

7.4 Artistic training

by [Isabel Ojeda Cruz](#)

1. Artistic training

Trying to encompass the artistic training of the various disciplines in a handbook like this is a huge task, and any approach, as exhaustive as possible, would be incomplete, either because all disciplines are not dealt with or because all perspectives are not discussed.

This approach to training aims at providing a general vision of the possible educational pathways of a cultural manager interested in an artistic discipline. In addition, the geographical scope is restricted to Andalusia and is analysed from two main perspectives: public and private academic programmes.

Another dilemma when dealing with this task is defining the “artistic disciplines” to be studied in a world currently constituted by a miscellany of aesthetic approaches with some limits difficult to define.

Finally, we have chosen a classic classification (theatre, dance, music, etc.) as we suppose that the cultural manager knows how to transcend such limits and combine the knowledge acquired in the different disciplines to obtain an overall vision.

Theatre

The official academic programmes related to drama is mainly taught in the University Colleges of Acting (Spanish initials: ESAD) located in Andalusia: Seville, Cordoba, and Malaga.

- ESAD Seville: specialised in textual and scenographic performance. The university's term is 4 years.
- ESAD Malaga: three specialities are taught: stage management, textual performance, and musical performance.
- ESAD Cordoba: specialised in performance and scenography.

The secondary school leaving certificate, a testing maturity certificate or university access for over 25-year-olds is required to access to these programmes. Aside from meeting some of the previous requirements, candidates should pass a specific entrance examination for each specialisation. These requirements are the same as the studies taught in Higher Education in Arts, dependent of the Ministry of Education, Culture and Sports of the Regional Government of Andalusia.

Apart from the training offered by Higher Schools, there are many academic programmes offered by private companies that organise isolated workshops and various proposals, many of them online and addressed to professionals of the sector. Another source of artistic training is the Andalusian Public School for Cultural Training. This institution, as the result of the extinct Performance, joins together performing arts and cultural management in the scope of the theatre creation. There are mainly short-term workshops, as well as face-to-face workshops in different Andalusian provinces and online courses.

www.juntadeandalucia.es

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Music

Music is officially offered in the various conservatories located in the Andalusian territory. There are centres in Cordoba, Jaen, Granada, Malaga, and Seville.

- Conservatory of Music “Rafael Orozco” in Cordoba. Specialisations:
 - Composition
 - Study of flamenco music and dance
 - Flamenco guitar
 - Singing performance
 - Guitar performance
 - Symphonic instrument performance
 - Piano performance
- Conservatory of Music in Jaen. Specialisations:
 - Performance
 - Production and management
- Royal Conservatory of Music "Victoria Eugenia" in Granada. Specialisations:
 - Singing performance
 - Guitar performance
 - Symphonic instrument performance
 - Piano performance
 - Pedagogy and Composition
- Conservatory of Music in Malaga
 - Composition
 - Orchestra Conducting
 - Singing performance
 - Guitar performance
 - Symphonic instrument performance
 - Piano performance
- Conservatory of Music “Manuel Castillo” in Seville
 - Composition
 - Direction
 - Performance
 - Musicology

As for studying jazz, there is not a specific branch of education in Andalusian conservatories, but there are elective courses including jazz improvisational techniques or harmony. Most modern music disciplines are taught in private schools or through master classes held by renowned musicians.

Flamenco is also taught in the Andalusian musical training. Aside from the teachings included in the curriculums of the conservatories, there are private institutions of recognised standing, such as the Cristina Heeren Foundation (in which singing, dance, and guitar is taught), and many private schools and study centres in all the Andalusian territory.

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Dance

The Conservatory of Dance “Ángel Pericet” in Malaga is the only centre in which dance higher education is taught in Andalusia since the academic year 2002/2003.

The centre currently offers two specialisations:

- Pedagogy of Dance
- Choreography and performance

From the third academic year, each specialisation has two pathways: the former has “Teaching for dancers” and “Social, educational and health dance”, and the latter has “Choreography” and “Performance”.

Students can choose one of the four dance styles in each specialisation or pathway: Flamenco dancing, Classical Dance, Contemporary Dance, and Spanish dance.

www.csdanzamalaga.com

Nevertheless, there are professional dance conservatories in Seville, Granada, Almeria, Cordoba, and Cadiz.

Also, the Andalusian Dance Centre, dependent of the Regional Government of Andalusia, is another element supporting dance training. The Andalusian Dance Centre is aimed at developing the professional training of dancers through a training programme structured in 2 years and based on Contemporary, Neoclassical, and Spanish Dance, as well as actively contributing to the continuous training of professionals who work in the world of Dance.

www.juntadeandalucia.es

Arts Education Centres in Andalusia

Provincia	Música	Danza	Arte Dramático
Córdoba	Conservatorio Superior de Música "Rafael Orozco"	Escuela Superior de Arte Dramático	
Granada	Conservatorio Superior de Música "Victoria Eugenia"		
Jaén	Conservatorio Superior de Música		
Málaga	Conservatorio Superior de Música	Conservatorio Superior de Danza	Escuela Superior de Arte Dramático
Sevilla	Conservatorio Superior de Música "Manuel Castillo"	Escuela Superior de Arte Dramático	

Visual arts

Schools of Visual Arts and Design constitute the largest network of artistic education centres. The autonomous regions, except Ceuta, have Schools of Visual Arts and Design which offer several programmes, from the Arts

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Baccalaureate to Degree Arts Education. Except Melilla, which belongs to the Ministry of Education, Schools depend on the respective departments of education of the autonomous administrations.

The following centres are located in Andalusia: Algeciras, Almeria, Baeza, Cadiz, Cordoba Dionisio Ortiz and Cordoba Mateo Inurria, Granada, Guadix, Huelva, Huescar, Jaen, Jerez de la Frontera, Malaga, Motril, Seville, and Ubeda. Many disciplines are understood as visual arts:

Baccalaureate: Arts

Intermediate vocational training courses

Decoration Ceramics
Artistic forging
Artistic cabinet
Fan making
Silk-screen painting
Artistic goldsmithing and silversmithing procedure
Artistic emptying and moulding
Leather craftsmanship
Artistic fretwork
Artistic gilding and polychromy
Enamel
Islamic ornamentation
Artistic stone sculpture
Artistic carving
Embroidery and Laces
Tapestry and carpet
Chalcographic Engraving

Advance vocational training courses

Decoration project and direction
Artistic photography
Graphic advertising
Ephemeral architecture
Clothing model-making
Print-making and engraving
Applied arts in sculpture
Furniture design
Artistic pottery
Artistic binding
Textile Arts
Garden elements
Illustration
Window dressing
Furnishing
Fire enamel
Mosaics

www.escuelasdearte.es

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In addition, advanced studies in Fine Arts in the various faculties of Andalusian universities are worth being separately mentioned. This degree is offered in Malaga, Granada, and Seville.

Curriculums are very similar, although the degree in Malaga have subjects more related to the contemporary art and new technologies.

Sociocultural animation

Another discipline related to the cultural management is the sociocultural animation. This training is based on the programming, the organisation, the dynamization, and the evaluation of social intervention projects focused on the social development, and uses dynamic group techniques and community, cultural, leisure and free time resources. This discipline is available in Andalusia through the professional training, with the secondary school leaving certificate.

Audiovisual

Faculties of Communication Science in Seville, Granada, and Malaga offer a specialised branch of education in audiovisual communication. Also, there is a private cinema school in Malaga which gives information on Screen Acting and Film Course, which deals with all narrative and technical aspects of the seventh art.

escueladecinedemalaga.com

Aside from the artistic disciplines previously mentioned, there are others: a list of specialised references of all of them has been here included for further information.

2. Continuous professional training

One of the main pillars of a good cultural manager is the continuous updating. Culture is a changing, porous element of diffuse borders, so it is important to know not only the new artistic trends, but also the innovation in management models and in the ways of communication. Professional training resources for a cultural manager are almost inexhaustible: it depends on our focal point, on the elements of interest, and on the professional profile of each one. However, we provide here some resources centres which, because of their professionalism, the cross-curricularity of their proposals, their innovative nature or the profusion of resources, could be interesting to be periodically followed.

Andalusian Public School for Cultural Management

The Andalusian Public School for Cultural Training joins together the Artistic Staging and Technical Staging programmes and includes courses on cultural management and online training. The School has permanent headquarters in Granada, Malaga, and Seville and aims at providing a quick and professional response to the training requirements of all cultural managers, as well as to the new challenges of the sector with a multidisciplinary, practical and quality training.

www.juntadeandalucia.es

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Gestión cultural.org

The Ibero-American Portal for Cultural Management is an initiative of the Cultural Management Programme of the University of Barcelona, a collective project with more than twenty years of experience focused on the training and research in cultural management and policies. It is managed by Lluís Bonet and provides several master's degrees and postgraduate degrees related to the subject matter, organises professional sessions, participates actively in international cultural networks, publishes books and videos including experiences and reflections on the issue, has an active research team and doctorate programme, and hosts several professional portals, such as *Arqueotur* on archaeological tourism, *CulturalBox* (a virtual video library) or the *Rutas Culturales Iberoamericanas* [Ibero-american Cultural routes] website, among others.

www.gestioncultural.org

Interarts

Interarts is a private agency of international renown. It was founded in 1995 and is focused on:

- Supporting the design of cultural policies,
- Contributing to development processes from the cultural sector,
- Facilitating the transfer of knowledge and information in the cultural field.

The main activity areas are cultural policies and cultural cooperation. They are currently present in innovative fields, such as those related to cultural rights and cultural and creative economy.

Interarts is organised through three functions:

Design

Laboratory of ideas and centre for applied research focused on emergent cultural subjects of political importance. Interarts contributes to the making of proposals to implement cultural policies.

Advice

Interarts gives legal advice to create cultural firms and coordinates the management of international projects for development cooperation.

Training and information

Training constitutes one of the main axes of the activity of Interarts. Short-term cycles, thematic seminars or activities are organised in various geographical scopes, such as the international campuses for cultural cooperation. Interarts continuously disseminates important studies and information for the cultural cooperation sector through its bulletin and website.

www.interarts.net

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Cultunet.com

Cultunet is a project developed collectively by the Organisation of Ibero-American States (Spanish initials: OEI) and Área de Trabajo (the publishing company of the journal G+C). Cultunet's main objective is to provide cultural professionals of all Latin America with specialised services and to become a usefulness tool to carry out their activity. Cultunet meets the need of creating international cultural networks which develop and professionalise the sector, so a portal has been designed to include the most important social tools of the website, and such social tools have been included in a space: Cultunet.

All services offered by the portal are free (except those which are not possible to be free, such as the sale of publications).

Cultunet also offers specialised services, such as:

Cultural employment platform

Employment cultural offers are launched through this platform directly to a specialised public. Also, the selection process is carried out. Those people interested in applying for an employment offer could send their curriculum vitae in a completely confidential way, so data is only approachable for those offers chosen by the applicant. Applicants have a private area from which they could control their applications, and they are also informed about the phase in which their application is. People offering the employment receive the various applications in their private area, thus classifying it and being fluidly in contact with applicants. This service is completely free for those offering employment and for those looking for job, and makes possible the international or state recruitment, according each post's needs.

Cultural management social network

This social network makes possible to create networks and to maintain links between cultural professionals of all Latin America. It operates similarly to any social network: it is possible to add friends, to create groups, to post photographs, videos and texts, to configure the access to restricted it or not, et. Cultunet has a member search engine to search cultural professionals per areas (performing arts, visual arts, etc.) in any country of Latin America, as well as to keep contact with all of them, to look for partners and co-workers for projects, to disseminate activities, etc.

Specialised forums

Any user could start, dominate, and manage a debate on issues related to culture through this forum.

Cultural announcements

g+c mailing is for two years the first information system specialised in cultural management through e-mail and today is the most used in Latin America. It already has more than 25,000 Ibero-american subscribers, and the number daily increases. All type of announcements for a cultural manager's interest are received through its bulletins: subventions, grants, work placements, public aids, employment offers, etc.

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Virtual bookshop

A virtual bookshop specialised in cultural management. A cultural manager could here find the references required to develop their job and acquire them from any part of the world.

G+C journal

Reflection articles written by important professionals of the cultural sector. Both a printed version and an online version from the Cultunet's virtual bookshop are available.

www.cultunet.com

Fundación Contemporánea [Contemporary foundation]

One of its purpose is contributing to the development of cultural professionals in Spain through activities focused on encouraging the collaboration, improving the professional training, facilitating new management tools, promoting the networking and the internalisation, and supporting cultural enterprising people.

www.fundacioncontemporanea.com

Zemos 98

Zemos 98 is a team of cultural managers. Its philosophy is to generate the critic thought, to attempt to deconstruct mass media's dominant messages, and to create networks, relationships, and communities. This group, which is mainly focused on the visual area works locally and internationally in margins and intersections. A Zemos 98 festival is annually organised, and there is permanently a labmedia in which all these affairs are discussed. The articles included in the various blogs are very interesting.

www.zemos98.org

CCCB

The Centre de Cultura Contemporània in Barcelona (CCCB) not only organises and generate exhibitions, but plans debates, festivals, concerts, film cycles, courses, and conferences. It also encourages the creation using new technologies and languages, artistic research in scopes such as the multimedia one, and research in the expositional format while it also generates debate, thought, and reflection on both the city and the public space, as well as on current matters. Also, CCCB includes and makes available for everyone part of its heritage, its memory, and its archive in expositional formats, publications, digital files, audiovisual presentations... It is open to interdependent artists, creators, and programmers. CCCB is a public consortium created by the Barcelona Provincial Council and Barcelona City Council.

www.cccb.org

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DOS DOCE

Dosdoce.com, a cultural portal managed by Javier Celaya, was created in March 2004, with the aim of constituting a link among all entities of the cultural sector. From the beginning, Dosdoce.com's objective is to encourage publishing firms, bookshops, libraries, museums, foundations, etc. to use all kind of technologies and to understand better the implications and advantages arising from their use in the entities.

More than twenty studies and reports concerning the use of new technologies in various scopes of the cultural sector were written throughout these years: *El papel de la comunicación en la promoción del libro*; *El uso de las tecnologías Web 2.0 en entidades culturales*, and *Los retos de las editoriales independientes*; *Tendencias Web 2.0 en el sector editorial*; *La digitalización del libro en España*; *La visibilidad de las ciudades en la Web 2.0*; *Visibilidad de los museos en la Web 2.0*; *Digitalización del libro y uso de las redes sociales*; *Las galerías de arte en la web 2.0*; and *Chuleta de las redes sociales*. In 2011, the second editions of the studies *Las galerías de arte en la web 2.0*, *Industrial editorial 2.0*, and *Conexiones entre museos en las redes sociales* were published, as well as *Derechos de los usuarios en la nube*. In 2012, *Cronología de la edición digital (1912-2012)* was published, and in 2013 *Cómo colaborar con startups*, which is about how to improve the relationships between the firms which constitute the world of the book (publishing firms, bookshops, libraries, etc.) and the famous "start-ups" (technological firms recently created). In May of that year, a new study about museums in the digital era was published.

All reports have an informative approach and are particularly addressed to those people responsible for communication, as well as to cultural managers who hardly know these new tools but are very interested in knowing the benefits of its application in their entities.

Also, there is a thematic blog, www.comunicacion-cultural.com, in which people interested in news related to arts, theatre, music, films, and literature can permanently engage a dialogue among them.

www.dosdoce.com

The Andalusian Historical Heritage Institute (Spanish initials: IAPH)

The Andalusian Historical Heritage Institute's training programme offers courses specialised on cultural heritage and management, which are aimed at improving and updating the professionals of cultural heritage and management by means of short theoretical-practical courses organised in collaboration with professional associations.

The service is complemented with information on courses and grants announced by other national and international institutions related to the cultural heritage.

The **Vocational Guidance Service** is for students and recent graduates aimed at professionally working in any cultural heritage sector. The *Proyecto LECU: Laboratorio de Empleos Culturales* is included. LECU's main objectives are: to develop the possibilities of cultural heritage to create employment, to develop new working professions and opportunities, and to improve the employment conditions of professionals linked to the scope of cultural heritage.

www.iaph.es

Observatorio Cultural del Proyecto Atalaya

SGAEs foundation

The so-called *Fundación Autor*, a cultural non-profit foundation, develops a training area with specific courses for cultural managers and creators in general. Courses are taught in various cities.

Also, interesting statistical studies are written in terms of cultural uses and habits. The consultation of announcements for aids and grants is also interesting.

Association of Andalusian Cultural Managers [Spanish initials: GECA]

The Association of Andalusian Cultural Managers is another interesting source of information. Apart from the organisation of an annual forum, publications, and several professional sessions, GECA has a service catalogue for members. In such catalogue, discounts to participate in training courses are included, as well as to access to activities promoted by other institutions with which the association has agreements and to shows programmed by any of the associate rooms. An advice service concerning many matters is also included in services.

www.gecaandalucia.org

Finally, we would also like to mention the work carried out by the Vice-Rectorates for Outreach of Andalusian universities which are clearly committed not only to the promotion of the culture generated in the heart of universities themselves but also to the training in artistic matters and to the diffusion of the cultural offer of our environment. The role of cultural areas in universities is crucial in relation to cultural agents.

3. Training in cultural management

Aside from knowing the various artistic disciplines, a task of their daily work, cultural managers should have other types of abilities related to management. An appropriate training in management and strategic planning, in programme design and assessment, in marketing and communication, and in economy are fundamental to correctly perform their functions.

We now analyse the university training offer in cultural management which is available in the national territory.

The increasing training offer in cultural management is linked to the development of the cultural sector in recent years.

There are nowadays more and more professionals as well as public and private institutions demanding a specialised training for technicians who manage culture.

Aside from cultural managers' associations, universities are mainly those offering most of the specialised training.

The first postgraduate degree was launched by the University of Barcelona in 1989, with the Master's Degree in Cultural Management. Other universities joined this initiative soon after.

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Currently, almost a hundred of specialised university programmes or with a branch of education in cultural management are offered in Spain.

In Andalusia, the University of Huelva is pioneer in the implementation of the degree in cultural management. The curriculum is divided into four years, and the main subjects are studies on artistic knowledge (literature, arts, theatre, films, heritage, etc.), economy, financial management, and creation of firms, as well as communication, marketing, and applied English.

In 2004, the University of Granada and the University of Seville, in collaboration with the Department for Culture and the Department of Technological Employment and Development, were aware of the need of launching a training programme related to such characteristics. The project was designed, agreed, and assessed together with the participation of specialists in various subject matters who are involved in cultural management from the academic area, with the participation of lecturers from the University of Granada, Seville, and other universities, as well as of professionals with a long experience in this field.

posgrados.ugr.es

In the national area, 50% of programmes are specialised in a specific field of cultural management, 35% in all subjects, and 15% include a broader teaching field but including a specialisation in cultural management.

It is remarkable that most specific programmes are focused on matters related to heritage, such as cultural tourism, maybe because of the huge number of museums and heritage interpretation centres emerged in all Spain in recent years.

One of the characteristics of doctoral and master programmes in cultural management is teachers' generic profile. Most programmes have teachers from other degrees, mainly humanistic degrees, although professionals of cultural management trained in these disciplines are progressively being incorporated.

The training offer is mainly focused on Catalonia, offering almost 40 courses. The second territory offering more courses is the community of Madrid, followed by Andalusia, Valencia, and Galicia.

The offer is divided into face-to-face, blended, and distance courses, with some weeks staying at the university to exchange experiences. The number of online courses is increasing due to the possibilities given by the new communication technologies.

To analyse in detail the university offer related to Spanish cultural management, the work carried out in 2007 by Lluís Bonet for the Directorate-General for Cooperation and Cultural Communication of the Ministry of Culture is very useful as many data are today in force.

www.gestioncultural.org

Training programmes per type of studies and autonomous community

Doctorado de Programa Oficial de Postgrado	Doctorado (sistema antiguo)	Máster Oficial	Título Propio de Postgrado	Licenciatura	Total
Andalucía					
-	1	1	7	-	9
Aragón					
-	-	1	1	-	2
Asturias					
-	-	-	1	-	1
Canarias					
-	-	-	1	-	1
Castilla y León					
-	-	-	3	1	4
Cataluña					
1	1	6	31	2	41
Comunidad Valenciana					
-	-	2	5	-	9
Galicia					
-	-	1	2	2	5
Islas Baleares					
-	-	1	1	-	2
Madrid					
-	1	1	12	1	15
Navarra					
-	-	-	-	1	1
Pais Vasco					
-	-	3	1	-	4
Total					
3	3	16	65	7	94

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Sub-specialised training programmes per thematic specialisation* and Autonomous Community

Artes Escénicas	Aspectos Legales	Comunicación y Márketing	Cooperación y Desarrollo	Industrias Culturales	Mercado del Arte	Museología	Patrimonio	Turismo Cultural
Andalucía								
-	-	1	-	1	-	-	4	1
Aragón								
-	-	-	-	-	-	-	2	-
Castilla y León								
-	-	-	-	-	-	-	2	-
Cataluña								
1	-	1	4	1	-	-	12	5
Comunidad Valenciana								
-	-	1	1	1	-	1	4	1
Galicia								
-	-	1	1	1	-	-	2	-
Islas Baleares								
-	-	-	-	-	-	-	1	-
Madrid								
1	1	1	-	-	2	1	4	1
Pais Vasco								
1	-	-	1	-	-	-	-	2
Total								
3	1	5	7	5	2	2	31	10

* To categorise a programme as “sub-specialised”, studies in humanities offering specialisations are not included as they have a general common study framework.

Programmes classified per thematic specialisations only correspond to those that in turn has been categorised as “sub-specialised” in relation to specificity. The total of classifications per specialisation is greater than the total of programmes classified as, in some cases, a same programme included more than one specialisation.

Training programmes per academic mode or format

Modalidad o formato académico	Diplomas	%
A distancia	14	14,89
Presencial	73	77,66
Semipresencial	7	7,45

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Training programmes per academic mode or format and type of studies

tipo de estudios	Presencial	Semipresencial	A distancia
Doctorado de Programa Oficial de Postgrado	3	-	-
Doctorado (sistema antiguo)	2	1	-
Máster Oficial	16	-	-
Título Propio de Postgrado	46	6	13
Licenciatura	6	-	1
Total	73	7	14

Aside from universities' curriculums, training in cultural management could be complemented with the academic programmes offered by: professional associations; services of university outreach; town councils, provincial councils, and regional administrations' programmes, as well as by private bodies mentioned in the previous section on continuous training.

For Reflection

Cultural blogosphere

Community for bloggers who exchange their experiences and knowledge concerning cultural management and policies. www.gestioncultural.org

Santiago Eraso's Blog

Between 1986 and 2006 (twenty years), he managed ARTELEKU, the Centre for Contemporary Arts and Culture in San Sebastian. Since 2001, he is also a member of *Arteypensamiento's* content team in the International University of Andalusia.

He is today Counsellor for Cultural Affairs in Donostia/San Sebastian, European Capital of Culture 2016, and he works as cultural manager for its candidature and programme between 2009 and 2011, year in which the city was named European Capital of Culture. He usually collaborates with the *Diario Vasco*, writing about Sociology of Culture and Political Philosophy. amaste.wordpress.com

Zemos98's blogs

A compilation of personal and historical blogs concerning projects. A series of cultural perspectives, personal reflections, and individual and group experience are included. blogs.zemos98.org

Papeles Perdidos is a hotchpotch of literature, ideas, though, and creation, written by the team and the companies invited weekly writing Babelia, the cultural journal of the newspaper EL PAÍS. The universe of books and its environment with news, recommendations, debates, and tendencies which are focused on literature. blogs.elpais.com

ConnectCP is an international basis of experts in cultural policies aimed at increasing and encouraging the flux of ideas,

Observatorio Cultural del Proyecto Atalaya

knowledge, experience, and competences concerning the sector of cultural policies. For this purpose, human resources are mobilised and the dissemination of information on cultural policies is facilitated. www.connectcp.org

Grants and Announcements

Mobility Ibero-American Programme for Artists and Cultural Managers

[The Organization of Ibero-American States for Education, Science and Culture \(Spanish initials: OEI\)](#) launches the Mobility Ibero-American Programme for Artists and Cultural Managers to support mobilities of the cultural sector. The objective is to contribute to the strengthening of cultural integration channels and to consolidate the Ibero-American cultural space through professionalisation and improvement of professionals, artists, and cultural managers' training and capacity. www.gestioncultural.org

Grants of the Department for Culture of the Regional Government of Andalusia

Aids for the training, the improvement, and the increase of studies related to performing arts, music, the audiovisual sector, and cultural management. www.juntadeandalucia.es

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Observatorio Cultural del Proyecto Atalaya

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