



# ANNUAL REPORT 2010



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# STAFF AND KEY POSITIONS 2010

**Secretary General:** Birgitta Persson  
**Acting Secretary General** (January - March): Emma Ernsth  
**Marketing & Communication Manager, Trans Nordic Net Project Manager:** Anna Weitz  
**Communication & Office Assistant:** Marian Söderholm  
**Interns at the Coordination Office:** Florence Jauberthie, Thérèse Snell Eriksson  
**President:** Erik Backer  
**Managing Director of Mejeriet** (host of the TEH Coordination Office): Matti Kortelainen  
**CHANGING ROOM Project Manager:** Paul Bogen  
**Accountants:** Graciela Egléus (on sick leave from July), Pål Eriksson from Anyo AB (from September)

## MISSION STATEMENT

*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.*

This Annual Report has been produced by TEH Coordination Office, Stora Södergatan 64, 222 23 Lund, Sweden | [info@teh.net](mailto:info@teh.net) | [www.teh.net](http://www.teh.net)

Texts by Marian Söderholm, Anna Weitz and Birgitta Persson. Photos by Martin Hoffmann, Florence Jauberthie, Sigrid Niemer, Marian Söderholm, TEH Photo Archive. Layout by Anna Weitz.

# MAIN ACHIEVEMENTS

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NEVER BEFORE have so many “Trans Europe Hallers” travelled around Europe and beyond, representing the network. TEH’s values and mission have spread and gained ground, and TEH Delegates have been inspired to create new contacts and gain new impulses.

The network has certainly expanded, in 2010 TEH reached over 50 members. With this in mind, building a coherent vision and establishing long-term relationships within and outside of the network is vital. At TEH Meeting 70 in September, the members took an important decision to go for a long-term investment in contributing to the capacity building and professional development of the independent cultural sector in Europe. In short time TEH members and staff pulled its creative forces together and submitted three different project funding applications: Engine Room Europe, A-Team: Artists-for-Change and TEH Leaders Lab of which two were granted.

Also, we have seen the final stages and evaluation of the two-year Mobility Pilot Project CHANGING ROOM being realised. Being the largest and most ambitious TEH project to date, we can already see the great benefits it has meant not only for the network, but also for many other cultural organiza-

tions who are interested in the experiences gained. This builds a solid foundation for our ambitious plans for the years to come.

Furthermore, the TEH Coordination Office employed a Communications and Office Assistant and reached three staff members, a magic and dynamic number indeed.

With kind regards,



Birgitta Persson  
Secretary General

# NEW MEMBERS & FRIENDS

TEH welcomed the following new members and friends to the network during 2010:

NEW MEMBERS:

**A4 - Zero Space**, Bratislava, Slovakia  
**Culturen**, Västerås, Sweden  
**Lodz Art Center**, Lodz, Poland  
**Not Quite**, Fengersfors, Sweden

NEW FRIENDS (associated members):

**ACTA**, Milan, Italy  
**Creative Center Carnation**, Tartu,  
Estonia  
**LX Factory**, Lisbon, Portugal  
**Rytmikorjaamo**, Seinäjoki, Finland



CULTUREN (VÄSTERÅS, SWEDEN)



A4 - ZERO SPACE (BRATISLAVA, SLOVAKIA)

# EXECUTIVE COMMITTEE

## THE TEH EXECUTIVE COMMITTEE

is the governing and policy-making body of the network. TEH's Articles of Association state 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 current Executive Committee (2009-2010) was elected at the General Assembly the 8th of May 2009 at the TEH Meeting 67 hosted by Stanica, Zilina, Slovakia: Erik Backer, President, (Melkweg, Amsterdam, The Netherlands), Gudrun Goldmann (Kulturzentrum Schlachthof, Bremen, Germany), Matti Kortelainen (Mejeriet, Lund, Sweden), Gabriella Móra (A38, Budapest, Hungary), Stuba Nikula (Kaapelitehdas, Helsinki, Finland), Petar Todorov (Pro Rodopi Art Centre, Bostina, Bulgaria), Katharina Trabert (OZU, Monteleone Sabino, Italy), and Zanda Zilgalve (NOASS, Riga, Latvia). Gabriella Móra has been on maternity leave during 2010. The next Executive

Committee election will take place during the TEH General Assembly at TEH Meeting 71 in Tartu, Estonia on the 16th of April 2011.

During the Executive Committee Meetings in 2010, a lot of time was dedicated to the Development Options Plan for 2011-2013, the follow-up of the mobility project CHANGING ROOM and the drafting of a new membership expansion strategy. The Executive Committee met four times during 2010: 8-9th February in Amsterdam, 5th May at A38 (Budapest, Hungary), 8th September at Moritzbastei (Leipzig, Germany) and 11th September, also at Moritzbastei. In between meetings, issues have been discussed over e-mail.

# COORDINATION OFFICE

**THE TEH COORDINATION OFFICE** is located in the premises of Mejeriet in Lund, Sweden and it has several functions. The Office supports and stimulates collaboration between TEH members, initiates contact with potential members and other cultural networks and operators and represents the TEH network externally at conferences and seminars. The Coordination Office is also responsible for marketing and communication tools and visibility of the network. Through a monthly newsletter, the TEH website, various social media, and daily email and telephone contact, the Coordination Office informs and facilitates partnerships between the members and with external partners.

According to the membership policy, TEH aims to establish more contact with organisations in countries where the network has little or no representation to date. In 2010, the TEH Coordination Office established contacts with a wide range of organisations in countries such as Spain, Portugal, Ukraine, Denmark, Romania and Croatia. Some of the centres were invited as guests to the TEH

Meetings in 2010 and others are now in the process of applying for membership.

During 2010 the TEH Coordination Office employed the following staff: Birgitta Persson, Secretary General, full time. Emma Ernsth, Acting Secretary General, full time January – March. Anna Weitz, Marketing & Communication Manager/Project Manager Trans Nordic Net, 50% part time until July, and 80% part time from July until December. Marian Söderholm, Communication & Office Assistant, 50% part time from June until December. Beside the employed staff, the TEH Coordination also hosted an intern until May, Thérèse Snell Eriksson, and an EVS volunteer until September, Florence Jauberthie.

The staff have previously been formally employed by Mejeriet, but as of January 1st 2011 they are officially employed by Trans Europe Halles.

# NETWORK MEETINGS



1. NAME TAGS AT TEH MEETING 70 IN LEIPZIG.



2. CONCERT ON THE A38 SHIP IN BUDAPEST.



3. INTRODUCTION MEETING AT TEH MEETING 70 IN LEIPZIG.

**THE BIENNIAL NETWORK MEETINGS** are the 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 2010 taken part in the setting-up of

TEH Meeting 69 held at A38 in Budapest, Hungary between the 6th – 9th of May as well as TEH Meeting 70 held at Moritzbastei in Leipzig, Germany between the 9th – 12th of September. The theme of TEH Meeting 69 was “Broadening Activities” and it was the first network meeting ever organized in Hungary. The meeting included workshops on topics such as The Art of Recruitment, Sustainable Cultural Centres and Activity Expansion. The outcomes and experiences of CHANGING ROOM so far were discussed and TEH:s Network Plan for 2011-2013 was approved by the members. Par-

ticipants were also treated to a relaxing Sunday bath in a Budapest healing spa.

The theme of TEH Meeting 70 at the old Leipzig city fortification Moritzbastei was “Arts. Culture. Business”. Topics in focus during this meeting’s CHANGING ROOM workshops were Strategic Financial Planning, Finance for Beginners, Bar & Catering Management, Sustainability and Stress Management. There were excursions to other cultural centres in Leipzig. A lot of time was also spent discussing the Development Options Plan for the

coming three years. It was decided that TEH should go for the most ambitious option, which includes a capacity building and professional development programme for the whole network for 2011-2013. A result of the decision was that TEH together with 11 other co-organisers applied for a 3-year grant for the project Engine Room Europe from the EU Culture Programme.

# TEH MEETING 69

The main decisions made during TEH Meeting 69 at A38 in Budapest, Hungary the 6th – 9th of May, 2010, were:

■ TEH:s Network Plan, *All We Need Is Move. A Plan For Our Collective Journey (2011-2013)* was approved.

■ Not Quite (Fengersfors, Sweden) were approved of as a new member and LX Factory (Lisbon, Portugal) were welcomed as a new friend of the network.

■ The accounts for 2008 and 2009, as well as the budget for TEH 2010 were approved.



1. THE A38 SHIP, HOST OF TEH MEETING 69 IN BUDAPEST.



2. DISCUSSIONS ON A38

## PROGRAMME OF TEH MEETING 69

### **THURSDAY – MAY 6TH:**

Registration  
Welcome. Presentation of staff and guided tour of A38  
Delegates' meeting. Presentation of new members, the new Network Plan and Europa Nostra  
Working the Net, TEH:s Project and discussion fair  
Evening programme: Concerts with Wolf Parade and AE

### **FRIDAY – MAY 7TH:**

Introduction of the day  
Workshops:  
a) The Art of Recruitment with Pam Henderson  
b) Broadening your Activities with György Szabo  
c) Sustainability in Cultural Centres with Corinna Vosse  
Reception with the Mayor of Budapest and the Director of Budapest Healing Baths

Workshops continue  
Rounding up of the day  
Evening programme: Tour of the "ruin pubs" and concert at A38

### **SATURDAY – MAY 8TH:**

Presentation of CHANGING ROOM (TEH:s Mobility and Professional Development project)  
Discussions about the project experiences so far  
TEH General Assembly

Drinks and mingle party  
Evening programme: *Première concert by Kishúg at A38*

### **SUNDAY – MAY 9TH:**

Relaxing Sunday at the Budapest Healing Bath: Visit to Gellért, the famous Budapest bath and lunch at the cultural centre Millenáris  
Goodbye!

# TEH MEETING 70

The main decisions made during TEH Meeting 70 at Moritzbastei in Leipzig, Germany, the 9th – 12th of September 2010 were:

■ Three new members were approved: A4 - Zero Space (Bratislava, Slovakia), Culturen (Västerås, Sweden) and Lodz Art Center (Lodz, Poland). Two new friends were approved: Creative Center Carnation (Tartu, Estonia) and Rytmikorjaamo (Seinäjoki, Finland).

■ Emma Ernsth and Sandy Fitzgerald were approved as TEH Ambassadors.

■ The hosts of TEH Meetings in 2011 - 2013 were decided:

TEH Meeting 71: Polymer & Creative Centre Carnation, Tartu, Estonia

TEH Meeting 72: TNT, Bordeaux, France  
TEH Meeting 73: Tabacka Kulturfabrik, Kosice, Slovakia

TEH Meeting 74: Röda Sten & Konstpedemin, Göteborg, Sweden

TEH Meeting 75: NOASS; Riga, Latvia

TEH Meeting 76: La Friche La Belle de Mai, Marseille, France

■ TEH:s budget for 2011 was approved. It was decided that TEH would go for Budget Option C (the biggest out of three different budget options) in 2011.



PARTICIPANTS OF TEH MEETING 70 ON THE ROOF OF LEIPZIG BAUMWOLLSPINNEREI/HALLE 14.

■ It was decided that TEH would apply for Option 1 in the Development Options Plan (an application to Culture 2007, Strand 1.1), asking for €960.000 over 3 years.

## PROGRAMME OF TEH MEETING 70

### **THURSDAY - SEPTEMBER 9TH**

Registration

Welcome. Presentation of Moritzbastei Introduction Meeting. Presentation of new members, Trans Nordic Net project and the CHANGING ROOM Study Working the Net, TEH's project and discussion fair

Welcome at the New Town Hall

Evening programme: "Schnitzel Hunt" and party

### **FRIDAY - SEPTEMBER 10TH**

CHANGING ROOM Training Day

Workshops:

- Strategic Financial Planning
- Finance for Beginners
- Sustainable Cultural Centres
- Bar & Catering Management and Finance

e) Fired up but not burnt out

"We Are Family!" European Bar, European Cheese Buffet and European Jam Corner

Evening programme: Concerts with Johanna Zeul, Frida Gold, Jamboree and Mjuix

Party: Indies But Goldies

### **SATURDAY - SEPTEMBER 11TH**

Visits to four cultural centres and initiatives in Leipzig: Schaubühne Lindenfels gAG, Werk II, Wächterhaus e.V. and Baumwollspinnerei/Halle 14

TEH General Assembly

Evening programme: All You Can Dance party

### **SUNDAY - SEPTEMBER 12TH**

Guided boat tour of Leipzig's new waterways to old industrial areas and new recreational zones  
Goodbye!



# PROJECTS

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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, a website listing jobs in the European cultural sector. Following an executive committee decision, TEH will keep the Toolkit online with basic maintenance throughout 2011 in order to further explore its potential benefit to the network.

The academic study carried out by the Sibelius Academy was a first-of-its-kind study on mobility for cultural operators. In the spring 2010 all participants of TEH Meeting 69 were asked to fill out a survey. This was complemented by in-depth interviews with sending organisations, hosts and exchangees. Together with all the other experiences from the project this gave a topical insight on mobility of independent cultural operators today and how best to raise its value. The outcomes of the study included key learning points and concrete recommendations on how to develop mobility practices for non-artistic staff members in the future .

What the project and its results have shown is that mobility is as important for

NACP's as it is for artists. However, the current possibilities and opportunities for NACP's are few, and the importance of their mobility is less valued both internally and externally. By enabling this group to both exchange, move, share and learn, it will facilitate and increase the mobility of art and artists, contributing to the strengthening of the European cultural sector as a whole. (From *Changing Room - Mobility of Non-Artistic Cultural Professionals in Europe*). The Study was published in February 2011 (see Publications below).

The CHANGING ROOM evaluation meeting took place in November 2010 in Lund, Sweden, after which the recommendations based on the findings were sent to the EC in order to improve future Culture Programmes.

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

## **TRANS NORDIC NET**

During the years 2008-2010 TEH paid extra attention to independent cultural centres in the Nordic countries. Thanks to a grant from the Nordic Council of Ministers, TEH was able to create Trans Nordic Net, an informal platform with

the aim to facilitate exchange between Nordic TEH members, to encourage their active involvement in the life of TEH and to test projects that later could be implemented on a European level. The communication coming from the Office included information about grant opportunities from the Nordic Culture Point as well as Nordic conferences and job offers in the Nordic region. It also helps Nordic independent artists to find performance opportunities and partners in the neighboring countries.

During this final year of Trans Nordic Net, TEH has managed the project with a focus on leadership issues for Managing Directors of Nordic member centres as well as supporting and developing the TEH Media Network. Furthermore, as a conclusion to the 3-year project TEH commissioned one of the newest Nordic members, Not Quite (Fengersfors, Sweden) to carry out short interviews with all the Nordic TEH members on the topic of international networking. The result can be found in the booklet *Nordic Perspectives on European Networking - 13 independent cultural centres in conversation*, published in early 2011.

The group of Nordic Managing Directors organized meetings during the two biannual TEH Meetings and they met for a

separate 2-day session on the 27-28th of October, 2010, at Röda Sten, Göteborg, Sweden. This longer meeting included a presentation in front of regional politicians and policy makers as well as a discussion about a continuation of the project in 2011 and beyond. The travel and accommodation expenses related to the meeting at Röda Sten were covered by the project.

As the Trans Nordic Net project was coming to an end, TEH also started to look into new Nordic funding opportunities for the coming years. Due to the success of focusing on leadership issues, it was decided to develop the concept and apply for money to the Nordic Council of Ministers for the new project called TEH Leaders Lab, which kicks off in the spring of 2011. Leaders Lab focuses on cultural leadership in the Nordic and the Latin European countries: Portugal, Spain, France and Italy.

## **TEH MEDIA NETWORK**

TEH Media Network is made up of people and centres working with film and media inside the TEH network. Approximately 30 TEH centres have announced that they are doing film screenings and festivals, some of them have tech accessibility programs, others produce video, radio and magazines and many distribute



**KULTURRÅDET**  
SWEDISH ARTS COUNCIL



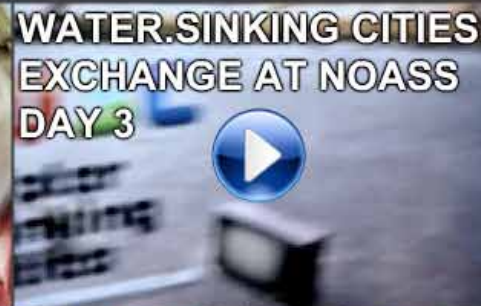
## 2 TEH MEETING 70, DAY 4



## CULTURAL LEADERS RETREAT, SICILY



## WATER.SINKING CITIES. EXCHANGE AT NOASS DAY 3



## 3 DEVELOPING THE ART OF SUSTAINABILITY



## WATER.SINKING CITIES. EXCHANGE AT NOASS DAY 5



## WATER.SINKING CITIES. EXCHANGE AT NOASS DAY 2



VIDEOS ON TEH TV, OCTOBER 2010.

their work through web TV channels. TEH Media Network started to form in 2008 when a mapping of existing activities and common needs was done. Since then two projects have been realised: the pilot site TEH TV ([www.teh.net/tv](http://www.teh.net/tv)) which is a first common platform for presenting moving images in TEH and the Changing Room workshop “Com-

munity Filmmaking”, which took place at Subtopia (Stockholm, Sweden) 27th-29th of October, 2010.

Also during 2010, the centres with interest and activities in the field have joined in information and feedback sessions during the two TEH Meetings, and presentations have been held in front of the

whole network. The TEH Media Network does not yet have any formal structure or financing and is very open to anyone’s initiative. It is currently coordinated by Jonas Boutani Werner (Subtopia, Sweden), who first introduced the idea of a TEH collaboration around film and media, and Anna Weitz who has been supporting the project in her capacity as

TEH Communication Manager and Trans Nordic Net Project Manager.

The support to the TEH Media Network primarily consisted in coordination and communication of project ideas, assisting in the work with the Changing Room Community Filmmaking workshop and updating of TEH TV. (Read more under TEH Media Network and TEH TV below)

## ARTISTS-IN-RESIDENCY EXCHANGE PROGRAMME

The TEH Artists-in-Residency programme has been in action since 2008, when several TEH members decided to develop an exchange programme for artists in the network. Since 2008, these ideas have been further conceptualized and implemented. In the summer of 2010, four TEH centres were involved in exchange projects. Pro Rodopi Art Centre (Bostina, Bulgaria) hosted the 10-day international residential project “Parallel Realities” in June – July. 15 artists from Bulgaria, The Netherlands, Norway, Greece and Italy participated, including TEH Delegate Katharina Trabert from OZU (Monteleone Sabino, Italy). Also in June – July, artist Marta Jonville from TNT (Bordeaux, France) became the first artist in residence at Not Quite (Fengersfors, Sweden). Marta stayed for one month

# PROJECTS

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and held workshops, performances and an exhibition and working mainly with performance art and ceramics.

In 2010, a project application was made to Eurocult for the project A-Team: Artists for Change. The goal was to get artists working with their local communities through post-disciplinary methods, addressing local issues and problems all over Europe. The art work was to be documented in a collective blog and had the aim to develop further collaborations on the issues in question. However, the application was unsuccessful at this stage.

## NEW TIMES, NEW MODELS

Several TEH centres have during the year been involved in the ongoing process called New Times New Models (NTNM). The project represents the ambition of TEH Member Pekarna magdalenske mreže (Maribor, Slovenia) to search, find and share answers to a range of questions that would inform future development around internal governance and external relations with city and state institutions – but also to contribute common experiences to others in similar situations. NTNM was the mechanism for seeking those answers and involved among other things workshops, meet-

ings, research and a conference in Maribor in January 2010. The process continues in 2011 with a conference in Lodz, Poland, and with the distribution of the published book *New Times New Models* (see Publications below).

## PLANS FOR ENGINE ROOM EUROPE

The focus for TEH in the years to come is capacity building and professional development. In line with this, the membership decided to apply for a three-year project grant from the EC Culture Programme 2007-2013 for the project *Engine Room Europe - Developing a sustainable future for the European independent cultural sector*. After discussions prior to and during TEH Meeting 70, it was decided in September that Melkweg (Amsterdam, The Netherlands) should be the applicant and that TEH and ten other Members would be co-organisers of the project.

The co-organisers are: Trans Europe Halles, Lodz Art Center (Lodz, Poland), Mains D'Oeuvres (St Ouen, France), Stanica (Zilina, Slovakia), ufaFabrik (Berlin, Germany), TNT (Bordeaux, France), REX (Belgrade, Serbia), NOASS (Riga, Latvia), Röda Sten (Göteborg, Sweden), La Friche la Belle de Mai (Marseille, France) and Tabacka (Kosice, Slovakia).

The main objectives of the project are to increase the capacity and sustainability of independent culture in Europe by:

1. Trans-national culture and artistic work
2. Mobility and training
3. Intercultural dialogue
4. Sustainability
5. Legacy

Many activities are planned within the project, such as a staff exchange programme, leadership training, volunteer programmes, artistic events, mini-festivals, a convention and an IndieArchive, documenting the whole process up until 2013. The grant sum applied for was €960.000. The application, submitted in December 2010, was successful.

## YOUTH EXCHANGES THROUGH EVS

TEH supports and encourages youth volunteer exchanges through the EVS Programme. In 2010, nine young volunteers from TEH member centres stayed at another centre for up to a year. Volunteers at NOASS (Riga, Latvia) and P60 (Amstelveen, The Netherlands), carried out the project *Water. Sinking Cities* ([www.watersinkingcities.org](http://www.watersinkingcities.org)) between June and September 2010. The project

consisted of audio-visual shows by eight young artists from the two countries. Many more projects and collaborations came out of the EVS exchanges in 2010, and several new volunteers will be conducting exchanges throughout 2011.

# MARKETING & COMMUNICATION

**THE TEH MARKETING & COMMUNICATION MANAGER** is responsible for the internal and external communication of the network. In 2009-2010, the work also included 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 2010.

## TEH WEBSITE & DATABASE

As well as the regular updates, the TEH website ([www.teh.net](http://www.teh.net)) has undergone certain improvements during 2010. An organisation search function has been added to the database, making it easier to find centres that match specific criteria, such as housing a recording studio or working with community projects. The information in the database is managed by each member who can login and update the facts about their own centre. With the aim to increase the members' knowledge about each other, TEH has during 2010 published a series of Q&A interviews with Members, Friends and

Ambassadors on the website and promoted them in the TEH Newsletter.

The TEH Newsletter is connected to the website news feed, which is updated monthly. The TEH website averaged around 12,000 visits every month in 2010, and the number of hits was almost 2,000,000 for the whole year.

## TEH NEWSLETTER

The Coordination Office produced 11 digital newsletters in 2010. The TEH Newsletter distributes news about member and network projects, conferences and events, available jobs, grants and residencies, and news from the Coordination office. The newsletter's circulation has doubled during 2010, and by the end of the year it had 3,061 recipients. Please go to [www.teh.net](http://www.teh.net) to subscribe.

## TEH TV

TEH TV is a pilot site that enables the network to organize and present the video material produced inside the network. A simple framework is used for compiling and presenting video clips uploaded on Youtube by the members. TEH TV was launched in October 2009 and is promoted every month in the TEH Newsletter. Over 80 video clips have

been uploaded, and the site has had a steady flow of around 20-30 views every month since the start. Examples of videos include documentation of performing arts events taking place at the member centres, interviews with participants in the Changing Room project and documentation of the TEH meetings. Welcome to [www.teh.net/tv](http://www.teh.net/tv)!

## SOCIAL MEDIA & OTHER VIRTUAL TOOLS

TEH has increased its use of social media such as Facebook, Twitter and Flickr during 2010. The Facebook fan page had over 1,300 followers in December 2010 and TEH on Twitter had 174 followers. In the summer of 2010, TEH created a photo pool on Flickr, where all members could upload and share their pictures. A Flickr photostream and a Facebook news feed feature have also been added to the TEH website. TEH continues to investigate how best to utilise the different media, including open sources such as Creative Commons, and aims to make even more use of these during 2011. The TEH Coordination Office has been using Google apps successfully during 2010, and aim to continue doing so. **CHANGING ROOM**, Trans Nordic Net and Leaders Lab have partly been man-

aged through the web-based project management tool Basecamp, the use of which will extend to other TEH projects in 2011.

## CHANGING ROOM

### ONLINE TOOLKIT

During 2010 the beta release of the MatchMaker was tested by Trans Europe Halles. In October 2010, TEH released the Open Source code for the **CHANGING ROOM MatchMaker**, making it possible for other cultural organisations and networks to get their own version. The MatchMaker has 97 users as of December 2010. The online Toolkit, released on February 17th 2010, is public and open to everyone. The number of visits to the Toolkit increased steadily during the year, and reached almost 20,000 unique visitors by December. The Knowledge Base, which is part of the Toolkit, had 8,300 visitors in 2010. The **CHANGING ROOM** project was finalised in November 2010, however the Toolkit will stay online for some time.

## ANNUAL EVALUATION

In the spring of 2010, the Annual Evaluation for 2009 was filled out by the members of TEH. The results were processed

# MARKETING & COMMUNICATION

by Executive Committee member Zanda Zilgalve, and confirmed the network's chosen direction for the future: continued efforts in the field of capacity building and professional development. The aim of the Annual Evaluation is to get feedback from members about TEH's activities and network plans. The Annual Evaluation is an important tool to help the Executive Committee, Coordination Office and members to improve the activities and meetings of the network.

## PUBLICATIONS

### **- The CHANGING ROOM Study**

The academic study of CHANGING ROOM, conducted by the Sibelius Academy in Kuopio, Finland, was under construction throughout 2010. The editorial team edited the study material, and a professional designer made the layout for the publication. The study publication was entitled *Changing Room - Mobility of Non-Artistic Cultural Professionals* and is 171 pages long. It was published via a Print-on-Demand service in Sweden in January 2011. An online version is available for download from the TEH website ([www.teh.net/publications](http://www.teh.net/publications)) and the Sibelius website ([www.siba.fi](http://www.siba.fi)).

### **- New Times New Models**

*New Times New Models* is a publication following a conference with the same name at TEH centre Pekarna in Maribor, Slovenia in January 2010. The book *New Times New Models – Investigating the internal governance models and external relations of independent cultural centres in times of change* examines the How? and Why? of independent culture in Europe. It is based on presentations given at the conference at Pekarna, and also looks at regional case studies, current models of practice and key recommendations for the independent cultural sector. The book was published on [www.teh.net](http://www.teh.net) for free download in October 2010.

# ADVOCACY & EXTERNAL RELATIONS

**TEH COOPERATED WITH** several organisations during 2010. One of the more notable cooperations was with freeDimensional, a network of art spaces around the world that provide hospitality to activist artists in need. After attending freeDimensional's meeting "Creative Resistance" in July, TEH entered The Coalition for Arts, Human Rights & Social Justice ([www.artsrightsjustice.net](http://www.artsrightsjustice.net)). The Coalition is a network of people and organisations that aim to raise awareness and develop projects committed to the arts, human rights and social justice. TEH has also invited freeDimensional to TEH Meeting 71 to hold a presentation on Safe Havens for artists. Later in the year, TEH supported an appeal made by the Coalition to the EU foreign minister Catherine Ashton to release prisoners taken in Belarus during the protests against the presidential election in December. Among those captured were members of Belarus Free Theatre, who are a Friend of TEH (see Advocacy & Support below for more information).

Over the year the TEH Coordination Office, the Executive Committee and TEH Members presented the network

and the CHANGING ROOM project at seminars and conferences at several occasions. Examples include the ENCC/IG Kultur Österreich conference "Value and Benefit of Networking" in Vienna, the Intercult conference "Re:Imagining Cultural Space" in Stockholm, and a presentation of the CHANGING ROOM project and Toolkit for the Swedish Cultural Employment Agency in Stockholm. TEH is also expanding its relations outside of Europe; Zanda Zilgalve presented CHANGING ROOM at the Art Moves Africa conference in Tangier, Morocco and TEH President Erik Backer participated in the conference "Cultural Conversion: a new life of the industrial past" in Donetsk, Ukraine, presenting the network and to establishing new contacts. (see Seminars & Events below for a complete list).

# ADVOCACY & EXTERNAL RELATIONS

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## DEVELOPMENT & STRATEGY

Following the success of the Changing Room project, the Executive Committee commissioned Olivearte Agency in liaison with the Coordination Office to produce a Capacity Building and Professional Development Plan based on the TEH Network Plan for 2011-2013. The plan was approved by the members at TEH Meeting 70 in Leipzig. According to this plan, TEH's main focus for the next three years is further capacity building and professional development for its members, strengthening their competences and the relationships within and outside of TEH. Based on the plan, it was also decided that TEH together with 11 other members would apply to the EC Culture Programme. (See Engine Room Europe above).

Following the fast expansion of TEH in the last few years, the Executive Committee have decided to revise and clarify the TEH Membership application process, and to develop the strategic Membership Policy. This will encourage expansion in countries not yet represented in the network, including Third Countries (countries not in the European Union). During 2010 a set of recommendations were drawn up by the Ex-

ecutive Committee, leading to a clearer membership policy for the future.

## CAMPAIGNS & SUPPORT

In 2010, TEH joined the campaign *we are more* which was initiated by political platform Culture Action Europe. The *we are more* campaign runs until 2013, and has two specific policy objectives; firstly an improved Culture Programme and secondly earmarked funding for culture within the EU regional development funds. TEH finds these issues important and relevant to its membership, and have therefore decided to take an active part in the campaign through member actions and through local and international lobbying in Sweden and on the EU level. TEH submitted a contribution to the consultation on the new Culture Programme based on contribution of Culture Action Europe and uploaded the document on TEH website.

Together with three other Mobility Pilot Projects (E.Mobility, PRACTICS and S.P.A.C.E), TEH discussed mobility issues during 2010 based on the experiences of CHANGING ROOM. This led to a joint presentation of recommendations on how to improve the mobility of the sector to the OMC (Open Method of Coordination) group on mobility in Brussels. These recommendations were

later elaborated on and sent to the EC as a contribution to the new Culture Programme. TEH has also responded to a request from On-The-Move asking for input on areas and methods for future training sessions on digital information and cultural mobility.

An important function of TEH is to support Members and Friends whose existence is at stake on local level due to budget cuts, lack of cultural policies or political unrest in their region. Below follow some examples of the actions in 2010.

- Following threats to close TEH Member centre Z-Bau (Nürnberg, Germany), the TEH Coordination Office and Members mobilised to protest against the decision. On the 9th of July 2010, the Cultural Commission decided to reconstruct the building instead, making it possible to develop it into a multidisciplinary cultural centre.

- In December 2010, TEH Friend organisation Free Theatre Belarus were subjected to mass arrests following protests against the Belarusian presidential election. Free Theatre Belarus have used the stage to fight for freedom of expression over the last 6 years, and TEH were shocked to learn about the

arrest and abuse of the group's director, Natalya Koladia. TEH immediately set up a Solidarity Fund in collaboration with freeDimensional and The Creative Resistance Fund, and urged TEH Members and Friends to contribute financially in order for Free Theatre Belarus to continue their work and fight for freedom and justice in Belarus.

# SEMINARS & EVENTS

During 2010, there was an increase in invitations to come and present TEH at various conferences and events. A notably good spread of TEH staff, Delegates and Ambassadors travelled all over the world, increasing the visibility of the network. Representatives of TEH also attended various theatre festivals, film festivals, music festivals, cultural projects and training courses throughout the year.

- **Jan 12th:** Meeting with all 4 pilot mobility projects to discuss joint EC policy paper. Paris, France (Emma Ernsth + Paul Bogen)
- **Jan 28 – 30th:** Conference on governance structures "New Times, New Models" at Pekarna, Maribor, Slovenia in partnership with TEH. (Emma Ernsth, Stuba Nikula, Katharina Trabert + several other TEH Members).
- **Jan 28 – 30th:** CHANGING ROOM project team meeting, Cambridge, England
- **Feb 8 – 9th:** Executive Committee Meeting in Amsterdam, The Netherlands
- **Feb 15th:** Meeting with Mats Dahl from AF Kultur and Wanna Spiridonidou, EURES-advisor (BP + AW)
- **Feb 25th:** Staff from Röda Sten visited TEH Office
- **Mar 1 – 3rd:** TEH Meeting 69 Preparatory Meeting, A38, Budapest (BP + Gudrun Goldmann)
- **Mar 15 – 16th:** Presentation of CHANGING ROOM to the OMC-group on mobility

- issues in Brussels and meeting with the other 3 pilot projects. (BP, AW + Paul Bogen)
- **Mar 19th:** Conference in Lund about the effects of a new cultural policy in Sweden.
  - **Mar 24th:** An Evening about Europe at Lund University. Presentation of TEH (BP)
  - **Apr 24 – May 1st:** CHANGING ROOM Cultural Leaders' Retreat, Sicily, Italy
  - **May 6th – 9th:** TEH Meeting 69, A38, Budapest, Hungary
  - **May 20 – 21st:** Meeting with the Mobility Project Partners in Brussels on the continuation of recommendations to EC for improving mobility for cultural operators (BP)
  - **June 7th – 8th:** TEH Meeting 70 Preparatory Meeting, Moritzbastei, Leipzig (BP, GG)
  - **June 8th:** Platform for Intercultural Europe - European Forum on Capacity Building for Intercultural Europe (Dusica Parezanovic)
  - **June 9th:** Public meeting with the Swedish Culture Minister, Malmö, Sweden (BP, AW)
  - **June 17 – 19th:** CHANGING ROOM Workshop "Sustainability for Cultural Centres" at Mains d'Ouevres, Paris, France
  - **July 10 – 14th:** FreeDimensional Meeting "Creative Resistance", Ontario, Canada (Katharina Trabert)
  - **July 16th:** Second Chance Opening Conference, Nürnberg, Germany (Sigrid Niemer, Stuba Nikula)
  - **July 21st:** Networking lunch at Mazetti, Media projects for youths in Malmö, Sweden (AW, MS)
  - **July 26 – 28th:** Young Urban Leaders Fo-

- rum, Shanghai, China (Lukas Berberich)
- **Aug 6 – 8th:** CHANGING ROOM Workshop "Artists in Residence" at Polymer, Tallinn, Estonia
  - **Aug 29 – Sep 3rd:** CHANGING ROOM Summer Camp for 25 Staff Exchange participants and hosts, Melkweg, Amsterdam, The Netherlands
  - **Aug 31st:** Meeting with Intercult, Stockholm, Sweden (BP)
  - **Sep 9 – 12th:** TEH Meeting 70, Moritzbastei, Leipzig, Germany
  - **Sep 25 – 26th:** "Cultural Conversion" Conference, Donetsk, Ukraine (Erik Backer)
  - **Sep 27 – Oct 1st:** Visit to the TEH office by Francois Henrard from Caravan Circus Network and José Luis Rodriguez, researcher
  - **Oct 1st – 3rd:** ASEM 8 Summit, Brussels, Belgium (Camille Dumas)
  - **Oct 7th:** Visit to École de Cirque and Caravan Circus Network, Brussels, Belgium (BP, MS)
  - **Oct 7 – 9th:** Culture Action Europe Conference "The Time is Now!" and General Assembly, Brussels, Belgium (BP, AW + MS)
  - **Oct 8th:** Gogolfest Conference, Kiev, Ukraine (Lukas Berberich)
  - **Oct 13th – 16th:** Cross Media Lab, Boost-HBG, Helsingborg, Sweden (AW)
  - **Oct 18th:** Seminar on volunteers in cultural organisations, Röda Sten, Göteborg, Sweden (MS)
  - **Oct 21 – Nov 14th:** Europes Contemporary Culture Festival, Barcelona, Spain (Sandy Fitzgerald)
  - **Oct 25 – 26th:** Second Chance Sympo-

- sium on Strategies of Revitalisation through Arts and Culture, Leipzig, Germany (Sandy Fitzgerald, Marko Brumen)
- **Oct 26th:** Presentation of CHANGING ROOM and TEH at a seminar for the Employment Service for Culture in Stockholm (AW)
  - **Oct 27 – 29th:** CHANGING ROOM workshop "Community Filmmaking" at Subtopia, Stockholm, Sweden
  - **Oct 29th:** ENCC Project Fair "The value and benefit of networking" at IG Kultur Österreich. Presentation of CHANGING ROOM. Vienna, Austria (BP)
  - **Nov 3rd:** On The Move General Assembly, Glasgow, Scotland (Annette Wolfsberger)
  - **Nov 15 – 17th:** Final CHANGING ROOM Project Evaluation, Lund, Sweden (CR Project team)
  - **Nov 17– 19th:** Intercult Conference "Re:Imagining Cultural Space" and Nordic Lab. Stockholm, Sweden (BP, AW)
  - **Nov 26 – 28th:** Art Moves Africa - 1st African Mobility Think Tank, Tangier, Morocco (Zanda Zilgalve)
  - **Nov 26 – 27th:** Presentation of TEH at conference about independent culture in La Coruna, Spain (José Luis Rodriguez, Xavi Pérez)
  - **Dec 3 – 5th:** TEH Meeting 71 Preparatory Meeting, Tartu, Estonia (MS, Zanda Zilgalve, Alise Vetrova)
  - **Dec 6th:** Meeting with Torsten Schenlaer and presentation of TEH, City of Lund, Sweden (BP, MS)

# ECONOMY

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**IN 2010 TEH CHANGED THE CURRENCY OF** the book keeping from Euro to SEK in accordance with Swedish law. TEH closed the financial year with a deficit of -22 651,59 SEK (around €-2 436).

## INCOME

In 2010, TEH got an operational grant from the European Commission of €42 808. The funding from The City of Lund remained the same as in 2009 (250 000 SEK) but we got an increase of the grant from the Swedish Arts Council (from 75 000 SEK to 125 000 SEK). 2010 was the final year of the three year grant of €50 000 from The Nordic Council of Ministers. 2010 was also the final year of the two year long CHANGING ROOM-project with a total expenditure of €348 057,63 and grant of €243 477,58

from the European Commission. TEH billed 296 970 SEK in subscriptions and received 295 470 SEK. The loss of customers was negligible, 1500 SEK.

## EXPENDITURE

The CHANGING ROOM-project increased the expenditure of TEH considerably during 2010. The Coordination Office was also bigger than ever before with three staff members: a Secretary General (100%) and a Marketing & Communications Officer/Project Manager Trans Nordic Net (50-80%) and from June on an Office Manager (50%). The total expenditure of the office was 1 041 726,08 SEK. The host of the office, Mejeriet, lets the office space for free.

## CASH FLOW

The cash flow was quite stable throughout the year since Mejeriet accepted to wait with the billing of the last salary costs until February 2011. The cash flow problems generated by late payment of the final grant of the CHANGING ROOM-project was solved with a loan from Kaapelitehdas of €10 000 and by the fact that all project partners accepted to wait for their final payment until the balance has been paid by the Commission.

## OUTLOOK FOR 2011

From the 1st of January 2011, TEH has taken over the responsibility to employ its staff from Mejeriet and is therefore directly responsible for paying taxes and social costs. TEH got increased funding of 20% from both the City of Lund and

from the Swedish Arts Council for the year 2011, but got no operational grant from the European Commission. However, together with Melkweg and 11 TEH members, TEH got a project grant from the European Commission of €960 000 for the three year long project Engine Room Europe. TEH also got a grant from the Nordic Council for the Leaders Lab project. With no operational grant from the EC but a gigantic project to carry out, TEH needs to carefully plan how to best use staff and other resources for the year 2011.

Birgitta Persson  
Secretary General

Erik Backer  
President

Matti Kortelainen  
Executive Committee member

Stuba Nikula  
Executive Committee member

Gabriella Mòra  
Executive Committee member

Gudrun Goldmann  
Executive Committee member

Katharina Trabert  
Executive Committee member

Petar Todorov  
Executive Committee member

Zanda Zilgave  
Executive Committee member

# PROFIT & LOSS 2010

Trans Europe Halles Registration Number: 802434-3769

## *Final*

### Profit & Loss Accounts 2010

Period 1st of January 2010 – 31st of December 2010

<b>Income</b>	<b>SEK</b>
Subscriptions	296 970,00
Grant European Commission	419 518,00
CR Project Grant European Commission	1 823 422,00
Other grants	551 417,00
TEH Contribution to CR project costs	236 850,50
Members contribution to CR project costs	125 000,00
Sponsorship	53 342,00
Other income from CR project	176 610,00
Other income	14 484,47
<b>SUM INCOME</b>	<b>3 697 613,97</b>
<b>Expenditure</b>	
Salary costs	927 487,43
Travels, accomodation, per diems Coordination Office	82 387,85
Administration Coordination Office	26 568,40
Official representation	5 282,37
Executive Committee meeting costs	56 338,76
TEH Meetings	49 255,62
Marketing and Communication	49 397,00
Trans Nordic Net travel and project costs	19 425,00
Project costs Changing Room	2 332 957,20
Subscriptions	5 200,00
Book keeping and audit	31 722,00
Bank charges	3 619,91
Loss of customer (Members & Friends)	1 500,00
Other costs	53 292,19
<b>TOTAL EXPENDITURE</b>	<b>3 644 433,73</b>
Financial costs	37 199,03
Financial costs CR	38 632,80
<b>SURPLUS/DEFICIT</b>	<b>-22 651,59</b>

# BALANCE SHEET 2010

Trans Europe Halles Registration Number: 802434-3769

## *Final*

### Consolidated Balance Sheet 2010

Period 31st of December 2010

<b>Asset employed</b>	<b>SEK</b>	<b>SEK</b>
Fixed Assets		
Tangible Fixed Assets		0,00
<b>Current Assets</b>		
Debtors		
Prepayments	1 062 953,70	
Cash and bank balance	63 791,00	
		471 477,12
<b>Net current assets</b>		<b>1 598 221,82</b>
<b>Creditors: short-term</b>		
Creditors*		
Accruals		1 351 384,38
Creditor Trans Nordic Net		13 641,03
Prepaid grant Changing Room		0,00
Creditors EC-CR		0,00
Prepaid grant Trans Nordic Net		0,00
Loan from Kaspelitehdas Oy		0,00
Loan from Image Match Ltd		100 000,00
Prepaid subscriptions		50 000,00
Prepaid Nokia		0,00
Net current liabilities		106 686,00
		1 621 711,41
Creditors: long-term		
Amounts falling due after more than one year		0,00
<b>Net assets</b>		<b>1 598 221,82</b>
Represented by:		
General funds brought forward from 2009	838,00	
Surplus/deficit year to date		22 651,39

# 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, it would be much more difficult to achieve our goals.

Trans Europe Halles and the Coordination Office is financed by membership fees and support from several different funding bodies. TEH thanks the European Commission, the Nordic Council of Ministers, the Swedish Arts Council and the City of Lund for their support to the network in 2010.

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



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# MEMBERS, FRIENDS & AMBASSADORS

## 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.avantrve.fr">www.avantrve.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>
Lodz Art Center	Poland	<a href="http://www.lodzartcenter.com">www.lodzartcenter.com</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>
A4 - Zero Space	Slovakia	<a href="http://www.a4.sk">www.a4.sk</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>
Culturen	Sweden	<a href="http://www.culturen.nu">www.culturen.nu</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>
Not Quite	Sweden	<a href="http://www.notquite.se">www.notquite.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>
Creative Center Carnation	Estonia	<a href="http://www.nelk.ee">www.nelk.ee</a>
Rytmikorjaamo	Finland	<a href="http://www.rytmikorjaamo.fi">www.rytmikorjaamo.fi</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>
ACTA	Italy	<a href="http://www.actanet.it">www.actanet.it</a>
LX Factory	Portugal	<a href="http://www.lxfactory.com">www.lxfactory.com</a>
Toaca Cultural Foundation	România	<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
Emma Ernth	SE/BE
Sandy Fitzgerald	Ireland

