

Manifesta
The European Nomadic Biennial

↘ Policy Plan
2021 — 2027

MANIFESTA



Preface

As the Founding Director of Manifesta, having run this biennial for 25 years since its inception in 1996, I am delighted to present the Manifesta Policy Plan for the years 2021 to 2027. This Policy Plan is the result of a series of discussions, workshops and online meetings between Spring 2020 and Autumn 2021. During the turbulence of the Covid-19 pandemic, I discussed the ambitions and strategic development of Manifesta with our Supervisory Board members, external specialists and team members. I am grateful for the input and the precious time given to these conversations from my colleagues and fellow board members. I hope that this document presents a cohesive vision for Manifesta's transformation.

As the only nomadic biennial in the world, Manifesta's model creates site-specific, transformative methods. Every two years, Manifesta adapts to a new, fresh terrain; requiring us to rethink our curatorial, research and knowledge production methods. This approach requires mapping specific geographical, cultural, sociological and political research for each Host City. By doing so, Manifesta ensures that our projects are relevant to the complexities and concerns of the Host Cities. Moreover, every edition is a partnership of co-creation between the Host City and Manifesta. We refer to this approach as 'engaged autonomy' because it creates a mutual understanding between the Host City and Manifesta. The collaboration between local cultural ecosystems and an experimental international platform can bring about changes that cities may have difficulty implementing themselves. To discuss and imagine these changes for our Host Cities, we involve a diverse, interdisciplinary group of artists, thinkers, professionals and local grassroots communities. This interdisciplinary model puts culture and urbanism at the heart of social change within cities, illustrating the potential for Manifesta to continue as a source of social change for years to come.

At this stage in December 2021, 25 years after opening the first edition of the biennial in Rotterdam in 1996, Manifesta is commissioned to create and conceptualise multiple biennial editions within the next five years. We are encouraged by our partners, our team members and our Supervisory Board to prove our commitment towards excellence, inclusion and equality. I am grateful to all who make Manifesta happen and who continuously ask important questions, strive for excellence, advocate for others, embody our values and carry out our mission. I hope that this Policy Plan provides inspiration and motivation to bring the European Nomadic Biennial to its next decade and the next 25 years to come.

Hedwig Fijen
Founding Director of Manifesta





In this Policy Plan, we outline parameters and objectives for how Manifesta will develop and transform itself from a biennial of contemporary art to an interdisciplinary platform of co-creation.

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1 About Manifesta

1.1 Summary

Manifesta is the European Nomadic Biennial, changing locations within Europe for each edition. In its 25 years of existence, Manifesta has become one of the most influential biennials in the world. Every two years, Manifesta takes place in a new European Host City, exploring the local, cultural and urban conditions while re-imagining with local citizens and communities how we live, work and see our future in Europe. Because of its nomadic nature, Manifesta creates an ongoing analysis of the state of European culture in the context of the challenges of our time.

After 25 years, Manifesta has transformed the very essence of its model, from being a biennial of contemporary art and a producer of exhibitions to an interdisciplinary platform of co-creation, incorporating artistic creativity and social commitment for social, urban and cultural change. This new model of Manifesta, closely related to our changing society, functions both as a base to experiment with artistic practices, and as an incubator for sustainable interventions in each Host City.

Manifesta is now based on a co-creation model that links critical urban research, community building and contemporary culture with local identities and visions. With this new strategy, Manifesta maintains its nomadic nature but turns towards co-creation with artistic communities, local citizens, grassroots organisations and institutional partners and towards the transformation of cultural infrastructures. Manifesta is thus developing itself as a platform for European cities that are seeking more social-cultural inclusion for their communities and citizens.



1.2 Introducing Manifesta

“Manifestare” or “Manifesto”, meaning in Latin “make something visible”, was a conceptual idea by German Fluxus gallerist René Block, a member of our first Advisory Board who came up with the name “Manifesta”. In this section, we introduce Manifesta’s origins, our exploration of European culture at large and our focus in recent years.

Manifesta was conceived in the early 1990s as a nomadic, European biennial of contemporary art, responding to the new social, cultural and political reality that appeared in the aftermath of the Cold War. Manifesta’s first ideas were born after the fall of the Berlin Wall in 1989 during a time of European integration. A young generation of students in the 1980s was suddenly able to move freely allaround Europe, enabling them to embrace mobility and anti-nationalism.

Since 1996, Manifesta has taken place in Rotterdam, Luxembourg, Ljubljana, Frankfurt, Donostia/San Sebastián, Trentino–South Tyrol, Murcia, Genk, St. Petersburg, Zurich, Palermo and most recently Marseille. Over the course of 13 biennials and 25 years, more than three million people have visited or taken part in Manifesta’s events and programmes. Manifesta has successfully presented artistic producers, artists, curators and young professionals from as many as 40 different countries. Manifesta embedded itself in cities such as Nicosia, San Sebastian, Ljubljana and Murcia, which were not present on the cultural map of Europe at that time and created public access to their cultural and gallery ecosystem, artists and networks.

In a period that historically divided Europe between East and West, Manifesta was from its beginning exploring the new Europe after the Cold War. Manifesta was one of the first contemporary art biennials that actively promoted a dialogue between artists and art professionals from the historically separated East and West of Europe, creating a public debate on the future of the new, post-communist Europe after the Fall of the Berlin Wall. Manifesta gave access to a young generation of key players from Central and Eastern Europe through its advisory, artistic and curatorial structures. Its nomadic character enabled Manifesta to explore the cultural and geographical DNA of Europe and to become a dynamic platform for cultural exchange throughout the continent.

In recent years, Manifesta also increasingly focused on the Global South. One of our objectives today is to focus on the intersection of post-socialism and post-colonialism and to explore how the now increasingly forgotten Global East interacts with the more present division between North and South. Recently, the discourse around decolonisation has made an impact on our practices.



Manifesta is eager to represent many different voices and ways to coexist in a non-hierarchical cultural world. By forming a creative production and research platform for local communities to thrive in, Manifesta enacts an interdisciplinary approach towards reclaiming public space. Thus, Manifesta prioritises inclusive access to knowledge systems and practices from both the Global East and South. Manifesta aims to endorse contemporary European culture that is the result of an interaction between Global South and Global East.

Whether the perspective is geographical, historical, political or cultural, the definition of Europe changes continuously. As an experimental, knowledge-producing biennial, Manifesta has through the years counteracted the production of Eurocentric or Western-centric canons. From a post-socialist and post-colonial viewpoint, Manifesta works within Europe by stimulating and investigating the changing identity of European culture and its impact on societal issues. In each edition, Manifesta continues to innovate and reimagine contemporary cultural practices, always from a site-specific perspective and with a focus on knowledge production.

Along with the Venice Biennale and Documenta in Kassel, Manifesta is one of the most influential and experimental cultural events in Europe. Manifesta differs from these events through our nomadic character, our focus on research and knowledge production, our interdisciplinary programme, our active involvement with local citizens and our focus on creating a long-term legacy. Some of these characteristics and methods have been part of Manifesta since its beginning while some flourished during Manifesta's recent transformation, which we will explain further in the following section.



1.3 Reflecting on Manifesta's transformation: From Signals to Substance

From Signals to Substance summarises Manifesta's aspiration to become a meaningful partner to envision a sustainable and more inclusive society for the local citizens of our Host Cities. In this section, we explain the processes and motivation behind our ongoing transformation.

Since Manifesta originated in the early 1990s in response to the political, economic and social turbulence following the end of the Cold War, it has developed into an international platform for dialogue between art and society. For each Manifesta edition, we invited cultural and artistic communities from Europe and beyond to rethink, develop and produce new creative experiences. Manifesta has in that sense always differed from traditional museums and galleries through commissioning site-specific works in an array of venues. Being nomadic means that Manifesta has always adapted itself to new contexts. For every edition, we moved to a new European city and transformed the organisation and methods to embed Manifesta in the realities of the city. In all previous editions over the last 25 years, Manifesta actively engaged with its Host Cities through site-specific research and knowledge production. Through Manifesta, Host Cities uncovered alternative histories and perspectives on artistic and social practices, shedding new light on the impact of culture on daily life.

However, with recent Host Cities such as Palermo and Marseille, new challenges about the role and tasks of culture came up. Our artistic model, as aa nomadic biennial of contemporary art that commissions site-specific contemporary culture, was not specifically equipped to handle this. In response to the challenging social, political and urban context during Manifesta 10 St. Petersburg (2014) and Manifesta 12 Palermo (2018), Founding Director Hedwig Fijen pushed for a transformation of Manifesta's model, turning the organisation from a mono-disciplinary series of curated exhibitions of contemporary art into an interdisciplinary, knowledge-and-research-producing series of activities, focusing on participatory practices. We call this transformation *From Signals to Substance* as it aims to increase the impact of the biennial in the Host Cities.

From Signals to Substance means that Manifesta became an interdisciplinary platform. We encourage citizens to reclaim their city through contemporary culture, not just through art. Manifesta 12 Palermo clearly extended its impact beyond audience engagement with contemporary art. We did this by firstly, moving beyond the model of an art biennial to an interdisciplinary platform. In Palermo, we created an interdisciplinary curatorial team of creative mediators, including journalists, filmmakers, architects and critical theorists. It was not only the team that became more interdisciplinary, Manifesta also expanded its dedication to commissioning site-specific works of art to a broader field across art, urbanism and architecture.

Secondly, to create more *Substance* we rooted the curatorial effort in Palermo in holistic urban research. Manifesta 12 Palermo commissioned an urban study, providing Palermo citizens with tools to imagine and 'own' the future of their city. One of the key pillars of Manifesta became its strong focus on urbanism within its Host Cities. For each Manifesta edition since Manifesta 12 Palermo, an in-depth urban research project is produced by a leading international architectural bureau. The research we commission supports the idea that contemporary cities around Europe and the Mediterranean face ecological crises, but also show that these concerns are increasingly entangled with long histories of social and human conflict or democratic crises.

In our transformation, Manifesta further developed its method of involving citizens in the Host Cities. Our development of Citizen Consultations for Manifesta 13 Marseille worked as a form of direct democracy. We invited citizens to come together and explore their common existence in the city to find new ground for solidarity and community-building. The introduction of Citizen Consultations also resulted in a revised mission and a new strategic plan for creating educational and artistic programming that reflects the current social discourse. In Marseille, our Citizen Consultations were percieved as so valuable that they led to a permanent Advisory Council of Citizens to the Municipal Council of Marseille.

By mapping urban changes and involving local communities in all its practices, Manifesta empowers citizens to actively engage with the future of their city. Manifesta acts here as a facilitator, opening its network and know-how for the participants. This is a radically different approach in method, curation and mediation from other biennials and events. Although Manifesta has always been socially engaged, our focus shifted explicitly to developing citizen-orientated programmes and public events for largely local and regional audiences. Manifesta mobilises local groups, organisations and institutions, bringing them together to investigate new methods of collaboration, coproduction and coexistence and to question processes of cultural policymaking.

Embedding itself into the social and cultural realities of the Host Cities allows Manifesta to strengthen communities and cultural infrastructures. Our new model invites each Host City's inhabitants to participate in their local cultural ecosystem, showing how the future of their city can be created by civic imagination and courage rather than by bureaucratic, municipal policies or corporate interest. The new Manifesta model shows us how the telling of (hi)stories, data-infused facts and fictions can become a horizon to imagine other futures for cities.

Our new Manifesta model encourages us to strengthen the cultural



infrastructure and ecology of the city, leaving a sustainable legacy. It helps us to translate outcomes into actions, or as we say, *Signals into Substance*.

1.4 Mission, Vision and Core Values

In this section, we present Manifesta's mission, vision and core values. Together, they convey the future ambitions, direction and underlying values of Manifesta. We consider these powerful tools for our transformation into a platform of co-creation.

Mission

Manifesta reshapes the relations between culture and society by investigating and catalysing positive social change in Europe through art, architecture and urbanism in continuous dialogue with the communities of its Host Cities. We believe in creating sustainable legacies in a changing society. Our nomadic role challenges us to look at the world through the eyes of our Host Cities, generating new visions and perspectives. By combining interdisciplinarity with a participatory approach, we empower citizens, art communities and cities to rethink the way we live, work and communicate.

Vision

Manifesta is the European Nomadic Biennial, which operates every two years from a different Host City. We explore the geographical, cultural and socio-political DNA of Europe from a local perspective to create interdisciplinary and cultural programmes. Our programmes aim to reach out to a diverse public but focus on local audiences. As a platform of co-creation, we connect a diverse group of artists, urbanists and thinkers with local citizens and grass-root communities to tackle societal questions raised by the Host City. We aim to be inclusive, open-minded, diverse and green to uphold a culture of equality in all our programmes, people and procedures.

Core Values

Even though each Manifesta edition is site-specific, we stand for and share a set of general core values, a way of looking at the world that is the foundation for all our ambitions and practices.

M **Model of co-creation**
Based on a model of co-creation, we connect local, regional, European and global cities, citizens and communities to create interdisciplinary and cultural programmes.

A **Artistic**
We stimulate experiments and adopt ground-breaking and unconventional methods, always through artistic projects, imaginative language, architecture and urbanism.

N **Nomadic**
We are nomadic, operating every two years from the perspective of a different European Host City. By embedding Manifesta into the social and cultural realities of the Host Cities, we constantly transform and adapt our practices and methods.

I **Inclusive**
We aim to be inclusive, open-minded, diverse, and green to uphold a culture of equality in all our programmes, people and procedures.

F **Future-oriented**
We help imagine alternative and sustainable futures for European cities through our research in real-life contexts. We are knowledge-driven, producing activities by questioning existing social, urban, cultural and political conventions.

E **Europe**
We explore the changing DNA and values of European culture at large by producing and endorsing discourses and practices, promoting inclusive knowledge systems and practices from both the Global East and South.

S **Sustainable**
We work with our Host Cities to develop a long-term, green and sustainable legacy for our programme and partnerships.

T **Transparency**
We are a public-private foundation so we have a duty to the public to be transparent and accountable, and to always act in the public interest.

A **Autonomy**
Every edition is a partnership of co-creation between the Host City and Manifesta, this mutual commitment results in a relationship of 'engaged autonomy', enabling us to challenge and improve cultural policies and institutions in the long term.



1.5 Ambition and Strategic Goals

Here we present our ambition and strategic goals for Manifesta for 2021-2027.

Manifesta has the ambition to remain one of the world's most influential and experimental events. In its ever-changing form, Manifesta hopes to inspire others as an example of innovative practices. This is not only through staging innovative artistic practices, new commissions and site-specific urban projects but also by focusing on collaborative working, co-creation and sustainability.

Our Strategic Goals are:

1. Select and appoint future candidate Host Cities up to sixyears in advance to create continuation and stability forthe institution of Manifesta.

2. Involve a diverse group of interdisciplinary artists,thinkers, professionals and local grassroot communitiesin all our activities and programmes.

3. Engage broad and diverse audiences, from the localcitizens of our Host Cities to international professionals.

4. Generate cultural, artistic and urban long-term legaciesfor our Host Cities.

5. Create a long-term impact on the cultural infrastructureand related communities of the Host Cities.

6. Develop and scale up our organisation and our managerialoperations to organise multiple biennial editions from 2021 to 2027 and create well-balanced working ethics.

7. Operate as future-oriented, safeguarding our autonomyas a public-private organisation in partnerships with ourHost Cities and creating a sustainable financial position.

8. Integrate diversity, equality and inclusivity (DEI) in allpractices, programmes, partners and people.

9. Expand fair practice and green conditions for employees,artists, participants.

10. Promote and share knowledge from previous Manifestaeditions. Realise the sustenance of the biennial'sfoundation, archives, network and institutional memoryfor the generations to come.





2 Host Cities

2.1 Bidding Process

As the European Nomadic Biennial, Manifesta pro-actively looks for Host Cities on the fringes of the borders of Europe, cities reflecting the changes in Europe. For the selection of future Host Cities, Manifesta researches emerging artistic, cultural, urban and social developments to create an informed, critical approach for creating new cultural hubs for the widest possible audience.

Every two years we invite European cities to develop a Bid for a future edition of Manifesta. Then, Manifesta selects a new Host City after a competitive bidding process, four to six years in advance of the edition taking place. The bidding process is open to any European city, region, island or multiple-city candidate. To enter the official selection procedure, the prospective host formulates a Bid. Our bidding process enables extensive dialogue and knowledge exchange between Manifesta and the potential Host City. This explores the cultural and urban needs of the city, as well as the willingness of the local cultural producers to pro-actively invite Manifesta. In the bidding process, we emphasise the importance of embedding the biennial within a challenging political, social or environmental context to ensure the project strengthens the social-cultural ecology of the Host City and leaves a sustainable legacy.

During the bidding process, we visit the candidate cities and invite them to create a Bid Book with a proposed thematic approach and relevant economic factors. The Supervisory Board and Director evaluate the proposal in the context of social, political and geographical concerns, financial considerations, the existing infrastructure, local institutional stability and the long-term policy objectives of the Host City. The successful candidate is then selected by the Director and Supervisory Board. The choice of the Host City is confirmed in a protocol signed by the Manifesta Foundation and the Host City.
The permanent team of biennial professionals of the Manifesta Foundation guarantees the quality of Manifesta. Based on the protocol, Manifesta and the Host City set up an independent legal entity responsible for the executive realisation of the Manifesta edition.
This legal entity is managed based on a Hosting Agreement with the Foundation. The Foundation manages a local team to execute a programme of knowledge transfer and quality control. For this service, the Foundation receives a service fee from the Host City.





2.2 Host City Strategy 2026 — 2030

To realise our Host City Strategy for 2026 – 2030, we pro-actively approach geographic and geopolitical areas where Manifesta has not landed yet, such as Portugal, the UK, Ireland, Iceland, Central European countries and the Western Balkans for its editions of Manifesta 17 in 2028 and Manifesta 18 in 2030. We will also approach cities in the Baltic states, Poland, Hungary, Slovakia and the Czech Republic. Manifesta has not yet developed editions in Nordic countries such as Denmark, Sweden, Finland and Norway and we will pro-actively approach these cities. Socio-economic parameters and geopoliti-cal urgency remain decisive parameters in our strategy.

We have an ambition to persuade the European Commission and the Manifesta former Host Cities and their representatives in the EC to create an instrument to structurally co-fund European cities. This way, cities that are truly interested in hosting Manifesta but cannot afford the basic investment can still take part.

In 2020, the Supervisory Board selected Barcelona as the Host City of Manifesta 15 in 2024 and invited the candidacy of the Ruhr area in Germany to host Manifesta 16 in 2026.



2.3 Engaged Autonomy: A Working Relationship

Once the Host City has been selected, we set up a working relationship. Every edition of Manifesta is a partnership between the Host City and the Manifesta Foundation. The term ‘engaged autonomy’ refers to the relationship we establish with our Host Cities, this should be collaborative and full of mutual respect. We consider this relationship central to our capacity to organise not only a programme of events, exhibitions and interventions but also for creating long-term cultural legacies such as renovating or creating cultural hubs. Based on the Host City’s Bid, a mutual commitment by the Host City’s cultural sector and Manifesta establishes the framework for commissions and the programme’s objectives. This mutual commitment establishes the basis to work with city administrations beyond the single exhibition format; to challenge and improve policy and institutions in the long term. This model of engaged autonomy guarantees reciprocity and differentiates Manifesta from other biennials worldwide.

Manifesta has created a model of hosting editions together with existing cultural structures in the Host Cities and works together to implement new policies, renovate heritage and cultural buildings, create and reclaim public space, rethink mediation and education systems and implement these changes in the existing urban models and governance structures. This kind of long-term legacy is not possible without a pro-active collaboration between Manifesta and the Host Cities. An example of an ideal collaboration was the Manifesta 12 Palermo edition, where Palermo’s Mayor Leoluca Orlando worked successfully and closely together with Manifesta to reclaim the public space in the city centre of Palermo.

This model of engaged autonomy is also accountable for the long-term legacy and impact of Manifesta in the Host Cities, allowing for Manifesta to act as a facilitator of change. Cities invest in Manifesta, letting us embed ourselves into their cultural policies. As in all partnerships, the autonomy of partners is negotiated. Manifesta believes in engaging with people and institutions to bring about social change. Therefore, Manifesta is not only taking place in white cube spaces and galleries but in public spaces in close collaboration with local communities.

2.4 Engaged Autonomy in Practice

For each Manifesta edition, to put this engaged autonomy in practice, Manifesta and the Host City set up an NGO as a legal entity such as a foundation under national law. This foundation is set up to research, conceptualise, organise, and implement the Manifesta edition for the widest possible public and specifically:

- ↘ to engage in strengthening the cultural infrastructure and civic society; in Manifesta, this means creating and developing an interdisciplinary approach in close harmony with communities and citizens in the Host City.

- ↘ to build the ability of young practitioners in contemporary culture, urbanism and education; this means supporting knowledge transfer and research development for both learning and academic institutions and creating long-term sustainable models which can survive after Manifesta has left.

- ↘ to promote the exchange of artistic and scientific experiences between professionals and relevant local and international actors; this means to include and create opportunities for local Host City organisations to enter sustainable international networks.

Each Manifesta edition is governed by an NGO, in the form of an independent foundation, with a Board composed of six to nine members, with diversity across gender, age and cultural backgrounds. The Founding partners, the Host City and International Foundation Manifesta nominate three members each, with a casting vote for the President who is nominated by the International Foundation Manifesta.





2.5 Objectives for Host Cities

Being nomadic, Manifesta embeds itself in each new Host City while simultaneously building on experiences from previous editions.

From these experiences we developed a general framework of objectives for Host Cities. This consists of:

1. Conceive and execute an open and accessible biennial of significant quality as measured by international peers and local stakeholders.

2. Create a legacy for the city and its inhabitants in terms of infrastructure, urban vision, cultural policies and international networking.

3. Work with a wide range of local, national and international organisations and people to widen access to contemporary art, urbanism and culture in the city.

4. Commission works of art and architecture in public space and produce knowledge and research, engaging with the material and immaterial heritage as well as the future of the city. Develop a vision in close relation with an international urban office.

5. Develop education and mediation programmes and create audience engagement strategies that strengthen the local cultural infrastructure.

6. Integrate and monitor diversity, equality and inclusivity (DEI) in all practices, programmes, people and partners.

7. Quantitatively and qualitatively measure the impact of each Manifesta edition together with an independent academic partner and publish the results.

8. Support long-lasting projects in the Host City even after Manifesta has left. Develop, stimulate and help implement revitalisation plans for dedicated sites, venues, or areas in the Host Cities.



3 Manifesta Biennial Process

3.1 Biennial Research

Throughout its history, Manifesta has created extensive research into the fabric of the Host Cities to create sustainable and relevant interdisciplinary projects. In our research, we look to combine interdisciplinarity with a participatory approach. The research involves artists, architects, urbanists and citizens to approach questions raised by each Host City. Our bottom-up investigations take the form of an Urban Vision, Citizens Consultations, the mapping of local communities as well as an array of Expectation Workshops.

↘ We establish a local **knowledge and research team** that supports Manifesta in the execution of the research methods for the mapping of the socio-cultural identity of the city. At the same time, this team investigates the future development of the biennial programme and identifies relevant organisations, cultures and scenes as part of the research process.

↘ **Expectation Workshops** are a series of meetings with local stakeholders and opinion leaders in the fields of culture, civil society, education, architecture, research and cultural politics. The general aim of these workshops is firstly, to introduce Manifesta to communities in our Host City. Secondly, they identify the objectives, challenges and expectations for the upcoming Manifesta edition. They also discuss what sort of projects and processes are needed to centre the needs of the local community.

↘ An **Urban Vision** is an urban study executed by a specially commissioned architectural office that analyses possible strategies, sites, communities and key topics for the Host City. Through data analysis, the Urban Vision informs how the Manifesta edition will take shape within the local context, but most importantly, it is commissioned to develop how the Host City could be transformed by reclaiming public space by and for its citizens.

↘ **Citizens Consultations** investigate the social fabric of the Host City through conversations and discussions with a variety of different local voices and communities. The process includes a series of workshops with selected communities followed by a public survey. These consultations aim to explore the central topic of “the ways culture(s) are understood and practised by different communities”, as well as to discover the sensitivities around urban development, socio-cultural and education policies for citizens. The Citizens Consultations aim to create a culture of civic ownership to guarantee the maintenance and continuation of the legacy of Manifesta after the closure of the local foundation.



↘ Manifesta's **Education and Mediation** programme is based on Action Research and considers various aspects of the theory and practice of cultural mediation.

↘ We organise **Experts Talks and Workshops** by institutions, international experts and academics. These involve international scholars and visionary cultural sociologists, social designers, mediators, cultural producers, architects and other experts in the fields of reconciliation, regional networking, diversity and minority representation. Various experts are invited to discuss models of experimental interdisciplinary institutions, methodologies and propose innovative models for the Host Cities.

The results of our different research methods including both citizens and professionals inform the development of the Manifesta biennial programme. Following the period of research, we develop a brief for the selection of the Creative Mediators. We define the profile of external artistic programmers needed for the development of the edition and its programme and identify the collaboration of the Manifesta team with external professionals.

3.2 Involving the Cultural Sector of Host Cities

Manifesta has always actively involved the cultural sector of our Host Cities. In earlier editions, Manifesta's former parallel programming took place cross-regionally and enlarged our outreach beyond the Host City. With this parallel programme, we supported social design and artistic practices that helped regional and international participants and institutions (and by extension the public) to understand the multi-layered history of the Host City and to recognise how this history can engage everyone in imagining a common future.

A prominent question in Manifesta editions is how to incorporate the voices of local artists and organisations, as well as representatives of civic society without becoming a local organisation. In our new model of a platform for co-creation, we have decided to abandon the previous hierarchical method of a parallel programme. Our new method consists of a series of social, artistic and design presentations that will link to the main concept of the biennial and become an integral part of Manifesta, promoting cross-regional co-productions and public programming. We focus on how to link curated and non-curated projects and how to present local initiatives which have not been selected by the Creative Mediators in alignment with the curated, international programme. We are also developing new methods for networking between former and future host cities to collectively share knowledge of cultural policies based on mutual experiences with Manifesta.

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