eNCATC

The European network on cultural management and policy

BROCHURE



15th ENCATC Academy on Sustainable Cultural Management and Policy

21-24 April 2026
Bilbao, Spain

#2026EncatcAcademy

An initiative by: eNCATC

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THE 3 PILLARS OF THE ENCATC ACADEMY

EDUCATING, COLLABORATING, EMPOWERING

Sustainability is a key issue in contemporary cultural management and policy, and fundamental to ENCATC's approach towards all its activities and services. Since 2011, ENCATC has been developing its Green Policy, prioritising sustainable goals, and working with key players and initiatives, such as the Climate Heritage Network. Collaboration and cooperation are at the heart of our vision of sustainability, and in this context the annual ENCATC Academy is a central element in bringing together diverse actors in the efforts for climate resilience.

At the ENCATC Academy, the cultural management and policy community comes together to learn and adopt new approaches, actions and policies. Born from the desire to help academics and cultural actors embed sustainability in their practice, the Academy is now the leading annual event for educators, researchers, managers and practitioners who wish to create sustainable futures through culture. We facilitate exchange and insight through our pillars:

- **Enhancing** knowledge, skills and competences in the field of sustainable management and policy;
- **Exchanging** mutual learning and sharing good practices for educators and practitioners;
- **Energizing** the cultural management and policy community to be key actors in a sustainable future.







ENCATC has been creating and delivering the academies for over 10 years, in collaboration with Goldsmiths, University of London, pioneers in cultural relations policy, and alongside local partners. The 2025 edition of the Academy will bring together academics, cultural operators, and policy makers to develop the skills and abilities needed to face common challenges and create new and innovative approaches to sustainability in the cultural sector. It will offer a unique opportunity to engage in mutual and collaborative learning with cultural relations organizations, policy makers, and individual experts, seeking to create new knowledge for a more sustainable future.

The work of the ENCATC Academy goes far beyond the days of the event itself. By stimulating peer learning, the exchange of best practices, and shared reflections on challenges and their potential solutions, the Academy sets the foundations for ongoing endeavours by cultural institutions, academics and individual professionals, enabling productive connections for further collaborations. Participants of the Academy will leave not only with more knowledge and skills, but also with much more potential for effective and successful initiatives.

2026 ACADEMY AT A GLANCE



Hosting this edition of the ENCATC Academy in Bilbao, in the heart of the Basque Country, provides a unique and compelling framework for exploring sustainability in cultural management and policy.
Over the past three decades, Bilbao has become an international reference for urban, cultural, and social transformation, evolving from an industrial city into a dynamic hub of innovation, creativity, and sustainability-driven development. Its commitment to regeneration through culture, strong public governance, and integrated sustainability strategies makes it an ideal living laboratory for the Academy's mission. Bilbao is deeply aligned with global sustainability agendas. As the **hosting city of the Local 2030 Coalition**, Bilbao champions the localisation of the Sustainable Development Goals (SDGs), integrating cultural participation, social inclusion, and ecological responsibility across its policies and institutions. This alignment reinforces the Academy's focus on the triple transformation—green, social, and digital—while offering participants a tangible example of how cities can harness culture as a driver of systemic change.

The **city's robust cultural ecosystem** further enriches this edition. Its infrastructures represent diverse approaches to sustainability, innovation, and community engagement, which participants will explore through a series of study visits:

- **Arriaga Theatre**, a historic institution integrating sustainability into its organisational strategy;
- Harrobia, a pioneering performing arts centre supporting creation, experimentation, and ecological awareness
- **Guggenheim Museum Bilbao**, a global icon of cultural-led regeneration and a key actor in advancing sustainable museum practices
- **Azkuna Zentroa** is a landmark cultural centre that illustrates Bilbao's vision of culture as a driver for innovation, participation, and sustainability
- **La Perrera**, a creative hub nurturing local talent, artistic experimentation, and socially engaged cultural practices

These visits, together with a programme enriched by experts and practitioners from Euskadi, will allow participants to engage directly with local perspectives, insights, and case studies reflecting the Basque Country's leadership in sustainable cultural development. Their contributions will ground the Academy in a strong regional context while providing relevant, transferable knowledge for professionals working in diverse cultural and policy environments. Through this strategic location, the 2026 ENCATC Academy offers not only a learning experience but also an immersion into one of Europe's most emblematic examples of cultural transformation, making Bilbao an essential partner in advancing sustainability across the cultural and creative sectors.

2026 ACADEMY AT A GLANCE



Scope and Objectives

- **Encouraging Action at the Organisational Level**:

The Academy motivates participants to **translate knowledge into action**, enabling them to adopt sustainable practices and policies within their organisations. It aims to align participants' efforts with evolving environmental demands while enhancing their operational sustainability.

- **Capacity Building for Emerging Challenges**:

Participants gain the tools, expertise, and confidence to anticipate and tackle emerging challenges in the **green transition**, ensuring that their organisations are resilient and future-ready.

- **Knowledge Sharing and Networking**:

The Academy is a **platform for consistently exchanging best practices, policy insights, and success stories**, fostering collaboration across sectors. It provides invaluable networking opportunities, enabling participants to build partnerships and expand their professional networks.

- **Policy Development and Practical Tools**:

Participants can access the latest resources and practical tools by linking the Academy to **relevant publications, toolkits, policy reports**, and projects. Guest speakers—renowned experts and practitioners—provide **essential insights and actionable advice** that participants can immediately apply in their work.

- **Leadership in the Green Transition**:

Through engaging lectures, study visits, and hands-on workshops, the Academy positions participants and their organisations as **leaders in the cultural sector's green transformation**, contributing to broader systemic change.

Key Programme Themes

- **Sustainable Management Practices**: Training professionals to implement green, innovative strategies at the organisational level

- **Policy Advocacy and Development**: Equipping policymakers with insights and tools to integrate green objectives into cultural policy frameworks

- **Digital and Green Synergies**: Exploring how digital technologies can drive sustainable innovation in the CCS

- **Climate Action Through Culture**: Highlighting the CCS's role in promoting global environmental awareness and action

2026 ACADEMY AT A GLANCE



WHAT TO EXPECT

- **Lectures and seminars** from leading experts in sustainability in the cultural sector
- **Case studies** designed to develop essential skills
- **Group practical exercises** to consolidate knowledge and encourage discussion
- **Debates** to promote experience sharing with lecturers and other participants
- **Study visits** to enable hands-on experiences
- **Networking** opportunities to forge connections and build relationships

WHO THE ACADEMY IS FOR

- **Educators** seeking to embed sustainability in their programmes
- **Researchers** in the cultural sector with an interest in sustainability
- **Masters** and **PhD students** in cultural management, policy and related fields
- **Artists** and **practitioners** interested in sustainable practices
- **Cultural actors** including leaders, managers and operators
- **Policy representatives** from local, regional, national, European and international organisations
- **All those interested in and committed to** sustainability through culture

KEY TAKEAWAYS

- **Learn about the latest advances** in sustainable cultural policy and management
- **Gain or expand awareness** of the multiple dimensions of sustainability in culture
- **Acquire knowledge** on how sustainability and resilience best apply to cultural activities
- **Get acquainted with the cultural actors** that make the sustainable transition possible
- **Network**: build and expand relationships with like-minded professionals from the cultural field
- **Enhance your expertise** in the digital environment and sustainable external relations





PARTNERS



With the support of:

Department of Culture and Language
of the Basque Government

Department of Culture
of the Town Hall of Bilbao

Partners:

DISCOVER BILBAO: A LEADING CITY IN SUSTAINABILITY AND CULTURE

Bilbao is the largest city in the province of Biscay and the main urban center of Spain's Basque Country. Historically shaped by shipbuilding, steel production, and maritime trade, Bilbao grew around its port and river, becoming one of northern Spain's most important industrial cities during the 19th and 20th centuries. While this industrial past brought prosperity, it also led to environmental challenges and urban decline toward the late 20th century.

Beginning in the 1990s, Bilbao launched an ambitious program of urban regeneration that fundamentally reshaped the city. This transformation emphasized modern architecture, improved infrastructure, cultural investment, and environmental recovery. The result is often referred to as the "Bilbao effect," a term used internationally to describe how strategic cultural projects can drive economic and social revitalization.

At the heart of this renewal is the Guggenheim Museum Bilbao, designed by Frank Gehry. Opened in 1997, the museum's sculptural titanium exterior and bold, experimental design quickly became an international icon. Beyond its architecture, the museum hosts major exhibitions of modern and contemporary art, attracting millions of visitors and placing Bilbao firmly on the global cultural map.



The city is built along the Nervión River, which flows through its center toward the Bay of Biscay. Once heavily polluted by industry, the river has been cleaned and integrated into the city's public life. Revitalized promenades, bridges, and public spaces along the waterfront now serve as focal points for leisure, events, and everyday urban life.

Bilbao's cultural identity is deeply connected to Basque traditions, language (Euskara), and cuisine. The city is renowned for its food scene, particularly pintxos, often elaborate snacks displayed on bar counters and enjoyed socially. Traditional Basque dishes emphasize fresh seafood, local produce, and simple but refined flavors. The historic district, Casco Viejo, is especially famous for its bars, markets, and lively atmosphere, as well as landmarks such as Santiago Cathedral and Plaza Nueva.

DISCOVER BILBAO: A LEADING CITY IN SUSTAINABILITY AND CULTURE



Reminders of Bilbao's industrial heritage remain visible in former docklands and factory zones, including Zorrozaurre, a once-industrial peninsula now undergoing large-scale redevelopment. This area represents the city's future-focused approach, combining housing, creative spaces, technology hubs, and sustainable urban design.

Bilbao also places strong emphasis on quality of life. The city offers numerous parks, green hills, and viewpoints, such as Mount Artxanda, which overlooks the urban landscape. Its public transportation system, featuring a modern metro, trams, buses, and walkable neighborhoods, makes the city accessible and easy to navigate.



Overall, Bilbao is a city defined by transformation and balance. It successfully blends a proud industrial legacy with cutting-edge architecture, strong cultural institutions, a distinctive culinary tradition, and a commitment to sustainability. This combination makes Bilbao not only an attractive destination for visitors but also a dynamic, forward-looking city for those who live there.

DISCOVER MORE

STUDY VISITS

TEATRO ARRIAGA ANTZOKIA



Teatro Arriaga Antzokia, a historic public theatre located in the heart of Bilbao, stands today as a leading example of sustainability in the cultural sector. As the first theatre in Spain to receive the ETC Theatre Green Book European sustainability certification, it has integrated environmental responsibility into its productions, operations, and building management. Rooted in Bilbao's broader urban transformation towards ecological and cultural innovation, the Arriaga has implemented a comprehensive strategy involving energy efficiency, waste reduction, circular material use, and audience engagement. Its commitment demonstrates how cultural institutions can become catalysts for climate action, aligning artistic excellence with the goals of the European Green Deal and the UN Sustainable Development Agenda.

Learn more on Teatro Arriaga Antzokia.

HARROBIA – HUNTZA HIEDRA



Harrobia – Huntza Hiedra is a pioneering Cultural Innovation Centre based in Bilbao that is redefining how cultural infrastructures engage with the ecological transition. Through its comprehensive Huntza–Hiedra plan, Harrobia integrates technological innovation, artistic creation, and environmental responsibility to address the climate emergency. Its strategy—structured in three phases—includes actions such as energy efficiency upgrades, intelligent building management systems, renewable energy generation, and participatory waste and emission co-management. Inspired by biomimicry and systemic thinking, the project promotes a holistic model where culture, sustainability, and digital transformation converge. Harrobia thus emerges as a benchmark for regenerative cultural practice, aligning local action with the broader goals of ecological resilience and sustainable cultural governance.

Learn more on Harrobia - Huntza Hiedra.

GUGGENHEIM MUSEUM BILBAO



Guggenheim Museum Bilbao is a global benchmark for integrating sustainability into cultural management. Beyond its pioneering environmental measures—such as its certified carbon footprint, installation of solar panels, and energy efficiency initiatives—the Museum promotes economic sustainability through stable local partnerships and the generation of long-term cultural tourism that supports Bilbao's creative economy. Equally, it fosters sociocultural sustainability by engaging diverse audiences, supporting local artists, and advancing accessibility and education programs that strengthen community participation. The Guggenheim thus exemplifies a holistic model where culture, economy, and ecology converge to drive sustainable urban and cultural transformation.

Learn more on Guggenheim Museum Bilbao.

AZKUNA ZENTROA



Azkuna Zentroa is a landmark cultural centre that illustrates Bilbao's vision of culture as a driver for innovation, participation, and sustainability. Housed in a former wine warehouse redesigned by Philippe Starck, the venue brings together contemporary art, community engagement, and responsible resource management in an inclusive civic space. Through a diverse programme of exhibitions, performances, and learning activities, Azkuna Zentroa promotes cultural participation while integrating sustainability into its operations, from energy efficiency and accessibility to collaborative partnerships with local actors. Its model demonstrates how multifunctional cultural infrastructures can foster creativity, social cohesion, and environmental awareness at the heart of the city.

Learn more on Azkuna Zentroa

STUDY VISITS

LA PERRERA



La Perrera is a dynamic cultural and creative hub that embodies Bilbao's commitment to socially engaged and sustainable cultural practice. Located in a regenerated industrial space, it hosts artists, cultural organisations, and community initiatives that explore new forms of creation, participation, and civic innovation. La Perrera fosters sustainable development by providing accessible spaces for experimentation, supporting emerging creators, and promoting projects rooted in social inclusion, local identity, and environmental awareness. Its collaborative model encourages interdisciplinary work and community interaction, positioning the hub as an essential catalyst for cultural democratisation and grassroots sustainability. As a living example of how cultural infrastructures can nurture resilience and social cohesion, La Perrera reinforces Bilbao's role as a leader in sustainable cultural transformation.

Learn more on La Perrera

TOWN HALL



"Ayuntamiento de Bilbao" by Miguel Rodríguez, CC BY-NC-ND 2.0

Bilbao's Town Hall is one of the most elegant civic buildings in the city. Built in the late 19th century on the site of a former convent, it serves as the headquarters of Bilbao's local government. The building is known for its impressive Baroque-inspired façade, decorated with sculptures, columns, and ornamental details that reflect the wealth and ambition of Bilbao during its industrial expansion. Located beside the Nervión River, the town hall combines historical grandeur with political importance, making it a notable landmark in the heart of the city.

Learn more on Bilbao's Town Hall

HISTORICAL ARCHIVE



Bilbao's Historical Archive preserves an important part of the city's collective memory. The archive houses thousands of historical documents, photographs, maps, and administrative records that trace the social, political, and cultural development of Bilbao over the centuries. Researchers, historians, and visitors use the collection to explore the transformation of the city from a medieval trading port into a modern urban center. Beyond its role as a repository of documents, the archive also promotes local heritage through exhibitions, educational activities, and public access to historical materials.

Learn more on Bilbao's Historical Archive.

PROGRAMME



TUESDAY 21 APRIL	
Town Hall. Arab room | Ernesto Erkoreka Plaza, 1, 48007 Bilbao	
12:00 - 17:00	**Participants' arrival in Bilbao**
17:35 - 17:50	**Welcome to the 2026 ENCATC Academy and introduction to the Academy** **Asier Abaunza,** Councillor for Urban Planning, Strategic Projects and Public Space **Andoni Iturbe,** Vice Minister of Culture of the Basque Government **GiannaLia Cogliandro Beyens**, Secretary General, ENCATC
17:50 - 18:30	**The transformation of Bilbao: a continuous process** **Asier Abaunza,** Councillor for Urban Planning, Strategic Projects and Public Space
18:30 - 19:00	**Guided tour of the City Hall spaces**
19:05 -19:30	**Networking time with a glass of txakoli and a gilda**

WEDNESDAY 22 APRIL	
Historical Archive | María Díaz de Haro,3, 48013, Bilbao, Bizkaia, Spain	
9:00 - 9:30	**Registrations**
09:30 - 09:35	**Welcome and introduction to the day** **GiannaLia Cogliandro Beyens,** Secretary General, ENCATC **Cristina Ortega Neure**, CEO, World Leisure Organisation
9:35 - 10:45	**Sustainable Cultural Management: Frameworks for Organisational Change** This lecture will include methodologies and examples for embedding sustainability in the management and organisational policies of cultural institutions **Iphigenia Taxopoulou**, Founding Member and General Secretary, Mitos21, Greece
10:45 - 11:45	**Coffee Break**
11:45 - 13:00	**Workshop: Designing Sustainable Cultural Projects** Participants will work in groups to develop cultural projects considering environmental impact. **Iphigenia Taxopoulou**, Founding Member and General Secretary, Mitos21, Greece
13:00 - 14:00	**Lunch Break**
14:00 - 17:30	**Study Visits** **Arriaga** Arriaga Plaza, 1, Ibaiondo, 48005 Bilbao, Bizkaia, Spain **Harrobia** Langaran Kalea, 3, Otxarkoaga - Txurdinaga, 48004 Bilbao, Bizkaia, Spain
17:30 - 18:00	**Conclusions of the day**

THURSDAY 23 APRIL	
Historical Archive | María Díaz de Haro,3, 48013, Bilbao, Bizkaia, Spain	
09:30 - 09:35	**Welcome and introduction to the day** **GiannaLia Cogliandro Beyens,** Secretary General, ENCATC **Cristina Ortega Neure**, CEO, World Leisure Organisation
9:35 - 10:45	**Towards the sustainable transformation of cultural organizations: A research-based, collaborative approach** This session provides an overview of current debates on sustainability in the arts and culture sector and presents preliminary findings from Culture for the Planet Alliance, a strategic spin-off of the Swiss National Science Foundation–funded project Culture Goes Sustainable. It introduces the Alliance's collaborative work on developing sustainability indicators, transition frameworks, and emerging standards. The session further examines how cultural organizations conceptualize, operationalize, and measure governance practices, social sustainability, and ecological responsibility. **Leticia Labaronne,** ENCATC Vice President, Head of Center for Arts Management at the Zurich University of Applied Sciences; Co- Lead Culture for the Planet Alliance **Laura J. Noll**, Center for Arts Management at the Zurich University of Applied Sciences; Executive Education Lead Culture for the Planet Alliance, Switzerland
10:45 - 11:45	**Coffee Break**
11:45 - 13:00	**Localizing the SDGs – Dialogues and tensions between the local and the global** This roundtable highlights the importance of localizing the 2030 Agenda as a key driver of global transformation, emphasizing the role of culture in this process. It introduces the Local2030 Coalition, which supports the implementation of the Sustainable Development Goals (SDGs) at the local level through multilevel governance, partnerships, and context-based solutions. The session also presents the Euskadi Local2030 Hub as a practical example of localization in action, showing how culture, linguistic diversity, and community participation can be integrated into sustainable policies. Overall, it underlines how local territories contribute to shaping global agendas through cultural identity, innovation, and social cohesion. **Arantza Acha**, UN Etxea Director **Iñigo Arbiol,** UN Deputy Head Secretariat Local2030 Coalition Moderator: **GiannaLia Cogliandro Beyens**, ENCATC, Secretary General
13:00 - 14:00	**Lunch Break**

THURSDAY 23 APRIL	
Historical Archive | María Díaz de Haro,3, 48013, Bilbao, Bizkaia, Spain	
14:00 - 15:30	**Workshop session** In this session, participants will work in groups guided by: **Leticia Labaronne**, ENCATC Vice President, Head of Center for Arts Management at the Zurich University of Applied Sciences; Co- Lead Culture for the Planet Alliance **Laura J. Noll**, Center for Arts Management at the Zurich University of Applied Sciences; Executive Education Lead Culture for the Planet Alliance
15:30 - 18:00	**Study Visit** **Guggenheim Museum** Abandoibarra Etorb., 2, Abando, 48009 Bilbao, Bizkaia, Spain
18:00 -20:00	**Free time**
20:00-22:00	**Networking dinner**

FRIDAY 24 APRIL	
Historical Archive | María Díaz de Haro,3, 48013, Bilbao, Bizkaia, Spain	
09:30 - 09:35	**Welcome and introduction to the day** **GiannaLia Cogliandro Beyens,** Secretary General, ENCATC **Cristina Ortega Neure**, CEO, World Leisure Organisation
9:35 - 10:45	**Embarking on digital transformation** What do CHIs need to know to embark on a digital transformation process? How can they assess their digital maturity? **Marco Fiore**, Policy and Project Manager, Michael Culture Association
10:45 - 11:45	**Coffee break**
11:45 - 12:30	**Guardians of Digital Memory: AI, Cybersecurity, and the Future of Cultural Heritage Considerations on Cultural Heritage and AI** **Marco Fiore**, Policy and Project Manager, Michael Culture Association
12:30 - 14:00	**Lunch Break**
14:00 - 15:30	**Cybersecurity in the cultural sphere and the role of the Cyber Humanist** Cyber attacks, such as those against the British Library, the Natural History Museum in Berlin, and the Internet Archive, have highlighted an increased risk to digital cultural heritage. These attacks reveal the cultural world's substantial unpreparedness to address these threats. Cyber Humanities represents an emerging discipline that, through a transdisciplinary approach, can address the issue of protecting cultural heritage, including digital heritage, with theoretical and technological tools. **Emanuele Bellini**, Associate Professor in Information Processing Systems and Director of the 2nd Level Master in Cyber Humanities for Heritage Security at the Department of Humanities Studies at University of Roma Tre, Italy. Chair of the IEEE SMC TC on Cyber Humanities and co-chair of IEEE SMC TC on Homeland Security.

FRIDAY 24 APRIL	
Historical Archive | María Díaz de Haro,3, 48013, Bilbao, Bizkaia, Spain	
15:30 - 15:45	**European Network on Cultural Management and Policy** **Towards a greening cultural sector: ENCATC from policy to practice** **Gianna Lia Cogliandro Beyens,** Secretary General, ENCATC
15:45 - 16:00	**The World Leisure Organisation: Mission, Impact and Global Reach** **Cristina Ortega Neure,** CEO, World Leisure Organisation
16:00 - 16:30	**Network of European Museum Organisations: NEMO's work on Digital Transformation** **Mira Höschler,** NEMO Community and Project Manager
17:00 - 19:30	**Study visits** **Azkuna Zentroa** Arriquíbar Plaza, 4, Abando, 48010 Bilbao, Bizkaia, Spain **LA PERRERA** Sabino Arana Etorbidea, 50, Basurtu-Zorrotza, 48012 Bilbao, Bizkaia, Spain
19:30 - 21:00	**Self-organized networking gathering for participants.**

SPEAKERS



Asier Abaunza

Asier Abaunza is Councillor for Urban Planning, Strategic Projects and Public Space. Since 2007, he has developed a career focused on improving the city through urban planning, mobility, the planning and management of public works and services, and the management of public space, promoting policies that strengthen a sustainable, balance, and innovative urban model. His work is guided by a commitment to a sustainable, balanced, and inclusive Bilbao, always focused on improving urban quality of life and maintaining the city's role as an international benchmark in urban transformation and planning.

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Arantza Acha

Arantza Acha is Director at #UNESCOEtxea - UNESCO Centre Basque Country, Spain. She has consolidated experience designing, implementing and evaluating multistake holders innitiatives on Sustainable Develpment and Human Rights. She is regularly participating in multistakeholders processes to advance in the #Agenda 2030 from Human Rights perspective, at the local, national and international level.

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SPEAKERS



Iñigo Arbiol

Iñigo Arbiol is UN Deputy Head Secretariat Local2030 Coalition. Prior to his current position at United Nations, he served as an international professional career at UNHCR Bosnia Herzegovina in Saravejo, Gernika Gogoratuz Peace Research Center and UNESCO Regional Office for Latin America and the Caribbean. As an expert in sustainable development, sub-state relations and private sector engagement, he has been a visiting scholar at various prestigious universities and institutions worldwide, as well as a keynote speaker in academic events and conferences. Since 2018, he has lead "Deusto Business Diplomacy", an international knowledge hub to research and develop policy papers and projects on the interaction between the public and private sectors for sustainable development.

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GiannaLia Cogliandro Beyens

Since 2004, GiannaLia Cogliandro Beyens is the Secretary General of the European network on cultural management and policy, ENCATC. She is also the administrator of the Thomassen mobility programme and serves on several boards. GiannaLia is an expert in EU affairs and international relations, with more than 30 years' experience in advocacy, cultural policy, and strategic management, in the context of international cultural NGO. Since 1998, GiannaLia has also successfully designed, drafted, and managed a large number of EU cross-sectorial projects in the field of culture, education, and research.

Former Policy Officer of the Cultural Forum of EUROCITIES, GiannaLia was also Secretary General of the Association of the European Cities of Culture , AECC. Journalist since 1993, she started her career as Press & PR Officer for the N.A.T.O organisation in Rome. For the European Commission, she wrote 10 Reports on social European policy and a major study on the European Cities of Culture of the year 2000. Educated at the University "La Sapienza" in Rome, GiannaLia holds a Degree in Political Sciences - International Relations and two additional masters in European & International Career Studies, and a in European Constitution. Since 1993, GiannaLia is member of the Association of the Former trainees of the European Union.

SPEAKERS



Emanuele Bellini

Prof. Emanuele Bellini PhD is an Associate Professor in Information Processing Systems at the University of Roma Tre and a Visiting Academic at the University of Cambridge, Department of Computer Science and Technology. His research spans Cyber Resilience, Human-Cyber-Physical Systems, Critical Infrastructure Protection, and Trust Computing. He is also the founder of the emerging field of Cyber Humanities, and his current research investigates the security and protection of Digital Cultural Assets, as well as the counteraction of Cyber Cognitive Operations targeting Cultural Heritage, as part of the broader challenge of safeguarding memory, knowledge and meaning in the digital age.

Prof. Bellini serves as Chair of the IEEE SMC Technical Committee on Cyber Humanities and Vice-Chair of the IEEE SMC Technical Committee on Homeland Security. He is also Founder and Co-Chair of the IEEE International Conference on Cyber Security and Resilience (IEEE-CSR) and the IEEE International Conference on Cyber Humanities (IEEE-CH). His work is based on a transdisciplinary approach fusing technical and humanistic perspectives to address the challenges of resilience, trust and sustainability in complex socio-technical critical ecosystems.



Mira Höschler

Mira Höschler has been Community & Project Manager at the Network of European Museum Organisations (NEMO) since 2016. Her main focus lies in organising capacity-building activities for NEMO members. Before joining NEMO, she worked for several years at the German Museums Association. She holds a Bachelor of Arts in Intercultural European Studies and a Master's degree in Cultural Management, and she is passionate about connecting people and fostering networks.

SPEAKERS



Andoni Iturbe

Andoni Iturbe is the Vice Minister of Culture of the Basque Government



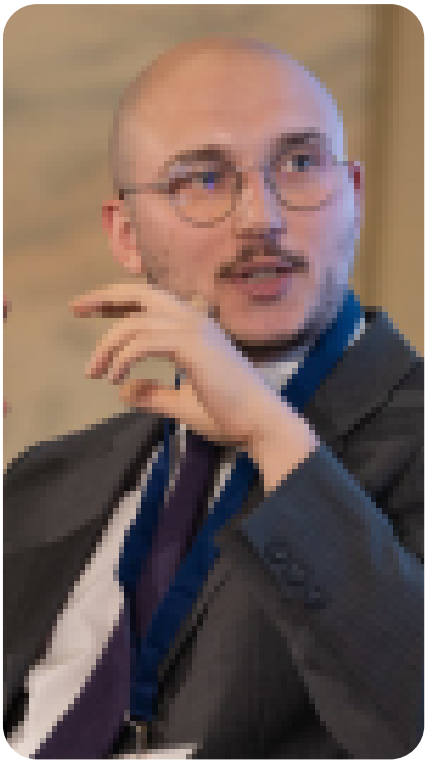
Cristina Ortega Neure

Cristina Ortega Nuere has been Chief Executive Officer of the World Leisure Organization since 2016 and combines this role with teaching at the Universitat Oberta de Catalunya. She holds a PhD in Leisure and Human Development and a Master's degree in Leisure Management. She graduated from the University of Deusto and completed further studies in London at Middlesex and Westminster University.

With over two decades of academic and research experience, she has led more than 50 research projects, published extensively, and served as editor-in-chief of several scientific journals. She was President of ENCATC for four years and chaired its Policy Group Monitors of Culture, involving over 40 cultural observatories worldwide.

A specialist in cultural policy and evaluation, she has been a jury member for the European Capitals of Culture and contributed to cultural governance in the Basque Country. She is also the author of a key reference book on cultural observatories and regularly speaks at international conferences.

TRAINERS



Marco Fiore

Marco Fiore is Policy and Project Manager at Michael Culture Association. He has a MA in European Cultural Policies from SciencesPo Paris and a MA in Ethics of AI. His work focuses on bringing the voice of the cultural sector into European policies, especially in digital contexts where he advocates for digital justice and ethics.



Leticia Labaronne

Leticia Labaronne is Professor and Head of the Center for Arts Management at Zurich University of Applied Sciences (ZHAW) as well as Director of the executive Master programme in Cultural Management. She has co-created and co-leads the Culture for the Planet project. Leticia worked in the performing arts for over 10 years before joining academia. Originally from Argentina, she holds a BA in International Studies (UK), a MSc in Public and Nonprofit Management (Switzerland) and a PhD on Cultural Management (Germany). Her expertise extends to a wide range of topics related to the management of arts and cultural organizations, including new paths for financing and funding, performance measurement and evaluation. Leticia since 2023 is Vice-President of ENCATC.

TRAINERS



Laura Noll

Laura Noll is the Executive Education Lead in the Culture for the Planet project and Senior Researcher at the Center for Arts Management at ZHAW. Previously, Laura completed a PhD and Postdoc in Management at the University of St.Gallen (HSG). She founded a competence center for art market research at the HSG and initiated and supervised applied research projects with leading art institutions including Art Basel and Christie's. Her main research interests are the value and price of art and the future viability of art institutions. This is why she is committed to creating a pioneering sustainability programme for arts and culture.



Iphigenia Taxopoulou

Iphigenia Taxopoulou is a founding member and general secretary of the European theatre network mitos21. She's an associate partner of Julie's Bicycle, the UK-based charity that mobilises the arts and culture to take action on climate change. She has worked in theatre as literary advisor, programming consultant and international projects manager in Greece and abroad for several years. She is an experienced sustainability consultant, lecturer and educator. She holds a degree in Philology & Modern Greek Studies from Aristotle University (Thessaloniki) and an MA in Cultural Management & Theatre Criticism from City University of London. She is the author of Sustainable Theatre: Theory. Context. Practice, published by Bloomsbury/Methuen Drama (May 2023). In 2025, she was named Knight (Chevalière) of the Order of Arts and Letters by the French Ministry of Culture.

PARTICIPANTS



Diana Andreeva-Popyordanova

Diana Andreeva - Popyordanova is director of the Observatory of Cultural Economics (OCE), an organization for independent research in cultural economics in Bulgaria. She is a lecturer in the University of National and World Economy/UNWE/, Department "Media and Public Communications"- UNESCO Chair on Media and Information Literacy and Cultural Policies for Sustainable Development and National Academy of Theatre and Film Arts. She is co-editor of the Bulgarian profile of cultural policy in the Compendium of Cultural Policies and Director of the Centre for Media Research, Audiovisual Policy and Cultural Industries „Bilyana Tomova" in UNWE, Sofia. Diana Andreeva is part of the research team of the international Horizon 2020 CICERONE/Creative Industries Cultural Economy Production Network/ project. She is the focal point and representative of Sofia – creative city of film of UNESCO.

Facebook: https://www.facebook.com/diana.andreeva.543



Sandra Barrio Campo

Sandra Barrio Campo is PhD Candidate and head of the Basque District of Culture and Creativity (BDCC), a space that enables, develops and helps Euskadi's Cultural and Creative Industries fostering the competitivity and economic strength of the sector. Graduated in Business Administration and Management and Law, she also holds a Master in Corporate Social Responsibility and a Master in Cultural Management.

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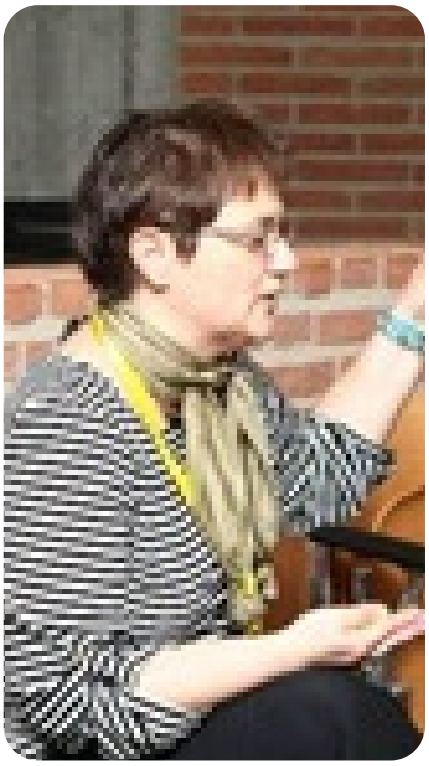
PARTICIPANTS



Valeria Bineva

With a background in Archaeology (MA from Sofia University) and Anthropology (PhD ABD from Cornell University), after freelancing as a field and research assistant archaeologist, translator, and project developer in 2014, I joined the National Museum of Military History (the NMMH).

For the NMMH I have developed about 30 successful funding applications for projects ranging from new exhibition development, design, and installation of IT-based interactivities (onsite and web access), educational programmes, mobility for collections and professionals. Since 2023, I have been the head of International and Project Activities and IT Directorate, also responsible for the operation of the Museum's publishing brand



Marina Cabezón Virto

Marina Cabezón Virto is Officer for Education Projects at Euskampus Fundazioa, where she explores and designs learning opportunities for the Cultural and Creative Industries within the KSIgune ecosystem. She studied Primary Education at the University of the Basque Country (EHU), convinced of the transformative power of education, an idea that was reinforced during the three years she spent in Quito, linked to the InnovAcción XXI educational transformation project. Later, she completed a Master's Degree in Learning Facilitation and Innovation at Mondragon University, where she taught for three years in the Faculty of Humanities and Education Sciences.

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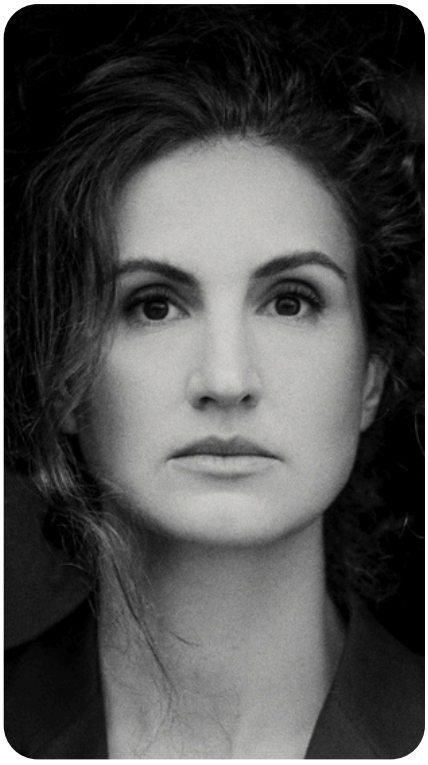
PARTICIPANTS



Oksana Danyliv

Oksana Danyliv is Deputy Director for Communications and Digital Development at the Andrey Sheptytsky National Museum in Lviv (Ukraine), where she drives digital strategies and audience engagement. She holds a degree in Economics & Management and brings extensive experience in international donor-funded projects. Based in Lviv, Oksana is a passionate and engaged photographer, capturing both cultural and everyday moments. She is dedicated to sharing Ukrainian heritage with audiences locally and globally, making art and culture accessible, vibrant, and inspiring.



Marijana Dragičević

Marijana Dragičević works at the intersection of museum practice, cultural memory and narrative research. She is the Director of the City Museum of Bjelovar (Croatia) and a PhD candidate in Literary Studies at the Faculty of Humanities and Social Sciences, University of Zagreb. Alongside academic work, she develops and leads contemporary museum projects that engage with memory, identity, loss and the material culture of everyday life. Current projects include the development of Kuća Bakić — a participatory "museum of home" dedicated to sculptor Vojin Bakić — and several long-term heritage initiatives. In parallel, she is also a novelist.

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PARTICIPANTS



Marta Falagán San Juan

Marta Falagán San Juan is a State Museum Technician and Cultural Manager at the Sub-Directorate General of State Museums (Spain's Ministry of Culture). Earlier in her career, she worked with several leading cultural institutions in Spain such as Instituto Cervantes, where she focused on multidisciplinary cultural management. She also served as Communications Officer at the Escuela Superior de Música Reina Sofía, and as a Cultural Manager for the classical music ensemble "Ensemble Praeteritum".

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Sunčana Franić

Sunčana Franić is an Associate in the Department of Culture and Communication at the Institute for Development and International Relations (IRMO), based in Zagreb, Croatia. She specializes in European cultural policies, cultural development, international cultural communication and heritage preservation, coordinating and managing EU-funded research and cooperation projects, including Horizon Europe.

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PARTICIPANTS

Jokin Garatea

Jokin Garatea is Sustainability Councilman at the council of Forua, Basque Country, Spain, and Coordinator at the Basque District of Culture and Creativity (BDCC)

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Jorge García Valbuena

Jorge García Valbuena is Senior Project Manager at TECNALIA Research & Innovation, member of Basque Research and Technology Alliance

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PARTICIPANTS



Mireia Iglesias

Mireia Iglesias is Head of Events, Programs & Communications at World Leisure Organization (WLO), helping international organizations and multi-stakeholder networks engage the right audiences, strengthen their reputation and deliver measurable impact. She is also committed to education and mentorship, teaching Master and Postgraduate students in events and related fields as an invited professor at the University of Deusto, CETT - University of Barcelona, and Miguel de Cervantes European University.

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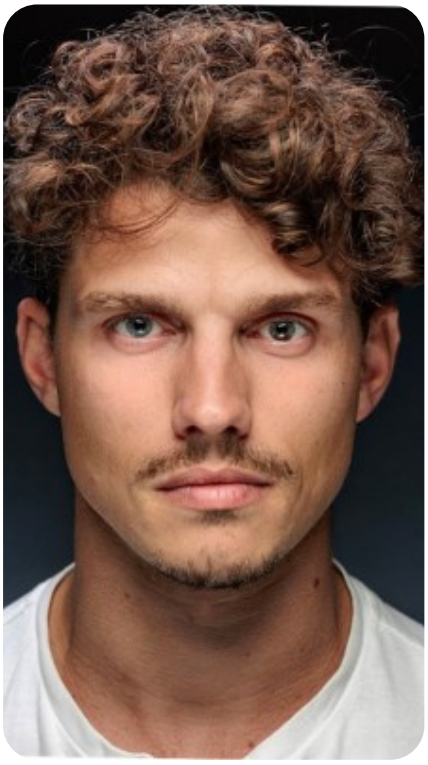

Sevar Ivanov

Sevar Ivanov, PhD is researcher in the field of culture policy and culture economy. Assistant professor at UNWE in Sofia, Bulgaria. Experienced in the filed of arts and culture as an artist and executive producer with international recognition. Member of the Boards of directors of Union of Bulgarian Actors and the National Culture Fund.

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PARTICIPANTS



Magdalena Jedlicka

Magdalena works as a Senior Sustainability Specialist at the National Centre for Culture in Poland, where she supports the cultural sector in integrating environmental responsibility into everyday practice. She is involved in research, knowledge-sharing, and collaborative initiatives advancing sustainable transformation, including publications, webinars, and international cooperation. In her personal approach, she is interested in exploring connections and cultivating new sensitivities, seeing nature not only as something to be protected, but as a source of strength and inspiration. Her professional work is closely aligned with her values. At ENCATC Academy, she is keen to explore policy solutions and build meaningful partnerships to support greener cultural systems.

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Julianna Joó

Julianna Joó studied art history and did her PhD at the Faculty of Education and Psychology at Eötvös Lorand University. In her thesis she researched the German and Hungarian museum-pedagogical methods, techniques and trends.

She has been working as a museum-teacher since 2007 and she has been Head of the Education Department at the Museum of Applied Arts since 2016. She organizes school programmes, family days, workshops, courses, gallery tours. She regularly oversees programmes for nursery, primary and secondary schools. She invents and introduces hands-on objects and other interactive area to the exhibitions and create booklets for children. She has been teaching at university since 2009.

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PARTICIPANTS



Caroline Jordan

Caroline is a research content strategist focused on emerging technologies shaping design and the built environment. She was part of the team driving Cape Town's successful World Design Capital 2014 bid —the first African city to receive the designation. She later served as Senior Project Manager at Creative Cape Town, leading metropolitan-scale programmes, including the development of the country's first creative and cultural industries mapping app. She now works at Autodesk. Her approach is informed by graduate studies in Cultural Management at the University of Barcelona.

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Deyana Kostova

Deyana Kostova is a Bulgarian museum professional and cultural administrator specializing in museum management, international cooperation, and cultural communication. She currently serves as Deputy Director of the National Museum of Military History in Sofia, a role she has held since 2023. Prior to that, she led the museum's Directorate for Marketing, PR and International Activities, overseeing institutional communication, partnerships, and international cultural initiatives. Kostova has been part of the museum's team for over 17 years, previously serving as Director of Directorate and Chief Expert and contributing to the development of outreach programs, exhibitions, and international collaborations that expand the museum's public engagement..

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PARTICIPANTS



Luka Kulic

Luka Kulic is Art Director and Restorer at The Gallery of Matica Srpska — based in Novi Sad, Serbia —, where he has been working for over eight years. Graduated in Sculpture by the Academy of Arts Novi Sad, he holds a variety of skills in fine, contemporary, and visual arts, among others. Prior to his current position, he also worked as a restorer at the Museum of Contemporary Art Vojvodina.

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Elena Lascurain

Elena Lascurain is public policy officer for the Eusko Jaurlaritza - Basque Government. Graduated in International Economy by the EHU, she also holds a postgraduate in Law and Economics of the EU by the University Paris 1 Panthéon-Sorbonne and a Masters in International Business Management

LinkedIn: https://es.linkedin.com/in/jorgegarciavalbuena

PARTICIPANTS



Barbara Lovrinić Higgins

Barbara Lovrinić Higgins, PhD, is a Research Assistant at the Institute for Development and International Relations (IRMO) in Zagreb, Croatia. She recently earned her doctorate from the Faculty of Dramatic Arts in Belgrade, specializing in digital cultural policy, digital transformation, and cultural memory. Her professional experience includes roles in international projects such as SoPHIA (Social Platform for Holistic Heritage Impact Assessment) and CULPOL (EU Competences and National Cultural Policies), as well as serving as the Editorial Assistant for the Croatian International Relations Review (CIRR). Currently, within the framework of the CULTMED project, her work bridges the gap between digital humanities and cultural management. Her expertise is further supported by a diverse academic background in diplomacy, museology, and French literature.

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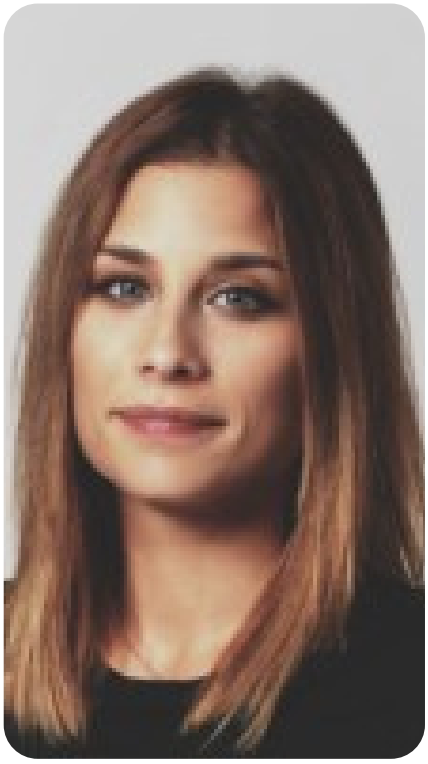

Ruth Mayoral López

Ruth Mayoral López is Head of higher Education programmes at Euskampus Fundazione, where she works to strengthen connections between the university ecosystem and industry. Her works focuses on fostering collaborative projects that enhance innovation and knowledge transfer, and on building strategic networks that bring together academic, institutional, and business partners. She holds a PhD in Sociology from the University of the Basque Country (2021), as well as a degree in Sociology (2009) and a Master's degree in Youth Studies, Research, Policies, and Profiles (2010). Throughout her professional career, she has led initiatives in applied innovation and knowledge transfer, managing networks and inter-institutional alliances in complex and multidisciplinary settings.

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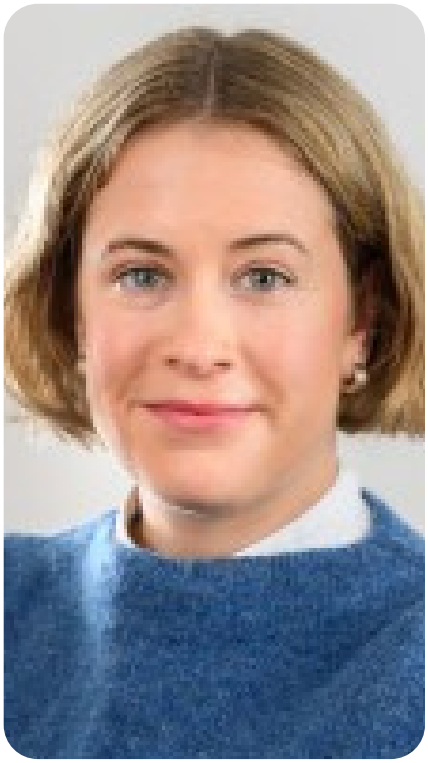
PARTICIPANTS



Maja Minoska-Pavlovska

Maja Minoska-Pavlovska is an experienced museum communicator and project manager, currently serving as Advisor for International Cooperation and Communications at the NI Museum of the Macedonian Struggle for Independence in North Macedonia. A lifelong learner, dedicated to connecting ideas, partners, and audiences. Professionally focused on building strong partnerships with diverse stakeholders through programmes and projects that promote inclusive, digital, and audience-centered approaches to museum work. A firm believer in the unlimited potential of cultural institutions to foster meaningful relationships with communities, the environment, and society at large—ultimately enhancing human well-being and shaping a more resilient future.



Adele Newman

Adele Newman is a cultural project manager with 10+ years' experience in cultural cooperation across Europe, UK, and India. She currently manages CYCLE UP! at the Goethe-Institut, Prague, coordinating partners in Bratislava, Prague, Berlin, Katowice, and Estonia to connect communities, artists, and municipalities around the topic of sustainable urban mobility through participatory approaches - artist residencies, zero-waste festivals, car-free avenues, and workshops. Her specific interest is embedding social, ecological, and financial sustainability into cultural projects for local development issues.

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PARTICIPANTS



Daniel Oliveira

Daniel Oliveira (28Yo) is Head of Incorporation and Inventory at the Portuguese Air Museum, where he is responsible for the management, documentation, and integration of collections. He holds a degree in History, with a minor in European Studies, and a masters in contemporary history, and has developed a strong interest in both cultural heritage management and historical research. His areas of expertise include gun control history and Portuguese aviation history, reflecting a multidisciplinary approach to the study of military and technological heritage. Through his work, he contributes to the preservation and interpretation of complex historical narratives within a museum context.



Naci Polat

Naci Polat is professor at Pamukkale University Tourism Faculty (Türkiye), specializing in sustainable tourism development, nonprofit organizations, and community-based heritage valorisation.

With a Master's in Development Policy from the University of Bremen and a PhD in Management from Dumlupınar University, he has continuously sought to bridge academic research with real-world practice.

As an EU Jean Monnet Scholar, he conducted research on ecological management systems at the University of Trier. He has also taught in BA and MBA programs at Jaén University (Spain) and Polytechnic Institute of Bragancá as a Visiting Professor, enriching his international academic experience.

His professional background includes several years in the tourism industry, working with renowned companies such as Turkish Airlines and Mövenpick Hotels, providing him with a unique blend of academic and operational perspectives.

Recently, he was actively involved in the Erasmus+ transnational project SILVHER and a member of the COST Action Underground Built Heritage as a Catalyser for Community Valorisation, promoting sustainable cultural heritage management across Europe.

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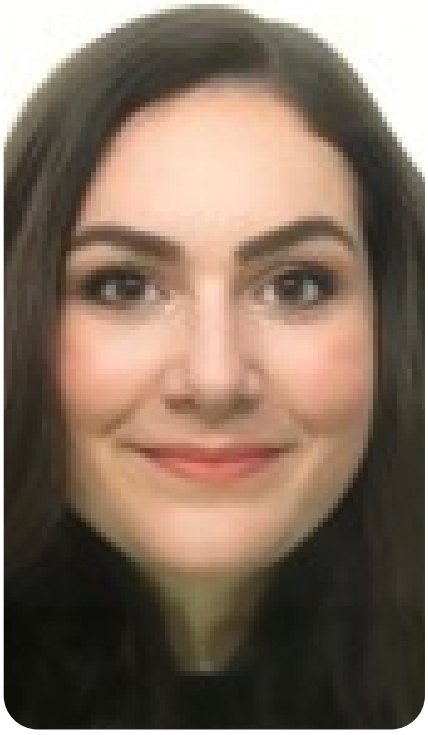

Claudia Quinones

Claudia Quinones is an attorney and international researcher licensed to practice in New York and Puerto Rico, focusing on art and cultural property law and policy. Prior roles at Canvas Art Law, Amineddoleh & Associates, Constantine Cannon's Art Group, UNIDROIT, and Bloomberg Associates. She has worked with artists, public entities, cultural institutions, stakeholders, experts, and market participants across the cultural and creative industries in the US, EU, UK, Latin America, and Middle East. Currently participating in the UNITWIN Culture in Emergencies Project. Experience includes museum governance, due diligence, cultural protection frameworks, tangible and intangible heritage, emerging technologies in the art space, and sustainable development.

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Erilda Selaj

Erilda Selaj is the director of the National Centre for Living Heritage QKVT based in Tirana, Albania. She is a Scientific Master Holder in Cultural Heritage and member of the Management Committee of CRICULT COST Action for Cultural Heritage in Crisis.

The QKVT is a specialized institution under the authority of the Minister for Tourism, Culture and Sports that deals with the administration, study, research, identification, preservation, protection, popularization and promotion of intangible cultural assets and cultural diversity at the national level, in cooperation with public entities. It cooperates with intangible cultural heritage specialists at the regional directorates of cultural heritage, as well as with central and local cultural-artistic institutions, cultural associations and individuals in the field of intangible heritage.

PARTICIPANTS



Marta Šveb Dragija

Marta Šveb Dragija is a Research Assistant at the Institute for Development and International Relations (IRMO), in the Department for Culture and Communication. Since 2020, she has worked on research and policy projects in cultural policy, museum management, and the creative sector. She is a PhD candidate in psychology at the University of Groningen, having fulfilled all requirements for her doctorate, with her defense scheduled for June 2026. Her work bridges social psychology and cultural practice, focusing on visitor well-being, sustainable cultural tourism, and participatory approaches to cultural experiences.

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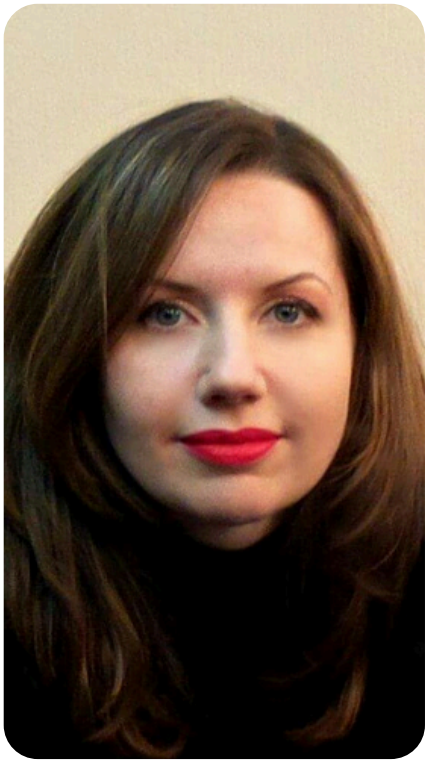

Yana Tiefbenkel

Yana Tiefbenkel is a Strategic Consultant and Professional Certified Coach (ICF) working with creative professionals, leaders, and teams. She holds an MBA in Creative Industries and an MSc in Marketing Management, and brings over 15 years of experience in the live music industry. She is currently a PhD researcher at the University of Latvia, specialising in cultural and creative industries, with a focus on the live performance sector. Her research examines structural change in cultural ecosystems, particularly in European classical music, at the intersection of policy, strategy, and sector development.

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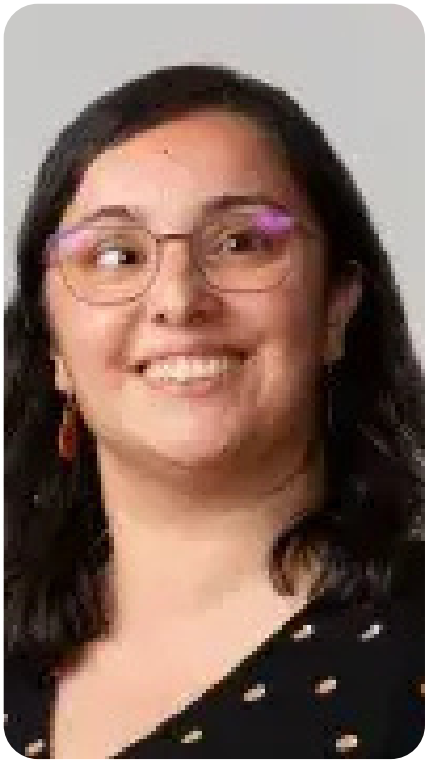
PARTICIPANTS

Josean Urdangarin

Josean Urdangarin is head of service of the CCIs of the Department of Culture and Language Policy of the Eusko Jaurlaritza - Basque Government.



Lorena Vega

Lorena Vega is part of the Higher Education Programmes team at Euskampus Fundazioa, and provides operational support to the 4gune and KSIgune clusters, among others. She is an international project manager with more than 10 years experience in public, non-profit and private organisations in countries such as Spain, UK and Uruguay. My experience in global multi-stakeholder partnerships is steadily growing, and I have contributed towards defining and executing strategic communications and processes, advocacy campaigns, multilateral projects, and large-scale events. Building alliances and networking has been an important part of the projects in which I have been involved, as well as liaising with a wide range of entities, multicultural actors and multidisciplinary groups.

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PARTICIPANTS



Hanna Mari Villsaar

Hanna Mari Villsaar is head of partnerships management and community relations at the Estonian Museum of Natural History while also working as a freelance consultant. In the past, she served as a Communications and Community Relations Consultant, as well as Head of Communications at the Ragnar Nurkse Department of Innovation and Governance. She holds a Master of Arts in Social Sciences, Community Development and Social Wellbeing by the University of Tartu.

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Julia Weger

Julia Weger is a sustainability consultant specialising in the arts, culture and event sector. As founder of WEGWEISER – Office for Sustainable Ideas, she supports museums, cultural institutions and event organisers with strategy development, process facilitation and capacity building on their path towards sustainability. With nearly two decades of experience, she combines practical implementation knowledge with a strong network across Austria and beyond. She also teaches at universities and in professional training programmes, with a particular focus on sustainability in museums and for museum professionals.

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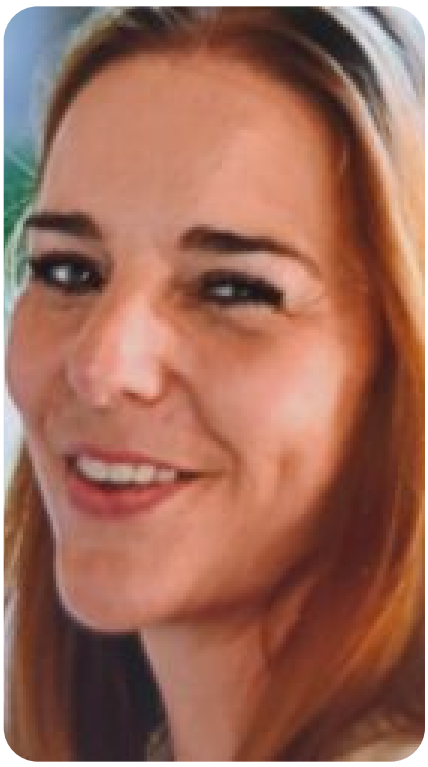
PARTICIPANTS



Bettina Wilk

Bettina Wilk is a governance and policy expert focusing on cities and nature. She is experienced in supporting local and regional authorities and drafting policy guidance for the co-governance and mainstreaming of nature-based solutions and biodiversity into urban policies and practices. In her current position with The Nature of Cities Europe, she leads the development of TNOC Europe's project portfolio, co-develops arts-based, participatory engagement formats, and fosters strategic partnerships with external stakeholders. She holds master's degrees in Environmental Governance (Utrecht University) and Social and Cultural Anthropology (University of Vienna).

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Eline Zerelik

Eline Zerelik is policy officer on cultural entrepreneurship and sustainability at the Department of Culture, Youth and Media of the Flemish Government. Studied Political Sciences at UGent (Master in European Studies) and focused mainly on sustainable food chains and their local aspect. Alternative niche solutions for the current global food system and involving citizens in pursuing a local food strategy triggered her interest. From there on she got a wider passion for everything sustainable, which led her to work at the Flemish Environmental Agency to support local authorities and other stakeholders in improving their climate resilience.

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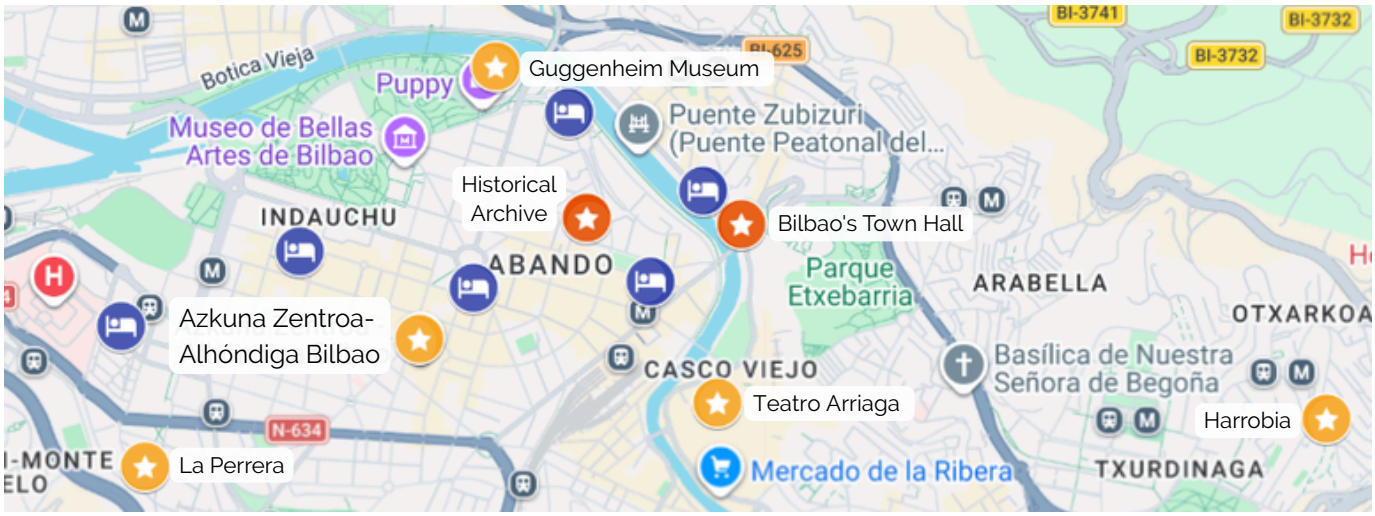
Accomodations in Bilbao

Following our environmental commitment, ENCATC has curated a list of hotels in Bilbao following a Green Policy:

- Catalonia Gran Vía Bilbao
- Hotel Barceló Bilbao Nervión
- Hotel Abando
- Hotel Carlton
- Hotel Illunion San Mamés
- Hotel Vincci Consulado de Bilbao



PRACTICAL INFO



Getting to Bilbao

AIR TRAVEL

Bilbao is served by Bilbao Airport (BIO), located about 12 km north of the city center. The airport offers frequent domestic flights to major Spanish cities such as Madrid and Barcelona, as well as international connections to many European destinations. Regular bus services link the airport directly to central Bilbao, making transfers quick and convenient.

TRAIN

Bilbao is well connected by rail to other parts of Spain. Long-distance and regional services are operated mainly by Renfe, providing routes to cities such as Madrid, Zaragoza, and San Sebastián. In addition, Euskotren operates regional and commuter trains that connect Bilbao with towns across the Basque Country. The city has several train stations, with Abando being the main hub.

BUS

Long-distance buses are an affordable and popular way to reach Bilbao. The main bus terminal, Bilbao Intermodal, is centrally located near the San Mamés area. Companies such as ALSA operate frequent services from cities across Spain and neighboring countries. Buses also provide excellent regional connections throughout the Basque Country.

CAR

Reaching Bilbao by car is straightforward thanks to its well-developed road network. The city lies along the A-8 (Autovía del Cantábrico), which runs along Spain's northern coast and connects Bilbao with cities like Santander and San Sebastián. Driving allows flexibility to explore the surrounding coastline, mountains, and nearby towns, though parking in the city center can be limited.

Language

All activities and materials will be delivered in English.

Emergency Numbers

GENERAL EMERGENCIES - 112

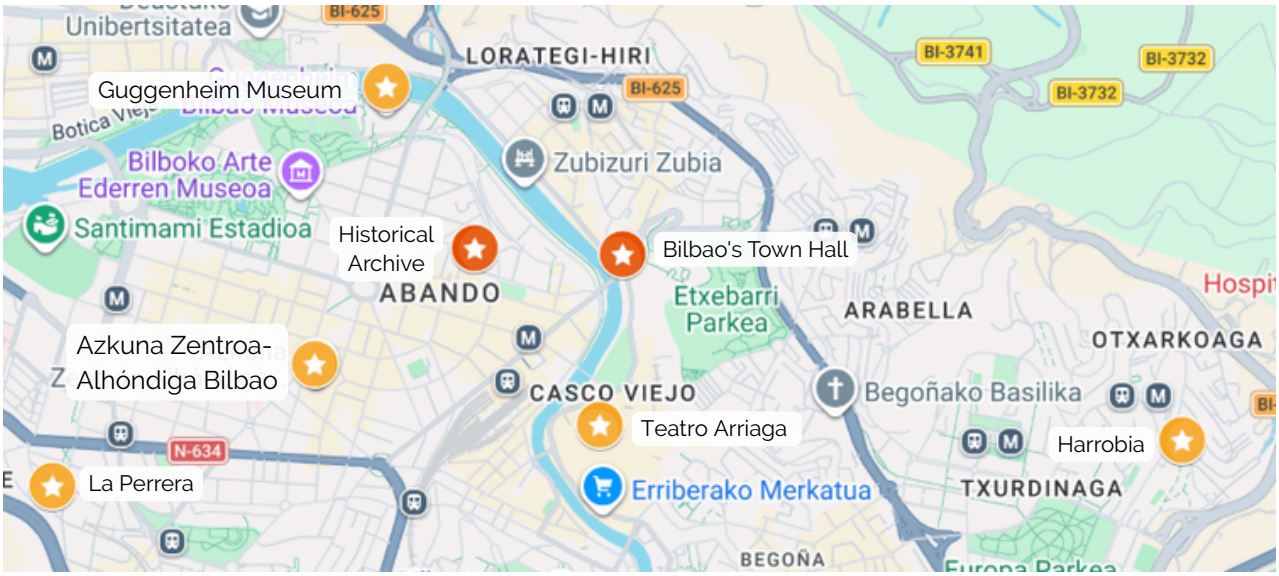
LOCAL POLICE - 092

MEDICAL EMERGENCIES - 061

FIRE BRIGADE - 080

PRACTICAL INFO

Locations and Venues



Venues Study Visits

Access the Google Maps list with all the event locations: **https://maps.app.goo.gl/oDkrANjGsYdciHCCA**

Mobility in Bilbao

WALKING

Recommended for getting around the centre, as most major sights are close together.

METRO

Metro Bilbao is a great option to reach outer neighbourhoods and beaches. Single tickets can be purchased but a Barik card is recommended for multiple rides.

TRAM

Euskotren Tranbia runs along the river connecting the City Centre, San Mamés and the bus terminal

BUS

Bilbobus connects areas not covered by metro or tram. Also available with a Barik card.

ENCATC is the leading European network dedicated to advancing cultural management and policy. Established in 1992, this membership-based NGO gathers over 100 higher education institutions and cultural organisations in 38 countries.

As a dynamic platform for collaboration, ENCATC fosters the exchange of knowledge, methodologies, comparative research, and innovative practices. It also conducts regular assessments to address the evolving training needs of the cultural management sector from a distinctly European perspective.

ENCATC is an NGO with a consultative status at the United Nations, it has an official partnership with UNESCO, is an observer to the Steering Committee for Culture of the Council of Europe, and is co-funded by the Creative Europe programme of the European Union.



As part of ENCATC's commitment to promote and foster a climate neutral and sustainable future, this booklet was produced exclusevely in digital format. Learn more about ENCATC environmental sustainability policy here.

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ENCATC

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Creative Europe Programme
of the European Union