

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

AUGUST 2016



## culture 21

Agenda 21 for culture

Under the auspices of the Pilot Cities programme of Agenda 21 for culture, representatives of the Municipalities of Chignahuapan, Tetela de Ocampo, and Zacatlán carried out a self-assessment exercise from the 17 - 18 of August. It was a vital element in analysing cultural policies and their realities as they pertain to key components of sustainable development. The self-assessment exercise encompassed the combined territories of the three municipalities represented in the workshop, which were also those expected to carry out the ongoing activities devised here. The [Culture 21 Actions](#) document was used as a base for this exercise. It was approved by the United Cities and Local Governments Committee on Culture in March of 2015 and allowed cities all over the world to examine their strengths and weaknesses with regards to the role that culture plays in the other three pillars of sustainable development as based on common guidelines. During the two days over which the exercise took place, it saw the participation of representatives from specific sectors in the region, as well as involved members of municipal administrations. The list of participants is included in appendix 1 of this document.

It should be noted that, in preparation for regional assessment in Chignahuapan, on the 21st of May the “Discussion on Constructing a Common Future” was held. Its participants included: the municipal president of Chignahuapan, Juan Enrique Rivera Reyes, the coordinator for the UCLG Committee on Culture, Jordi Pascual, the Pilot Cities programme expert, Enrique Glockner Corte, local programme focus representative, César López Cruz, the Tetela de Ocampo General Secretary, Juan Bonilla, the Zacatlán General Secretary, Roberto Aguilar Vargas, representatives from the three municipal administrations, members of civil society, businesses, teachers, artists, and other prominent figures in the region. The goal of the discussion was recognition of different elements that comprise identity in the region and asked the question, “What is the best part of our culture?” It involved identifying the messages that should be conveyed from the Agenda 21 for culture initiative.

This document, known as “Radar 1”, recapitulates the work done during the workshop. The kick-off workshop was coordinated by Enrique Glockner, an expert appointed by the UCLG Committee on Culture, to work together with Chignahuapan throughout the Pilot Cities programme. Summarising the results of the detailed analysis from the self-assessment exercise, on a consensus reached by the participants, this document presents their main observations. It compares these results with those obtained by the UCLG Committee on Culture 2015 Global Panel. It also outlines the strengths and areas of improvement identified for the region, influenced by the four pillars of sustainable development from the Culture 21 Actions programme.

# SELF ASSESSMENT





# GENERAL OVERVIEW

The municipalities of Chignahuapan, Tetela de Ocampo, and Zacatlán are located about two or three hours outside the capital, in the northern mountain range in the State of Puebla. Approximately half of the population of each of the municipalities is primarily concentrated in the capital's municipal centre, each providing a template for other small towns. With such mountainous and forested geographic characteristics, the rest of the population is largely dispersed across rural areas throughout the region, in many towns of less than 2,500 inhabitants.

In order to identify Chignahuapan's position within the nine commitments of the Culture 21 Actions programme, the results obtained from the participative self-assessment held during the initial workshop were compared with those taken from the 2015 Global Panel.

As shown in figure 1, in six of the commitments, Chignahuapan placed above the Global Panel, of which two were considerably close, while three were lower. Within those areas where the region placed higher than the Global Panel, the most notable difference were seen in the following commitments: "Culture and Environment" with a score of 45, which was 14.89 above the global average of 30.11 and also the result with the largest difference in this area, "Culture, Urban Planning, and Public Space" with a grade of 58.33, 14.4 above the global mean, and "Governance of Culture" with a 43.18, placing it 5.82 points above the median.<sup>1</sup>

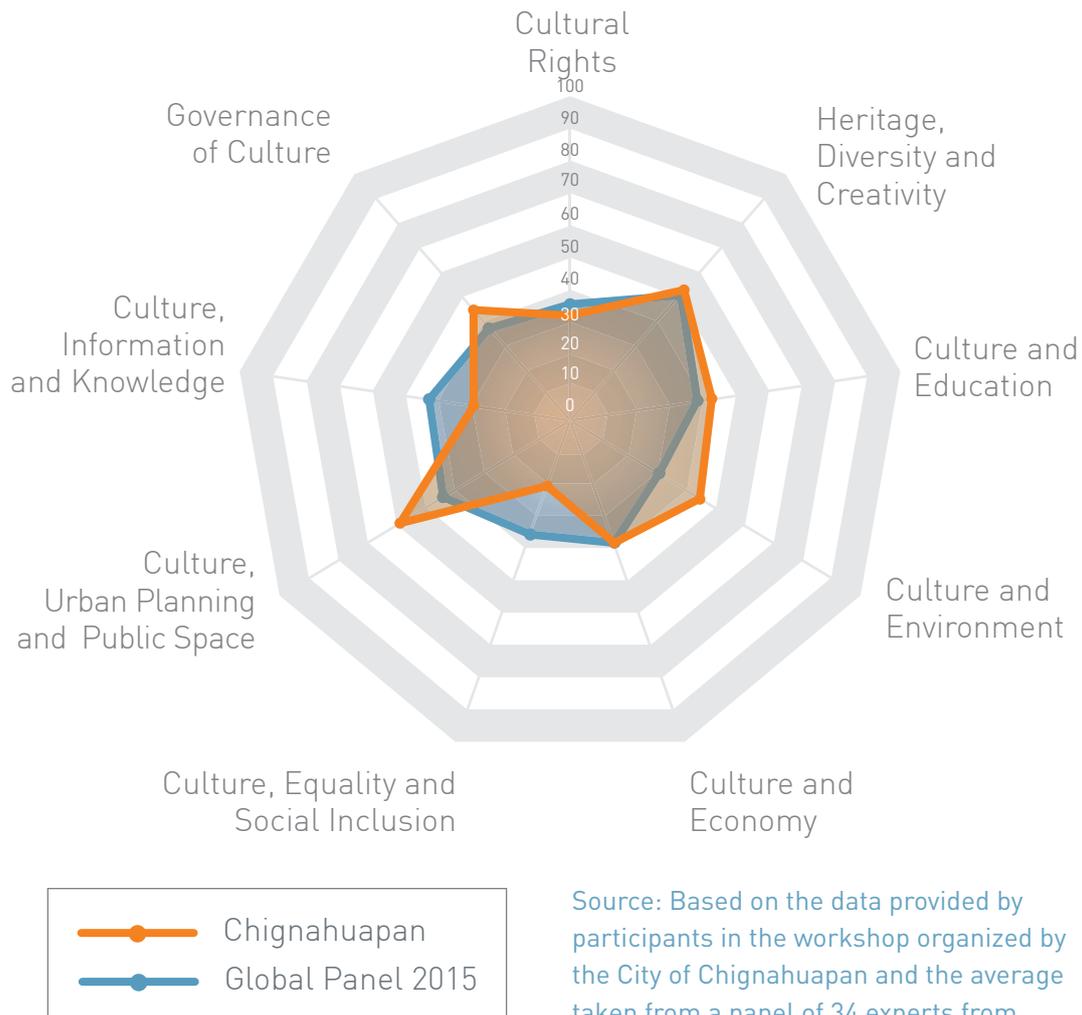
Those commitments pertaining to "Cultural Rights" were graded a 31.25, 3.64 below the score obtained by the Global Panel. "Culture, Equity, and Social Inclusion" received 20.83, the lowest score given in this exercise and was 14.56 points below the global average of 35.39. "Culture, Information, and Knowledge" received 29.55 which was 13.1 points below the global mean. These were the three areas that placed under the worldwide average, and received the lowest scores given by the workshop participants. The self-assessment gave "Heritage, Diversity, and Creativity" a mark of 51.04, which was the second-highest mark for the nine commitments. "Culture and Education" received 42.5 and "Culture and Economy" was graded 38.54. These three areas had the lowest range of difference between Chignahuapan and the 2015 Panel of Experts, with a difference of 0.83, 4.12, and 0.30, respectively.

In general, these results demonstrate the context in which the main variables of the area's cultural life unfold. It enables recognition of strengths which need to be reinforced, and of areas where action is needed for improvements. At first glance, it is clear that

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<sup>1</sup> The Culture 21 Actions Self-assessment Guide asks cities to provide a score between 1 (undeveloped action or at the embryonic stage) and 9 (action in full development) for each of the 100 actions that conforms to Culture 21 Actions, as well as to offer an indicative description in order to establish the cities' positions. For each action, a score between 1 and 3 corresponds to an "embryonic stage"; a score from 4 to 6 indicates a "development stage"; and an evaluation between 7 and 9 established the town at a "well developed stage". The percentage figures accompanying each of the areas of commitment from Agenda 21 Actions are derived from those scores between 1 and 9 issued to every action that has been analysed.

**Figure 1 : Chignahuapan’s Self Assessment and data from the Global Panel 2015**



Source: Based on the data provided by participants in the workshop organized by the City of Chignahuapan and the average taken from a panel of 34 experts from different regions around the world.

those areas which involve heritage, environment, and urban planning (commitments 2, 4, and 7, respectively) were situated at a higher level by workshop participants. Conversely, there was a consensus that the areas of cultural rights, as well as culture and social inclusion (commitments 1 and 6, respectively) were those that required greater attention. These subject areas are addressed in the “Conclusions” section of this report, and they also are a basis from which Chignahuapan can move forward with projects under the Pilot Cities programme.

These types of exercises encourage the recognition of cultural heritage and its wealth, along with the direct relationship that exists between residents and their environment. These are factors which permeate daily life across the population. Subsequently, they provide an opportunity to identify areas where joint work can enable better policies for encouraging sustainable cities, thereby benefiting the entire region.

In the sections below, the self-assessment’s results of each of the commitments will be analysed in detail.

## **Methodological Note**

In order to identify the main strengths and weaknesses of the region throughout the self-assessment and beyond the Culture 21 Actions tool, and in order for attendees to have a better understanding of the issues at the exhibition, reflection, and analysis space used to elaborate on each of the nine commitments, it was crucial to group the following subjects according to their shared elements. The goal of this was to facilitate debate, and resulted in four segments.

- Block 1, Commitments: “Cultural Rights”, “Culture, Information, and Knowledge”, and “Governance of Culture”.
- Block 2, Commitments: “Heritage, Diversity, and Creativity”, “Culture and Education”, and “Culture, Equity, and Social Inclusion”.
- Block 3, Commitments: “Culture and Environment” and “Culture, Urban Planning, and Public Space”.
- Block 4, Commitment: “Culture and Economy”.

A dynamic was established for holding the self-assessment workshop that made it possible to gather information in two ways. The first was to do so in plenary sessions, establishing a space for dialogue and consensus on results and scores which attendees would award to each of the one hundred actions. The second way was to obtain information individually. Participants submitted a form which they had filled out with comments that best reflected their experience for each of the nine commitments. As a result, it was possible to undertake a collaborative project which contextualised the local circumstances and allowed analysis to be carried out that was closer to the realities of the Chignahuapan region.



# CULTURAL RIGHTS

As outlined at the beginning of this report, the score allocated for this area was 31.25, where the Global Panel saw a 34.89. This was 3.64 points below the average, and was also one of Chignahuapan's lowest marks.

In a general context, in line with the opinions of the self-assessment participants, there are no references to Cultural Rights in either municipal administration documents, or by various promoters of cultural activities. Consequently, no explicit Charter of Cultural Rights has been established at a local level. Furthermore, the Ministry of Culture is currently forming a Cultural Heritage Watch, in connection with the federal government's "Magical Villages" programme. Chignahuapan and Zacatlán are both a part of this programme, where representatives from both municipalities are being trained to promote and safeguard the region's natural and cultural heritage. The programme also contains some information related to Cultural Rights.

It should also be noted that organising festivals and trade fairs is a substantial issue for those who live in the municipalities of Mexico. Society has been zealous in maintaining practices and customs inherited through religion. While no Committee on Culture exists, such activities rely on organising committees made up of various social actors. These actors are representatives of the community and, in some cases, are specific appointed leaders who are called "stewards", according to Spanish Colonial tradition. The aim is that citizen participation is expressed through the decision-making and monitoring of all actions, in order to establish informal, diverse spaces for cooperation between authorities and civil society. It is necessary that these duties are reflected in specific guidelines that clearly define the power of organising committees. It is also important that there is a proper assessment of the extent to which certain principles are accepted and incorporated into documents that promote cultural rights. This applies to the ongoing yearly work by those who participate in these areas.<sup>2</sup>

Those who participated in the workshop launch also believed it was important to promote meetings of chroniclers from municipalities throughout the region. The goal of this is to establish a space for the recognition and promotion of cultural rights and practices by citizens.

In cities that are regional capitals, the necessary infrastructure is in place to provide services such as libraries, cultural centres, and public spaces like fairgrounds. In contrast, peripheral communities and localities show a clear lack of these services.

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<sup>2</sup> Major Festivals: Tree and Bauble Festival, Axolotl Festival, Festival of Light and Life, in Chignahuapan; The Great Apple Festival, Ilhuítl Cuaxóchitl Indigenous Festival, Danzón Festival, and the Pan de Queso Festival in Zacatlán; the Huehue Festival and the Peach Fair in Tetela.



# CULTURAL RIGHTS

Cultural events that promote participation in cultural life by civil society, schools, and artists are sporadic in these outlying areas. However, there are no specific policies which are inclusive of, or encourage participation by, women or other disadvantaged groups. As a result, this is an area requiring improvement. It is important to carry out activities or programmes to foster women's participation in cultural life and to tackle gender discrimination, or indeed of any group. Cultural rights workshops must be held with officials and representatives of civil society groups. It is also vital that their principles be implemented into institutional documents and embedded in government programmes, strengthening cultural policies based specifically on them.



# HERITAGE, DIVERSITY AND CREATIVITY

One of the highest marks awarded was in this area, with a score of 51.04, compared to the global result of 50.21. The self-assessment showed that Chignahuapan and the region recognise the importance of having an authority responsible for cultural policies. However, it is important to establish mechanisms that assist in improving communication with other areas of municipal administration, and to create ties between the projects or programmes they have in common. Carrying out some of these may be coordinated naturally.

Chignahuapan, Zacatlán, and Tetela de Ocampo benefit from a strong artistic vocation, complemented by a long gastronomic tradition, and a significant amount of tourism. These are a key part of the economic activity for these three municipalities. At the same time, it is vital that they raise awareness, recognise, and spread the diversity of current expressions, activities, and places and the benefits therein. It is also important to recognise the impact that all of this has on cultural identity.

As outlined above, the levels of artistic vocation in Chignahuapan, Zacatlán, and Tetela de Ocampo are high. As a result, it is crucial that they frequently organise spaces for cultural training and participation. Annual fairs and gastronomic festivals become spaces for exchange among specific groups of the local and foreign populations. One example of regional activities that develop cultural diversity are popular dance performances of what is known as the *schottische*. It is a parody of colonial-era dances. In addition to this is the recovery of linguistic diversity with The International Day of the World's Indigenous Peoples, the revival of many mother tongues, and the *Ilhuítl Cuaxóchitl* Indigenous Festival, which is celebrated in the first week of May.

While it is true that there is a budget assigned by local governments to culture, this is not sufficient enough to address areas such as research, development, and innovation. It should be highlighted that authorities show a readiness to support artists when necessary with regard to material, costumes, and instruments, even when such support is not outlined by specific programmes.

Meanwhile, there are policies related to the protection of tangible cultural heritage, stated in the guidelines of the "Magical Villages" programme, yet it is necessary to create policies that protect intangible heritage from programmes and policies promoted by the municipal administration itself.

It is important to explore and disseminate all possible means of connecting the federal government, civil society, and international cooperation with the aim of creating new spaces for promoting unique cultural expressions, as well as activities in schools. The goal is to prevent the loss of traditions in future generations.



# HERITAGE, DIVERSITY AND CREATIVITY

With the aim of increasing the number of ways of promoting activities and safeguarding tangible and intangible cultural heritage that is reflective of the region's traditions, it is crucial to foster the development of assessments and research specialising in a number of areas. This should be done with the support of education institutions and civil society organisations. Lastly, it is important to identify the most effective mechanisms for supporting current incentives, and to promote the establishment of incubators among youth for creating new cultural businesses focused on reviving the region's traditions and vocational production.



# CULTURE AND EDUCATION

This area received a score of 42.5, as compared to the Global Panel's 38.38. In accordance with the evaluation by the workshop participants, this result is indicative of the fact that the majority of actions were in a stage of "development".

Local governments in Mexico do not have the authority to directly intervene in issues relating to education, though there is ongoing support for specific activities. They also participate in carrying out numerous activities scheduled by schools in many subjects. The country's cultural richness continuously permeates strategies at specific levels of education. For example, in primary schools, there is continuous support from directors and teachers for undertaking activities. Many of these are extracurricular in nature and such activities seek to showcase key local, cultural resources and to generate student interest in values that strengthen identity. On a number of occasions throughout the workshop, participants noted some good practices in high schools and basic education schools, which included organising competitions for posters, music, theatre, and dance. This has also inspired schools to form artistic groups with their students.

Efforts must be increased to spread to new generations in order to preserve the cultural richness of the region. Through this proposal, local governments may possibly implement actions along with schools, even without a permanent strategy. Therefore, it is necessary that these are reflected in specific programmes and actions.

In the capitals of Chignahuapan, Tetela de Ocampo, and Zacatlán, it is common to find spaces like the cultural centres or crime prevention centres. Here, certain types of training workshops are organised, many of which are artistic or cultural. However, the self-assessment participants noted that many of these activities are not accessible to people of all ages. Additionally, activities organised in more remote communities are less frequent. Furthermore, the need to carry out activities to manage resources for these venues should not be overlooked.

One of the lowest marks under this commitment was given for the lack of a local network or platform that brings together, and enables communication among, specific public and social actors that carry out cultural activities. Some partnerships and collaborations are in place but there is no established structure for recognising this issue as a whole. There are also no relationships with higher education institutions, nor any other kind of organisation.

Municipal cultural activities do not have adequate systems of dissemination at their disposal. As noted by participants, there is an online portal, but no information centre where the population can access and find out about activities being organised, which



# CULTURE AND EDUCATION

would diffuse the range of available cultural and artistic options. Whether for residents, or those who want to visit the cities, given that connectivity within the region is limited, it would be important to generate mechanisms that further proper diffusion of online information. It should also be mentioned that the zone of the State of Puebla mountain range could benefit from traditional forms of spreading information, including car-mounted megaphones, wall newspapers set up in public spaces, and edicts published in the print media.



# CULTURE AND ENVIRONMENT

This area saw the largest difference in results between those of the workshop, which graded a 45, and those taken worldwide, which were 30.11. This area received one of the lowest scores by the Global Panel, with a difference of 14.89 points.

The higher score in this area is the result of a marked balance between the shortcomings or actions at embryonic and developmental stages. This is in contrast to those environmental issues seen as strengths, such as the promotion of consuming local products and the wealth and use of natural spaces.

In fact, the Nahuatl name for each of the three municipalities is indicative of their relationships with the natural environment. Chignahuapan (“On the Nine Waters”), Zacatlán (“Place Where Grass Abounds”), and Tetela de Ocampo (“Abundant Hills”) show how these are rugged natural terrains that enable activities like ecotourism, rural tourism, and extreme sports. These are incentives to establish initiatives for preserving such resources. However, there are no specific activities, nor actions geared toward identifying a connection between the area’s cultural characteristics and the promotion of environmental sustainability. For their part, organisations that receive public support evaluate the environmental impacts associated with their activities. However, they are not obligated to establish indicators for minimising the ecological impact or footprint of ongoing events or activities in the town’s cultural life. There are also no specific actions for artistic activities that promote or diffuse environmental issues.

The region bases a large part of its economic activity on agricultural and livestock farming. As noted by the workshop’s participants, the consumption of local products is one of its main strengths which establishes recognition of gastronomy and is evidenced in the local culture. While another strength is artistic and vocational production, there are not enough knowledge transfer models that enable the revival and preservation of traditional forms of production.

There are civil society organisations that work within cultural and environmental spheres, but it is not known how often they work together, or if there is a formal network or mechanism for recognising the relationship between culture and the environment.

During the workshop, it was observed that the region’s ongoing reforestation activities identified as good practices involved diverse campaigns for environmental protection. The latter included Tree Day, Forest Month, which are programmes coordinated by civil society organisations (Club Chignahuapense A.C.), as well as both local and federal government agencies (Chignahuapan Town Council and the National Forestry Commission of Mexico).



# CULTURE AND ENVIRONMENT

There are a number of areas that require more attention. They include establishing strategies for creating ties between higher education institutions for promoting student and professor research. These should further the debate on issues in these spheres. There should also be a revision of both the urban development plan and the risk atlas, with the aim of identifying aspects that could focus on the potential of cultural wealth, in connection with the area's natural resources.



# CULTURE AND ECONOMY

The score given to Chignahuapan and the region as a Pilot City in this area was 38.54, a difference of only 0.30 points when compared to the worldwide result, 38.24. In general, it was concluded that the current relationship between culture and economy is an area of opportunity.

Eight of the actions encompassed in this commitment was classified in a “development” stage, where four were at an “embryonic” stage. It was recognised that the impact of culture is a strong factor in the region’s economy, thanks to its relationship with tourism, agriculture, and artisanal production. However, there are no direct measurements of its generated economic impact outside of current patterns.

There are a number of examples where main agricultural activities influence the economic cycle, predominantly determined by gastronomy and by culture. Some examples of these are the Chignahuapan Pulque and Barbecue Festival, the Chile en Nogada Festival, and Mole Festival. In Zacatlán, producing apples and apple products such as cider and preserves, affects cultural life through the “Great Apple Festival”, being surrounded by cultural and artistic events. These traditions are also influenced by religion, in honour of the patron saint of florists. As mentioned throughout this report, these reinforce the relationship between cultural traditions and various aspects of sustainable development.

Chignahuapan is noteworthy for being the largest producer of Christmas baubles in Mexico. This was made possible by self-sufficient artisanal workshops and by ongoing training of micro-entrepreneurs. This is considered to be one of the region’s primary economic activities. As a result it should be reinforced and given greater attention so as to be strengthened further. This may be done through programmes and actions by the municipal administration which provide better conditions for manufacturers.

As outlined in this report, Chignahuapan is a part of the “Magical Villages” programme. This programme has transformed tourism into a strategic sector by increasing dialogue and participation among key actors in both this field and in culture.

It was also noted that cultural knowledge and skills are not included in employment access programmes. Additionally, those who work in the cultural sector lack sufficient information to put their products on the market and to guarantee contracts and appropriate remuneration for their services. They also lack mechanisms to keep them up to date on how to manage copyright, design distribution strategies, manage new economic models, and other approaches needed to be more competitive.

There is no ongoing financial support for cultural initiatives, with the exception of private companies that collaborate with, and contribute resources to, fairs and festivals. To a



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certain extent, it is thanks to these exercises that enough awareness has been raised in local governments, businesses, and civil society to focus their efforts and implement formal mechanisms that act as a building block for cultural projects. However, these initiatives continue to be isolated and informal.

As a strategic measure for capitalising on the region's strengths in the economic areas, it is important to establish various diagnostics and indicators which make it possible to identify the impact and influence of cultural activities across economic sectors. It was proposed that a series of training courses and spaces be organised that focus on issues related to labour rights, cultural rights, and copyrights, along with training and certification programmes for traditional trades. This would help ensure the transfer of knowledge to newer generations and create opportunities for innovation.



# CULTURE, EQUALITY AND SOCIAL INCLUSION

This area was given the lowest score of the exercise, with 20.83 points against the 35.39 gathered by the Global Panel, highlighting a difference of 14.56 points. This was the result of eight out of the being classified at an “embryonic” stage.

Without undervaluing existing programmes, the self-assessment results identified several areas for improvement under this commitment. According to the comments made during the kick-off workshop, it was noted that, along with the support of civil society, Chignahuapan and the area have held events for culture and tourism with people of varying skill levels. This made it possible to identify the needs of infrastructure and facilities to accommodate them. Despite carrying out large, inclusive work, more attention must be paid to involving disadvantaged groups in cultural activities. Such groups may include women, children, and seniors, to ensure their access to, and participation in, cultural life.

The aim should be to benefit from the Cultural Heritage Watch programme that is currently being developed for specific members of society. It shall subsequently establish a space for promoting the development of a diagnostic study of cultural factors that can identify discrimination. For example, this may include a lack of guaranteed, inclusive access to public services by all members of society.

Similarly, efforts should be combined to implement networks of existing organised groups in civil society that work with culture, equity, and social inclusion. The aim of such partnerships should be to develop permanent awareness-raising campaigns, and to generate training for involved parties, including justices of the peace and community mediators, to recognise a cultural dimension in conflict resolution.

Despite current municipal administration guidelines that include policies for promoting women’s participation, there is still a significant need to regularly revise those actions which should be included to foster women’s participation in cultural life. This also extends to highly impoverished groups, excluded groups, youth, seniors, and others, and the goal is to create strategies for regular employment with those civil society organisations already involved in these areas.



# CULTURE, URBAN PLANNING AND PUBLIC SPACE

Alternatively, the highest points awarded during the self-assessment workshop was for actions in this area, with 58.33 points compared to the worldwide average of 43.93.

The main weakness in this area is the lack of an assessment document on the cultural impact of urban policies or programmes, which should be created. Under municipal management, there must be a Land Management Plan which identifies specific areas that are important for natural resources. It must also describe the characteristics of the territory and how it is organised in compliance with socio-cultural, economic, and political factors.

As a result of joint efforts undertaken in areas of urban development, as well as land and ecological management, Chignahuapan has an inventory of tangible, intangible, and natural heritage recognised by the National Institute of Anthropology and History (NIAH). However, there are no adequate mechanisms for the preservation of spaces. Whether these mechanisms address all heritage or only a few parts, it is still crucial to manage the resources needed to carry out actions.

In the region, the notion of landscapes is a part of construction policies, which adequately integrate natural and cultural aspects. As a result, the main strength is the adoption of measures to promote the role of culture in the renovation of historic centres, building regulations, urban images, and programmes like “Magical Villages”, or those established by NIAH to safeguard heritage and buildings. Simultaneously, authorities also recognise public spaces as key resources in cultural participation in spite of the fact that citizen participation in appropriating those spaces is lacking. Indeed, it should be considered a principal priority. There are some places that, given their characteristics, history, and importance for residents, are considered symbolic spaces. As has occurred with public art, these spaces have been properly identified. It is vital that they become specifically considered as such through established policies and programmes.



# CULTURE, INFORMATION AND KNOWLEDGE

This area was given one of the lowest marks for Chignahuapan and the region, with 29.55 points as compared to the global mean of 42.65. This made it the second-lowest mark given by the participants.

Five of the eleven actions were at an “embryonic” stage, including some important issues such as the lack of public and civil society mechanisms for observing the freedom of expression.

In this section, there is one action regarding the analysis of hindrances in the access to, and use of, and communication technologies. Beyond the need to carry out a diagnosis and timely analysis, it was noted that not all communities have easy access to information technologies or connectivity. As a result, it is necessary to recognise the current situation for cultural purposes.

Another area for improvement is the need to establish an analysis that facilitates recognition of how the traditional world interacts with social innovation. Additionally, better use should be made of the links between businesses and high schools as well as higher education institutions. The aim is to establish initiatives in cultural democracy, or in digital production and distribution, in addition to innovations in new forms of cultural access and training on its implications.

Six actions were classified at a “developmental” stage. First was the issue of freedom of expression, as federal legislation guarantees this right, while the others pertained to artistic expression, opinion, information, and respect for cultural diversity. However, it is necessary for local government guidelines and regulations to address these issues. Members of the Cultural Heritage Watch programme could oversee adherence to these norms. Overall, there is free and pluralistic system that seeks to guarantee the dissemination of information. However, its promotion and attention paid by the media could still be increased to allow citizens to rely upon better, more timely, and truthful content. As a result, it is important for those responsible for the media to engage in a workshop on issues pertaining to culture and development.

Some isolated efforts have been taken alongside universities in researching cultural realities. There are projects by institutions such as the Meritorious Autonomous University of Puebla (BUAP), and the Centre of Scientific and Technological Studies (CECyT). As a result, a review should be conducted of what has been done, and promotion of these initiatives should continue. Another important institution is the Axolotl Museum. An axolotl is a Pre-Hispanic animal with a large historical, cultural, and even scientific significance with a number of properties for human consumption. The museum is a place



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of cultural identity, developed over the last few years in collaboration with educational institutions and is an area of opportunity for a number of reasons. In Chignahuapan and the region, it is important to tap into the presence of chroniclers and municipal archives to create new areas of research, and to expand institutional cooperation in order to recognise the interaction among culture, human development, and other areas.

The municipalities in this region have town twinning accords with a diverse array of cities in other countries. In addition to this, they have collaboration agreements with both national and international institutions and universities. Primarily, this is so that the area's artists are able to participate in cultural activities like dances, stage performances, and selling artisanal goods. As a result, it is necessary to undertake reviews of all actions carried out. This should be done as much by local governments as private individuals with the aim of improving these opportunities and identifying good practices that could be useful in the region's cultural development. It should also be noted that the "Magical Villages" programme includes collaborations such as the sharing of experiences or the promotion of the area at tourist markets across Latin America and in Europe.



# GOVERNANCE OF CULTURE

In the area of governance of culture, participants in the kick-off workshop responded by grading 43.18, which was 5.85 points above the result obtained by the Global Panel, 37.33.

The primary strength in this area was the fact that the area's local governments are particularly sensitive in that they recognise and lend support to management practices which express local culture. Through common goods, they also develop a presence for programmes like the Magic Mountains, Magical Villages, Cultural Heritage Watch and trusts for fairs and festivals. The latter represent primary spaces for participation and implementation of actions for reinforcing and promoting regional culture. Chignahuapan in particular has adopted Agenda 21 for culture and embraced its commitments, such as centring government plans and policies on culture.

Programmes have been advocated that strengthen social participation in cultural organisations and activities. However, it is necessary for these activities to be a priority. Many of the actions that have been promoted in the cultural sector have not been designed to reach residents of the town's underprivileged communities. As such, it is vital that the situation be assessed.

As indicated throughout Radar 1, there are a number of organisations that work on a common cultural agenda. There have been collaborative works on cultural policy actions, yet there is still no formal council or permanent body that regularly meets. Some cultural institutions demonstrate transparency and accountability, and include the participation of citizen representatives, but they themselves are not examples of formal evaluation, or of social control, as in other government programmes. As has been repeatedly mentioned, citizen participation is a fundamental part in the organisation and management of cultural spaces, such as fairs and festivals.

Partnerships exist between civil society organisations, but as noted in the comments of the other commitments, it is necessary to create both a municipal and regional network and a platform that enables ties to be made between cultural actors and public, private, and education organisations. Establishing these connections will make it possible to influence measures used to strengthen civil society organizations. This will also ensure that adjustments made to policies, programmes, and actions, will continue to have more impact across different parts of society.

One of the main areas for improvement is the fact that cultural projects are designed and carried out without the involvement of citizens and/or other societal actors. Therefore, it is imperative to establish spaces and mechanisms that nurture citizens' active participation, thereby strengthening all that has been achieved thus far, and improving upon issues such as youth and women's participation in decision-making.



# CONCLUSIONS

The self-assessment exercise, carried out during the launch workshop, showed the following.

- » Culture has been the driving force in daily life for the area's residents. Vocational and artisanal production has helped to create a vast array of cultural expressions that positively permeate both economic and social development in municipalities throughout the region.
- » Chignahuapan, Tetela de Ocampo, and Zacatlán have embraced cultural diversity, showcasing it in regular activities like fairs and celebrations. These can be classified as good practices given the ongoing participation of the public, private, and civil society sectors, as well as the fact that they revolve around local production, which generates a cycle of economic benefits. Another area of opportunity for promoting cultural activities and strengthening certain economic activity, is the region's involvement in the "Magical Villages" programme. In synergy with Agenda 21 for culture, this may mutually reinforce and establish better conditions for sustainable development in the area.
- » Regarding the characteristics of the region, one of the largest strengths that was identified related to environmental and public space issues. This was due, primarily, to the existing relationship between land and society, which corresponds to traditional patterns. On a number of occasions it was also emphasised that, given their geographical position, some areas of the Chignahuapan municipality have had much more contact and exchange with neighbouring municipalities of Hidalgo and Tlaxcala.
- » As far as areas of improvement, it is necessary to implement actions to carry out analysis of the cultural impact on the residents' well-being, and to implement programmes that attract the attention of newer generations so as to preserve traditions. Emphasis must be placed on the need to create inclusive programmes that raise awareness of the needs of various social groups, such as women, children, seniors, and primarily remote communities furthest from town centres. Indeed, these centres are where citizenship-building and participation are forged. The formalisation and establishment of full citizenships are important parts of actions because they help guarantee continuity in efforts made to develop culture as a fundamental pillar of sustainable development. These proposals, as well as those outlined below, are applicable to the three municipalities that participated in the workshop.
- » Finally, another element that requires further development is the scheduling of actions in a number of areas. These include activities for: diffusion, training, creating links, spaces for reflection and analysis on various issues related to culture and development, cultural rights, heritage, multiculturalism, equity, and the other three pillars of sustainable development, in general. This should be done in collaboration with higher education institutions, civil society organisations, and various interest groups.



# ANNEX 1: PARTICIPANTS TO THE WORKSHOP

## 'PILOT CITY' WORKSHOP ACTORS

NAME - SURNAME	POSITION
City and cultural sector of Chignahuapan	
Héctor Castilla Arrollo	Management, Culture Centre
Adanari Ayalos González	Events coordinator, Zacatlán Tourism
Alberto Hernández Rojas	Cultural Promoter, Culture Centre
Josefina Martínez Bravo	Homemaker, Private individual
Maria del Pilar Gamiño Romero	Ecotourism, Women's Group
Federico Carbajal Vilchis	Ecotourism, Chignahuapan Axolotl House
Alejandra García Rodríguez	Clerk, Media, Town Council
Eric Muñoz Pastrana	Promoter, Rural development
Elina Edgar Castillejos	Clerk, Chair
César López Cruz	Technical Secretary, Chair
Maximo Galindo Hernández	Director, Urban Development Board
Margarita Armenta Flores	Administrative Assistant, Tourism and Urban Development Board
Uriel Morales Rodríguez	Administrative Assistant, Tourism Board
Melitón Muñoz Hernández	Director of Culture
Víctor Rafael Garrido Ponce	Director of Development
Roberto Aguilar Vargas	Secretary-General, Town Council General Secretary
José Carmona León	Qualified in Computer Sciences, Tourism Board
Alberto Amador González	Director, Economic development
Artemio Ríos	Public Servant, Professional Dynamic Unit
Rafael López	Councillor, Town Council
Víctor García Celino	Coordinator, Tourism
Pedro Lecona Ortiz	Constituent, Chignahuapan Club
Martha Estela Romero McNaught	Teacher, Women's Group
Karina Rivera Piña	Events coordinator, Public works
Andrés Reyes Salinas	Director, Public works



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NAME - SURNAME	POSITION
Ramón Badillo Romero	Judge, Court
Norberto Olvera Galindo	Public Servant, Human Resources Board
Jersain Cuevas Castilla	Judge, Court
Alfredo Flores Aguilar	Teacher, School





# CONTACTS

For further information on this project, please contact:



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