

CULTURE 21 LAB

REVIEW OF MAKATI'S **CULTURE 21: ACTIONS** SELF-ASSESSMENT

APRIL 2017

Culture 21 Lab is a capacity-building programme on culture in sustainable cities, promoted by the Committee on Culture of United Cities and Local Governments (UCLG).

The City of Makati and the Committee on Culture of UCLG, in partnership with UCLG-ASPAC, agreed to hold the first-ever Culture 21 Lab in the Asia-Pacific region on 3-5 April 2017.

The Culture 21 Lab in Makati took place over 3-days, including plenary expert-led sessions, participatory workshops and visits to relevant venues and sites. The workshops involved 81 participants representing a broad range of sectors (see Annex 1). These workshops were run as parallel sessions, each of which focused on one distinct Culture 21 commitment. Participants were given the choice to contribute to three out of nine thematic sessions. On average, each workshop involved 25 to 30 participants, which enabled detailed discussions to unfold.

The Committee on culture of UCLG acknowledges the leadership of the following persons in the process of spearheading the Makati Culture 21 Lab:

- | **Mar-Len Abigail Binay**, City Mayor
- | **Monique Lagdameo**, City Vice-Mayor
- | **Violeta Seva**, Senior Adviser
- | **Rosalinda Cervantes**, Cultural Affairs and Toursim Consultant
- | **Vissia Marie Aldon**, Project Director, Makati Poblacion Heritage Conservation Project
- | **May Santillana**, Officer in Charge, Museum and Cultural Affairs Office
- | **Dwayne Samarista**, Project Development Officer

C21LAB



CULTURE 21 LAB. OBJECTIVES AND EXPECTATIONS

- » To foster **local learning** on how culture plays a role in the promotion of sustainable cities.
- » To **obtain a complete analysis**, obtained through participation, on where Makati stands as regards the integration of culture in its approach to sustainable development.
- » To **formulate a framework** for a Comprehensive Cultural Development Plan for the City of Makati
- » To **identify good practices and lessons** learned in Makati that could be relevant to other cities in Asia and Pacific.



CULTURE 21 COMMITMENTS AND SELF-ASSESSMENT APPROACH

The Culture 21 Self- Assessment exercise involves a detailed scoring sheet, organized around nine themes or 'Commitments', each of which translates into an average of 10 to 12 'Actions'. The Commitments are:

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1. **Cultural rights**
 2. **Heritage, diversity, and creativity**
 3. **Culture and education**
 4. **Culture and environment**
 5. **Culture and economy**
 6. **Culture, equality, and social inclusion**
 7. **Culture, urban planning, and public space**
 8. **Culture, information, and knowledge**
 9. **Governance of culture**

Discussions were structured around the nine Culture 21 Commitments, and participants were asked to score each individual Action as 'emerging' (1 to 3 points), 'developing' (4 to 6) or 'advanced' stage (7 to 9). At the end of each session, participants were asked to identify 'good practices' and 'measures to address weaknesses'.



GROUP OF EXPERTS

The self assessment was supported by the following invited experts:

- | **DR. BEATRIZ GARCIA**, Director, Institute of Cultural Capital, University of Liverpool; plenary presenter, Self-Assessment observer and Rapporteur, in charge of producing the current Radar 1 Report.
- | **MR. JORDI PASCUAL**, Coordinator, Committee on Culture, United Cities and Local Governments; plenary presenter and Chair of thematic workshops on: 1. *'Cultural Rights'*, 4. *'Environment'*, 8. *'Information & Knowledge'*.
- | **DR. MARCEL PANDIN**, Technical Policy Advisor, Ministry of Public Works, Republic of Indonesia; plenary presenter and Chair of thematic workshops on: 3. *'Education'*; 6. *'Equality & Social Inclusion'*; 7. *'Urban Planning & Public Space'*.
- | **MR. JASON VITORILLO**, Lecturer, La Salle College of the Arts, Singapore; plenary presenter and Chair of workshops on: 2. *'Heritage, Diversity & Creativity'*; 5. *'Economy'*; 9. *'Governance'*.
- | **DR. BERNADIA IRAWATI TJANDRADEWI**, Secretary General, United Cities and Local Governments Asia Pacific; plenary session presenter.



PARTICIPANTS

The 81 invited participants represented the City Government of Makati, national government agencies, non-governmental organizations, and the private sector. See the full list of participants in Annex 1. Broadly speaking participants represented the following types of institutions.

- | City Government of Makati: 34 participants
- | Barangay representatives: 15 participants, from seven different city districts
- | Metropolitan Manila Development Authority: 2 participants
- | National Commission for Culture and the Arts: 2 participants
- | Cultural Center of the Philippines: 2 participants
- | Department of Education Makati: 2 participants
- | Creative Industries representatives - Passion Projects: 8 participants
- | A selection of design, performing arts, visual arts, media and other creative agencies: 7 participants
- | City Developers (Rockwell Land, Ayala Land): 3 participants
- | Heritage / historical associations: 3 participants
- | Embassy of Spain : 2 participants



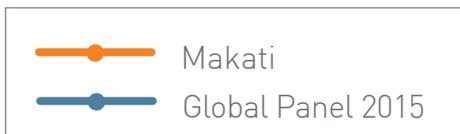
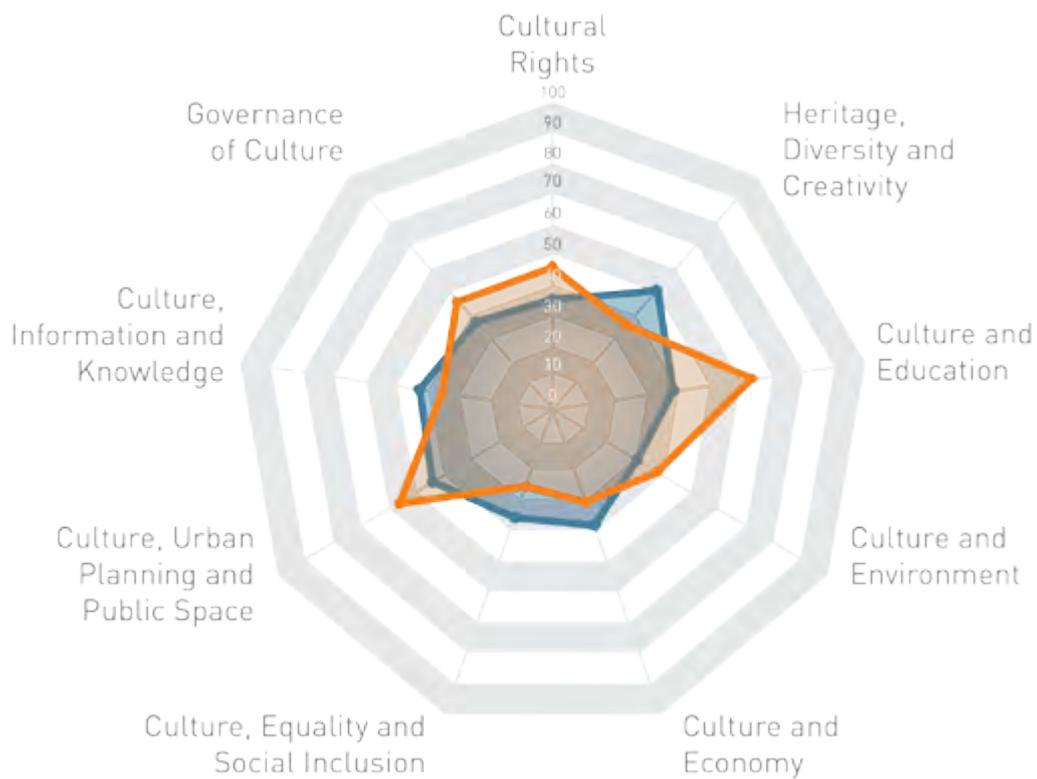
GENERAL OVERVIEW

Discussions in Makati were detailed and generated lively debate, often showing great diversity of opinion over the city's existing strengths and weaknesses.

As it is apparent in the graphic below, the grading of actions varied considerably across each of the nine Culture 21 Commitments, with 'Education' and 'Urban Planning & Public Space' receiving the highest scores, followed by 'Cultural Rights' and 'Governance'. In contrast, 'Heritage, Diversity & Creativity' received low scores, in line with 'Information and Knowledge' and 'Economy'. The lowest score of all went to 'Equality and Social Inclusion'.

Makati scores towards 'Education' and 'Heritage, Diversity & Creativity' diverge quite notably from the average global score, which represents the assessment given by experts against a representative selection of cities from around the world. This may be partly due to the way Makati participants aligned in each of the workshops but it may also be an indication of the way cultural policy achievements are judged in this city. 'Education', an area well formalised and regulated, was scored very highly. In contrast 'Heritage, Diversity and Creativity' was scored rather low, often due to what participants perceived as a lack of official frameworks to deliver actions. This suggests that the invited workshop participants (or city stakeholders) in Makati consider formal structures essential in order to address Culture 21 Actions in a sustainable way.

Regarding the composition of each individual workshop, it is worth noting that participants were invited to choose where to contribute to (as opposed to being allocated to a group by the organisers, as has been the case in other cities). The 'Heritage, Diversity and Creativity' workshop was the session attracting the largest number of participants, by far – and the session involving the most diverse range of participant backgrounds. This led to a healthy debate – and some disagreement – over how best to score the different actions, which may also partly explain the tendency towards lower scores.



Source: UCLG Committee on Culture, on the basis of data provided by the city of Makati and the average obtained from a world panel of 34 experts.

Overall, in line with the experiences of other Culture 21 Pilot Cities, it is important to acknowledge that this is a self-assessment exercise, heavily reliant on the (at times, subjective) perceptions of city stakeholders. These perceptions (as opposed to objective facts) do matter, as they affect the way stakeholders make decisions, relate to each other and influence the opinions of others.

The results of these workshops in Makati show a deeply engaged stakeholder community who care about the issues at stake, have taken the Agenda 21 for Culture framework seriously and are keen to have their voices heard – as well as give their time and experience - in order to advance towards a more sustainable approach to cultural development.

The detailed report offers a summary of each individual workshop discussion as articulated by workshop participants (from now on: 'Stakeholders'). The document ends with a series of recommendations, building on the collective views of the invited expert team.



CULTURAL RIGHTS

Makati stakeholders scored the city above the global average in terms of Cultural Rights. Areas seen as particularly strong (advanced stage) are the existence of policies and programmes to increase the number civil society organisations devoted to culture, the opportunities given to women to participate in cultural life and the encouragement of citizens to be more involved in cultural practices and creation.

The areas less developed, and scored as 'emerging stage', are actions involving explicit references to 'cultural rights' as a formal priority. Stakeholders noted that there are no references to cultural rights in any cultural policy documents, nor within the priorities of civil society organisations working on human rights. However, they also noted that some representatives of public authorities have alluded to cultural rights occasionally and, as such, that there are good grounds to develop and advance this area further.

Overall, an important part of the discussion involved reference to Makati as a 'melting pot' of cultures. Stakeholders felt that the diversity of cultural backgrounds and traditions is assumed as 'normal' within Makati and this has made the city "culturally blind". While this has a positive dimension (ie. there are low grounds for discrimination and high levels of multicultural tolerance), stakeholders noted there is a need to formalise the protection of diversity and, in particular, to engage in discussion about 'migrant rights' to ensure no community is left unprotected.

Good practices

- | Active participation of citizens in cultural events, programs, and activities, including vulnerable sectors and, in particular, women.
 - | The high involvement of women in cultural life is far above average practices in other parts of the Philippines and as such it can be considered a distinctive strength of Makati that can serve as point of reference throughout the Asia-Pacific Region.
 - | Senior citizens are also actively supported to express themselves (eg. Filipino Elderly Week)
- | Widespread encouragement of cultural activities throughout the Barangays
- | Active use of social media by national cultural organisations to promote their causes

Measures to address weaknesses

- | Formulation of City Resolutions and Ordinances that explicitly support cultural rights
- | Further empowerment of local cultural organizations, associations and foundations



HERITAGE, DIVERSITY AND CREATIVITY

This is the thematic area scoring the lowest by comparison to the global average. While most cities around the world tend to feel confident in their existing heritage, diversity and creativity commitments, in Makati, stakeholders were highly demanding and critical of what they saw as unfulfilled potentials. The workshop dedicated to this commitment was the most densely populated and discussions were very detailed.

Stakeholders rated most actions as ‘developing stage’ and did not perceive any action as being in the ‘advanced stage’. The lowest scores went to actions related to the encouragement and interaction with ‘scientific culture’ (the lowest score, marked as a 1), ‘linguistic diversity’, international cultural cooperation and accessibility of facilities and spaces dedicated to training, creation and production of culture.

It is worth noting that, in some areas, stakeholders felt actions were “happening already” but without a formal policy structure around them. The core issue for debate was, thus, the marked divide between the wealth of positive actions ‘in practice’ (mainly dependent on the good will of individuals and communities) and the lack of formalised actions as part of policies and programmes.

Good practices

- Abundance of venues that promote cultural diversity, offering space for a wide range of artistic practices and acting as hubs for local upcoming artists. These include galleries, museums, studios, design centers, performance venues, open air spaces for events, etc.
- Work towards the effective convening of the local Arts and Culture Council, involving members from both the public and private sectors.
- The role of Barangays throughout Makati, which have been hands-on holding and implementing cultural activities such as Caracols, fiestas, pageants, etcetera.
- The Makati Poblacion Heritage Conservation Plan and Comprehensive Land Use Plan and Zoning Ordinance. These are making an important contribution to the preservation of culture in Makati.

Measures to address weaknesses

- Adopt formal policies regarding linguistic diversity, protection of heritage assets, and scientific culture.



CULTURE AND EDUCATION

In stark contrast with the previous commitment, this is the area scoring the highest, well above the global cities average. An analysis of the responses suggests that the reasons behind the high scores is that this is a highly formalised area, with plenty of evidence of official policies and programmes that stakeholders consider to be in line with Culture 21 actions and demonstrate Makati's cultural sustainability.

Stakeholders rated all actions related to this commitment as either advanced or developing stage. Actions rated the highest were: the existence of local platforms to bring together public, civic and private actors; integration of culture across subject areas within primary and secondary education curricula; and accessibility of arts education to all citizens, regardless of age, social, economic or cultural backgrounds.

There were also some areas that could benefit from improvements, such as the adequacy and accessibility of platforms for sharing information. Stakeholders felt that, despite the existence of well-designed online portals, more should be done to facilitate engagement given the lack of computer literacy and internet access amongst parts of the population. Stakeholders also felt there is no adequate training for cultural management and cultural policy as a distinct area of learning. This is available at a national level, but not in a local context.

Good practices

- | Financial resources allocated to arts and culture in all schools and the University
- | Competition-based budget allocation (used, for example, in activities such as the 'Belen design making contest', in which participants are given a budget for it to be executed)
- | Multiple platforms that bring students, public and private sectors together to engage on culture and education activities. Noted examples include: Caracol (a mardi-grass style festival), Araw ng Makati, the online platform 'www.makeitmakati.com'
- | Dedicated programmes: SMART (Sports, Music, Arts, and Recreational Training) Program of the Youth and Sports Development Department
- | Volume and diversity of choices for artistic and cultural training and learning in the city, including the University of Makati

Measures to address weaknesses

- | Improve online engagement and sharing of information by making internet access available to all
- | Explore ways to better exploit social media platforms for culture and education
- | Establish a local strategy linking educational policy with cultural policy explicitly
- | Provide local training in cultural management and cultural policies that emphasize a comprehensive approach to the cultural factors of human development.



CULTURE AND ENVIRONMENT

This commitment received some of the lowest scores by stakeholders, which is largely in line with the scoring of other cities around the world. Actions were mainly rated as ‘developing’ stage, with three marked as ‘emerging’ and only one considered ‘advanced’.

Stakeholders felt most confident about the way in which local government facilitates citizen initiatives for the sustainable use of public spaces. They also noted that senior officials or bodies in charge of local cultural policies recognize the connections between culture and environmental sustainability and encourage socio-ecological innovation. This is reflected in valuable initiatives and incentives such as vertical / urban gardening practices and creative recycling within events and celebrations.

On the weaker end, stakeholders highlighted the limited recognition of natural spaces as a cultural asset for the city. In particular, it was felt, the Pasig River was seriously undervalued in the city as “residents are not aware of the significance of the river to Makati’s name, historical development and way of life”. Stakeholders noted that the city’s Local Climate Change Action Plan does not include provisions on how to protect culture, which explains the uneven support and appreciation of natural assets as symbolically valuable assets. Related issues were the lack of knowledge of Makati’s “culinary heritage” and poor use of local produce, as well as the limited promotion of native and endemic flora in gardening.

Overall, the main limitations towards this commitment were the lack of formal requirements, guidelines on how to document local assets and regular platforms for engagement. This has limited the impact of initiatives and interest by the cultural sector and civil society organisations alike.

Good practices

- Urban gardening in schools and some barangays and incentives for these initiatives.
- Barangay officials trained as urban planners using green concepts and principles through the Green Urban Design Centre, which, according to stakeholders, is the first of its kind in the country.
- The Caracol Festival, which can be seen as a showcase of environmental awareness and protection through dances and performances by school children and Barangay participants.

Measures to address weaknesses

- Cultural mapping of traditional knowledge and practices to preserve nature (this is an exercise that is ongoing in 2017)



CULTURE AND ENVIRONMENT

- | Inclusion of provisions on how to protect culture in the Local Climate Change Action Plan
- | Highlighting the importance of the Pasig River to Makati's history and cultural heritage
- | Formal requirements towards the use of endemic, native plant species in landscaping
- | Car-free days in barangays to encourage more cultural activities in public spaces



CULTURE AND ECONOMY

This commitment was scored slightly below the global average and was amongst the thematic areas perceived to be the least strong in Makati. All actions were scored as ‘emerging’ stage or ‘developing’ stage. Stakeholders articulated the reasons behind such scoring as follows:

- | Despite the wealth of local creative entrepreneurship initiatives, local economic development strategies do not pay enough attention to culture as a factor in economic development. Current policies in the City Government consider private sector players in the creative economy as regular businesses, rather than distinct cultural contributors with distinct needs – and distinct opportunities for growth.
- | Makati has naturally developed into an urban tourist destination without having to exert too much effort in attracting tourists. Most tourists can be found in the emerging creative areas of Poblacion. This is a strength that has not been fully exploited by the City Government through a comprehensive tourism strategy.
- | Although there are private funding sources and sponsors for cultural projects such as foundations and civil society organizations, the existing “supply” is not of sufficient quality nor volume, to respond to the diversity of projects existing in this field.
- | There are some existing collaborations between the City Government and the private sector, but most small and medium-scale businesses in the creative economy are unaware of the City’s cultural programs and, as such, do not contribute to them.
- | In general, there is no available / reliable data on the economic impact of cultural interventions in Makati. This is in part accentuated by a poor definition / narrow understanding of what the cultural/creative economy is.

Good practices

Corporate social responsibility towards culture and the arts by big corporations has enabled the creation of two of the most respected and well-known museums in Makati.

- | There is collaborative work between the City Government and representatives of the private sector aimed at cultural and artistic development: eg. Ayala Land, Rockwell Land.
- | Private galleries and arts hubs such as Pineapple Lab are active contributors to Makati’s creative economy: eg. through residency programs, open to local and foreign artists.
- | Small (individual) creative sector initiatives offer opportunities to showcase local entrepreneurship: eg. annual Kasuotang Filipino Fashion Show and Makati Fashion Week provide Makati-based fashion designers a platform for their creations; Weekend markets in Salcedo and Legaspi Villages promote local crafts.



CULTURE AND ECONOMY

Measures to address weaknesses

- | Overall: Establish more consistent communication channels between the City Government and creative industry representatives (both large and small)
- | Greater documentation and impact studies: Identify businesses that represent the local creative economy, gather relevant data and establish measures to support their economic power so that they further strengthen Makati's position as a creative city.
- | Specific measures: Recognize the rights of artists, performers and producers of creative products. as part of the City Government policy.; Issue ordinances, orders and resolutions on the protection of arts and creative expressions against illegal copying or reproduction which would have negative impact on the income of artists and producers.



CULTURE, EQUALITY AND SOCIAL INCLUSION

This was the commitment receiving the lowest score. This is common in many other cities around the world, but Makati scored below the global average. Most actions were scored as 'emerging stage', with only three perceived as 'developing'.

Examples of actions scored as 'developing' stage and perceived in a positive light

- I The city has made a significant effort in fighting discrimination against women. One of the programs which is held annually is the celebration of the "Women's Month". The city government also allocates 18% of its annual budget to programs and activities intended for women and elimination of gender discrimination.
- I There are existing projects being implemented for the benefit of vulnerable sectors (ie. Senior Citizens, Persons with Disabilities) providing free mobility aids, medicines, among others.

Actions perceived to be in the emerging stage

- I Local social strategies or measures in the areas of health, employment, welfare, and social inclusion do not refer to culture or explore cultural dimensions. Some local government representatives are, however, aware of the need to address this area.
- I Some capacity-building activities for social service professionals and organizations (public, private, and civic) have sought to identify and tackle cultural factors that prevent people from accessing public services (e.g. cultural factors which influence access to health services, intercultural aspects related to social inclusion, etc.). However, to date, these take the form of pilot projects and occasional activities, rather than be systematic and widespread.
- I There is a need to carry out awareness raising campaigns, such as the promotion of cultural diversity, intercultural dialogue and anti-racism, with the support of public institutions and cultural organizations.

Good practices

- I Some activities are promoting inter-generational cooperation in the districts (Barangays); one good example is the Pasinaya Festival of Barangay Bel Air and in the Family Day programs for Araw ng Makati (Makati Day).
- I Women's Month celebration and the Gender and Development (GAD) fund that amounts to 5% of the total annual budget of the city.

Measures to address weaknesses

- I Include culture and cultural factors as a tool in providing basic social services (health, education, employment, welfare, and social inclusion) to the multi-cultural residents of Makati.



CULTURE, URBAN PLANNING AND PUBLIC SPACE

This commitment scored above the global average and is the area perceived as strongest in Makati, after 'Education'. Actions were mostly perceived to be in the 'advanced' or 'developing' stage.

Stakeholders felt very strongly about the government recognition of public spaces as key resources for cultural interaction and participation, and about existing support towards people's active participation in urban planning. Participants also felt local government had a positive record promoting the role of culture in the renovation of historic centres.

On the weaker end, stakeholders noted the lack of programmes to promote and manage public art, and the lack of policies for transport and mobility to ensure access to cultural life to all citizens, regardless of disability or special needs.

Good practices

- Strong record of participatory planning practices
- Cultural mapping exercises: The City Government produced a Cultural Mapping Report of the Heritage of Barangay Poblacion in 2006. A cultural mapping of the entire city's assets is being conducted in 2017.
- There are a parks and open spaces in many of the barangays to serve as venues where events and activities take place. Weekend markets, art fairs, public art installations, concerts, trade fairs, and many other events are held in public spaces.
- Government promotion of the role of culture in development: The Comprehensive Development Plan (CDP) of Makati takes into account cultural development in the city and makes explicit reference to "imageable spaces". Also relevant are the Comprehensive Land Use Plan and Zoning Ordinance of Makati.
- Investment in new cultural spaces by private developers: New theatres and auditorium are being built as part of private residential and commercial developments. (eg. 700-seater theater within a Poblacion Heritage District development by Rockwell Land Corporation; 1,500-seater performing arts theater and recreational facilities within a Circuit Makati development by Ayala Land)
- Public art: The Makati Poblacion Heritage Conservation Project is partnering with private sector and artists for a mural-painting activity on blank walls in the area.

Measures to address weaknesses

- Include public art in the planning of spaces in all the barangays
- Analyze and formulate accessibility plans to and from cultural venues, especially for vulnerable people
- Conduct regular cultural impact assessments, studies, and surveys.



CULTURE, INFORMATION AND KNOWLEDGE

This commitment scored below the global average and is amongst the areas perceived as weak by local stakeholders, with a majority of actions marked as 'emerging stage' and only one as 'advanced' stage.

The main perceived strength in this area is the existence of clear legislation to guarantee freedom of expression, including artistic expression, freedom of opinion, freedom of information and respect for privacy. Stakeholders also noted that Makati has a good private media system (newspaper, radio, social networks). Local media (e.g. those existing at city or neighborhood level) generally reflect the plurality of opinions existing within the city. However, stakeholders noted, local media pay little attention to either local or international cultural diversity.

Stakeholders had mixed views regarding the quality of information about cultural events. They felt this Information is often hard to access, except for private sector events counting on their own dedicated marketing strategies, especially on social media. Stakeholders also felt that, although there is an emerging awareness of the need to connect grassroots cultural initiatives and social innovation, this must develop further.

On the lower end, stakeholders had little awareness of existing international cooperation networks for the cultural sector (networks do exist, but information about it was seen as scarce); there is no sufficient training for cultural professionals to understand copyright, open source and related issues; and there are no systems joining up universities, government and civil society to monitor, research and analyse cultural developments in a regular basis. In particular, despite the fact that school children and university students are generally highly computer-literate, there is no systematic analysis of ICT for cultural purposes.

Good practices

- | Freedom of expression is guaranteed by legislation
- | The city-wide cultural mapping program starting in May 2017 will provide the City Government with a database of all cultural assets of Makati.
- | The Makati City Government web team is in the process of creating a separate page for the city's cultural heritage and there are two departments – Museum and Cultural Affairs Office (MCAO) and Information and Community Relations Department (ICRD) who are responsible for the promotion of culture and dedicated to including more information online.



CULTURE, INFORMATION AND KNOWLEDGE

Measures to address weaknesses

- | Agencies who monitor Freedom of Expression such as the Commission on Human Rights (CHR) should pay greater attention to culture and become better connected to local governments.
- | There must be strong policies that guarantee access to free and plural information, as well as measures to guarantee that information is harnessed to promote cultural rights and the entitlement of everyone to participate in cultural life.
- | Consider the Philippines Statistics Authority data requirements on cultural practices to be consistent with national frame.



GOVERNANCE OF CULTURE

This commitment was scored above the global average and was the third best perceived area of achievement in Makati, together with 'Cultural Rights'. Many actions were scored as 'advanced' stage, however, there was a similar number scored as 'emerging'. This means that, according to the invited stakeholders, achievements in cultural governance are mixed, combining both strong and noticeably weak points.

Stakeholders noted that the city was at very 'advanced' stage in its approach to gender equality (a practice fully implemented by all cultural institutions in receipt of public support as well as the private sector). Other areas of strength are the existence of independent civil society networks dedicated to culture, including representatives from all sectors; government support towards public forums aimed at steering local cultural policy; and the promotion of cultural planning at neighbourhood (barangay) level.

In contrast, the main weaknesses or areas considered to be in an 'emerging' stage include the following:

- | Funding: The budget allocated by the local government to culture is insufficient or too unstable to respond to its responsibilities and to enable the sustainable development of cultural life.
- | Research, development and innovation in culture: There are occasional exercises to conduct research in culture (e.g. in the form of pilot projects, or by some organizations channeling the public funding that they receive towards these areas), but they are infrequent / not priority.
- | Evaluation: Cultural institutions that receive public support are not generally accountable or evaluate the public service they provide.
- | Participatory practices: The boards or management models of publicly funded cultural organisations often do not involve citizen participation.

Good practices

- | The City Government has fully adopted Culture 21 as an avenue of improvement when it comes to local governance.
- | The City Council has created a participatory Makati City Culture and Arts Council (City Ordinance 2017-020). This body will act as the locally appointed cultural policy-making mechanism.

Measures to address weaknesses

- | Cascading more cultural activities from the City Council towards the Barangays, within their own areas of responsibilities by means of local cultural research, practices and conservation of acquired heritage.



EXPERT RECOMMENDATIONS

Overall, the workshop discussions made it apparent that invited city stakeholders are deeply committed to advancing a sustainable agenda for culture in Makati. Conversations were detailed, issues were thoroughly debated and many carefully considered recommendations were put forward.

The debate took many forms and followed many routes but a few specific issues and strengths stood out across all groups: firstly, the fact that Makati can already act as a referent point for the rest of the Philippines and Asia Pacific in a few areas (notably, the recognition and support for women to lead the way in cultural life, but also, more broadly, in its dedication towards thorough cultural mapping of its assets); secondly, the need for Makati to balance its urban and natural assets and connect with its local landscape (in particular, the Pasig River, which should be treated as a cultural asset of great symbolic significance and unique value in a highly developed urban environment).

From an external expert point of view, combining the views and observations of all invited international experts, these are a few top recommendations for Makati to make the most of its assets, push forward existing opportunities and overcome existing challenges:

1. Cultural Rights

Stakeholders felt reasonably confident in this area and scored it above the global average. Opportunities for further improvement:

- | Formalise a programme for the empowerment of local cultural organisations, associations and foundations so that they take part in the full cycle of cultural policy development.
- | Advance the debate on migrant rights to ensure all cultural expressions are protected
- | Make references to cultural rights explicit within cultural policy documents

2. Heritage, Diversity and Creativity

As noted, this commitment was scored quite low and thus, it should be revisited carefully. More debate is required, in order to ensure stakeholders can share their concerns as well as better appreciate existing strengths and opportunities. Key recommendations:

EXPERT RECOMMENDATIONS

- | Beyond existing programming budgets within the City and Barangays, allocate funding for research and development to enable and expand cultural innovation.
- | Recognize and empower NGOS and/or emerging cultural actors so that they can be integrated in the city's cultural strategy. In particular: provide greater incentives to private sector cultural and artistic entities that can produce top-calibre artists, researchers and cultural workers.
- | Better promote and market the City's established cultural programme so that it engages all citizens, and not just senior citizens or organized youth groups
- | Establish a formal framework to protect the broad diversity of cultural expressions in Makati and promote intercultural relations. In particular: Elaborate and implement explicit policies for the protection of heritage assets, creativity and the arts- with greater emphasis on linguistic diversity and scientific culture

3. Culture and Education

Stakeholders feel confident in their achievements towards this commitment. Key recommendations to advance this area further:

- | Ensure that strategies and priorities at all educational levels, including adult education and lifelong learning, include references to the local cultural context.
- | Ensure that all (as opposed to a selection) of cultural institutions receiving public support provide educational activities for formal and informal environments on a regular basis.
- | Establish training on cultural management and cultural policies within the City of Makati. This will be needed at short term, in order to meet the challenges posed by the Comprehensive Cultural Development Plan for the City.
- | Promote Makati's strengths in culture and education amongst other cities in the Philippines and in other cities of ASPAC. Use Makati as a reference model.

EXPERT RECOMMENDATIONS

4. Culture and Environment

This commitment scored above the global average but generated intense debate around key issues. Some points noted by experts as a way forward:

- | Make the Pasig River as a more central element to Makati's history and cultural heritage.
- | Work towards greater appreciation (and usage) of the rich variety of indigenous species in all environmentally-conscious programmes (eg. vertical gardens, gastronomy festivals etc).
- | In general, establish regular platforms for engagement across environmental groups and the culture sector.

5. Culture and economy

This is an area perceived to be mostly on the emerging or developing stage for Makati. In order to improve:

- | Overall, new policies should analyze and exploit the potential of creative sector players as major contributors to the city's economic growth. This should translate into a comprehensive strategy for creative economic development.
- | The City Government, which recently reorganized the Museum and Cultural Affairs Office to include tourism in its portfolio, should be able to formulate a tourism plan for the city that takes into account economic benefits for communities.
- | The City Government should provide training or information on authors' rights, shared production models and new distribution systems. In order to achieve this, a partnership with the Philippines' National Commission for Culture and the Arts (NCCA) could be envisaged.
- | There should be regular analysis of economic data specific to culture and the contributions of cultural actors to the local economy.

6. Culture, equality and social inclusion

This was the area scoring the lowest points within the exercise, well below the global average. Expert recommendations:

EXPERT RECOMMENDATIONS

- | Include cultural factors as a tool in the provision of basic social services (health, education, employment, welfare, and social inclusion) to the multi-cultural residents of Makati.

- | Create a local platform or network of associations, cooperatives, and third sector organizations that carry out activities on the relationship between culture, equality and social inclusion. The network should focus on training, capacity-building and the elaboration of joint programmes as priority areas.

7. Culture, urban planning and public space

Stakeholders felt confident about this area and scored it above the global city average. Opportunities for further improvement:

- | Ensure that the current (2017) cultural mapping of city assets is a broad consultative process and involves as many NGOs and citizens as possible.

- | Promote cultural development guidelines for Makati's Heritage Zone and the Riverside Development Zone by the Pasig River. Guidelines should emphasize the cultural uses of spaces within this area.

- | New cultural facilities should connect to existing facilities and respect (in form and function) the character of the place to ensure that new spaces do not threaten the community.

- | Support public art interventions throughout the city.

8. Culture, Information and knowledge

This was a commitment scored quite low. The main recommendations for improvement are:

- | Develop a systematic approach to data collection and monitoring of cultural development and their interaction with other areas of sustainable development

- | Consider policies and programmes focused on creation, production and digital distribution that focus on citizens and the promotion of cultural democracy



EXPERT RECOMMENDATIONS

» 9. Governance of culture

Stakeholders felt highly confident about some governance achievements while also noting considerable gaps in some other areas. Ways to improve governance practices:

■ The capacity and resources of the Museum and Cultural Affairs Office (as organism tasked with local cultural policy development) must be reinforced, in two directions: (a) elaboration and implementation of explicit policies for culture: heritage, diversity and creativity; (b) channels for this department to ensure regular interaction with other areas of local policy (physical planning, education, social inclusion, or economic development).

■ A visible and credible mandate should be given to the new City Culture and Arts Council with, at least: specific functions, periodical meetings, participatory sub-committees and resources.

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