

ANNUAL REPORT 2023

DREAM, BELIEVE TRANSFORM

40th anniversary edition

TEH.NET

2023



TRANS EUROPE HALLES

ANNUAL REPORT 2023

DREAM, BELIEVE TRANSFORM

40th anniversary edition

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2023 in a glance spread: TEH96

– Saba Sanshen; TEH93 – Michal Hančovský; Philippe Grombeer – Marcel de Munynck; TEH95 – Hugo Herold

Forewords: Frido photo – Saba Sanshen; Tiffany photo – Photo: Darja Lukjanenko

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Layout design by Shawn Antoni Wright

TRANS EUROPE HALLES



2023 AT A GLANCE

€1,009,100

in grants (+32% from 2022)

€1,243,210

in total turnover (+32% from 2022)

165

members

43

countries

17

new members in 2023

55,200

followers, visitors and subscribers across
all our communication channels

13

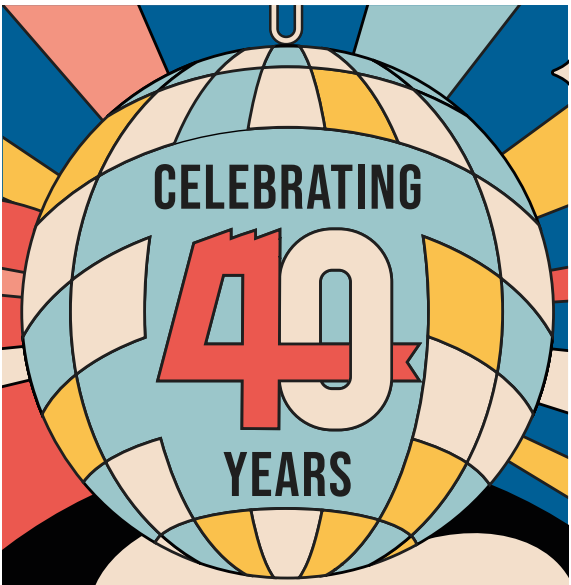
international cooperation projects currently
running, involving 72 members

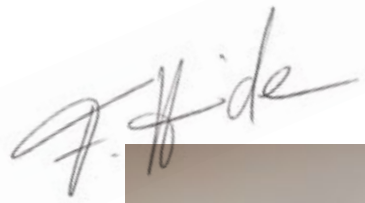
8

active hubs, including 5 with project grants

40

years of passion and dedication to sustainable
urban transformation through arts and culture,
by communities, for communities.





Forewords



Frido Hinde, President

40 years of Trans Europe Halles – Happy birthday and here's to a bright future!

In 2023, we celebrated 40 years of Trans Europe Halles (TEH)! We started out in 1983 with seven members. Four decades later, our beloved network includes 165 members and associates across 43 countries.

Our birthday celebrations, which took place at Moritzbastei in Leipzig, brought together more than 300 people from across Europe and beyond. The year drew to a close with our camp meeting at Fabrika in Tbilisi – the first TEH meeting ever to take place in Georgia. I would like to thank our hosts and, of course, our Coordination Office for the successful implementation of these two wonderful events.

While our network gains new members every year and continues to grow, I am pleased to see that many people and companions from the early years remain connected to our mission and values in the role of ambassadors. Today we are a truly intergenerational network – of organisations and people. After 40 years, let us once again remember our role and our importance as a unique network

of independent cultural grassroots organisations across Europe.

The process of European unification does not only take place between public institutions. Europe is also not a construct that should essentially serve the interests of profit-oriented corporations. Cooperation between civil society organisations is crucial in a united Europe. And the exchange of cultural centres makes a decisive contribution to cultural understanding.

We stand together for the values of open, democratic and diverse societies. And we stand for the vision of a peaceful Europe and a peaceful world. When the member centres of our TEH family are being destroyed in the context of war, our work and our solidarity are more crucial than ever. The ZMINA Rebuilding project by IZOLYATSIA Platform for Cultural initiatives (Ukraine), TEH and Malý Berlín (Slovakia) to support Ukrainian artists and cultural organisations is one of many great examples of how we can stand up for each other, even in times of crisis, and continue to remain true to our vision.

When TEH was launched 40 years ago, something truly great was born. We must remain steadfast in carrying on this important work to strengthen our ideals for the next 40 years and beyond.



Tiffany Fukuma, Managing Director

With love, from TEH

In the early days of 2023, Les Halles de Schaerbeek – TEH's mothership in Brussels – organised a tribute event to Philippe Grombeer, the founder of our network whom many of you knew and loved and who started Trans Europe Halles with a handful of friends from Europe 40 years ago.

When we are brought close to the experience of grief, we are also brought closer to the experience of love – the ultimate legacy of the people we lose. In addition to their stories and their achievements, they also leave us with the memory of how much they believed in us, even in the hardest of times.

2023 started and unfolded not with mourning but with a celebration of this love and hope for our family, keeping us united, engaged and in solidarity, at the very moment when our brothers and sisters were being bombed and killed in Ukraine and in Gaza; when our colleagues and friends were being evicted from their centres; as extremist groups were vandalising cultural safe havens for LGBTQIA+ communities; as authoritarian governments threatened the very existence of our spaces, activities and existence; or as floods, winds, spiralling inflation and energy costs were threatening the sustainability of our centres.

Together, we created solidarity campaigns, support programmes, social justice and environmental projects ... and we will keep on doing so, come what may!

In 2023, we grew stronger than ever before, dedicating 35% of our projects' budget to our members' activities, and involving 72 members and associates in the network's diverse range of projects. We also welcomed 17 new members and young collectives at the beginning of their journey towards creating cultural centres in abandoned spaces. To encourage them and to recognise their work, we created a new award for young collectives in memory of our founder, together with Halles de Schaerbeek: the Philippe Grombeer Award.

We kept spreading the love, which for us at TEH – like life, like art or like buildings – is never something we own for ourselves, but rather something that is given to us to take care of, to collectively grow and to pass on to the next generation. Tomorrow is never certain, but even in the hardest of times, there is love, there is hope and there is the fighting spirit of dreamers, to keep all the beautiful things we have in common alive and thriving – today, tomorrow and beyond!

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believe

40 YEARS OF TRANS EUROPE HALLES!

In 1983, Philippe Grombeer founded Trans Europe Halles, alongside six cultural visionaries. In 2023, our vibrant network turned 40 years old – a respectable age that calls for a moment of reflection. To commemorate such an important and unique occasion, we launched the Dream, Believe, Transform campaign that was to give shape to our network's spirit, through our members' own journey, stories and moments.

Highlights

Through the lens of the Dream, Believe, Transform approach, we reflected on our past as well as setting our intention for the future. We celebrated our rich history and brought to life stories of our founding member centres and people who shaped and nurtured the network over the years. We made sure that all voices were given enough space to be heard, but we celebrated our female founders in particular!

Based on participative workshops and a design sprint conducted with our members in 2022, we

developed a new visual identity for the network and launched a new website in 2023, with a more dynamic design and new functionalities for members and audiences.

With archive material and footage collected from member centres in different corners of Europe, Dutch independent filmmaker Jan Beddegenoodts created a beautiful and moving short documentary capturing the past and present of our network.

40

During our meeting in Leipzig (Germany), Sphere Radio broadcast onsite, together with a team of radio curators from European alternative radio stations and TEH members. They produced a live programme, which was later edited as audio capsules, retracing the history of TEH and the wider questions for the future of the cultural sector.

In Leipzig, we invited the historical figures of our network – our Ambassadors – to share their memories with us. We heard the history of TEH from the point of view of our female founders Fazette Bordage, Sabina Schebrak, and Sigrid Niemer. Cör Schlosser, founder of Melkweg Amsterdam, was our Master of Ceremony, and we partied until dawn at TEH Eurovision Sing Contest with a drink from TEH EuroBar – good old traditions that we all gladly revisited!





Being part of TEH offers the chance to be part of a larger group of peers. TEH is all about getting closer to other, like-minded grassroots cultural activists, to exchange, collaborate, support one another and grow stronger together. Whether through TEH annual meetings, geographical and thematic hubs, or collaborative projects, TEH offers countless opportunities to build lasting relationships between members and to amplify our collective impact. As we grow closer, we do not only strengthen our individual efforts but we also contribute to a thriving, interconnected, caring and resilient cultural ecosystem.

Membership

2023 was a pivotal year for careful growth and refinement of our membership framework. We adapted our membership criteria, enhancing clarity and transparency for prospective members seeking to join the network, and aiming to proactively make our network more diverse and inclusive.

By the end of 2023, TEH experienced a remarkable diversification, with the addition of new members and associates from many different countries and cultural backgrounds. This underscored our commitment to fostering a vibrant community that is in step with our time and our societies.

New membership application process

Before 2023, centres and organisations that wanted to join the network could express their interest at any point throughout the year. This approach resulted in a continuous influx of applications, leading to a backlog and an ever-expanding list of centres waiting for several months, or even years, to begin the membership process.

In 2023, we addressed this issue by implementing a more structured approach and establishing a specific timeframe during the year for prospective members to apply. The months of December through February were designated as the membership campaign period. During this window, prospective organisations were encouraged to submit their applications to join the network. This streamlined process ensures that all applicants receive prompt attention and evaluation, leading to a more efficient and responsive membership system.

List of members and associates who joined TEH in 2023

Full members

1. BLOOM, Mezzago (Italy)
2. Consorzio Wunderkammer, Ferrara (Italy)
3. Cultureghem, Brussels (Belgium)
4. Friche la Belle de Mai, Marseilles (France)
5. Les Halles de Schaerbeek, Brussels (Belgium)
6. Pragovka Gallery, Prague (Czech Republic)
7. Prostor, Split (Croatia)
8. Toplocentrala, Sofia (Bulgaria)
9. Vzlet, Prague (Czech Republic)

Associate members

1. Consorzio Materahub Industrie Culturalie Creative, Matera (Italy)
2. DKollektiv, Dudelange (Luxembourg)
3. Flashback, Turin (Italy)
4. National Youth Foundation, Bucharest (Romania)
5. Oyoun, Berlin (Germany)
6. "RADU STANCA" NATIONAL THEATRE, Sibiu (Romania)
7. Taiteen talo / Art House Turku, Turku (Finland)
8. Växtvärket, Malmö (Sweden)

Meetings

TEH organises two annual events hosted by our member centres: one TEH Conference (±400 attendees) in the late spring and one TEH Camp meeting (±200 attendees) in early autumn. Hosting two events annually remains crucial for dynamic international collaboration and they are central to our work. The meetings provide the opportunity to run surveys, needs analysis and strategic sessions to take the temperature of our sector, and to adapt our strategy to serve our members better.

All our meetings are participative, contributing to the uniqueness of our network. Their production involves a year-long preparation process and allows for concrete collaborations with our members and a deeper understanding of each other's work.

TEH#95 Conference Leipzig

From 9–11 June 2023, our annual conference took place in Leipzig (Germany), hosted by our cultural venues Moritzbastei and HALLE14. The city's transformation, spurred by an influx of residents and digital advances, reflected global concerns about climate change, especially evident in the context of the former Central German lignite mining area.

Under the theme Traditions and Transitions, the 40th anniversary conference highlighted contemporary shifts and history. Industrial heritage, digitalisation, sustainability and diversity emerged as focal points.

Attended by 300+ participants from 41 countries, the conference attracted a diverse mix of grassroots activists, public administrators, professionals from the private sector, media representatives and academics.



TEH#95 Conference Leipzig

TEH#96 Camp Meeting Tbilisi



TEH#96 Camp Meeting Tbilisi

TEH Camp meeting #96 took place from 5–8 October in Tbilisi (Georgia) at our member centre, Fabrika, attracting 200+ attendees.

After the political, economic and ecological turbulence of recent years, and the Spring revolts in Georgia, we believed it was essential to draw breath, regroup and engage in introspection and collective dialogue about how we can collectively REBOOT. This became the theme of the event.

Proximity Office

Our Coordination Office, located in Southern Sweden, plays a central role in overseeing TEH initiatives. In 2023, as part of The Network Project (TNP), we piloted the Proximity Office initiative in Poland and France with the help of Fundacja Ziemniaki (Poland) and La Main93 (France), to explore pathways towards providing localised support to our members in various locations in Europe. The results of these pilots will inform a Proximity Office strategy in 2024, which will be implemented from 2025 onwards.



Hubs

A hub within Trans Europe Halles is a specialised collective, composed of a group of 10 to 20 member centres, focusing on either a thematic area or a specific geographic region. These hubs act as essential connectors, serving as smaller networks that both contribute to and benefit from the larger network. Hubs play a pivotal role in enhancing TEH’s ability to advocate for our members, whether on regional matters or within specific thematic areas. Additionally, the hubs serve as vital channels for staying informed about the latest developments and providing optimal support to our members.

Our Coordination Office supports the hub coordinators’ efforts, grant writing and hubs operations.



Growing interest from members has led to requests for new hubs, such as a Digital Community Media Hub and an Admin/Finance Hub.

Geographic Hubs

Decentralised network activities are central to a better understanding of the realities of the different geopolitical areas in our network – What are the needs of the civil society in Ukraine or in the Southern Balkans that TEH members can cater to? How can Culture help the Nordics engage in more cooperations in Eastern and Central Europe? How can we rethink our artistic collaborations, centering around the Mediterranean sea and South-South mobilities? Geographic hubs allow TEH to act in an agile, intelligent, efficient, collaborative and representative way in more than 40 countries, and address both local and global challenges.

Nordic-Baltic Hub

The TEH Nordic-Baltic Hub underwent a transformation in 2023 with a new strategy and a change in the hub coordination. We would like to take this opportunity to thank Raine Heikkinen from Kaapelitehas in Helsinki (Finland) for his stellar service and to welcome the two new coordinators, Juste Druskine from TOU, Stavanger (Norway) and Mark Dieler from Kanepes, Riga (Latvia).

Coordinators:

Juste Druskine, TOU (Norway)
and Mark Dieler, Kanepes (Latvia)
Marcus Lampe, TEH Coordination Office



Balkans Hub

The Balkans Hub connects grassroots cultural organisations across the Balkans. Supported by the Swedish Institute's seed project grant, the hub has set up regional priorities to work on collectively, as well as exploring funding opportunities and committing to support regional advocacy efforts for the independent cultural sector in the Balkans.

Led by TEH in partnership with Anibar in Peja (Kosovo), the hub gathered in person for the first time at Anibar in 2023 to develop new initiatives and to start crafting a dynamic charter/Balkans Hub handbook.

The Balkans Hub meets online every third Thursday of the month. With huge thanks to Maaïke Stutterheim for her time and passion dedicated to coordinating the group.

Coordinators:

Maaïke Stutterheim from Communitism
(Athens, Greece)
Erika Haxhi, TEH Coordination Office



East Hub

Launched in 2019 as an initiative by TEH members Malý Berlín in Trnava (Slovakia) and IZOLYATSIA. Platform for Cultural initiatives in Kyiv/Donetsk/Soledar (Ukraine), The East Hub is a subnetwork of TEH for cultural centres and organisations from the Central and Eastern European region.

In 2023, the hub continued to grow and now includes 21 members from 10 different countries (Azerbaijan, Czech Republic, Georgia, Hungary, Latvia, Moldova, Poland, Romania, Slovakia and Ukraine). In 2023, to mark one year of the brutal Russian war on Ukraine, the East Hub coordinated the Ukraine Month in Europe, organising 59 events across seven countries. A total of 186 Ukrainian artists conducted and led the activities.

Towards the end of 2023, the East Hub concluded its project Resource! Ukraine with resounding success and started preparations for another application for funding that was submitted to the Swedish Institute and Creative Partnerships Programme with partners from Ukraine, Georgia and Azerbaijan.

Coordinators:

IZOLYATSIA. Platform for Cultural Initiatives (Ukraine)
Michal Klembara: Malý Berlín (Slovakia)
Fairouz Tamimi, TEH Coordination Office



Mediterranean Hub

In 2023, the Mediterranean Hub held its first face-to-face gathering in Nicosia (Cyprus), during the Open Up festival in October. They were hosted by the NiMAC Centre and their local partners in Nicosia. During these meetings, members began to discuss ideas and plans they wanted to work on together. They also looked into ways to raise funds to support their future projects.

Before this in-person meeting, the group had often gathered online to prepare. Notable thanks are extended to Eralp Kortach from NiMAC (Cyprus) for his role in mobilising the group and facilitating the meeting. Afterwards, they continued to meet online to continue working on their plans. This helped them grow closer as a group and to feel more confident about working together on projects to bring ideas to life.

Coordinators:

Eralp Kortach, NiMAC (Cyprus)
Erika Haxhi, TEH Coordination Office



OUR PRIORITIES

YOUTH

In 2000, as the network was going through unprecedented hardships, a group of eight young TEH members came together and imagined a new future for the organisation. Together, they saved the network. Learning from experience, we know that young people are key to the sustainable future of organisations, infusing creative visions, ideas and new energies into the networks like ours. For this reason, TEH is committed to growing our membership and opening it up largely to youth-led organisations, to support the employment, mentorship and involvement of young people in the network's initiatives, projects and programmes, to support youth cultures, youth mobility and youth empowerment.

Youth Hub

The Youth Hub is the newest hub within the TEH network and much of the hub's work during 2023 has revolved around setting the frameworks and structures for the hub's continued work. A decision was made that the hub should primarily include member organisations that are youth-led or where young people have a strong mandate.

Organisations that carry out activities for young people are welcome as Youth Hub enthusiasts or Youth Hub supporters. The hub's coordination was taken over by Mihai Vilcea from FITT/Rotineret in Timisoara (Romania).

Coordinators:

Mihai Vilcea, FITT/Rotineret (Romania)
Marcus Lampe, TEH Coordination Office

Project: SPOTing

2023 was the final year of the project Spaces of Transformation in Arts Education (SPOTing), which started in 2020. The aim of the project was to strengthen arts educators and reflect critically on methods and ways of working to develop and strengthen cultural pedagogy as an international field.

In the final year, the partners finalised their testbeds and shared their results through local dissemination events. Much focus was placed on completing the research report, which was conducted by Sheelagh Colclough, a Belfast-based multi-disciplinary artist and researcher. The closing seminar of the project was held in April, in Bagneux (France) hosted by the French partner Le Plus Petit Cirque du Monde (PPCM).

Funders:

Erasmus+ (KA2)

Grant amount:

€300,488

Period (duration):

September 2020 – August 2023

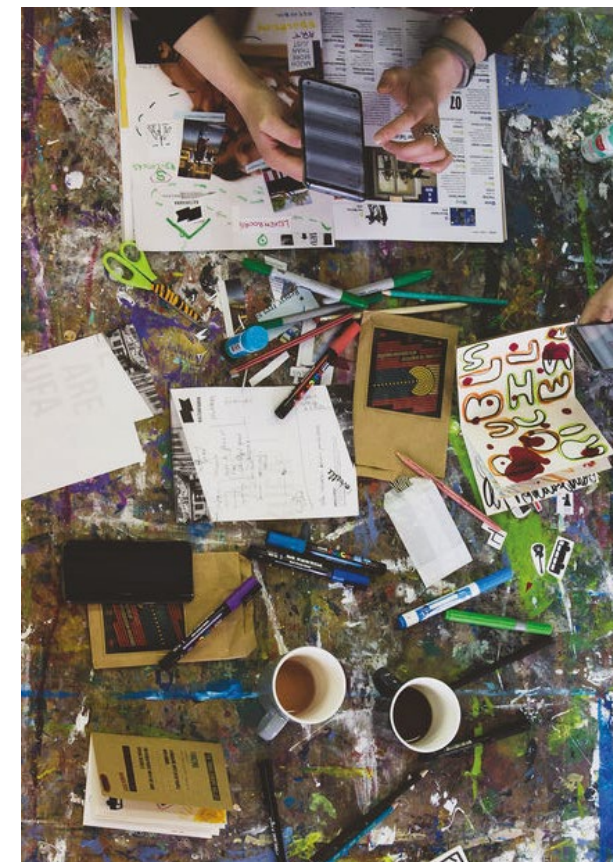
Members involved:

A4 – Asociácia združení pre súčasnú kultúru (Slovakia); Associazione Culturale Oltre... (Italy); Beat Carnival (Northern Ireland/UK); Brunnenpassage (Austria); Centre Culturel Kulturfabrik (Luxembourg); Le Plus Petit Cirque du Monde (France); Röda Sten Konsthall (Sweden); Truc Spherique (Slovakia).

Website/webpage:

<https://www.teh.net/initiatives/spoting-spaces-of-transformation-in-arts-education/>

Co-funded by the
Erasmus+ Programme
of the European Union



Programme: DUCT TAPE AND DREAMS

The Duct Tape and Dreams mentorship programme is a hands-on mentoring and capacity building programme tailored towards emerging artistic collectives. This programme engages young and dedicated creatives for several months, equipping them with essential tools and expertise needed to construct a sustainable future within the independent cultural sector.

In 2023, the programme was rebaptised and rebranded with the introduction of the Philippe Grombeer Award, created by TEH and Halles de Schaerbeek for one selected participant.

Four centres – Cotranspose (Greece); Fundacja Ziemniaki (Poland); Objekt 4000 (Germany); and Shadows & Clouds (North Macedonia) – participated in the mentorship programme in 2023.

Funders:

Creative Europe Programme of the European Union
Subproject of The Network Project (TNP)

Members involved:

Brunnenpassage (Austria)

Website/webpage:

<https://www.teh.net/news/duct-tape-and-dreams-kick-off/>



In 2023, Victoria Koffi and Borut Cigale volunteered in communications and event production.



Project: EUROPEAN SOLIDARITY CORPS

The European Solidarity Corps (ESC) is a European Union funding programme that creates opportunities for young people between the ages of 18-30 to volunteer and run their own solidarity projects that benefit communities across Europe. It is financed by the European Commission through a €1 billion budget for 2021-2027.

The ESC aims to foster solidarity in European society, engaging young people and organisations in accessible and high-quality solidarity activities. It offers young people volunteering activities, traineeships, jobs or the ability to run their own projects. These opportunities give young people the chance to show solidarity and commitment to different communities and to help resolve challenging situations across Europe.

Funders:

European Commission

Grant amount:

€40,264

Period (duration):

February 2023 – January 2024

Website/webpage:

<https://www.teh.net/initiatives/esc-european-solidarity-corps-programme/>



DIVERSITY

Europe is a multicultural, diverse continent. However, the European cultural sector remains homogenous and prone to cultural reproduction and discrimination, rather than promoting gender equality, diversity and inclusion. TEH acknowledges that adopting an intersectional approach, improving gender balance and diversity can strengthen and sustain our network. We have made a commitment to diversify our governance, communications, staff and member recruitment processes. We work closely with our members to diversify their practices, develop our knowledge, adapt our language, give more precise definitions of diversity and intersectionality, and to co-design methods for our network.



Cultural Transformation Movement Hub

The Cultural Transformation Movement (CTM) is an alliance of various art centres, production houses and cultural organisations dedicated to cultural transformation towards social justice and diversity across all aspects of their work. The CTM Hub includes more than 20 members who are committed to collaborating with under-represented and marginalised communities.

Throughout 2023, the focus of the meetings has been on re-establishing connections, discussing key issues and identifying areas for collective action. One key outcome of the collective efforts was to explore meaningful ways to link the EU-funded CTM project with the CTM Hub members.

Coordinators:

Mary Conlon, The Dock (Republic Of Ireland)
Ceyda Berk-Söderblom, TEH Coordination Office



Project: EIT CULTURE & CREATIVITY AP7-DIVERSITY MAPPING

TEH is a founding partner of the EIT Culture & Creativity, which is the ninth Knowledge Innovation Community (KIC) of the European Institute of Innovation and Technology (EIT) and the largest investment plan of the EU in the creative industries sector. In 2023, TEH received a grant to lead a mapping project of the European Cultural and Creative Sectors and Industries (CCSI)-driven initiatives that have a value-based and/or diversity-affirming approach. This mapping provided an overview of good practices and challenges and was published on both TEH and EIT Culture & Creativity's website.

Funders:

EIT Culture & Creativity KIC (Horizon Project)

Grant amount:

€20,000 (TEH co-funding: €4,000)

Period (duration):

December 2022 – November 2023

Members involved:

CTM members as a focus group

Website/webpage:

<https://www.teh.net/inititatives/eit-culture-creativity/>

Project: CULTURAL TRANSFORMATION MOVEMENT PROJECT

The Cultural Transformation Movement project (CTMP) is a four-year context-based process to diversify artistic production and its destination – starting from within the organisation itself. This TEH pioneering project aims to inspire similar efforts across the European cultural sector. Launched in March 2023, it began with research, followed by workshops on transcultural competence, diverse leadership, awareness and collective reflection. Peer learning groups were formed and the project's webpage was launched.

By prioritising social justice in arts and culture, CTM project partners are dedicated to build decision-making structures that reflect the diverse backgrounds and perspectives found in our societies today.

Funders:

Creative Europe

Grant amount:

€869,129

Period (duration):

1 March 2023 – 28 February 2027

Members involved:

Brunnenpassage (Austria); VIERNULVIER (Belgium); Zo centro culture contemporanee (Italy); IZOLYATSIYA. Platform for Cultural Initiatives (Ukraine)

Website/webpage:

<https://www.teh.net/inititatives/the-cultural-transformation-project-and-movement/>



SUSTAINABILITY

Climate change affects us all. Our network consists of cultural centres housed in repurposed buildings, often with poor insulation and low energy efficiency. Since 2022, Russia's invasion of Ukraine has triggered an energy crisis in Europe, leading to utility costs rising drastically, up to 600% in some cases (PEARLE survey, 2022), exacerbating the sustainability crisis in the sector.

In October 2022, TEH joined the New European Bauhaus Initiative as an associate partner to advocate for culture in the green transition. TEH members formed the Sustainable Buildings Hub and are collaborating on various EU-funded projects aimed at environmental sustainability and the green transition of cultural and heritage buildings.

Sustainable Buildings Hub

With 50 members from 16 different countries, the Sustainable Hub (SubHub) is the largest hub within Trans Europe Halles. The hub emphasises peer-to-peer knowledge exchange, understanding and documenting members' competences and identifying external expertise needs. It is also an ideal space to build partnerships for cooperative projects. This facilitates staying updated and sharing best practices and experiences.

In 2023, the SubHub held two online meetings and two physical meetings. It launched its own Google shared folder and webpage and prepared a training programme for 2024, focusing on peer-to-peer exchanges and external experts' contributions

on technical topics like: solar panels, energy efficiency, zero-waste solutions, insulation/heating, water management, ecological paints, arts and ecology.

Coordinators:

Boris Meluš, Nová Cvernovka (Slovakia)
Juliette Bompont, TEH Coordination Office

Project: REBUILDING TO LAST

Rebuilding to Last is an initiative designed to enhance the resilience and sustainability of cultural spaces and organisations, catalysing a shift towards sustainable practices within cultural teams, audiences, communities and cities. The project primarily targets building-based cultural organisations, including public cultural centres, creative hubs, theatres and museums, with the ambitious goal of engaging 3,000 organisations and 10,000 individuals.

In 2023, the project kicked off with the launch hackathon of international workshops in Berlin (Germany), inviting participation across sessions dedicated to co-designing construction workshops. The research component of the project has been structured into four phases, culminating in the first comprehensive observational study of ecological practices across Trans Europe Halles spaces.

Funders:

Europe Creative / European Commission

Grant amount:

€981,474

Period (duration):

July 2022 – October 2024 (28 months)

Members involved:

Kaapeli (Finland), Manifatture Knos (Italy), ufaFabrik (Germany), Nova Cvernovka (Slovakia), Antena network (Slovakia)

Website/webpage:

<https://www.teh.net/initiatives/rebuilding-to-last/>



Co-funded by
the European Union



BUILDING OUR OWN CAPACITY

Project: THE NETWORK PROJECT

The Network Project (TNP) serves as TEH’s central initiative of TEH, funded by the EU network grant and co-funded by the Swedish Arts Council. It encompasses all core activities within our network, from meetings to staff exchanges to communications and advocacy efforts. As of 2023, we’ve entered the second year of project implementation.

Throughout this period, our focus has remained on transforming TEH towards more agile and sustainable financing, operations, and governance, expanding our knowledge on sustainable regeneration and building repurposing, and advocating for the independent arts and culture sector at local, national, and international levels.

FOCUS Staff Exchange

Our Staff Exchange programme creates opportunities for members within the network to increase and foster professional development opportunities and knowledge exchange across borders. The programme offers TEH members the possibility to share hands-on experience with another team from a similar or different cultural centre for a one- to four-week exchange. Participants gain new skills, motivation, new perspectives, strengthen their knowledge and partnerships.

List of exchanges in 2023:

- Rosa Danenberg: Blivande (Sweden) to Institut for (X) (Denmark).
- Sébastien Jamesse: La Friche de la Belle de Mai (France) to UfaFabrik (Germany).
- Marika Kvirkvelidze: Fabrika Tbilisi (Georgia) to

Moritzbastei (Germany).

- Karmen Otu: Aparaaditehas (Estonia) to Fabrika Tbilisi (Georgia).
- Lorenzo Ricca: Imbarchino (Italy) to P60 (Amsterdam).
- Eva Riccio: La Friche de la Belle de Mai (France) to UfaFabrik (Germany).
- Lina Rimkiene: Anyksčiai Art Incubator–Art Studio (Lithuania) to Melkweg (Amsterdam).
- Steveli Säde: Pojhala (Estonia) to Village Underground (England).
- Rachael Struthers: Village Underground (England) to Melkweg (Amsterdam).
- Sebastian Waldejer: Tou (Norway) to Subtopia (Sweden).



FOCUS Wellbeing Hours

For our second Wellbeing Hours programme edition in 2023, four TEH members from Lebanon, France, Germany and Denmark hosted specific workshops designed and facilitated by artists to address mental and physical health within the creative and independent sectors. The programme delved into emotions and resilience, while fostering collective strategies for exploring injunctions and forms of resistance. Prioritising wellbeing and mental health remains essential in building care, solidarity, alternative practices and informed policy making.

List of centres that participated in 2023:

- Tiro Association for Art in the city of Tyre, Lebanon (Creative Wellness: Handicrafts and Theatre Workshop for Women and Youth)
- Moos in Berlin, Germany (Sonic Recharge – a wellbeing evening for our volunteers)
- Le Plus Petit Cirque du Monde, Paris, France (wellbeing session through body awareness)
- Institut for X, city of Aarhus, Denmark (Day of Togetherness)

Funders:

Creative Europe of the European Union, Swedish Art Council

Grant amount:

€323,115 in 2023

Period (duration):

2021 – 2024

Members involved:

All members are involved

Website/webpage:

<https://www.teh.net/initiatives/tnp/>

TRAINING AND LEARNING

40 years of existence means 40 years of accumulated knowledge. Exchanging ideas, tips, projects and people has always been at the heart of our activities. Over time, Trans Europe Halles has developed our own methodologies to produce collective knowledge, build expertise and share it widely between each other and with wider audiences. In 2023, the network took part in several projects focused on training and learning, using these methods.

Arts Education Hub

Most of the hub's activities during 2023 happened within the framework of the SPOTing project. During the project, the participating organisations were experimenting and developing methods to increase youth involvement. SPOTing's methodology was built on a participatory action research process (PAR for short). After SPOTing was finalised, the hub coordination was taken over by TEH member A4 from Bratislava, led by Nina de Gelder, to develop new arts education projects. Warm thanks to Nina de Gelder!

Coordinators:

Nina de Gelder, A4 (Slovakia)
Marcus Lampe, TEH Coordination Office

Project: IRO

The International Resource Office (IRO) in Sweden provides Skåne's cultural actors with tailored advice and support for international cultural cooperation and EU funding. It is run by TEH with funding from Region Skåne. In 2023, Marcus Lampe temporarily replaced the regular manager, Hanna Olsson, who was on maternity leave. The focus was put on expanding IRO's outreach to new target groups and geographical areas in Skåne, particularly in the fields of dance and music, and around the city of Helsingborg. Seven individuals from Skåne received funding for study trips, while three were supported to attend TEH events.

Funders:

Region Skåne

Grant amount:

€55,586

Period (duration):

2016 to present

Website/webpage:

<https://www.teh.net/initiatives/the-international-resource-office-iro/>



Project: EUREKA

The European Urban Regenerators Knowledge Alliance (EUREKA) had an ambition to bridge the growing gap between traditional urban planning education and the demands of the job market. Eleven partners collaborated on hands-on training for aspiring urbanists in Spain, the Netherlands, Italy, and Romania. Unlike conventional urban studies, this programme focused on developing the soft skills and expertise necessary for 60 urbanists to lead just, sustainable, and inclusive urban transformations.

Funders:

Erasmus+ Programme of the European Union

Grant amount:

€120,000

Period (duration):

January 2021 – December 2023

Members involved:

AMBASADA (Romania)

Website/webpage:

<https://www.eure-ka.eu>



Project: TRAIN THE TRAINER

Train the Trainer aimed to create a learning programme for cultural workers, fostering human-centered practices in the independent culture sector and influencing their working culture for mutual growth. Eleven cultural workers, managers and leaders participated in a year-long training programme, adopting a unique 'penguin' approach to personal leadership and organisational culture. This approach blends metaphors, movement and creativity with organisational theory and real-world practice. The training, which began in October 2022 and concluded successfully in October 2023, equipped participants to conduct workshops and initiate positive changes in their organisational environments.

Funders:

Erasmus+ Programme of the European Union

Grant amount:

€60,000

Period (duration):

October 2022 – November 2023

Members involved:

Die Bäckerei (Austria)

Website/webpage:

<http://thepenguinproject.com/train-the-trainer-program>

Co-funded by the
Erasmus+ Programme
of the European Union



DEFENDING DEMOCRACY

As wars are raging, democracies are weakening, people are displaced and inequalities are on the rise, we, independent cultural workers have a responsibility to keep spaces of dialogue open, engage the most vulnerable in our communities, safeguard independence and freedom of expression, support one another, create narratives and imaginaries for a more democratic, enviable future, and act concretely towards it. With 4 members in Ukraine, TEH has proudly supported the East Hub's initiatives to safeguard democracy in Ukraine since 2014 and will continue to do so. Today, these are growing towards new initiatives and partnerships in the South Caucasus but also in the South Mediterranean region.



Project: ZMINA: Rebuilding

In 2023, TEH, IZOLYATSIA. Platform for Cultural Initiatives (Ukraine) and Malý Berlín (Slovak Republic) launched ZMINA: Rebuilding with a €1.4 million budget to support Ukrainian artists and cultural organisations in exploring themes crucial to rebuilding the country, such as identity and infrastructure. The programme was open to independent and partnered applicants from Ukraine and Creative Europe countries.

The first wave of the national, Ukraine-based, subgrant call attracted 145 applications, with 11 projects funded for €97,658. The first wave of the international, Creative Europe-based, subgrant call attracted 86 applications, with 12 projects funded for €600,693. The second waves of both national and international calls for applications followed in 2024. Intensive capacity-building initiatives were also provided to enhance participants' capabilities.

Funders:

EU Creative Europe Programme under a dedicated call for proposals to support Ukrainian displaced people and the Ukrainian Cultural and Creative Sectors

Grant amount:

€1.4 million

Period (duration):

2023 – 2025

Members involved:

IZOLYATSIA (Ukraine), Malý Berlín (Slovak Republic)

Website/webpage:

<https://www.teh.net/initiatives/zmina-rebuilding/>



Project: Resource Ukraine

Implemented within the framework of the East Hub, Resource Ukraine aimed to support Ukrainian artists to build international collaborations, as well as social and professional networks, by working with the European organisations that help forcibly displaced Ukrainian artists and cultural professionals to re-establish their careers in the European context. The project was coordinated by TEH members and East Hub coordinators Malý Berlín (Slovakia) and IZOLYATSIA. Platform for Cultural Initiatives (Ukraine).

Funders:

The Swedish Institute – Crisis Support for Ukraine

Grant amount:

€112,900

Period (duration):

1 July 2022 – 1 December 2023

Members involved:

IZOLYATSIA. Platform for Cultural Initiatives (Ukraine); Malý Berlín (Slovakia); Kanepes (Latvia); Fabrika Tbilisi (Georgia); Fabryka Sztuki w Łodzi (Poland) in addition to Prague City Theatres (Czech Republic); Asociația Noi Re-Creăm (Romania); Oberlicht (Moldova)

Website/webpage:

<https://easthub.teh.net/re-source-ukraine/about-re-source-ukraine>



STRONGER TOGETHER

Cuts in public funding, political dissension, war, gentrification and the financialisation of real estate, as well as skyrocketing energy costs has led several TEH members to experience eviction, displacement, defunding, destruction and loss of spaces. These threats facing some of us are permanent threats to all of us. Together, we are working towards building better strategies and solidarity tools and actions to defend ourselves and grow more resilient in the face of adversity. Here are a few inspiring examples from our network.



Story of Communitism from Greece

In 2023, Communitism, a TEH member from Athens (Greece), faced the challenge of their building being sold, prompting a surge of emotions and logistical hurdles. Initially exploring a purchase, they found it unfeasible. A collective ownership workshop in April and a farewell 'Wake' in May marked their adaptation process. By June, they had successfully relocated to a new space. Throughout this period, the Communitism community displayed remarkable solidarity and resilience. As they move forward, they are focused on sustainability, eco-conscious practices and fostering collaboration and creativity in their new location.

"The urge to defend the existence of open public spaces in Athens, made us regroup with our network and organise our practice."

-Mochi Georgiou, Communitism Office Manager and Member of the Board



Story of Jam Factory from Ukraine

Despite the ongoing full-scale invasion of Ukraine, the Jam Factory Art Centre, a TEH member from Lviv (Ukraine), officially opened its doors to the public on 18 November 2023. Since 2015, the centre in Lviv's Pidzamche district has led the area's revitalisation efforts. Originally a spirits factory, it was repurposed by local artists and acquired by a Swiss patron. Despite war-related delays, it inaugurated in November 2023, contributing significantly to Lviv's cultural scene and community involvement. The centre remains committed to its mission of confronting contemporary challenges and fostering societal progress.

In response to the war, the centre suspended operations to ensure team safety and provided space for humanitarian initiatives. They also launched the Artists in War programme, raising almost €24,000 to support 41 artists through charity events. The centre officially opened with an exhibition reflecting on the role of art during war and its impact on individuals.

"In wartime, it's impossible to do only the arts. We cannot afford ourselves that privilege."

- Bozhena Pelenska, Programme and Executive Director of Jam Factory Art Centre

WORKING FOR THE BIGGER PICTURE

Participatory governance and advocacy for our members

Our work towards a more adapted participatory governance

Our network has grown and transformed, and our ways of working have changed. Our Articles of Association were drafted at a time when our organisation was much smaller in scale and coordinated fewer activities. The development of TEH's network's membership and volume of activities in the past 10 years led to a deep reflection on our structures of governance and management, and the necessity to adapt them to the realities of our network today, without losing the most important aspect of our governance: its participatory, bottom-up structure.

In 2022–2023, Our President, Amelie Snyers, alongside board member and future President Frido Hinde, organised consultations with the TEH members, and worked alongside TEH lawyer Dmytro Kolomoitsev to revise the Trans Europe Halles' Articles of Association. After the General Assembly voted against the new text in Leipzig, new consultations were organised to amend it. It will be revoted in June 2024 in Tartu.

Our work to build advocacy for our members

Trans Europe Halles is also an original voice, an influence, and we are often consulted for our expertise, invited to speak at events, or we proactively go meet policymakers and other stakeholders to defend our member centres whenever they need the network's support.

As part of our Network Project (TNP), we conducted three rounds of in-depth visits to our members in 2023. We supported our members and paved the way for new partnerships in Stockholm, Uppsala, Eskilstuna, Umeå (Sweden) in Tallinn, Tartu (Estonia) and Riga (Latvia) and Vinschgau-Venosta, Bolzano (Italy) and Innsbruck (Austria).

Beyond this, all year long, our board members, our Managing Director and our Coordination Office are taking the stand on behalf of our members, to promote their initiatives, defend their rights, advise on regulations and policies, and build relevant partnerships and alliances. These activities also allow us to take the temperature of our sector and understand the threats and opportunities and build the necessary foresight to adapt our strategy in the best interest of our members.

Advocacy Events 2023

February


-  **EUROPEAN COMMISSION'S ANNUAL STRATEGIC FORESIGHT REPORT**, Brussels, Belgium.
Roxana Apostol (contributor)
-  **FOLK OCH KULTUR – ANNUAL NATIONAL CONFERENCE ON CULTURAL POLICY**, Eskilstuna, Sweden
Marcus Lampe (coordinator) & Teresa Holmberg, Ifö Centre, TEH member & Iain Dace, NGBG, TEH member (panel speakers)
Sustainable urban development through art and culture – A regional perspective from Skåne.
-  **SWEDISH PRESIDENCY OF THE EUROPEAN UNION IN 2023: EUROPEAN CREATIVE INDUSTRIES SUMMITS (#ECIS23) WITH ECBN**, Umeå, Sweden
Tiffany Fukuma, Managing Director (panel speaker)
Concrete opportunities within the EIT Culture and Creativity

May

-  **EUROPEAN CULTURAL NETWORKS FOCUS MEETINGS**, Lyon, France.
Tiffany Fukuma (Panel speaker)
Supporting the future of Ukrainian culture
-  **SPOTING CLOSING SEMINAR**, Bagneux, France,
Tiffany Fukuma and Marcus Lampe, (contributors)
-  **ON THE MOVE FORUM AND GENERAL ASSEMBLY**, Tunis, Tunisia
Fairooz Tamimi (panel speaker and TEH Delegate)
Sustainable local strategies and cultural impacts
-  **PEARLE CONFERENCE AND GENERAL ASSEMBLY**, Oslo, Norway
Barbara Elia, Finance and Administration Director (TEH Delegate)

June

 **CREATIVE BUREAUCRACY FESTIVAL**, Berlin, Germany
Thalia Giovannelli and Frido Hinde, President (participants)


 **SWEDISH PRESIDENCY OF THE EUROPEAN UNION IN 2023: EUROPEAN CREATIVE INDUSTRIES SUMMIT (#ECIS23) WITH ECBN**, Göteborg, Sweden
Fairooz Tamimi and Roxana Apostol (participants)

 **JOINT RESEARCH CENTRE OF THE EUROPEAN COMMISSION'S SEMINAR ON THE NEW EUROPEAN BAUHAUS**, Stockholm, Sweden
Tiffany Fukuma (panel speaker)
New European Bauhaus in Sweden: towards design-oriented, inclusive, and sustainable societal and urban transformation

 **ELEFSINA EUROPEAN CAPITAL OF CULTURE 2023: SPARK PROJECT**
(Circostrada/Artcena and Institut Français), Tiffany Fukuma (participant)


August

 **VOICES OF CULTURE DIALOGUE 2023 ON THE CULTURAL AND CREATIVE SECTORS' ROLE IN THE GREEN TRANSITION**, Brussels, Belgium
Fairooz Tamimi (contributor)
Culture and Creative Sectors and Industries driving Green Transition and facing the Energy Crisis

 **INOTA FESTIVAL & CONFERENCE**, Veszprem-Balaton, Hungary
Tiffany Fukuma, (Keynote and panel speaker)
Return to the art spaces of the future, Power of industries


September


 **MEETING OF THE SWEDISH NATIONAL NEB (NEW EUROPEAN BAUHAUS) NETWORK, UMEÅ & SKELLEFTEÅ, SWEDEN**
Fairooz Tamimi (panel speaker)
Introduction to the New European Bauhaus (NEB) and regional perspective

 **YSTAD SUMMIT ON INTERNATIONAL COOPERATIONS WITHIN THE EUROPEAN SOLIDARITY CORPS AND ERASMUS+ PROGRAMS**, Ystad, Sweden
Femi Adeniyi and Marcus Lampe (contributors)


 **COMMUNIQUE EUROPEAN NETWORK OF COMMUNICATIONS SPECIALISTS**, Brussels, Belgium,
Shawn Antoni Wright (contributor)

October

 **EUROPEAN CULTURAL NETWORKS FOCUS MEETINGS**, Venice, Italy
Tiffany Fukuma (participant), and Sorina Neacsu (panel speaker)
European Heritage Policy Agora

 **EU DAYS IN SIMRISHAMN**, Sweden
Marcus Lampe (speaker)
TEH Presentation and IRO workshop


 **BALTIC NORDIC CIRCUS MEETING**, Odense, Denmark
Thalia Giovannelli (speaker)
40 years of Trans Europe Halles: Inspirational talk about governance and structuring of a network

 **CULTURE KICKS BACK FESTIVAL**
Copenhagen, Denmark
Tiffany Fukuma (Keynote)
RECLAIM! How Squats, grassroots & DIY spaces, artist-run centres and third spaces can shape up the times to come


 **SPANISH PRESIDENCY OF THE EU: EUROPEAN CREATIVE INDUSTRY SUMMIT**, Bilbao, Spain
Fairooz Tamimi (participant)


 **SPANISH PRESIDENCY OF THE EU – SPANISH MINISTRY OF CULTURE: IX CULTURE AND CITIZENSHIP MEETING**, Valladolid, Spain
Tiffany Fukuma (Panel speaker)
International cultural networks. Adaptability, synchrony, and impact


 **OPEN UP FESTIVAL, NICOSIA, CYPRUS**
Tiffany Fukuma and Erika Haxhi (participants)

 **MALMÖ DANCE WEEK**, Sweden
Marcus Lampe and Israel Aloni, IL Dance, TEH member (coordinators and contributors)
IRO workshop on European funding for the dance sector


November


 **50TH ANNIVERSARY CONFERENCE OF THE ASSOCIATION DES CENTRES CULTURELS DE RENCONTRE, UNDER THE AUSPICES OF THE FRENCH MINISTRY OF CULTURE AND RELAIS CULTURE EUROPE**, Arc-et-Senans, France
Tiffany Fukuma (moderator and speaker)
COMMUNAUTES, ART, FRICHES, DEPUIS 1983 and talk with Catherine Trautmann, former French Minister of Culture, President of Relais Culture Europe

 **PEARLE CONFERENCE AND GENERAL ASSEMBLY**, Ljubljana, Slovenia
Hannes Götsch, Basis Vinschgau Venosta, TEH member (speaker)
Innovation in the context of “culture & creativity”


 **ART EXPLORA AWARDS CONFERENCE AND AWARD CEREMONY**, Paris, France
Tiffany Fukuma, (Panel speaker and Jury member)
Arts et Publics!


 **ALTERPLACES SYMPOSIUM – LABBEX ICCA (INDUSTRIES CULTURELLES ET CRÉATION ARTISTIQUE) AND PARIS SORBONNE NOUVELLE UNIVERSITY**, Paris, France
Tiffany Fukuma, Juliette Bompont, Zuzana Ernst-Moncayo, Board member, and Liene Jurgelane, Institute for X, TEH member (panel speakers)
Panel 1: Ecological practices in cultural places : exploring bridges, needs and obstacles, Panel 2: The role of alternative cultural places for sustainable cities

 **TEH OPEN HOUSE**, Lund, Sweden
Presentation of TEH

 **EIT CULTURE & CREATIVITY PARTNERS MEETINGS**, Helsinki, Finland
Tiffany Fukuma and Ceyda Berk-Soderblöm, Senior Project Manager (participants)

December

 **EIT CULTURE & CREATIVITY PARTNERS MEETINGS AND GENERAL ASSEMBLY**, Krakow, Poland
Tiffany Fukuma and Fairooz Tamimi, Director of Strategic Development (TEH delegates)

 **CLOSING SEMINAR OF COWORK4YOUTH**, Athens, Greece
Marcus Lampe (speaker)
WHAT ARE THE GOOD PRACTICES?

Year-long

 **ACTIVITIES ORGANISED BY THE EUROPEAN COMMISSION WITH THE SUPPORT OF THE EU-FUNDED CULTURAL RELATIONS PLATFORM, AS PART OF THE EU WORK PLAN FOR CULTURE 2023–2026, INCLUDING CALLS FOR THE EUROPEAN COMMISSION TO SUPPORT UKRAINIAN CULTURAL AND CREATIVE ACTORS**, Brussels, Belgium and online
Mykhailo Glubokyi, Board member, and Tiffany Fukuma, Managing Director (contributors)

FINANCIAL TRANSPARENCY

In 2023, Trans Europe Halles has maintained the trend in financial growth that was initiated in the previous years, with an increased turnover of 32% in comparison to the year 2022.

Alongside the regional and national operational funds for the year 2023 ensured by the City of Lund, Region Skåne and the Swedish Ministry of Culture, TEH has also benefited from additional support at the national level to co-finance some of the activities of three big EU projects with a relevant role in terms of carrying out the strategic objectives and the network priorities.

On this note we refer to the activities in the framework of “The Network Project (TNP)”, the “Rebuilding to Last (RTL)” project and the “Cultural Transformation Movement (CTM)” project, which together made up 58% of TEH’s total turnover for 2023.

Some past EU projects continued to run and ended in 2023 and some new EU projects started, such as “ZMINA. Rebuilding”, led by our Ukrainian member IZOLYATSIA, or the SUGA phase of EIT KIC, of which Trans Europe Halles is a founding member, with the “AP7-DIVERSITY MAPPING” report.

The Solidarity Fund set up in 2022 continued to operate. We transferred a total of €12,000 to members at the borders supporting Ukraine. Income from membership fees saw an increase of 5% compared to the previous year, thanks to a progressive network expansion. The volatility of the exchange rate of Swedish krona vis-à-vis the Euro also led to a gain of €42,871 in 2023.

As a result of the considerable increase in the volume of activities implemented during 2023, the total expenses have increased accordingly compared to the previous year. The increase has

impacted all the cost categories, such as the marketing costs following the launch of the new TEH website and visual identity, mission costs in relation to the network’s and projects’ activities including the 40th anniversary celebrations, professional services in relation to services provided by members and external organisations in the framework of project activities. Costs for TEH coordination staff has also recorded a shift of full-time equivalent (FTE) from 8.8 in 2022 to 11.1 in 2023, with a corresponding higher cost.

72 members and associates were involved in the projects’ and network’s activities, with a volume of approximately €480,000.

The final result of 2023 is €39,522 in a net gain, which mainly represents the accounting revenue of the exchange rate gain.

Profit & Loss 2023 – SEK Period: 01/01/2023– 31/12/2023 Tax nr. 802434–3769

INCOME		
Membership fees	781,613	747,175
Grants City of Lund	840,000	830,000
Grants Swedish Art Council	2,060,471	1,117,100
Sales of services and other income	71,083	90,179
Grants European Commission	7,676,091	5,349,773
Grants Region Skåne	617,000	710,000
Other donors	7,557	260,674
Expenses invoiced	76,035	
Currency difference	475,866	507,444
Rounding	1,169	-9
TOTAL INCOME	12,606,885	9,612,336
EXPENDITURE		
OPERATIONAL EXPENDITURE		
Travel and accomodation costs	1,180,963	815,916
Administrative costs	264,862	260,672
Bookkeeping & Audit	55,777	33,750
Rental official representation	292,913	288,331
Member support	125,843	177,596
Other costs (seed funds+ hubs)	516,919	///
Event Expenses	307,977	312,098
Staff		
Net Salaries inc vacation pay	5,345,397	3,840,024
Taxes, social security costs, insurances	2,008,929	1,628,508
Other staff costs, per diems	47,730	70,154
Professional services	1,325,276	815,648
Marketing and Communication		
Communication and Marketing costs	443,807	142,449
Miscellaneous		
Bank charges	3,939	11,336
Subscriptions to other networks	74,039	25,764
Internship costs	225,299	227,318
Other costs	77,387	0
Loss of customers	0	96,216
Depositions	0	0
TOTAL OPERATIONAL EXPENDITURE	12,297,057	8,745,780
OPERATIONAL RESULT	309,828	866,556
FINANCIAL INCOME/ EXPENDITURE	137,211	-300
EXTRAORDINARY INCOME/ EXPENDITURE	-8,017	-21,967
PROFIT/LOSS	439,022	844,289

BUSINESS BRANCH

The TEH Coordination Office and the former board of TEH, together with an advisory group composed of TEH members with business savviness and experience worked most of 2023 on the development of the business plan for the company, initially due to start in September of 2024, as presented to the members during TEH Camp Meeting 94 in Fengersfors (Sweden) in 2022 and during TEH Conference 95 in Leipzig (Germany) in 2023. The start of the company was postponed following the new board elections which took place in October of 2023.

The new board re-opened the discussion about the following point, voted by the General Assembly in Fengersfors in 2022: whether the company should be started as a new legal entity or whether it should be incubated under the TEH non-for-profit organisational structure for a few years, until it has proven to be profitable. Consultations were conducted with an external business-owner and a green transition strategy expert. The board's recommendation now is to follow a phased approach and to open new consultations with the members.

The registration of the company and the hiring of the CEO were subsequently delayed.

BEHIND THE SCENES

The General Assembly of the TEH Camp Meeting 96 in Tbilisi (Georgia) in 2023 elected our new Board, presided by Frido Hinde. Warm thanks to our beloved President Amelie Snyers for all she brought to TEH, and to Raine Heikkinen, our Treasurer, for his dedication to the network. We extend our thanks to departing Board members Mary Conlon and Marc Scheer too, for their precious contributions. Welcome to our new Board!

Bottom up governance model



Office

(Accountable to the Managing Director:
Executes the plan)



Managing Director

(Accountable to the Board: Proposes a plan to
implement the strategy, hires the office)



EXCOM

(Accountable to the Members) ART 19.1 When
the General Assembly is not convened, the
Executive Committee is a decision-making
body and is responsible for the Association's
activities in accordance with its objectives and
for safeguarding the interests of members



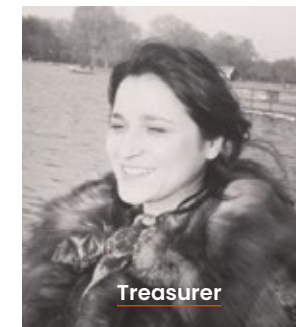
Members

(Deciders: fix objectives, select board
members) ART13.1 The General Assembly is the
association's supreme decision-making body,
composed of all the members.

List of Board Members



Giada Crispiels
CARME
Italy



Natassa Dourida
Communitism
Greece



Zuzana Ernst-Moncayo
Brunnenpassage
Austria



Mykhailo Glubokyi
IZOLYATSIA
Ukraine



Frido Hinde
Ufa Fabrik
Germany



Andreea Iager-Tako
Centrul Cultural PLAI
Romania



Raisa Karttunen
KAAPELITEHAS
Finland



Michal Klembara
Maly Berlin
Slovakia



Mary Conlon
Ormston House
Republic of Ireland



Mykhailo Glubokyi
IZOLYATSIA
Ukraine



Raine Heikkinen
Kaaapelitehdas
Finland



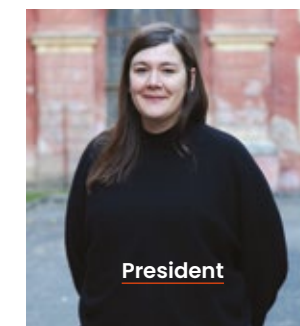
Frido Hinde
ufaFabrik
Germany



Andreea Iager-Tako
Centrul Cultural PLAI
Romania



Marc Scheer
Cooperations
Luxembourg



Amelie Snyers
Village Underground
United Kingdom

(Jan-Oct 2023)

(Since Oct 2023)

TEH Coordination Office team members

(who worked for TEH in 2023)

Oluwafemi Ademola Adeniyi

Project and Members Relations Manager

Roxana Apostol

Senior Project Manager (parental leave from September 2023)

Ceyda Berk-Söderblom

Senior Project Manager and Researcher (from March 2023)

Borut Cigale

European Solidarity Corps Volunteer

Barbara Elia

Finance and Administration Director

Pål Eriksson

Accountant

Tiffany Fukuma

Managing Director

Thalia Giovannelli

Senior Project Manager (until September 2023)
Admin and HR Manager (from September 2023)

Erika Haxhi

Senior Project Manager (from August 2023)

Juliette Bompont

Senior Project Manager

Volha Rudak

Communications Officer

Dmytro Kolomoitsev

Lawyer

Victoria Koffi

European Solidarity Corps Volunteer

Marcus Lampe

Project Manager (parental leave replacement from January 2023)

Cassidy Nazario

Admin and Logistics Secretary (from May 2023)

Zélio Macie

Executive Administrative Assistant (until April 2023)

Sorina Neacsu

Senior Project Manager (parental leave replacement from August 2023)

Hanna Olsson

Senior Project Manager (parental leave from January 2023)

Fairooz Tamimi

Director of Strategic Development

Shawn Antoni Wright

Marketing and Communications Director

Olga Zaporozhets

Communications Assistant (from August 2023)



Barbara Elia



Oluwafemi Ademola Adeniyi



Victoria Koffi



Erika Haxhi



Borut Cigale



Olga Zaporozhets



Shawn Antoni Wright



Tiffany Fukuma



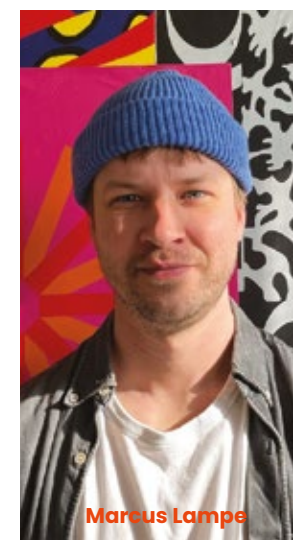
Roxana Apostol



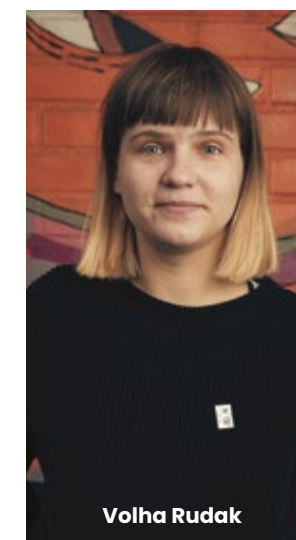
Zélio Macie



Pål Eriksson



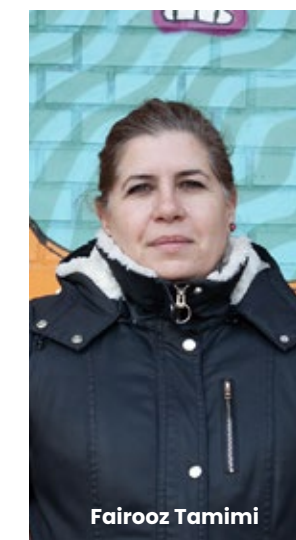
Marcus Lampe



Volha Rudak



Juliette Bompont



Fairooz Tamimi



Sorina Neacsu



Hanna Olsson



Thalia Giovannelli



Ceyda Berk-Söderblom



Cassidy Nazario

FUNDERS AND PARTNERS

In 2023, Trans Europe Halles was part of the following projects and partnerships, thanks to the trust and generous support of our funders and the commitment of our members, partners, and team.

The Network Project, funded by the Creative Europe programme of the European Union

European Regenerators Knowledge Alliance (EUREKA)

Partners: Amsterdam University of Applied Sciences (The Netherlands); Asociația CASA PLAI (Romania); LAMA Impresa Sociale (Italy); Melting Pro (Italy); Municipality of Timisoara (Romania); P60 (The Netherlands) until August 2022; Pakhuis de Zwijger (The Netherlands) from December 2022; University of Deusto (Spain); West University of Timisoara (Romania); University of Venice (Italy).

Rebuilding to Last (RTL)

Partners: Antena (Slovakia); BIM6D (Spain); Coloco (France); Eurecat (Spain); Kaapeli (Finland); Manifatture Knos (Italy); Nova Cvernovka (Slovakia); Organisation of Ibero-American States (Luxembourg); Todo por la Praxis (Spain); ufaFabrik (Germany); Université de Liège (Belgium).

SPOTing

Partners: A4 – Asociácia združení pre súčasnú kultúru (Slovakia); Associazione Culturale Oltre... (Italy); Beat Carnival (Northern Ireland/UK); Brunnenpassage (Austria); Centre Culturel Kulturfabrik (Luxembourg); Le Plus Petit Cirque du Monde (France); Röda Sten Konsthall (Sweden); Truc Spherique (Slovakia).

International Resource Office (IRO)

The Region of Skåne, Sweden funds the international Resource Office.

The EIT Culture & Creativity – Knowledge and Innovation Community (KIC)

Partners: Austria: KAT – Kreativwirtschaft Austria; Ars Electronica; Impact Hub Network; JKU – Johannes Kepler University.

- Belgium: EURATEX; Cultuurloket; Una Europa.
- Bulgaria: Junior Achievement Bulgaria.
- Cyprus: OEPCR – Organisation for European Programmes and Cultural Relations.
- Denmark: BIG – Bjarke Ingels Group.
- Estonia: Tartu University – Viljandi Culture Academy.
- France: Bpifrance; Cap Digital; Centre Pompidou; CreativeTech; MIN4CI – Mediterranean Innovative Narratives Competence Centre for Cultural and Creative Industries.
- Finland: Kaapeli.
- Germany: Fraunhofer Gesellschaft; GameInfluencer; Goethe-Institut; Hamburg Kreativ Gesellschaft; Ogilvy; InnoCreateGermany; Public Art Lab.
- Greece: Bios; ECHN – European Creative Hubs Network.
- Hungary: ELTE – Eötvös Loránd University.
- Ireland: In Place of War.
- Italy: ART-ER – Società Consortile per Azioni; CNR – Consiglio Nazionale delle Ricerche; Fondazione Cariplo; Fondazione Fitzcarraldo.
- The Netherlands: City of Amsterdam; European Cultural Foundation (ECF); Erasmus University Rotterdam; Europeana Fabrique Philips Design.
- Portugal: University of Porto.
- Slovakia: Creative Industry Košice (CIKE).
- Spain: Atos; Eurecat – Technology Centre of Catalonia; Mediapro; Tecnalia.
- Sweden: RISE – Research Institutes of Sweden; Uppsala University.
- Switzerland: European Broadcasting Union (EBU).
- United Kingdom: Creative UK.

The Cultural Transformation Movement (CTM)

Partners: Brunnenpassage (Austria); IZOLYATSIA. Platform for Cultural Initiatives (Ukraine); Viernulvier (Belgium); ZŌ centro culture contemporanee (Italy).

Train the Trainer

Partners: Die Bäckerei – Kulturbäckstube (Austria); Move-Ostrava (Czech Republic).

Re-Source Ukraine.

Partners: Malý Berlín (Slovakia) and IZOLYATSIA. Platform for Cultural Initiatives (Ukraine). Project activities were implemented by: Městská divadla pražská (Municipal Theatre of Prague, Czech Republic); Kaņepes Laikmetīgās Kultūras centrs (Kanapes Cultural Centre, Latvia); Fabryka Sztuki w Łodzi (Art Factory in Łódź, Poland); Asociația Noi Re-Cream (Romania); AO Asociația Tinerilor Artiști "Oberliht" (Moldova) JSC Nino / Fabrika Tbilisi (Georgia).

ZMINA – Rebuilding

Partners: IZOLYATSIA. Platform for Cultural initiatives (Ukraine) and Maly Berlin (Slovakia)

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- Austria, Sabina Schebrak
- Belgium, Emma Ernst
- Belgium, Philippe Grombeer (†April 2020)
- Finland, Antti Manninen
- Finland, Pekka Timonen
- France, Fazette Bordage
- Ireland, Sandy Fitzgerald
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