



ENCATC

The European network on cultural
management and policy

ENCATC MENTORING PROGRAMME

**Resilience and Transformation in the
Cultural & Creative Sectors by Collective
Mentoring for Sustainable and
Regenerative Futures**

December 2025 to April 2026

An initiative by:



Co-funded by
the European Union

Programme Overview

This **Collective Mentoring Programme** supports professionals in the **Cultural and Creative Sectors (CCS)** in strengthening their resilience and skills in response to the **triple transformation: social, green, and digital**. Inspired by the Reinventing Mentoring in Arts Management (REMAM) model, the programme replaces traditional one-to-one mentoring with a **collective, peer-based approach**. Participants engage in **facilitated peer circles**, exchanging experiences, exploring new perspectives, and co-creating practical insights to guide their professional and organisational development connected to the social, green and digital transitions. The programme connects with ENCATC's flagship event — the **ENCATC Academy** (April/May), offering participants exceptional opportunities to meet in person and contribute to the wider ENCATC community.



Calendar 2025-2026

Kick-off meeting: 4 December 2025, 1pm - 2pm CET

Peer Session 1: 22 January 2026, 1pm - 2.30pm CET

Peer Session 2: 26 February 2026, 1pm - 2.30pm CET

Peer Session 3: 26 March 2026, 1pm - 2.30pm CET

Closing meeting: 16 April 2026, 1pm - 2pm CET

Participants



Dea Vidović Croatia

Dea Vidović is a Senior Research Assistant in the Culture and Communication Department at the Institute for Development and International Relations. She previously directed the Kultura Nova Foundation (2012–2024), a Croatian public foundation supporting contemporary arts and culture. Holding a PhD in cultural policy from the University of Zagreb, she has worked as a cultural manager, policymaker, journalist, editor, researcher, and trainer. Vidović has contributed to numerous European research projects, published widely, and taught cultural policy at university and in international training programs. She has also served in leadership roles in several international networks, including Philea Arts & Culture Funders Forum, İzmir Mediterranean Academy, ENCATC, and Global Cultural Relations.

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Sofie Öberg Magnusson Sweden

Sofie Öberg Magnusson is an administrative officer and sustainability coordinator at the National Museums of World Culture. She has an academic background in social sciences with a BA in Global studies, Peace and Development, and an interdisciplinary MSc in International Administration and Global Governance. She currently works with policy management, process development, review and training initiatives. As part of her work she is also involved in exhibition projects, with administration of agreements, procurement, text processing, translation etc. She was part of the network producing green guidelines for Swedish museums for the Swedish Museums Association and have been hired as lecturer at sustainability events within Swedish museums/museum organizations and museum networks, such as MUSAD. She has published and presented articles for ICOM-conferences Museum leadership in climate action (Paraguay 2023, digital participation) and the AVICOM annual conference in Turin 2024.

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Ieva Ēkena

Latvia

Ieva Ēkena is a Latvian cultural manager, educator, and illustrator with extensive experience across major national cultural institutions. She currently serves as Head of Events at the National Library of Latvia and Docent at the University of Economics and Culture, where she teaches arts marketing and cultural policy. Her career spans roles in museum education, communications, event production, and leadership, including managing the Riga Film Museum and long-term work at the Latvian National Museum of Art. Trained in cultural management and history, she is also active as an ink and watercolor illustrator, exhibiting her work in several Latvian venues.

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Lubomira Trojan

Poland

Lubomira Trojan is a cultural anthropologist, doctor of social sciences in the discipline of management and quality sciences. Assistant professor at the WSB University, where she teaches classes in project management, innovation management and design thinking, among others. Previously associated with the regional design center Castle Cieszyn for many years, now involved in the work of the Design Observatory. A facilitator of design thinking processes, she conducts research on the use of design methods in innovation processes, especially in the field of cultural heritage and social change.

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Simone Inguanez

Malta

Simone Inguanez is a poet, translator and arts strategist / funding consultant. She is the author of *Water, Fire, Earth, an I* (Tr. Maria Grech Ganado, *Klabb Kotba Maltin*, 2005) and *Ftit Mara Ftit Tifla* (Part Woman Part Child, *Inzjamed & Midsea Books*, 2005); and co-author of *7 poets 4 days 1 book* (Texas; *Trinity Press*, 2009). Her work was also published in several anthologies and online. She is translated into Arabic, English, Finnish, French, Hungarian, Italian, Russian, Turkish, Latvian, Lithuanian. In 2007, she is the recipient of a writer's residency at the International Writing Programme (IWP). She read at various international festivals and participated in various translation workshops. Currently, she is Arts Executive for Literature at the Malta Council for Culture and the Arts and has served on the Maltese Language Council since its creation in 2005.

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Monique Verelst

Belgium

Monique Verelst is a museum and heritage advisor at FARO, where she has worked since 2017. With master's degrees in Art Sciences & Archaeology (VUB) and Interior Architecture (Sint-Lukas Brussels), she brings combined expertise in design, museography, and museum policy. Her career includes experience at Ateliers Jean Nouvel in Paris, teaching at Sint-Lukas Brussels, and running her own independent design practice. Through numerous design and exhibition projects, she developed strong connections with the museum sector. Monique focuses on sustainable exhibition practices, scenography, and guiding institutions in collection presentation and project planning. She values a balanced approach between thinking, feeling, and making, and enjoys collecting, renovating, and creating objects.

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Angela Christofidou

Cyprus

Angela Christofidou is the President of PEN Cyprus and elected member of the International Search Committee of PEN International. She is also a poet and writer and have a permanent column in an esteemed cultural magazine the theme being "In the Streets of the European Union" where she writes about European cultural development. Angela also works together with a group of PEN International Centers for the creation of an Climate Emergency Network.

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Lana Karaia

Georgia

Lana Karaia is a senior museum and cultural heritage professional with over 18 years of experience in museology, cultural management, and art history across national and European institutions. She serves as Vice-Chair of ICOM Europe (2025–2028), Chair of ICOM Georgia, and Georgia's national representative to the European Museum Forum. Lana heads the University Museum of the Tbilisi State Academy of Arts and is pursuing a PhD in Museum Studies at Tbilisi State University. Her earlier tenure at the Georgian National Museum included roles in collection management, curatorship, education, and development. Lana has led major international projects such as the EU-funded BE MUSEUMER program and contributes to research on cultural integration and Georgian collections abroad.

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Annick Schramme

Belgium

Annick Schramme is a Full Professor at the University of Antwerp, where she leads the master's program in Cultural Management and the Competence Center Management, Culture & Policy. She is also Academic Director of the Competence Center Creative Industries at the Antwerp Management School and, since 2018, directs the Leadership in Culture program with Utrecht University. In 2024, she was appointed UNESCO Chair in Cultural Entrepreneurship and Policy. Her research focuses on cultural policy, governance, leadership, cultural entrepreneurship, and public-private partnerships in the heritage sector. Annick has long been active in cultural policy advisory work, including serving the City of Antwerp, chairing the Flemish Government's SARC Council since 2020, and coordinating the development of Flanders' Culture Good Governance Code.

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Eva Maria Alvarez

Spain

Eva Álvarez is the Founder and Director of Creaió, a cultural consultancy focused on local development through arts and culture. She also leads EU projects blending technology and culture at Creative Data Europe and serves as co-opted Board member and consultant at the European Flute Council. With a background in music, economics and cultural management and over 10 years of experience working in European orchestras and museums, technology companies and developing EU projects, she is currently pursuing a PhD in Cultural Heritage at the Universidad Complutense de Madrid and KU Leuven, focusing on regenerative cultural tourism and heritage preservation.

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Jenni Pekkarinen

Finland

Jenni Pekkarinen is a PhD candidate in Cultural Policy at the Department of Social Sciences and Philosophy of the University of Jyväskylä, Finland. Her doctoral research explores how international Capital of Culture programmes – particularly the European and Ibero-American initiatives – address the relationship between culture and sustainability. She has published several works on cultural policy and sustainability, including "Towards an ecosystemic approach to culture and sustainability" (International Journal of Cultural Policy, 2025), "Meaningful encounters: value-based foundations of art-ups" (Uniarts Helsinki, 2024), and "An Intersectional Analysis of Young People's Cultural Participation in the Context of the European Capital of Culture: The Case of Oulu2026" (Nordisk Kulturpolitisk Tidskrift, 2023). Her research interests focus on cultural sustainability, cultural policy, and the transformative role of the arts in society.

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Ekaterina Pelevina

Belgium

Ekaterina Pelevina is a Project Assistant for Culture Moves Europe, an EU-funded mobility scheme implemented by the Goethe-Institut. The project provides grants to artists and cultural professionals, enabling them to travel and develop projects in another Creative Europe country. Covering diverse sectors such as architecture, cultural heritage, design and fashion design, literature, music, performing arts, and visual arts, Culture Moves Europe fosters cross-border collaboration and artistic exchange. The project aims for gender, geographical, and sector balance, and actively encourages sustainability and inclusion.

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Giuseppe Di Fiandra Belgium

Giuseppe Di Fiandra Mora is a cultural heritage manager with over twenty years of international experience leading multidisciplinary projects across Europe and Africa for museums, public institutions, and private partners. Trained in Conservation of Cultural Heritage, he also holds a Master's in Cultural Management and Museology and completed the Advanced Management Program at the Solvay Brussels School. As Managing Director of LAPISLAZUL and Project Developer for Glasmalerei Peters Studios, he oversees major restoration, conservation, and cultural mediation initiatives, and serves on the Belgian National Committee of Blue Shield, supporting heritage protection in times of crisis.

Giuseppe combines scientific expertise, artistic insight, and strategic leadership, working across disciplines and institutions to develop sustainable, meaningful cultural heritage projects.

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Olena Kalashnykova Lithuania / Ukraine

Olena Kalashnikova is Vice President of NUKC "Prosperis," an accredited Playback Theatre trainer (Center for Playback Theatre, New York), and co-founder of the Baltic School of Playback Theatre and Psychodrama. She is also a co-founder and board member of the Ukrainian School of Playback Theatre, as well as an actor, facilitator, and director of the Playback Theatre "Vakhtyory."

Lena has over 15 years of experience in psychology and social sciences and more than 10 years of work in Playback Theatre and social arts.

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Yuliia Holodnikova

Ukraine

Yuliia Holodnikova is a cultural manager and a member of the Association of Cultural Managers of Ukraine, as well as a researcher at Babeş-Bolyai University in Romania. She works in a cross-disciplinary field, with interests spanning migrant integration projects, participatory art, and research on cultural heritage formation and media memory.

In 2016, her team received the EAEA Grundtvig Award for the best national project, "From Destruction to Creation: Ways of Reconciliation in Ukrainian Society," which recognized their innovative contributions to lifelong-learning development.



Tiziana Destino

Germany

Cultural manager with experience in international cooperation, cultural relations and EU-funded programmes across Europe, the MENA region and beyond, Tiziana specialised in programme design, grant management and capacity building, translating policy priorities into resilient practice. At the Goethe-Institut (MENA), she contributed to major EU-funded initiatives working closely with EU Delegations, UNESCO, EUNIC and DG-NEAR. At BGZ Berlin, she led EU projects on education and culture. Tiziana coordinated international public programmes with Kader Attia for institutions such as Centre Georges Pompidou, MMK – Museum für Moderne Kunst (Frankfurt) and the Dak'Art Biennale (Senegal). Earlier, she oversaw the Paris-Sorbonne MA in Cultural Heritage Management at the French University in Cairo, with a focus on tourism, cultural heritage and museums. Tiziana holds a PhD from TU Berlin and Master's degrees from the Polytechnic University of Bari and the Polytechnic University of Madrid, with further studies at ENSAPB Paris-Belleville and the American University in Cairo.

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Tetiana Biletska

Ukraine

Tetiana Biletska is an experienced cultural policy and project management expert with over 24 years of work in cultural, educational, and humanitarian sectors. She has held senior roles in Ukraine's Ministry of Culture and the Ukrainian Cultural Foundation, and has contributed to major EU and Council of Europe reform and capacity-building initiatives, including the Kyiv Initiative, the Eastern Partnership Culture Programme, and Association4U.

Since 2019, she has led a team supporting the Ministry of Education and Science of Ukraine in implementing vocational education and public administration reforms through the multi-donor Ukraine Reforms Architecture project. A member of ENCATC since 2013, Tetiana also conducts research on Eastern Europe within the Cultural Relations Platform. Her current interests focus on decent employment, migrant integration, and international cultural relations.

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Nansi Ivanišević

Croatia

Nansi Popovac Ivanišević is a project manager, lecturer, and researcher in cultural and education policy, with expertise in administration and communication sciences. She is the founder and president of Prokultura – Observatory of Cultural Policies in Split and the author of several academic works, including the 2020 book *Broken Mirror: Decentralization of Cultural Policies in the Croatian Way*.

She holds degrees from the University of Zagreb, the Institute of Political Studies in Grenoble (Master's in Cultural Project Management), and a PhD in Culture and Tourism from the University of Zadar. Her career spans roles as professor, director and vice president of the Alliance Française de Split, and senior positions in public administration, including head of the Education, Culture, and Sport Department. She has also served as Croatia's Minister of Education and Sport, a Split City Council member, and Special Envoy to the International Organisation of La Francophonie.



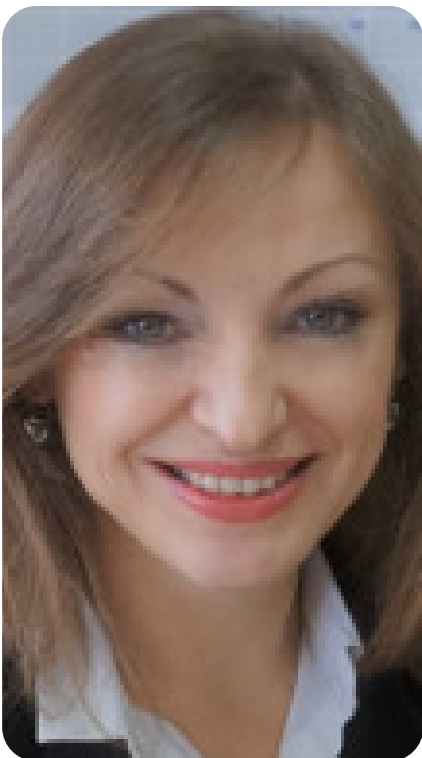
Malak Mehta

Netherlands

Malak Mehta is an architectural researcher and designer focused on creating spaces that foster well-being, connection, and belonging. As the founder of The Mindful Scapes (TMS), a WELL Accredited Professional, and a certified mindfulness coach, she combines environmental psychology, health-oriented design, and contemplative practices in her work.

Her interdisciplinary practice includes spatial design and analysis, interactive installations, and participatory workshops exploring how people feel and connect with their surroundings. Passionate about place attachment and placemaking, she aims to transform everyday spaces into intentional environments that inspire reflection, presence, and mindful living.

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Tetiana Tymoshenko

Ukraine

Tetiana Tymoshenko is a distinguished leader in sustainable tourism and community revitalization. She has directed tourism projects across more than 70 Ukrainian communities, effectively integrating policy, strategic planning, and local engagement to foster revitalization and sustainable development at both town and regional levels. Her approach goes beyond theoretical frameworks; she implements tangible, transformative solutions.

In her role as President of the Ukrainian Federation of Employers in the Tourism Sector, Tetiana adeptly bridges government, business, and civil society to achieve meaningful and lasting impact. Additionally, as a consultant for organizations including USAID, IOM, and U-LEAD, she has contributed to the design and implementation of some of Ukraine's most significant destination development initiatives.

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Mariia Kotvitska

Ukraine

Mariia Kotvitska has over 15 years of experience in international B2B marketing across the automotive aftermarket, IT SaaS, and strategic communications, combining business expertise with social impact initiatives. Since 2007, she has worked in industrial marketing and founded AGV LLC. In 2017, AGV Lab launched a SaaS product for the automotive aftermarket, becoming an official TecAlliance partner and distributor.

In 2013, together with USAID, she co-launched a nationwide program supporting women's startups in Ukraine, training more than 500 participants over three years. During the full-scale war, she joined the KOLO Foundation, leading philanthropy and medical charity projects, including ADDEX, an innovation complex at Igor Sikorsky Kyiv Polytechnic Institute focused on the future of Ukraine's prosthetics sector.

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