future Museums Project Group completed its study (October 2020), it was found that much of the documentation produced under this particular context needs consolidation and sedimentation. Besides, there is not enough distancing to assess the medium and long term impacts of the pandemic on museums and monuments. Nevertheless, efforts have been made to take into account the main disruptive and impactful elements, particularly in the coming years.



Recommendations of the Future Museums Project Group



The Future Museums Project Group identified **50 recommendations**, broken down into five themes on which reflection has been structured. Each recommendation identifies its main recipient:

- **Ministry of Culture (MC);**
- **Museums, Palaces, and Monuments (MPMs).**

III.1

Management of Museums, Palaces, and Monuments



Starting with a historical insight into the organisation of the State in the cultural heritage and museum sectors, this is a diagnosis of the current situation, which is meant to set out desirable management models, their requirements and assumptions, in order to propose new paradigms for managing Museums, Palaces, and Monuments (MPMs).

1 | To establish a public institute, the Institute of Museums, Palaces, and Monuments, within the indirect State administration, and to be treated as a public corporate body for the purposes of developing, managing and supervising the network of shops, cafeterias, and restaurants and for other regular services of Museums, Palaces, and Monuments, such as space hiring, performances and workshops. (MC)

2 | To conduct an impact assessment study on the transfer of Museums, Palaces, and Monuments to the Regional Directorates for Culture, municipalities and other entities over the past 15 years. This information will be important to justify future decisions about their relative position in the universe of the MPMs under the Ministry of Culture, in particular bearing in mind the ongoing decentralisation process of the State. (MC)

3 | To grant each Museum, Palace, and Monument an annual budget (and a multiannual budget estimate) combining funds from the budget of the new public institute (including transfers from the State budget and the Institute's own revenues) and funds from the revenues of each MPM. Revenues from the budget of the new public institute should be allocated to MPM budgets according to clear and

commonly accepted rules. Funds from the State budget (via the budget of the new public institute) should be enough to cover the structural costs, including maintenance and human resources, of the MPMs. (MC)

4 | To set up Management Support Units in selected MPMs to provide administrative and financial support to nearby Museums, Palaces, and Monuments. They will provide the resources and expertise to ensure that management plans are drawn up and implemented, taking into account the specific features of each MPM and, in particular, the special management obligations imposed on World Heritage monuments with the aim of preserving their outstanding universal value. (MC)

5 | To promote strategic thinking for all museums, palaces, monuments, and sites across the country, involving different authorities and a wide range of actors on the ground. This will be extended to the MPMs of the DGPC and the DRCs by means of an operational programme to be funded by the new EU Cohesion Policy, as well as by the budget of the Ministry of Culture and other sectors of central government and regional and local administrations. For this purpose, programme contracts are to be concluded with entities having a relevant interest in the activity carried out by the Museums, Palaces, and Monuments. (MC)

6 | To recognise some Museums, Palaces, and Monuments as research entities, enabling them to qualify as potential beneficiaries of national scientific and technological programmes and to strengthen their workforce. (MC)

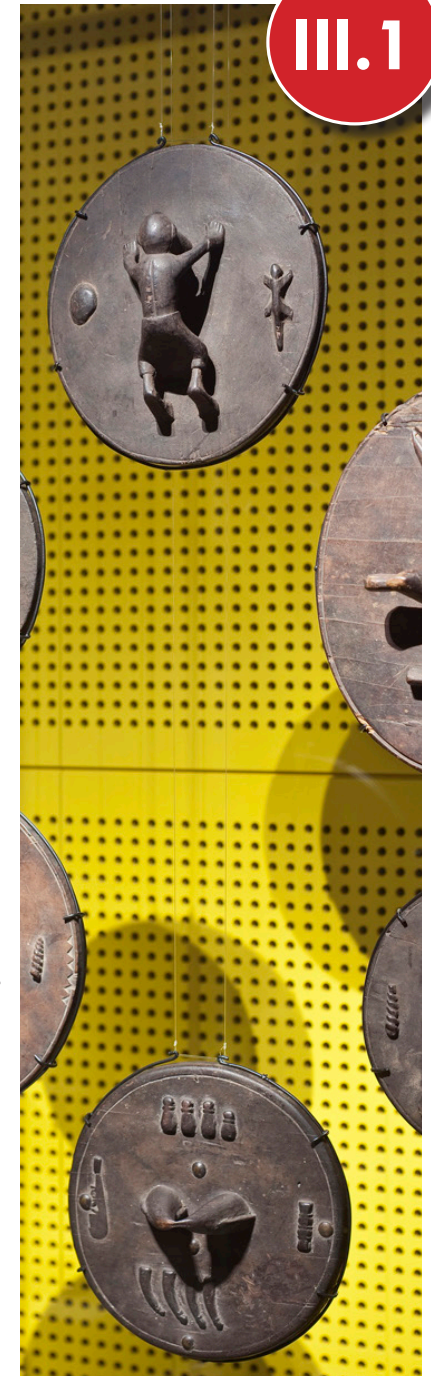
7 | To set up legal mechanisms for creating a short-term recruitment database for warding staff under conditions found appropriate to the permanent or ad hoc needs of Museums, Palaces, and Monuments. (MC)

8 | To develop an employment programme for young graduates in Museums, Palaces, and Monuments in areas such as collections, museum and heritage functions, management and communication. (MC)

9 | To set up an integrated management information system, common to the MPMs of the DGPC and the DRCs, with a modular structure that will support and ensure, at MPM level: monitoring the implementation of business plans and the strategic plan; monitoring the implementation of the budget; internal reporting (to the governing board of the public institute) and external reporting (from MPMs to external partners and fund providers and from the Institute's governing board to the Ministry of Culture and the national statistical system). (MC)

10 | To establish community consultation groups in each Museum, Palace and Monument (or MPM groups), to encourage the MPMs to reach out and connect with the public and with new audiences and to liaise with potential patrons. It is proposed that these consultation groups be composed of members of the community representing different social, economic, educational and cultural areas, including friends of museums. (MPMs).

III.1



III.2

Networks and Partnerships



This is a wide-ranging action which begins by prioritising the strengthening and structuring of the Portuguese Museums Network (RPM). It will then move towards developing strategies for territorial rooting and cooperation, networking and entering into knowledge and innovation partnerships.

1 | To conduct a museums survey in Portugal, as a follow-up to previous studies, in order to: (a) build a clear picture of museums, their resources, collections, facilities, risk management, partnerships and visitors; (b) outline the specific characteristics of the Portuguese Museums Network and its operation; (c) develop progress indicators for the Portuguese Museums Network; (d) conduct a consultation on the future of the Portuguese Museums Network. (MC)

2 | To lay down the conditions and ensure the means to reorganise the Portuguese Museums Network based on two structures: one for accrediting, regulating, supervising, training and providing technical and financial support, under the responsibility of the central government departments; the other for liaising, entering into partnerships and network programming, supported by an advisory group, to be elected from among the members of the Portuguese Museums Network. (MC)

3 | To develop pilot projects for two “anchor museums” (referred to as “museum support centres” in the Portuguese Museums Framework Law) on the basis of agreed criteria, to provide technical support to other museums and create synergies for territorial networking. This is a step-by-step process, to be extended to all regions, with the aim of structuring and strengthening the Portuguese Museums Network with national and EU funding sources. (MC)

4 | To set up a support line, in the framework of the existing ProMuseus Programme, to develop two museum subject networks, within the Portuguese Museums Network, based on the exchange of knowledge between museum experts and professionals on related collections (e.g.: archaeology, ethnology, contemporary art...) and/or functional areas (e.g.: preservation, cultural mediation, digital documentation...), for the purpose of: exchange of good practices, knowledge and experience, peer learning and knowledge transfer. (MC)

5 | To create a portal for the Portuguese Museums Network and resume annual meetings: (a) to share information, report, receive input and disseminate initiatives, including “chat rooms” and virtual forums within thematic networks, working groups and areas of expertise; (b) to promote debates on contemporary museum topics, open to public and private organisations, national and international, with the aim of strengthening networking and establishing partnerships. (MC)

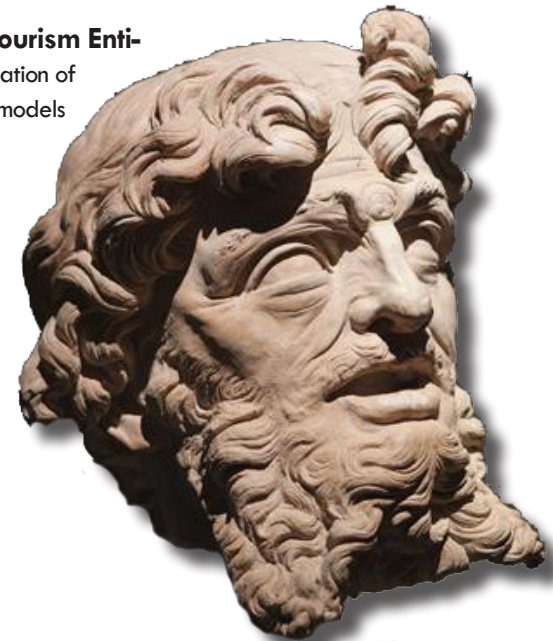
6 | To establish a cooperation agreement with the Ministry of Science, Technology and Higher Education to encourage the promotion of research and development activities (R & D) in the Museums, Palaces, and Monuments of the Directorate-General for Cultural Heritage and the Regional Directorates for Culture. This cooperation is meant to lead to an in-depth study of the collections, to be funded by the Foundation for Science and Technology (FCT), and aimed at supporting post-graduate degrees in museum studies, hiring PhD researchers, developing thematic programmes to be implemented by multidisciplinary teams, and involving researchers from museums and R & D units. (MC)

7 | To set up an inter-ministerial working group to deal with problems faced by museums of the central state administration, disseminate good practices, agree on a programme dynamics and draw up proposals for integrated approaches and policy convergence in various areas of government, including culture, the economy, tourism, education, the environment, health, social solidarity, spatial planning and regional and local development. (MC)

8 | To strengthen and expand partnerships between Museums, Palaces, and Monuments, Regional Tourism Entities and tourism associations and enterprises at territorial level in order to: (a) develop joint projects for implementation of cultural roadmaps and routes, benefit from funding projects for diversification of the regional cultural offer; (b) develop joint models for organising incoming tourist groups, including scheduling of visits, and hiring of spaces. (MPMs)

9 | To strengthen and expand partnerships between Museums, Palaces, and Monuments, Inter-municipal Communities, citizens' organisations, museum friends associations, cultural heritage and social solidarity associations, cultural facilities (Libraries, Archives and Theatres), conservation and digital transformation companies with a view to developing joint projects with mutual benefits and increasing territorial potential. (MPMs)

10 | To ensure the technical conditions and a skilled workforce capable of fostering international partnerships in order to promote and share exhibitions, projects and meetings for dissemination, internationalisation and study of national collections. (MC)



III.3

Digital transformation



The required digital transformation is presented as a cross-cutting measure putting technologies at the service of an integrated management of Museums, Palaces, and Monuments, with the objectives of increasing digital capacity, reorganising and empowering professionals, and increasing digitisation and access to cultural assets.

1 | Modernise and upgrade internal IT equipment (*hardware and software*), promote electronic management, implement the digitalisation of services, adapt public areas (e.g.: *Wi-Fi*) to potential new technologies (e.g. Internet of Things) and ensure the conditions for technical support and maintenance of equipment and applications in line with the Portuguese Digital Transition Action Plan. (MC)

2 | Create a web portal for Museums, Palaces, and Monuments, update and optimise their websites, increase their visibility, communication and interactivity, taking into account accessibility, easy navigation patterns, and a responsive design, considering a global perspective as well as the communication strategies of each Museum, Palace and Monument. (MPMs)

3 | Set up a “Museums of the Future” helpline for projects aimed at upgrading Museums, Palaces, and Monuments, taking into account their missions, objectives and strategies, and focusing on investment in technologies (e.g.: *Wi-Fi*, augmented reality, virtual reality, interactive media, etc.), accessibility of information and communication in languages that will enhance the visitor experience for both national and foreign visitors through national (Digital Transition, Tourism and Culture) and/or EU funding. (MC)

4 | Develop a programme for systematic reinforcement and extension of the digitisation of collections of Museums, Palaces, and Monuments, with two-dimensional reproduction of documents and images, and three-dimensional reproduction of objects and buildings using

3D technology. This will be done in partnership with private companies by providing high-quality images on different digital channels and platforms, in a culture of sharing, as well as increasing and broadening access to information and knowledge on collections, in conjunction with the information systems supporting MPM inventories. (MC)

5 | Ensure and increase digital access to collections and holdings through open access policies, in particular to public domain images, and in line with the national legal framework, European directives and recommendations; adapt existing regulations, and lay down conditions that will encourage the ownership, re-use, sharing and use of digital media as educational resources, thereby stimulating participation (e.g. *crowdsourcing*), innovation and creativity. (MC)

6 | Develop a programme that will use technology as a complementary means of interpretation, considering the needs of different users, in particular those with special needs (e.g.: audio guides, multilingual audio content, video guides and others), in line with the National Strategy for Promoting Accessibility and Inclusion in Museums, Palaces, and Monuments of the Directorate-General for Cultural Heritage and the Regional Directorates for Culture. (MPMs)

7 | Create support, monitoring and evaluation mechanisms for Museums, Palaces, and Monuments: (a) monitor technology developments, taking into account international trends and practices (e.g. artificial intelligence, virtual reality, augmented reality, robotics, 3D printing, blockchain, among other emerging technologies); (b) increase open access policies, apply and adopt free of charge solutions, applications and software, such as open licences and their re-use; (c) regularly evaluate the projects carried out and encourage the sharing of experience and good practices. (MC)

8 | Strengthen partnerships in digital communication areas with: (a) communication and technology companies; (b) partners of the tourism startup ecosystem and the NEST — Tourism Innovation Centre. These partnerships will facilitate the development of innovative projects for interpretation and recreational use of heritage and collections, tailored to the needs and requirements of Museums, Palaces, and Monuments, with replication potential. (MC)

9 | Promote pilot projects for knowledge transfer and technology research: (a) between universities and research centres and the Museums, Palaces, and Monuments; (b) between technology companies and Museums, Palaces, and Monuments. These projects will facilitate the development of common projects (e.g. fab-labs), innovation laboratories and pilot schemes to improve knowledge on new technological advances and on the potential of their application in museums. (MPMs)

10 | Ensure the recruitment of professionals with specialised digital skills and develop regular training programmes to update and empower the leaders and professionals of Museums, Palaces, and Monuments in digital literacy trust, in line with the Portuguese Digital Transition Action Plan. (MC)



III.4

Collection management



By bringing together in the collection management area collection preservation, research, inventory and circulation of cultural goods, emphasis has been placed on harnessing and enhancing storage collections, increasing reference tools, upgrading professional skills, and reinforcing an international dimension.

1 | To draw up a plan to increase and improve the storage spaces of Museums, Palaces, and Monuments, which will be included in the Multiannual Programme of Means and Investments for Rehabilitation, Preservation and Enhancement of Cultural Heritage, with national and EU funding. (MC)

2 | To study and evaluate the implementation of a storage sharing policy at territorial level, with a view to making the most of collections, technical and human resources. This will involve setting up study centres and strategic territorial poles for enhancing cultural heritage, and drawing up a phased implementation project with national and EU funding. (MC)

3 | To develop and implement a travelling format for “exhibitions of national interest” based on the collections of Museums, Palaces, and Monuments. It will ensure consistent programming, to be disseminated at national and international level, by optimising resources through travelling exhibitions. It is assumed that there are national and EU sources of funding, in particular through the Regional Coordination and Development Committees, partnerships with *Turismo de Portugal*, through sponsors and patrons, and inter-ministerial cooperation with the Ministry of Foreign Affairs.(MC)

4 | To revitalise the Jose Figueiredo Laboratory by establishing a partnership with the Ministry of Science, Technology and Higher Education and promote science skills for recruitment purposes, spread scientific culture and strengthen teaching and research for developing the laboratory's activities. This will involve multidisciplinary teams and researchers from R & D units in the areas of knowledge and expertise of this laboratory. (MC)

5 | To implement a risk analysis and management methodology for each Museum, Palace and Monument covering the collections and the building. It will provide a priority plan for conservation and restoration interventions that will include the collections, the buildings and structures fixed to them as well as a maintenance plan for the building itself. (MC)

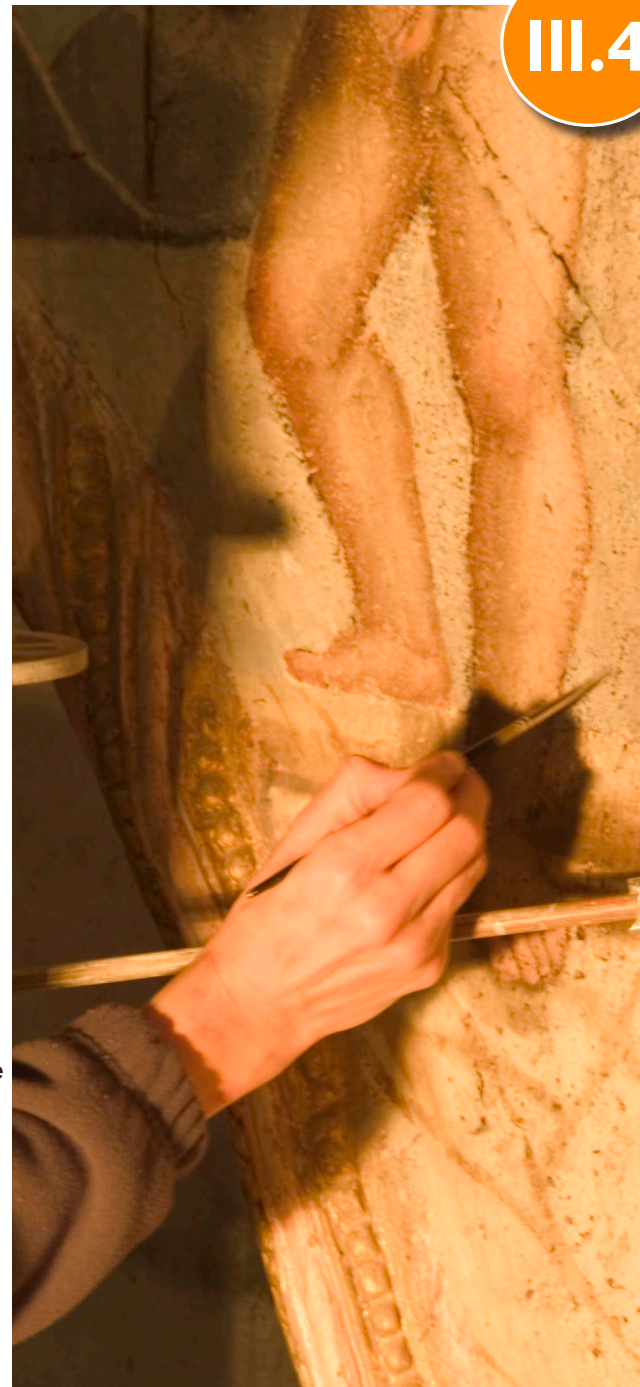
6 | To reinforce the preventive conservation teams of Museums, Palaces, and Monuments to ensure compliance with their standards and best practices, monitoring of collections, spaces and environments, and compliance with maintenance plans, including storage spaces, which should have a designated officer. (MC)

7 | To ensure periodic monitoring and updating of the inventories of Museums, Palaces, and Monuments, every ten years, starting after the current information systems have been modernised, which is likely to happen by the end of 2021. (MPMs)

8 | To review mandatory legislation for Museums, Palaces, and Monuments (Internal Rules and Regulations, Preventive Conservation Standards, Acquisition Policy and Safety Plan) every five years, or whenever structural or organisational changes justify it, on the basis of updated national and international guidelines, in particular by producing a digital edition of reference publications. (MPMs)

9 | To review the procedures in force concerning the movement of movable property between Museums, Palaces, and Monuments and third parties, so that the responsibility for their authorisation is delegated to their respective directors, subject to the exceptions provided for in the legislation. (MC)

10 | To promote continuous training of technicians through face-to-face and remote arrangements, such as training courses, workshops, meetings and exchanges of residences and internships with similar entities in Portugal and abroad, with a particular focus on preserving the collections, encouraging the submission of applications for international programmes and participation in institutional, professional and knowledge networks. (MPMs)



III.5

Audience engagement



Building on the recognition of the need to get to know, monitor and evaluate audiences, strategies are put forward to help strengthen their relationship with the Museums, Palaces, and Monuments, and to develop strategies for cultural mediation and educational action, bearing in mind the social relevance of these institutions and the broadening of cultural access and diversity.

1 | To extend and diversify the opening hours of Museums, Palaces, and Monuments so as to ensure that they have late-night opening hours on a regular basis, adjusted to audience preferences, their location and the seasonality of each MPM. (MC)

2 | To develop a ticket booking and selling platform, with online and face to face options, for access to one or more MPMs. This will involve creating “museum/monument passes” to maximise and combine visits, and may include other cultural partners and joint programming, so as expedite entries and encourage national and foreign visitors to extend their stay. This will be done through national and/or EU funding. (MC)

3 | To invest in co-production and network communication campaigns, appropriate to different national and foreign visitor profiles, to attract visitors to Museums, Palaces, and Monuments, by using different traditional and digital forms of *marketing* and involving different agents and partners. (MC)

4 | To establish a cooperation agreement with the Ministry of Education with a view to: (a) ensuring the role of Museums, Palaces, and Monuments as essential resources for learning purposes. They should be perceived as ‘educational territories’ whereas collections and cultural heritage should be active components of formal education curricula; (b) encouraging the participation of teachers in education and mediation strategies for Museums, Palaces, and Monuments; (c) developing an online platform for sharing information, educational resources, training and best practices to be used either by mediators from Museums, Palaces, and Monuments, or by primary and secondary school teachers. (MC)

5 | To promote specific projects targeted to underrepresented audiences in Museums, Palaces, and Monuments, in partnership, inter alia, with the Secretary of State for Youth, the High Commissioner for Migration, the Ministry of Labour, Solidarity and Social Security, and the Secretary of State for Citizenship and Equality. These projects will encourage their participation, inclusion, and access and will represent their worldviews. (MC)

6 | To devise action plans for Museums, Palaces, and Monuments with a view to implementing the ‘contract for the social impact of cultural organisations’, in conjunction with the National Plan for Arts. These will help to extend and increase the social impact of Museums, Palaces, and Monuments, and will benefit from national funding. (MPMs)

7 | To ensure physical and communication accessibility to the main spaces and exhibitions of Museums, Palaces, and Monuments by complying with the law in removing architectural barriers, reviewing visual signs and ensuring intellectual accessibility to information, using simple, accurate and clear language, and various media, in line with the National Strategy for Promoting Accessibility and Inclusion in the Museums, Palaces, and Monuments of the Directorate-General for Cultural Heritage and the Regional Directorates for Culture. (MC)

8 | To empower the education, mediation and reception teams of the Museums, Palaces, and Monuments to work with various segments of the public, taking into account their culture, interests, needs and prior knowledge; and develop partnerships with the Ministries of Culture, Education, Higher Education, the Secretary of State for Citizenship and Equality, and the *Turismo de Portugal* for designing tailor-made courses and providing training to: (a) mediators from Museums, Palaces, and Monuments; (b) tourism professionals; (c) educators and teachers (formal and non-formal education).(MC)

9 | To develop and enhance the Information System on Visitors Statistics of Museums, Palaces, and Monuments, with a view to: (a) ensuring comparability and monitoring the impacts of different categories of admission; (b) aligning the visitors’ statistics information system of the Regional Directorates for Culture with that of the Directorate-General for Cultural Heritage; (c) developing a specific official statistics project of the National Institute of Statistics for immovable property; (d) make the statistics available, on a regular monthly basis, on the websites of the governing bodies and publish these statistics on an annual basis.(MC)

10 | To improve qualitative assessment tools to assess the impact of Museums, Palaces, and Monuments on society and conduct global and comparative visitor studies, on a regular basis, such as the National Museums Visitor Study (2015), extended to all Museums, Palaces, and Monuments of the DGPC and the DRCs. (MC)





Project team

Title:

Future Museums Project Group. Executive Summary of the Final Report

Authors:

Clara Frayão Camacho
Coordinator of the Future Museums Project Group
Ana Carvalho
Emília Ferreira
Inês Ferro
Isabel Fernandes
José Varejão
Raquel Henriques da Silva
Rita Jerónimo
Sara Barriga Brighenti

Bruno Julião
Elsa Alípio
Leonel Moura
Rosalia Vargas
Teresa Ferreira

Collaboration from the Portuguese Observatory of Cultural Activities:

José Soares Neves
Jorge Santos
Maria João Lima

Translation:

Cíntia Pereira de Sousa

Graphic design:

António José Cruz

ISBN:

978-972-776-578-2

Publisher:

Direção-Geral do Património Cultural
January 2021



REPÚBLICA
PORTUGUESA

CULTURA

**PATRIMÓNIO
CULTURAL**

Direção-Geral do Património Cultural