

# ANNUAL REPORT 2009



## Programme overview

**Thursday, May 14th**  
**18:00-21:00** **Transica Gallery**  
**Registration**

**17-18.05.09** **London Bar**  
**Live**

**11.05.09** **New building - ACTIVE**  
**Workshop**

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## Working the Net

**1** **AIR (Artists In Residency)**

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**2** **Meeting the Art - Art in the City**

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# LIST OF CONTENTS

Staff & Key Positions 2009	p. 2
Mission	p. 2
Introduction by the Secretary General	p. 3
New Members	p. 4
Executive Committee	p. 5
TEH Coordination Office	p. 5
Network Meetings	p. 6
Projects	p. 9
Marketing & Communication	p. 13
Seminars & Events	p. 14
Economy	p. 15
Thank you!	p. 17
Members, Friends and Ambassadors 2009	p. 18

# STAFF AND KEY POSITIONS 2009

**Acting Secretary General:** Emma Ernsth

**Marketing & Communication Manager, Trans Nordic Net Project Manager:**

January-February 2009: Essi Aittamaa

March 2009-: Anna Weitz

**Interns at the Coordination Office:** Marian Söderholm, Stina Bülow

**President:** Erik Backer

**Managing Director of Mejeriet, host of the TEH Coordination Office:**

Matti Kortelainen

**CHANGING ROOM Project Manager:** Paul Bogen

**Accountant:** Graciela Égleus

**Auditor:** Birger Henningsson

## TRANS EUROPE HALLES MISSION

*Trans Europe Halles is a network of independent cultural centres offering a dynamic forum for ideas, collaborations, and mutual support in the pursuit of intercultural exchange, understanding, and artistic freedom.*

# STRONG & SOLID

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**2009 WAS A STRONG AND SOLID YEAR** for Trans Europe Halles. Having two staff in the TEH Coordination Office has improved the communication of the network and in the same time allowed the Secretary General to work more concentrated on external relations, economy and fundraising.

During the year we both launched a new dynamic website and a made a remake of the monthly TEH Newsletter. We increased our visibility on social networking sites such as Facebook and Twitter and we gave our communication a coherent graphic profile.

The two biannual network meetings, hosted by Stanica (Zilina, Slovakia) and Laznia Nowa (Cracow, Poland) were highly successful with a high attendance rate of members.

2009 was also the start of CHANGING ROOM. This is one of the biggest projects in the history of TEH. Funded by European Commission and involving a majority of the members, it really has the potential of making the net-

work move. It has also made old dreams, like the Staff Exchange Programme, come true.

The youth exchange project The Lift ended in 2008, but exchanges continue to happen thanks to the work of a dedicated project leader during the three year the project lasted. This shows the importance of having resources and support in at least the start-up phase of a big network activity.

TEH aims at having members from all over Europe. In 2009 we took an important step towards fulfilling this goal as we got our first member in the Czech Republic, Johan Centrum in Pilsen.

Our network is alive and kicking and we attract interest from both potential members as well as other organisations constantly. The idea of starting a European network of five cultural centres back in 1983 turned out to have bearing and we look forward to celebrate our 30th anniversary in 2013.

With kind regards,



Birgitta Persson  
Secretary General

# NEW MEMBERS & FRIENDS 2009

TEH welcomed the following new members and friends to the network during 2009:

**NEW MEMBERS:**

Village Underground, London, UK

[www.villageunderground.co.uk](http://www.villageunderground.co.uk)

JOHAN Centrum, Pilsen, Czech Republic

[www.johancentrum.cz](http://www.johancentrum.cz)

**NEW FRIENDS (associated members):**

Pushkinskaya 10, St. Petersburg, Russia

[www.p-10.ru](http://www.p-10.ru)

Anténa, Bratislava, Slovakia

[www.antenanet.sk](http://www.antenanet.sk)



VILLAGE UNDERGROUND (LONDON, UK)



JOHAN CENTRUM ( PILSEN, CZECH REPUBLIC)

# EXECUTIVE COMMITTEE

**THE EXECUTIVE COMMITTEE** is the governing and policy-making body of the network. TEH's Articles of Association states that the Executive Committee should consist of a minimum of five and a maximum of eight people. The centre hosting the TEH Coordination Office has an automatic seat in the Executive Committee. The Executive Committee is elected for two years at a time. The first months of 2009 the Executive Committee consisted of **Erik Backer**, President, Melkweg, Amsterdam, The Netherlands, **Matti Kortelainen**, Mejeriet, Lund, Sweden, **Katarina Zivanovic**, REX, Belgrade, Serbia, **Gudrun Goldmann**, Kulturzentrum Schlachthof, Bremen, Germany, **Pål Steigan**, Parkteatret, Oslo, Norway, **Camille Dumas**, Mains d'Oeuvres, St Ouen, France, **Petar Todorov**, Pro Rodopi Art Centre, Bostina, Bulgaria and **Stuba Nikula**, Kaapelitehdas, Helsinki, Finland.

The current Executive Committee (2009-2010) was elected during TEH Meeting 67 hosted by Stanica, Zilina, Slovakia, 7th – 10th of May 2009: **Erik Backer**, President, Melkweg, Amster-

dam, The Netherlands, **Gudrun Goldmann** (Schlachthof, Bremen, Germany), **Stuba Nikula** (Kaapelitehdas, Helsinki, Finland), **Petar Todorov** (Pro Rodopi Art Centre, Bostina, Bulgaria), **Matti Kortelainen** (Mejeriet, Lund, Sweden), **Katharina Trabert** (OZU, Monteleone Sabino, Italy), **Gabriella Móra** (A38, Budapest, Hungary) and **Zanda Zilgalve** (NOASS, Riga, Latvia).

During the Executive Committee Meetings in 2009 a lot of time was dedicated to the follow-up of the TEH Training and Consultancy Pilot, the mobility project CHANGING ROOM and the drafting of a new network plan for 2011-2013.

The Executive Committee met four times during 2009: 2nd-4th of February 2009 in Lund, Sweden, 6th of May in Zilina, Slovakia, 24th-26th of August in Lund, Sweden and 14th of October in Cracow, Poland.

# COORDINATION OFFICE

**THE ROLE OF** the TEH Coordination Office is many-sided, it supports the TEH members, initiates contact with potential members and other cultural networks and operators as well as represents the TEH network externally. Through a monthly newsletter, website and daily email- or telephone contact, the TEH Coordination Office informs and facilitates partnerships between the members and with external partners. Many newly established cultural centres and cultural centres looking at developing their international work contact the TEH Coordination Office for advice. In 2009, the TEH Coordination Office established contacts with a wide range of organisations in countries such as Portugal, Georgia, Azerbajdzan etc. The organisations were given advice on management of cultural centres, fundraising and international contacts. Some of the centres were invited as guests to the 2009 TEH Meetings and others are now in the process of applying for membership.

By joining partnership with the Lund2014-candidacy and by additional

fundraising-activities the network managed to reach its goal for the Coordination Office for 2009, namely to allocate enough resources to the Coordination Office to employ 2 full-time staff (Secretary General and Marketing & Communication Manager).

During 2009 the TEH Coordination Office employed the following staff:

**Emma Ernsth**, Acting Secretary General, full time

**Essi Aittamaa**, Marketing & Communication Manager/Project Manager Trans Nordic Net, full time (January-February)

**Anna Weitz**, Marketing & Communication Manager/Project Manager Trans Nordic Net, 80% part time (from March).

Beside the employed staff the Office hosted three interns; **Marian Söderholm**, **Stina Bülow** and **Florence Jauberthie**.

The Coordination Office is located in the premises of Mejeriet in Lund, Sweden.

# NETWORK MEETINGS



1. MAREK ADAMOV, MANAGING DIRECTOR AT STANICA, ZILINA, PRESENTING HIS TEAM IN THE RECENTLY FINISHED BUILDING S2 MADE OF BEAR CRATES AND STRAW BALES! 2. MEETING PARTICIPANTS TAKING THE TRAIN FROM STANICA TO THE CITY CENTER. 3. PERFORMANCE AT THE CLOSING PARTY AT LAZNIA NOWA, CRACOW.

**THE BIENNIAL NETWORK MEETINGS** is a principal focus of Trans Europe Halles. The meetings offer a unique opportunity for the members to network and share their ideas and experiences. Project ideas are initiated and developed and the participants are introduced to the local context and offered an artistic programme of high quality during the evenings.

The Coordination Office assists the hosting centres with the planning and delivery of the meetings and has during

the year 2009 taken part in the setting-up of TEH Meeting 67 held at Stanica in Zilina, Slovakia between the 7th – 10th of May as well as TEH Meeting 68 held at Laznia Nowa in Cracow, Poland between the 15th – 18th of October. The theme of TEH Meeting 67 was Memory Kontrol/ Story-telling and it was the first network meeting ever organized in Slovakia. The meeting included the launch of TEH's pilot mobility project CHANGING ROOM, the inauguration of Stanica's new, innovative venue built from straw bales and beer crates, a conference on art projects

linked with local memory, workshops on memory tools, archiving and story-telling, and, a much-appreciated Pecha Kucha night.

The theme of TEH Meeting 68 was "How not to go mad working in and independent cultural centre?" and it was the first network meeting ever organized in Poland. Topics in focus were revitalization, discussions about the relationship between culture, cultural centers and their local communities. These topics were of high importance

to Laznia Nowa, due to their engagement in the revitalization of the Nowa Huta district where they are located. The meeting included a CHANGING ROOM training day with workshops on issues such as governance, creative thinking, European funding etc. All workshops included tools intended to help the participants to not go mad in their everyday work environment. During the meeting, TEH's network plan for 2011-2013 was thoroughly discussed and elaborated on with the TEH delegates.

# TEH MEETING 67

The main decisions made during TEH Meeting 67 at Stanica in Zilina, Slovakia, the 7th – 10th of May, 2009, were:

■ It was decided that the Executive Committee should continue negotiating the proposal from Olivearte on a partnership for delivering Training & Consultancy, and that the members should have the possibility to feedback as well as discuss the issue further.

■ Elections to the TEH Executive Committee 2009-2011 took place. Please see page 5.

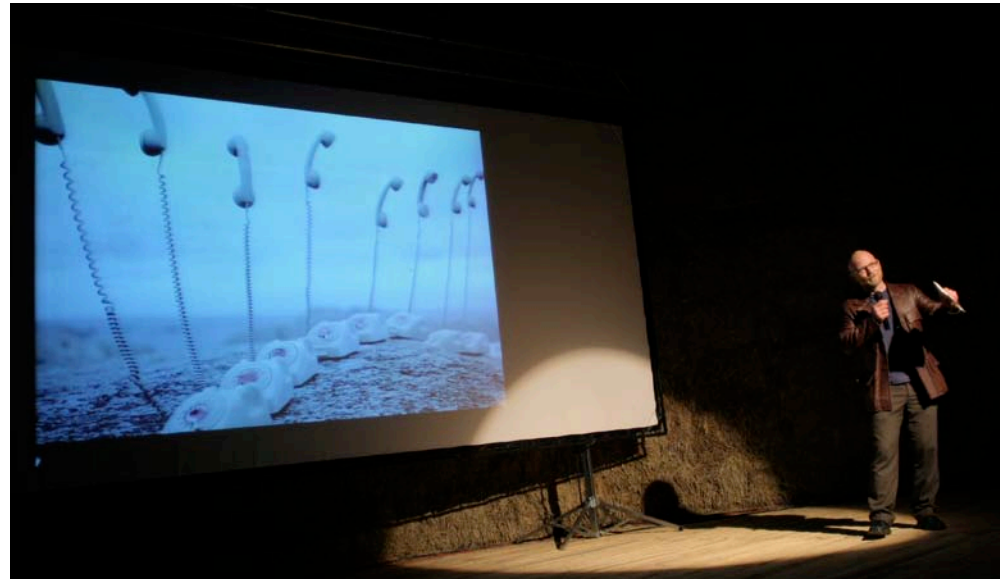
■ Village Underground (London, UK) was approved of and welcomed as new members of the network .

■ The budget for TEH 2009 was approved.

## PROGRAMME OF TEH MEETING 67

### THURSDAY – MAY 7TH:

Welcome and presentation of Stanica.  
Delegates' Meeting.  
Opening of the TEH meeting 67.  
Presentation of new members: Konstepidemin, Gothenburg, Sweden and Village Underground, London, UK



RUNE GUNERIUSSEN, TEH DELEGATE FROM ARENA VESTFOSSEN (VESTFOSSEN, NORWAY) PRESENTING HIS ART WORK DURING THE PECHA KUCHA NIGHT AT TEH MEETING 67.

Working the Net. TEH's project fair where you can walk around, get an idea of what's going on in the network and join a project!

Dinner at the Town Hall  
Inauguration of Stanica's new venue S2(009).  
Artistic programme: Mamapapa - The Prophets of Alphabet Performance

### FRIDAY – MAY 8TH:

Conference. Presentations of projects on Memory Control/Story-Telling.

a) Stanica's Schoolmates. Presentation of a theatre project based on anniversary meetings of 8 classes graduating from highschoools in Zilina in the years 1967-1997.

b) 68/89 Kunst.Zeit.Geschichte. Presentation of the project trying to reflect and comment on the

events of 1968 and 1989 through theatre productions and publications.

Workshops on "memory tools"

a) Without memory we do not exist!

Workshop on the importance of archiving

b) Memory of Space

Workshop on the principles of artistic work with different kinds of spaces

c) Finding stories/telling stories

Workshop on "the storied world" and how to present it

d) Oral history

Workshop on oral history

e) Memory control

Space, man, identity

Archi-tect-uro-socio-logical-philosophy

f) Open-air workshop

For those who prefer physical work Stanica offered the opportunity to give a hand in the garden or help them finish their new theatre building TEH Pecha Kucha Night. People from TEH and their stories.

Party

### SATURDAY – MAY 9TH:

Launch of the project CHANGING ROOM followed by workshops.

a) Focus groups on mobility issues.

The Sibelius Academy kick-starts the study by interviewing TEH people on mobility issues.

b) Feedback on the technical production of the online mobility toolkit.

c) Feedback on the content development of the online mobility toolkit.

d) Q&A on the staff exchange programme.

e) Feedback on the training workshops and cultural leaders retreat.

The different workshops were followed by a wrap-up session with a general debate on TEH members needs and requirements related to mobility issues.

TEH General Assembly. Elections for new Executive Committee 2009-2011.

Artistic programme: Concert of Pozon Sentimental Party

### SUNDAY – MAY 10TH:

Excursion - "Kinobus Trip". A bus trip to the countryside with hiking, picnic and a film-screening in an old village cinema based on Stanica's experience from the festival "Kinobus" in which the audience travel from one cinema to the other, watching a film in every cinema, but also discovering local cultural life, stories, people and nature.

# TEH MEETING 68

The main decisions made during TEH Meeting 68 at Laznia Nowa in Cracow, Poland, the 15th – 18th of October, 2009, were:

■ Based on the feedback given during the meeting, The Executive Committee will make a new draft of the Network plan 2011-2013. The new draft will be sent to the members from the Coordination Office for a second feedback round. The final approval should be made at the meeting in Budapest in May 2010 so that it can be included in the next EC application for 2011-2013.

■ It was decided to keep the aim of setting up a Training & Consultancy service. The Executive Committee proposed to create a policy document on how it could be organised, which will be sent out for feedback and then hopefully be approved during the meeting in Budapest in May 2010.

■ JOHAN Centrum (Pilsen, Czech Republic) was approved of and welcomed as new members of the network and Pushkinskaya 10 (St. Petersburg, Russia) was approved and welcomed as Friends (associated members) of the network.



PERFORMANCE DURING THE VERY SPECIAL PRL-PARTY AT TEH MEETING 68. (PRL, POLSKA RZECZPOSPOLITA LUDOWA, WAS THE OFFICIAL NAME OF POLAND FROM 1952 TO 1989).

## PROGRAMME OF TEH MEETING 68

### **THURSDAY - OCTOBER 15TH**

WELCOME, DELEGATES' MEETING, WORKING THE NET, VISIT TO CRACOW

11.00-12.30 - Registration

12.00-13.30 - Lunch

13.30-15.00 - Welcome. Presentation of Laznia Nowa; organisation, staff, funding, activities and networks. Guided tour of Laznia Nowa.

15.00-16.30 - Delegates' Meeting. Opening of the meeting. Presentation of new members.

16.30-17.00 - Coffee break

17.00 - Working the Net. TEH's project fair where you can walk around, get an idea of what's going on in the network and join a project!

19.30 - Departure to Cracow by bus.

20.15 - Dinner together in Cracow's old Jewish District: Kazimierz. A chance to visit different clubs and venues in the city. We will start at club Alchemia, followed by a special programme for survivors!

00.00 - A bus will take you back to your hotels

### **FRIDAY - OCTOBER 16TH**

CHANGING ROOM TRAINING DAY

10.00 - The workshops start

13.00 - Lunch

15.00 - The workshops continue.

18.00 - End of workshops

19.00 - Official re-opening of Laznia Nowa following a big renovation Summer 2009. Followed by dinner and a short artistic programme. Screening of the film "How Nowa Huta was built".

### **SATURDAY - OCTOBER 17TH**

PANEL DEBATE ABOUT REVITALIZATION OF INDEPENDENT CULTURAL CENTRES IN INDUSTRIAL BUILDINGS, DISCUSSIONS ABOUT THE NEW NETWORK PLAN, TEH GENERAL ASSEMBLY

10.00-11.00 - Presentation of the revitalization plans of Laznia Nowa and Nowa Huta.

11.00-11.30 - Coffee break

11.30-13.00 - Panel debate on the topic of revitalization. TEH members on the panel: Kristin Gustavsen - Member of the board, Tou Scene (Stavanger, Norway), Camille Dumas - Coordinator, Mains d'Oeuvres (St Ouen, France), Sigrid Niemer - Head of Communications, Ufa-fabrik (Berlin, Germany), Bartosz Szydowski - Director, Laznia Nowa (Cracow, Poland). Moderator: Igor Stokfiszewski - Polish literature and theatre critic and dramaturg.

13.00-14.00 - Lunch

14.00-16.00 - FOR TEH DELEGATES: Workshops about TEH's next network plan 2011-2013.

14.00-16.00 - FOR NON TEH DELEGATES: Focus groups on mobility issues - session 1. As part of the TEH project Changing Room, the Sibelius Academy is conducting a study to see how the environment for mobility of cultural operators can be improved.

16.00-16.30 - Coffee break

16.30-18.30 - TEH General Assembly

16.30-18.30 - FOR NON TEH DELEGATES. Focus groups on mobility issues

19.00 - Dinner

21.00 - Artistic programme. Followed by live music and a PRL after-party including Eurobar.

### **SUNDAY - OCTOBER 18TH**

EXCURSION AND CITY GAME

10.00-14.00 - Excursion and chance to get to know the Nowa Huta-district better + participate in a challenging City game with crazy guides!

# PROJECTS 2009



1. KATHARINA TRABERT, TEH EX. COMM. MEMBER AND TEH DELEGATE FROM OZU (MONTELEONE SABINO, ITALY) PRESENTING THEIR ACTIVITIES DURING THE PECHA KUCHA AT TEH MEETING 67. 2.UFA-FABRIK (BERLIN, GERMANY) CELEBRATED ITS 30TH ANNIVERSARY IN 2009, WHICH WAS HIGHLIGHTED WITH A SLIDESHOW IN THE TEH NEWSLETTER AND ON TEH TV. 3. NEW TIMES NEW MODELS CONFERENCE AT PEKARNA (MARIBOR, SLOVENIA).

**TEH'S ACTIVITIES CURRENTLY** have a strong focus on mobility, training and professional development. The majority of the activities in these fields are currently carried out within the frame of the pilot mobility project **CHANGING ROOM**, which was launched in connection with TEH Meeting 67. In parallel to this, the Ex. Comm. and the TEH Delegates evaluated the Training & Consultancy pilot that was carried out in 2008 and continued to discuss different models of a future, permanent staff exchange scheme and training & consultancy service. Below examples of projects realized

by the network and its members 2009 are listed. For more information, please visit [www.teh.net](http://www.teh.net).

## **CHANGING ROOM**

The biggest project of TEH is **CHANGING ROOM**, a two-year pilot (2009-2010) project looking for new ways of stimulating cross-border mobility of cultural operators. The launch of **CHANGING ROOM** took place at TEH Meeting 67 in May 2009. 25 TEH members in 15 countries are partners in the project, which is co-organised by The Sibelius Acad-

emy, Helsinki, Finland, the largest music university in Scandinavia and Melkweg (Amsterdam, The Netherlands).

The project includes:

- \*A Staff Exchange Programme
- \*Training workshops
- \*An online Toolkit
- \*An Academic Study

By testing a staff exchange and training programme involving 25 member centres in 15 countries. Trans Europe Halles will identify today's barriers and op-

portunities for the circulation of cultural operators. 7 exchanges were realized in 2009 within the frame of **CHANGING ROOM**. More information about the Staff Exchange programme and reports from the participants can be found at the Staff Exchange blog: <http://changingroom.teh.net/blog>.

The workshops are held both on regional and international level, and many of them are open to participants outside of TEH. In 2009 the first training day was organised during TEH Meeting 68 in October. The topics of the workshops

# PROJECTS 2009

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were developed from the theme of the meeting “How not to go mad working in an independent cultural centre?” The CHANGING ROOM training day offered opportunities to develop both your mental capacity, the skills of your staff, your centre’s governance/structure and the way you apply for funds and implement European projects.

The CHANGING ROOM Toolkit is an online platform that offers free tools for knowledge sharing and networking between cultural operators. It includes a wiki-style Knowledge Base, the Match-Maker, which is a Facebook application especially developed for networking between TEH individuals and organisations and a direct jobs listing from Culture Jobs International. In 2009, a lot of resources were invested to do research on, develop and get feedback on the toolkit from TEH members. In December the Knowledge Base was launched. Content include a ‘rough guide’ to working in culture across the member States and information on training, mobility grants and bursaries. Welcome to the Toolkit! Please visit [changingroom.teh.net](http://changingroom.teh.net).

The Study is carried out by the Sibelius Academy. It is the first-of-its-kind study on mobility for cultural operators. During TEH Meeting 67 and 68 focus group

interviews were made and in the spring 2010 an online survey will be sent to all TEH Members and Friends. Together with all the other experiences from the project this will give a topical insight on mobility of independent cultural operators today and how best to raise its value. The Study will be published in October 2010. The first observations are already published in the Knowledge Base.

For more information about CHANGING ROOM and upcoming activities, please see [www.teh.net/changingroom](http://www.teh.net/changingroom).

## **ARTIST-IN-RESIDENCY EXCHANGE PROGRAMME**

In 2008, several TEH members started the process of developing an exchange programme between centres having an artist-in-residency programme or that would like to start one. The programme aims at increasing the mobility of artists and artworks between the members in the network. In 2009, an Artist-in-Residency-section was added to the TEH website and a sub-committee within the Executive Committee was set up to help further develop the project idea and include it in TEH’s strategic planning for the years to come. The project partners met during the “Working the Net”-sessions at both network meetings in 2009.

## **YOUTH EXCHANGES THROUGH EVS**

The Lift was a three-year network project running from 2006 to 2008 supported by the Swedish National Board for Youth Affairs. The aim of the project was to increase the number of accredited EVS-centres and youth exchanges within the network. EVS (European Voluntary Service) is a youth mobility-scheme that is part of the EU Programme Youth in Action. After the end of the project the members continued to work with the EVS-scheme independently. Eight young persons started their EVS at a TEH centre during 2009.

The Lift was thoroughly evaluated in 2008 and in 2009 this evaluation process resulted in a printed handbook where TEH shares its experiences of networking through EVS. Apart from the printed version, the handbook is also available to download for free from TEH’s website.

## **THE CITY OF LUND AND THE ECOC CANDIDACY**

During 2009, TEH provided the City of Lund with European contacts and the network and its members were consulted about transnational project ideas on several occasions. TEH supported and promoted Belarus Free Theatre’s performance “Eurepica” that was part of a

Lund2014-collaboration that had its premiere in Lund in March 2009. The TEH Coordination Office and the Executive Committee participated in the visit from the ECOC-jury in Lund in August 2009. In September 2009 it was announced that the Swedish City awarded the title for 2014 was Umeå. Since then, TEH has been involved in the follow-up and evaluation of Lund’s candidacy. One project that is likely to become the legacy of the candidacy is Lund International Innovation Centre, and TEH remains an official partner in this project.

## **LUND INTERNATIONAL INNOVATION CENTRE**

The City of Lund is developing an international cultural incubator called Lund International Innovation Centre. The Innovation Centre would include an incubation space, a production space, a knowledge space (for reflection and debates), ICIC Enterprises (a profit-making branch including for instance café, venue hire etc.) and Centre Offices and Services. An Old Observatory in the City Park, close to the TEH Coordination Office, has been identified as a potential venue for the innovation centre. During 2009, TEH continued to assist the City of Lund with the planning and concept development of the project. TEH Members were consulted in connection with TEH Meeting

67 in Zilina, Slovakia. The Coordination Office carried out a mapping of incubators in TEH, helped the Project Developer to find suitable candidates for a project Consultation Group and assisted with the national benchmarking. The setting up of Lund International Innovation Centre is planned for 2011.

## **SUPPORT FOR FREE THEATRE IN BELARUS**

The collaboration with Belarus Free Theatre in 2009 was mainly focused on TEH's involvement in the "Eurepica"-production. The collaboration between Belarus Free Theatre and the Lund2014-team was set up on the initiative of TEH. "Eurepica" consists of several short pieces written by 14 playwrights from different European countries. The playwrights were all invited by Belarus Free Theatre to write about the main challenge in their country today. The City of Lund commissioned the theatre company Månteatern to manage the production and co-ordinate the world premiere of "Eurepica" in Lund. Månteatern is based at Mejeriet, where TEH has its Coordination Office. The Coordination Office assisted Månteatern with both marketing and communication and the international seminar that was realized in connection with the world premiere.

## **COOPERATION WITH FREEDIMENSIONAL**

During the Europica seminar TEH did a joint presentation about the value of networking with the international network freeDimensional. The mission of freeDimensional is to provide resources and safe haven for oppressed artists and cultural operators. Later, TEH also assisted freeDimensional with finding a residency for a Georgian writer and his family. In 2010, freeDimensional will move its Coordination Office to the TEH member ufa-Fabrik in Berlin, Germany. Currently, TEH is discussing a potential follow-up collaboration with freeDimensional where Belarus Free Theatre would be hosted in-residency by ufa-fabrik.

## **SUPPORT FOR INDEPENDENT CULTURAL CENTRES IN RUSSIA.**

In 2008-2009, TEH Member Proekt\_Fabrika in Moscow and the NGO's Aktovy Zal and TSEH Dance Agency (that are based on the premises of Proekt\_Fabrika) realized a project that focused on the reconversion of industrial buildings into creative spaces. TEH was a partner in the project that is supported by the EC. In 2009, four festivals of modern

contemporary Art, called Art Weekends, were organized within the project. The festivals were dedicated to the different European partner organisations. TEH members Arts Printing House (Vilnius, Lithuania), Mains d'Oeuvres (St Ouen, France) and Melkweg (Amsterdam, The Netherlands) were all presented in Moscow throughout the year. Proekt\_Fabrika and Aktovy Zal formed three groups of Russian contemporary dance artists and staff members. Each group went to visit a TEH member. During each visit there were workshops and professional meetings.

## **TRANS NORDIC NET**

The main aim of Trans Nordic Net is to facilitate the establishment of long-term, constructive collaborations between the Nordic members of the network as well as the Nordic members and other European organisations. In 2009, a Managing Directors' Training Scheme was set up between the Nordic centres of the network. A first session was held at Subtopia, Stockholm, Sweden, March 14th-15th 2009 and a second one in Berlin, 25th-26th of November 2009. The aim of the meetings were to share experiences and support each other in different topical issues at stake in their work. Another project that was supported

by Trans Nordic Net last year, was the setting-up of a pilot web TV for TEH, led by Subtopia (Stockholm, Sweden).

## **TEH MEDIA NETWORK**

During TEH Meeting 68, in October 2009, the first project of TEH Media Network was presented, TEH TV ([www.teh.net/tv](http://www.teh.net/tv)). TEH TV is a pilot site that enables the network to organize and present the video material produced inside the network. With TEH TV the network has gained a tool to present the network to partners, funders and the wider public. It is also a tool for the centres working with film and media to become more aware of each other and strengthens the identity of the network as a whole. The site will be evaluated in 2010. Trans Europe Halles members have activities in the Film & Media field ranging from film screening and festivals to tech accessibility programs, film and radio production and web TV channels. Parallel to the work with TEH TV other project ideas developed. For instance, Mejeriet (Lund, Sweden) and the Melkweg (Amsterdam, The Netherlands) have started looking into the possibility to use the network for exchanging ideas on screening concepts and film programmes. An extra boost to the network was the involvement of four participants (Giedre

# PROJECTS 2009

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Stabingyte, Tanel Tatter and Gatis Murni-eks) from the Swedish Institute Creative Leaders programme. They participated at TEH Meeting 68 with the task to observe/research TEH Media Network and later develop new ideas and concepts for TEH Media Network that should function as self-sufficient economic engines for growth. Their final proposal was presented in Stockholm in December 2009 and will be shared with TEH in 2010.

## **NEW CIRCUS IN SERBIA**

As contemporary circus is still quite unknown to the Serbian population, TEH member REX in Belgrade has formed an initiative to set up a platform for the local contemporary circus scene. In order for the local contemporary circus scene to start to flourish, international contacts and inspiration are of high importance. In this project REX is collaborating with TEH members Pekarna magdalenske mreze (Maribor, Slovenia), Subtopia (Stockholm, Sweden) and Kaapelitehdas (Helsinki, Finland). In 2009, an informal platform for the local contemporary circus scene was formed that connects local artists interested in new circus, (cultural) project managers and representatives of the Ministry of Culture. So far, the platform has been able to secure and provide some basic equipment, to

organize new circus skills workshops for underprivileged youth, to initiate monthly video screenings representing new circus productions from abroad and to fundraise for the basic costs of a guest performance of the French group Macadam Kanibal (the platform is now looking for further funding for this). The platform has also made recommendations for a new law that would give new circus artists the same social and other benefits as all other artists.

## **NEW TIMES**

### **NEW MODELS**

In 2009-2010 Pekarna (Maribor, Slovenia) is running the project NEW TIMES, NEW MODELS in partnership with TEH. The project is supported by the European Cultural Foundation. NEW TIMES, NEW MODELS (NTNM) will investigate models of best practice in the way independent cultural centres develop

- a) specific self-governance models;
- b) relationships with statutory bodies and the private sector with the aim of improving such relationships for the betterment of cultural development in Europe.

On August 27th-28th 2009, Pekarna organized a NTNM Lab in order to develop a future management model for Pekarna. In Autumn 2009, Pekarna

also started to prepare the international NTNM conference that took place at Pekarna on January 28th – 30th 2010. Several TEH members as well as the TEH Coordination Office were involved in the preparation and implementation of the conference. During the conference experiences about different management models of independent cultural centres were exchanged. In 2010 the papers and contributions to the conference will be edited and published (subject to funding). Material is available to the public via the project's website [www.ntnm.org/ntnm](http://www.ntnm.org/ntnm).

## **SEMINAR ABOUT CULTURE & HISTORY**

In March 2009, Verkatehdas in Hämeenlinna, Finland, organized an international seminar about the Role of Art & Culture in history. The seminar explored the role of culture in the big changes of society and also looked at its revolutionary role. Verkatehdas invited artists, scientists and TEH members to participate in the seminar. Keynote speakers included Katarina Zivanovic (from TEH member centre REX, Belgrade, Serbia) and Natalia Koliada (from TEH Friend organisation Belarus Free Theatre, Minsk, Belarus).

# MARKETING & COMMUNICATION

**THE TEH MARKETING & Communication Manager** is responsible for the internal and external communication of the network. The work also includes marketing of the network project CHANGING ROOM. Advocacy actions and strategic partnerships are mainly managed by the TEH Secretary General in collaboration with the TEH Executive Committee. Below you will find a presentation of actions that have been taken and tools that have been developed by the TEH Coordination Office during the year 2009.

## **TEH WEBSITE AND DATABASE**

The TEH website ([www.teh.net](http://www.teh.net)) is the most important tool for Trans Europe Halles' communication and marketing. A new, more interactive website and a new newsletter-format with a new graphic profile was launched in May 2009. The new website gives the TEH Coordination Office full control of the website's content management system (CMS). The new website includes several features that facilitates for the members to get to know each other better. Examples include the regular interviews with members (Member in Focus) and the new TEH Members-section that has been integrated with the old TEH Database.

The new TEH Members-section includes extensive information about each member's history, organisational structure and main artistic disciplines.

## **TEH NEWSLETTER**

The Coordination Office published 11 digital newsletters 2009. The content of the newsletter varies from job vacancies, invitations to festivals, partner searches for projects, funding possibilities to news on TEH members' activities. The new newsletter-format is linked to the new website and from there it is also easy to sign up as a new subscriber. During 2009, the number of subscribers increased from about 600 to approx. 1500.

## **CHANGING ROOM ONLINE TOOLKIT**

The CHANGING ROOM Toolkit is an online platform aimed at students, workers and employers and will be a key output of the CHANGING ROOM project and on the same time the media used to disseminate its conclusions to the European cultural community. During 2009 the TEH Communication & Marketing Manager assisted the Toolkit developer in informing about the Toolkit and its functions and helped producing copy for the

different webpages. Preparations also included inviting TEH members to join the TEH group on Facebook, which will give access to the MatchMaker and collecting contacts to potential Toolkit users.

## **OTHER VIRTUAL TOOLS**

In addition to the TEH website and the TEH database, Google aps has been introduced as TEH communication tools. The Coordination Office started to use Google aps as part of the internal communication and during 2009 its use within the whole network was tested with the implementation of the Annual Evaluation (see below). During 2009, TEH also started to use the social media platforms Facebook and Twitter on regular basis.

## **TEH TV**

In October 2009 the pilot site TEH TV ([www.teh.net/tv](http://www.teh.net/tv)) was added to the set of communication tools used by TEH. It is a website presenting videoclips uploaded by TEH members on the Internet. Between October and December 2009 approximately 40 videos were added to the site and promoted through the TEH Newsletter.

## **ANNUAL EVALUATION**

In April-May 2009, TEH carried out its first online Annual Evaluation. A working group with members from the Executive Committee and the TEH Marketing & Communication Manager was set up to agree on the content. The format of the evaluation was an online survey. The aim of the Annual Evaluation is to evaluate the work of the network and the actions taken in relation to the network plan (in this case the 2008-2010 network plan "Keeping the Net Work"). The evaluation gave the network important feedback from its members concerning how the network activities, meetings and communication can be improved. The results of the Annual Evaluation were presented at the General Assembly at TEH Meeting 68 in Cracow, Poland in October 2009.

## **PUBLICATIONS**

In 2009, the experiences from working with the youth exchange network project The Lift resulted in a handbook about networking through EVS. The guidebook offers a tool for other organisations that would like to start similar projects with the help of the EU Programme Youth in Action in the future. The guidebook is available to download from TEH's website and the printed ver-

# MARKETING & COMMUNICATION 2009

sion has been disseminated on local, regional, national and international level throughout 2009.

## PRESENTATIONS

Over the year the TEH Coordination Office, the Executive Committee and members presented the network at seminars and conferences at several occasions. Examples include a CCP conference in Warsaw, Poland, the Intercult and Culture Action Europe conference “Re: Designing Cultural Politics” under the Swedish EU-presidency in Stockholm and the FiraTàrrega Performance Art Fair in Tàrrega, Spain.

## ADVOCACY AND SUPPORT

TEH advocates and supports members whose existence is at stake on local level due to budget cuts or lack of cultural policies. Due to the latest political development on the borders to Europe, we have decided to put special focus on developing our relations with cultural organisations in Russia. Our two-year collaboration project with Aktovy Zal and TSEH Dance Agency in Moscow was promoted throughout the year. By highlighting an example of cooperation

between Europe and Russia we aim to raise the awareness in Europe about the current situation.

## EXTERNAL RELATIONS

During 2009, TEH established contact with the networks freeDimensional and Europa Nostra that will be further explored and possibly deepened in 2010. TEH also actively participated in meetings with Culture Action Europe and Platform for Intercultural Europe as well as the EU Culture Forum and several activities that were realized in connection with the Swedish EU-presidency autumn 2009.

## GRAPHIC DESIGN

The graphic profile developed for TEH in 2008 has been used throughout 2009. In the spring a logotype was created for CHANGING ROOM and during the summer graphic design for the CHANGING ROOM Toolkit was developed.

# SEMINARS & EVENTS

**DURING THE YEAR**, TEH has been represented at cultural events and conferences to a continuously large extent. Representatives of the network also attended theatre festivals, film festivals, music festivals, conferences and seminars all over the world.

- February 23rd-25th, **Preparatory meeting for TEH Meeting 67**, Stanica, Zilina, Slovakia [Emma Ernsth and Gudrun Goldmann]
- March 14th-15th, **Trans Nordic Net meeting** about future CEO training at Subtopia, Stockholm [Matti Kortelainen, Stuba Nikula]
- March 20th-21st, **Seminar about Creative Industries and Entrepreneurship**. Organized by the Foundation Framtidens Kultur, Gothenburg, Sweden [Emma Ernsth]
- April 23rd-26th, **IETM-meeting in Bratislava**, Slovakia. Presentation of Changing Room [Emma Ernsth, Anna Weitz and Paul Bogen]
- May 7th-10th, **TEH Meeting 67**, Stanica, Zilina, Slovakia
- May 14th-15th, Presentations of TEH at **Intercult seminar** and at a **seminar organized by the Swedish Arts Council**, Stockholm, Sweden [Emma Ernsth and Anna Weitz]
- June 8th-10th, **Meeting with the Platform for Intercultural Europe**, Brussels, Belgium [Emma Ernsth]
- July 2nd-5th, **Study-visit at Melkweg**, Amsterdam [Emma Ernsth and Anna Weitz]
- July 29th-31st, **Culture conference in connection with EU Presidency**, Gothenburg, Sweden [Emma Ernsth and Anna Weitz]
- August 3rd-5th, **Preparatory meeting, TEH Meeting 68**, Laznia Nowa, Cracow Poland [Emma Ernsth and Gudrun Goldmann]
- September 10th-13th, FiraTàrrega. **Performance Art Fair in Tàrrega**, Spain that focuses on street arts and visual arts performances. TEH has been invited to attend the seminar “Experience of transnational co-production of performing arts in non-conventional venues” [Xavi Perez, TEH Ambassador]
- September 28th-30th, **Culture Forum combined with Culture Action Europe GA**, Brussels, Belgium [Emma Ernsth]
- October 15th-18th, **TEH Meeting 68**, Laznia Nowa, Cracow, Poland
- December 3rd-5th, **Intercult and Culture Action Europe conference “Re:Designing C**
- **Cultural Politics”** in Stockholm, Sweden [Emma Ernsth]
- December 11th, **38th PEARLE (Performing Arts Employers Associations League Europe) Conference**, presentation of CHANGING ROOM [Anna Weitz]

# ECONOMY OF TEH 2009

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**TEH CLOSED THE FINANCIAL YEAR** with a deficit of -89,75€. This will affect the final remaining surplus of 5,93€ and leave us with a total deficit to carry forward of -83,82. TEH has a loan of 5 000€ from Image Match Ltd, Helsinki, Finland. The loan is without interest and to be paid back if the sponsorship project between TEH and Image Match Ltd succeeded according to the contract. In 2008 TEH paid back 5 000€ (50% of a loan of 10 000€) since part of the contract was fulfilled. The cooperation is put on a hold and the loan remains.

## INCOME

In 2009, TEH got a small but important increase of the operational grant from the European Commission (from 40 000€ to 41 383€). The funding from The City

of Lund (22 232€) and the Swedish Arts Council (6 718€) remained more or less the same. 2009 was the second year of the three year grant from The Nordic Council of Ministers and the periodisation of the grant was 18 358€ for 2009. TEH received a grant from the European Commission for the CHANGING ROOM-project in late 2008. 2009 was the first operating year for the project. Thanks to the project, the income increased with 59% compared to 2008. TEH billed 31 880€ in subscriptions and received 31 455€. The loss of customers (425€) was very low compared to former years.

## EXPENDITURE

The CHANGING ROOM-project increased the expenditure of TEH during 2009. The

Coordination Office had two full-time staff in 2009: a Secretary General and a Marketing & Communications Officer and the costs for running the office were more or less the same as in 2008. The increase of costs for the Executive Committee compared to former years is mainly due to the need for travel support for members to come to Executive Committee meetings. Due to not reporting enough eligible costs for running the coordination office to the European Commission, TEH had to pay back part of the grant from 2008 (4 844,66€).

## CASH FLOW

The cash flow was quite stable throughout the year since Mejeriet accepted to wait with the billing of costs until subscriptions and grants reached TEH's bank

account. TEH is grateful for Mejeriet's flexibility and patience.

## OUTLOOK FOR 2010

For the year 2010 TEH has received increased funding from the European Commission and the Arts Council of Sweden and unchanged funding from City of Lund and the Nordic Council of Ministers. This means that the economy of TEH for 2010 is quite stable. During 2010 the economy of TEH and Mejeriet will be more separated. The contract with the phone company has already been transferred to TEH as well as the credit cards. This means that there will be less administration with invoices going back and forth between Mejeriet and TEH and it will be easier to have an overview of the finances of TEH.

Birgitta Persson  
Secretary General

Erik Backer  
President

Gudrun Goldmann  
Executive Committee member

Petar Todorov  
Executive Committee member

Zanda Zilgave  
Executive Committee member

Birger Henningsson  
Auditor

Matti Kortelainen  
Executive Committee member

Katarina Trabert  
Executive Committee member

Stuba Nikula  
Executive Committee member

Gabriella Mòra  
Executive Committee member

# PROFIT & LOSS 2009

Trans Europe Halles  
Registration Number in Sweden: 802434-3769

## Profit & Loss Accounts 2009

Period 1st of January 2009 - 31st of December 2009

	2009	2008	2007
	€	€	€
<b>Income</b>			
Subscriptions	31 880,00	30 882,00	28 818,00
Grant European Commission	41 383,00	40 000,00	0,00
Grant European Commission CHANGING ROOM project	61 135,42		
Grants from City of Lund, Arts Council, Nordic Council	47 308,61	46 576,58	26 095,00
TEH Contribution to project costs	23 693,22		
Sponsorship	5 334,41	8 202,00	
Other income from CR project	4 601,00		
Other income	501,50	1 319,21	12 529,00
Diff. currency	510,30	0,19	
<b>SUM INCOME</b>	<b>216 347,46</b>	<b>126 979,98</b>	<b>67 442,00</b>
<b>Expenditure</b>			
Salaries	74 602,03	89 682,58	56 095,00
Costs Coordination Office	18 572,09		
Official representation	600,09	973,00	
Expenses Executive Committee	7 687,47	2 841,47	2 434,40
TEH Meetings Travel support	1 310,00	1 939,50	1 141,30
TEH Meetings Expenses	2 000,00	732,02	238,26
TEH Meetings Hiring of premises	2 000,00	2 500,00	275,00
Marketing and Communication	7 213,17	8 937,00	3 775,67
Trans Nordic Net travel and project costs	2 619,63		
Project costs Changing Room	89 384,68	12 961,00	0,00
Contribution travel/project costs CR	407,15		
Accounting costs (Mejeriet)	3 000,00	3 000,00	
Accounting service Nokia pilot	610,00		
Subscriptions	520,00	350,00	350,00
Legal and audit	278,44	141,83	256,70
Bank charges	319,17	224,26	235,60
Loss of customer (Members & Friends)	425,00	1 479,00	1 658,00
Difference remaining balance EC grant 2008	4 844,66		
<b>TOTAL EXPENDITURE</b>	<b>216 393,58</b>	<b>125 761,66</b>	<b>66 459,93</b>
Interest	189,84	100,84	0,00
Financial costs	233,47		
<b>SURPLUS/DEFICIT</b>	<b>-89,75</b>	<b>1 319,16</b>	<b>982,07</b>
Balance carried forward from 2008	5,93	-1 313,23	-2 295,30
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>-83,82</b>	<b>5,93</b>	<b>-1 313,23</b>

# BALANCE SHEET 2009

Trans Europe Halles  
Registration Number in Sweden: 802434-3769

## Consolidated Balance Sheet 2009

Period 31st of December 2009

	€	€
<b>Asset employed</b>		
<b>Fixed Assets</b>		
Tangible Fixed Assets	0,00	
<b>Current Assets</b>		
Debtors	146 247,74	
Prepayments	431,45	
Cash and bank balance	151 930,57	
Net current assets	298 609,76	
<b>Creditors: short-term</b>		
Creditors		40 390,92
Accruals		0,00
Creditor Trans Nordic Net		7 500,00
Prepaid grant Changing Room		109 298,89
Creditors EC-CR		73 043,27
Prepaid grant Trans Nordic Net		16 289,71
Loan from Image Match Ltd		5 000,00
Prepaid subscriptions		29 210,00
Prepaid Nokia		16 002,79
Accrued vacation pay TEH		1 958,00
Net current liabilities		298 693,58
<b>Creditors: long-term</b>		
Amounts falling due after more than one year	0,00	
Net assets	298 609,76	
<b>Represented by:</b>		
General funds brought forward from 2008		5,93
Surplus/deficit year to date	89,75	

# THANK YOU!

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**IT IS THE MEMBERS, FRIENDS AND AMBASSADORS** who make the network to what it is today. However, without the support from local authorities, partners, funders and sponsors, life would be much harder.

TEH would like to thank the City of Lund, the Swedish Arts Council, the Nordic Council of Ministers, the European Commission and Nokia for their support to the network 2009.

TEH would also like to thank Mejeriet for hosting the TEH Coordination Office!



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# MEMBERS, FRIENDS & AMBASSADORS 2009

## MEMBERS

WUK	Austria	<a href="http://www.wuk.at">www.wuk.at</a>
Halles de Schaerbeek	Belgium	<a href="http://www.halles.be">www.halles.be</a>
Pro Rodopi Art Centre	Bulgaria	<a href="http://www.prac.biz">www.prac.biz</a>
JOHAN Centrum	Czech Republic	<a href="http://www.johancentrum.cz">www.johancentrum.cz</a>
Huset	Denmark	<a href="http://www.huset-aarhus.dk">www.huset-aarhus.dk</a>
Kultuuritehas Polymer	Estonia	<a href="http://www.kultuuritehas.ee">www.kultuuritehas.ee</a>
Kaapelitehdas	Finland	<a href="http://www.kaapelitehdas.fi">www.kaapelitehdas.fi</a>
Korjaamo	Finland	<a href="http://www.korjaamo.fi">www.korjaamo.fi</a>
Verkatehdas	Finland	<a href="http://www.verkatehdas.fi">www.verkatehdas.fi</a>
La Friche la Belle de Mai	France	<a href="http://www.lafriche.org">www.lafriche.org</a>
L'avant Rue	France	<a href="http://www.avantroue.fr">www.avantroue.fr</a>
Mains D'Oeuvres	France	<a href="http://www.mainsdoeuvres.org">www.mainsdoeuvres.org</a>
TNT	France	<a href="http://www.letnt.com">www.letnt.com</a>
Alte Feuerwache	Germany	<a href="http://www.altefeuerwachekoeln.de">www.altefeuerwachekoeln.de</a>
Kulturzentrum Schlachthof	Germany	<a href="http://www.schlachthof-bremen.de">www.schlachthof-bremen.de</a>
Moritzbastei	Germany	<a href="http://www.moritzbastei.de">www.moritzbastei.de</a>
UfaFabrik	Germany	<a href="http://www.ufafabrik.de">www.ufafabrik.de</a>
Z-Bau	Germany	<a href="http://www.z-bau.info">www.z-bau.info</a>
A38	Hungary	<a href="http://www.a38.hu">www.a38.hu</a>
CityArts	Ireland	<a href="http://www.cityarts.ie">www.cityarts.ie</a>
Buenaventura	Italy	<a href="http://www.buenaventura.it">www.buenaventura.it</a>
Interzona	Italy	<a href="http://www.izona.it">www.izona.it</a>
OZU	Italy	<a href="http://www.ozu.it">www.ozu.it</a>
NOASS	Latvia	<a href="http://www.noass.lv">www.noass.lv</a>
Arts Printing House	Lithuania	<a href="http://www.menuspaustuve.lt">www.menuspaustuve.lt</a>
Kulturfabrik	Luxembourg	<a href="http://www.kulturfabrik.lu">www.kulturfabrik.lu</a>
Arena Vestfossen	Norway	<a href="http://www.arenavestfossen.com">www.arenavestfossen.com</a>
Parkteatret	Norway	<a href="http://www.parkteatret.no">www.parkteatret.no</a>
Tou Scene	Norway	<a href="http://www.touscene.com">www.touscene.com</a>
Fabryka Trzciny	Poland	<a href="http://www.fabrykatrzczyn.pl">www.fabrykatrzczyn.pl</a>
Laznia Nowa	Poland	<a href="http://www.laznianowa.pl">www.laznianowa.pl</a>
Proekt Fabrika	Russia	<a href="http://www.proektfabrika.ru">www.proektfabrika.ru</a>
REX	Serbia	<a href="http://www.rex.b92.net">www.rex.b92.net</a>

Tabacka kulturfabrik	Slovakia	<a href="http://www.tabacka.sk">www.tabacka.sk</a>
Stanica	Slovakia	<a href="http://www.stanica.sk">www.stanica.sk</a>
ACC Metelkova mesto	Slovenia	<a href="http://www.metelkova.org">www.metelkova.org</a>
Pekarna	Slovenia	<a href="http://www.pekarna.org">www.pekarna.org</a>
Konstepidemin	Sweden	<a href="http://www.konstepidemin.se">www.konstepidemin.se</a>
Mejeriet	Sweden	<a href="http://www.kulturmejeriet.se">www.kulturmejeriet.se</a>
Röda Sten	Sweden	<a href="http://www.rodasten.com">www.rodasten.com</a>
Subtopia	Sweden	<a href="http://www.subtopia.se">www.subtopia.se</a>
Melkweg	The Netherlands	<a href="http://www.melkweg.nl">www.melkweg.nl</a>
P60	The Netherlands	<a href="http://www.p60.nl">www.p60.nl</a>
Beat Initiative	UK - N Ireland	<a href="http://www.belfastcarnival.com">www.belfastcarnival.com</a>
Farnham Maltings	UK	<a href="http://www.farnhammaltings.com">www.farnhammaltings.com</a>
The Junction	UK	<a href="http://www.junction.co.uk">www.junction.co.uk</a>
Village Underground	UK	<a href="http://www.villageunderground.co.uk">www.villageunderground.co.uk</a>

## FRIENDS

Free Theatre	Belarus	<a href="http://www.dramaturg.org">www.dramaturg.org</a>
Artfactories/Autre(s)pARTs	France	<a href="http://www.artfactories.net">www.artfactories.net</a>
Réseau Actes If	France	<a href="http://www.actesif.com">www.actesif.com</a>
FDVLAB	Italy	<a href="http://www.fdvlab.org">www.fdvlab.org</a>
Toaca Cultural Foundation	Romania	<a href="http://www.toaca.ro">www.toaca.ro</a>
Anténa network	Slovakia	<a href="http://www.antenanet.sk">www.antenanet.sk</a>
Pushkinskaya 10	Russia	<a href="http://www.p-10.ru">www.p-10.ru</a>
Drömmarnas hus	Sweden	<a href="http://www.drommarnashus.se">www.drommarnashus.se</a>
Kulturhuset Mazetti	Sweden	<a href="http://www.malmo.se/mazetti">www.malmo.se/mazetti</a>

## AMBASSADORS

Sabina Schebrak	Austria
Antti Manninen	Finland
Philippe Grombeer	Belgium
Xavi Perez	Spain
Paul Bogen	UK
Annette Wolfsberger	AT/NL
Fazette Bordage	France

**TRANS  
EUROPE  
HALLES**