

REBUILDING STRENGTH. RENEWING PURPOSE.

ANNUAL REPORT 2024

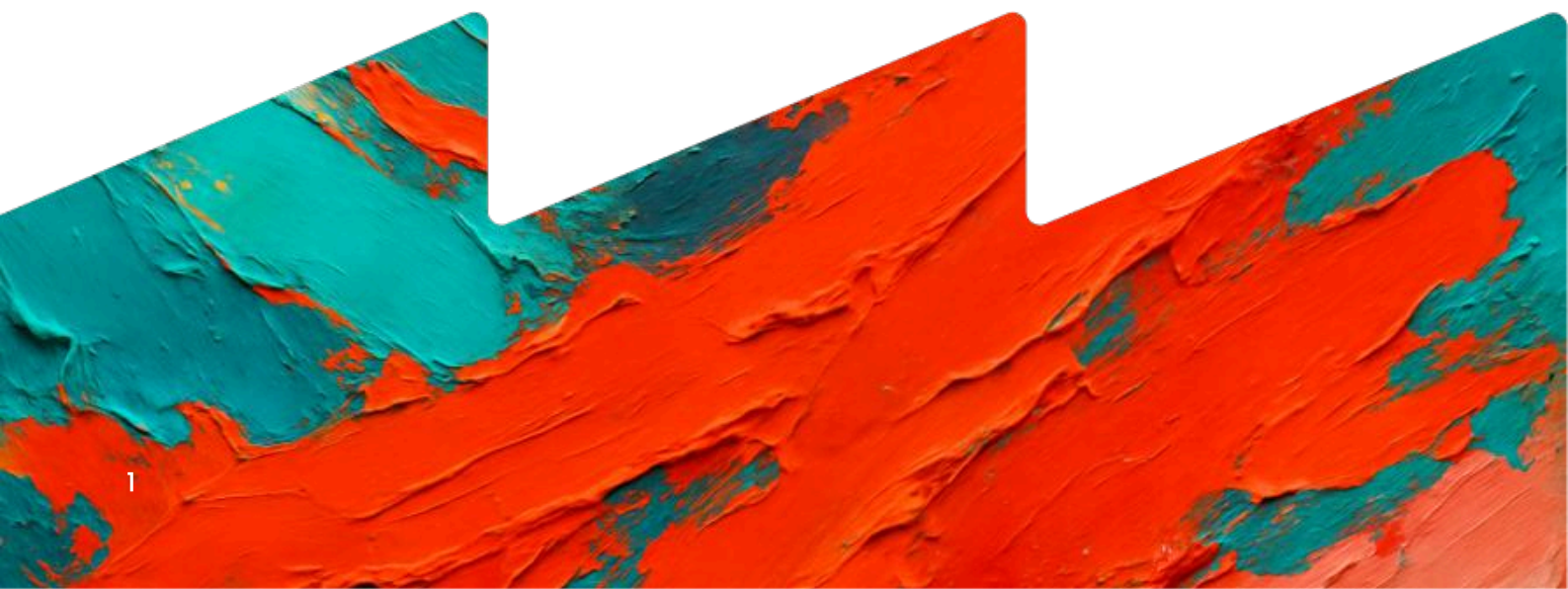


TRANS EUROPE HALLES

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2024 AT A GLANCE

Trans Europe Halles is a member-led, activist-driven network of independent cultural spaces initiated by citizens and artists, deeply rooted in community, solidarity and radical democracy, founded in 1983 by seven centres that transformed abandoned industrial sites into centres of collective imagination and action.

175

TEH members

110

TEH full members

65

TEH associate members

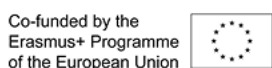
43

Countries in Europe and beyond

19

New full members in 2024

FUNDERS



NORDISK
KULTURFOND



SI. Swedish
Institute

SWEDISH
ARTS COUNCIL



AMBASSADORS

Annette Wolfsberger

The Netherlands

Antti Manninen

Finland

Birgitta Persson

Sweden

Cor Schlösser

The Netherlands

Emma Ernth

Belgium

Erik Backer

The Netherlands

Fazette Bordage

France

Katarina Zivanovic

Serbia

Pekka Timonen

Finland

Sabina Schebrak

Austria

Sandrine Crisostomo

Portugal

Sandy Fitzgerald

Ireland

Sigrid Niemer

Germany

Yiannis Toumazis

Cyprus

FOREWORD



“We must not overlook that 2024 was a defining year that shaped the trajectory of a new world order, especially for us as Europeans. More than ever, the process of European unification and harmonisation is proving to be essential.”

Frido Hinde
Executive Committee President

In 2024, we had the chance to get together at two great events. In June, we met at a wonderful conference in Tartu, Estonia; and in October, we met in Epanomi, Greece. What a pleasure it was to get together with the Trans Europe Halles community on those two wonderful occasions. I would like to thank our hosts Aparaditehas and Fix in Arts and, of course, the Trans Europe Halles Coordination Office for organising these events so well.

Trans Europe Halles started in 1983 with seven members. More than four decades later, our beloved network has more than 160 members and associates. 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 loyal and connected to our mission and values in the role of ambassadors to this day. Today we are a truly intergenerational network – of organisations and people.

Last year, our Managing Director Tiffany Fukuma left Trans Europe Halles after three years. I would like to thank Tiffany from the bottom of my heart for her commitment during her time at the helm. There were more changes in 2024 when our successful Network Project came to an end, and at the same time, we received the news that our new application for a Creative Europe Networks grant was approved. This will be used for our “Common Spaces” project, which will form a crucial part of our activities in the coming years and will shape our network.

Through our visionary Rebuilding to Last initiative, we completed a crucial project that marks a new milestone in the development of our centres towards greater ecological sustainability. However, 2024 also showed that, after several years of constant growth, we are now heading into more challenging economic times for our network. This led to a downsizing of our TEH Coordination Office team. I would like to thank all our employees, past and present, for their outstanding work and dedication to our vision, mission and values.

We must not overlook that 2024 was a defining year that shaped the trajectory of a new world order, especially for us as Europeans. More than ever, the process of European unification and harmonisation is proving to be essential. In this light, I will continue to emphasise that European unity is not solely the domain of public institutions. Nor should Europe exist merely to serve the interests of profit-oriented corporations. Cooperation between civil society organisations is and will continue to be crucial in a united Europe. And cultural centres, in particular, play a vital role in fostering reciprocal cultural understanding through cultural exchanges. Since 1983, independent citizen initiatives have been actively building networks and successfully driving cultural exchange through Trans Europe Halles, proving that unity is shaped not just by policies, but by people.

FOREWORD



“Many of our friends from our Trans Europe Halles’ community and beyond are out in the streets on a very regular basis, fighting for a voice, to be heard, to be listened to, and to be respected.”

Mieke Renders
Interim Managing Director

2024. A year marked by one of the highest number of national elections around the world: nearly half of the global population voted in 64 countries, including eight of the world’s 10 most populous nations. It was called the year of elections, creating a big impact on global politics.

Simultaneously, within the Council of Europe, many strikes and protests broke out. In early 2024, protests erupted in Germany against the far-right Alternative for Germany (AfD) party after an investigative report revealed party members were involved in a meeting with right-wing extremists discussing “remigration” and mass deportations of foreign-born Germans.

In Georgia, street demonstrations took place in 2023 and 2024, opposing the proposed “Law on Transparency of Foreign Influence”, which would force NGOs receiving over 20% of their funding from abroad to register as foreign agents. In France, after

the elections, the prospect of a far-right majority in the upcoming parliament prompted demonstrations across the country against the far-right and racism in more than 140 locations.

In November 2024, protests began in Novi Sad, Serbia, following a deadly railway station canopy collapse, which resulted in 15 deaths and two severe injuries. As of February 2025, these protests have spread across 276 cities and towns in Serbia. Meanwhile, in Slovakia, tens of thousands of people mobilised in 2024 against Prime Minister Robert Fico’s pro-Russian policies, with demonstrations organised by Peace for Ukraine taking place in 28 areas throughout the country.

Many of our friends from our Trans Europe Halles’ community and beyond are out in the streets on a very regular basis, fighting for a voice, to be heard, to be listened to, and to be respected.

Bridging Perspectives

AI-driven misinformation now shapes discourse at machine speed, sealing audiences inside tailored echo chambers and shrinking the space for genuine debate. Bridging those divides demands fluency with this reality and the agility to match its pace.

The same year saw upheaval inside TEH: Managing Director Tiffany Fukuma stepped down after three years, during which she oversaw initiatives advancing sustainability and diversity; I returned as Interim MD just as grants fell through, projects slowed, and the Coordination Office downsized. Independent centres across Europe face the same squeeze, yet their 42-year record of collective resistance shows that grassroots culture absorbs shocks—and speaks louder—when it stands together.

ABOUT TRANS EUROPE HALLES

Since 1983, our members have been reclaiming abandoned buildings, reimagining cities and challenging norms, turning forgotten spaces into hubs of cultural resilience and social transformation. As a network, we provide a dynamic forum for ideas, experiences and exchange, supporting our members, their leadership teams, their colleagues and the communities they serve.

2024 was a year of profound change. The world around us continues to shift – climate emergencies, devastating wars in Eastern European and Mediterranean regions, economic instability and political crises are reshaping the cultural sector.

More than ever, our members expect Trans Europe Halles to be more than just a network. They reach out to each other for support, strategies and action – not just to survive as cultural spaces, but also to form alliances and lead the way together in shaping a fairer, greener and more inclusive future.

Following 2024 – a year marked by a decline in supported projects and funding, and the painful restructuring of the TEH Coordination Office – Trans Europe Halles is nevertheless evolving into a bigger and stronger collaboration and capacity-building platform, a knowledge-sharing and resource centre, and a facilitator of social and cultural transformation, as more and more members continue to join the network each year. Our work is currently focused on the following urgent priorities:

Social justice and inclusion

Advocating for diversity, intersectionality and community-led governance, ensuring that cultural spaces are open, accessible and relevant to all.

Green transition

Ensuring that cultural urban and rural infrastructure, particularly repurposed spaces, becomes more sustainable, regenerative and energy efficient.

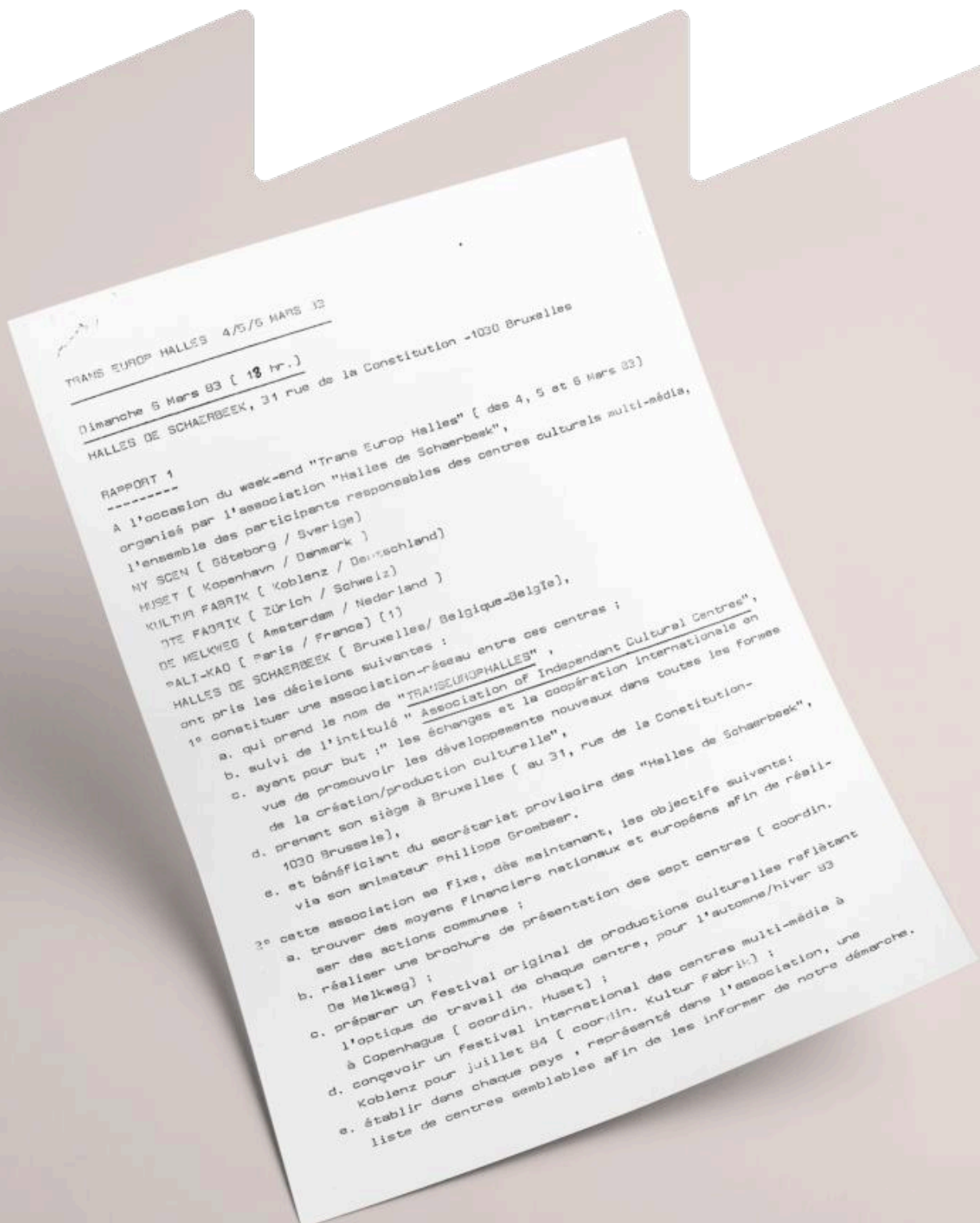
Democratic resilience

Strengthening grassroots-led cultural spaces as safe havens for free expression, civic engagement and political advocacy.

WHERE IT ALL BEGAN

This ongoing evolution builds on a legacy of over 40 years. Trans Europe Halles began in March 1983, when Les Halles de Schaerbeek in Brussels hosted a three-day forum bringing together independent cultural spaces reclaiming industrial buildings across Europe.

What started as an exchange of ideas became Trans Europe Halles: one of the most powerful cultural networks in Europe, driving radical change and proving that culture can transform cities and communities.



GOVERNANCE AND STRUCTURE

At Trans Europe Halles, we believe that true transformation arises from shared vision and collective action. Our governance model embodies this philosophy, ensuring that every member's voice contributes to shaping our network's future. Our commitment to transparent, human-centred and democratic governance ensures that every full member of our network has an equal voice in our collective decisions. This participatory approach fosters a sense of ownership and strengthens our community bonds.

Twice a year, we convene for our annual TEH Meetings: Spring Conference and Autumn Camp Meeting, each hosted by a different member centre. These gatherings are more than administrative events; they are vibrant forums for exchanging ideas, celebrating the diversity of our network and forging deeper connections. They reflect our commitment to grassroots collaboration and mutual support.

Each TEH Meeting includes a meeting of the TEH General Assembly. The General Assembly is our formal decision-making body, where we:

- approve budgets, new members and future TEH Meeting hosts;
- discuss and set strategic directions;
- elect members of the Executive Committee;

Here, the principle of one member, one vote ensures that all voices, regardless of the size or location of the centre, carries equal weight in shaping our collective path.

Our Executive Committee (ExComm) is the elected body responsible for steering the organisation towards our strategic goals. Comprising five to eight members, our ExComm reflects the diversity and expertise within our network, as well as embodying our network's collective leadership. ExComm members are elected during the General Assembly and serve as custodians of our mission and values.

Current Executive Committee Members elected in 2023 include eight members:



Frido Hinde
President,
ufaFabrik,
Germany



Natassa Dourida
Treasurer,
Communism,
Greece



Andreea Iager-Tako
Centrul
Cultural PLAI,
Romania



Mykhailo Glubokyi
IZOLYATSIA,
Ukraine



Giada Crispiels
C.AR.ME,
Italy



Raisa Karttunen
Kaapeli,
Finland



Michal Klembara
Malý Berlín,
Slovakia



Zuzana Ernst
Brunnenpassage,
Austria

OUR COORDINATION OFFICE

Nestled within Kulturen Open-Air Museum in Lund, Southern Sweden, our Coordination Office is the operational hub of Trans Europe Halles, ensuring the network remains connected, collaborative and impactful.

At the Coordination Office, we:

- communicate the network's story, sharing members' successes, driving advocacy and engaging audiences through strategic outreach;
- build partnerships, secure funding, and develop initiatives that strengthen the network's influence worldwide;
- oversee operations, support the Executive Committee, and drive long-term strategic development;
- facilitate collaboration, keeping members, partners and funders aligned in our shared vision.

Through coordination, advocacy, and collaboration, we keep our mission alive – transforming spaces, igniting creativity, and building inclusive communities.

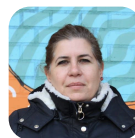
TEH COORDINATION OFFICE TEAM MEMBERS



Tiffany Fukuma
Managing Director
(until August 2024)



Mieke Renders
Interim Managing Director
(from August 2024)



Fairouz Tamimi
Director of Strategic
Development



Barbara Elia
Finance and Admin Director



Pål Eriksson
Accountant



**Dmytro
Kolomoitsev**
Lawyer



Thalia Giovannelli
Administration
Manager



Femi Adeniyi
Project and Member
Relations Manager



Ceyda Berk-Söderblom
Senior Project Manager
and Researcher



Erika Haxhi
Senior Project Manager



Hanna Olsson
Senior Project Manager/
International Resource
Office (IRO)



Marcus Lampe
Project Manager/
International Resource Office
(IRO) (until Sept 2024)



Juliette Bompont
Senior Project Manager
(until Sept 2024)



Cassidy Nazario
Administration and
Logistics Secretary



Shawn Antoni Wright
Marketing and
Communications Director
(until March 2024)



Olga Rudak
Communications Officer



Olga Zaporozhets
Communications Officer



Maia Paounov
European Solidarity Corps
(ESC) & Event Production
Volunteer



Francesca Placanica
European Solidarity Corps
(ESC) & Communications
Volunteer

ECONOMY AND FINANCES

In 2024, Trans Europe Halles faced a significant financial crisis, with turnover dropping by 16.5% compared to 2023. After several years of abundant resources, the year was marked by a sharp decline in available funds. The network struggled to cover staff and administrative costs for the Coordination Office, as well as co-funding for ongoing projects.

This financial difficulty stemmed from a 15% reduction in national and local operational funding, compounded by further cuts to national funds intended to co-finance ongoing Creative Europe projects. Additionally, 2024 saw a series of unsuccessful applications for European Union-funded and Scandinavian programmes.

The network was also affected by the broader crisis in the cultural sector, impacting the EU countries as a whole.

Within the EU funds framework, 2024 saw the closure of two major projects: The Network Project (TNP) and Rebuilding to Last (RTL), which together accounted for 52% of the annual turnover. Ongoing projects such as Cultural Transformation Movement (CTM) (10% of turnover), ZMINA: Rebuilding led by Trans Europe Halles members in Ukraine and Slovakia, AlterPlaces as well as European Solidarity Corps – collectively represented around 6% of total turnover.

Trans Europe Halles maintained its relationship with the Swedish Institute, securing two significant projects that contributed approximately EUR 98,000 to the network, particularly benefiting the Balkan and East Hubs. Membership grew and contributed to 9% of the turnover, but the financial crisis resulted in a loss of EUR 16,900, linked to membership fees from both past and present years that could not be recovered.

On the expense side, costs were reduced by 10% compared to the previous year, but this was insufficient to achieve balance or to maintain 10.5 full-time equivalents (FTEs) or 10.5 full-time employees, in other words. In August 2024, an interim Managing Director was appointed to oversee the TEH Coordination Office and the network. A restructuring process was initiated to address the financial challenges, leading to a decision in December to reduce the workforce by 3.5 FTEs.

Finally, the exchange rate between the euro (EUR) and the Swedish krona (SEK) played a significant role in the translation and consolidation of financial statements, with a negative impact on the final result.

The year of 2024 closed with a loss of EUR 88,402 consisting of an economic negative result of EUR 43,053 and an exchange rate loss of EUR 45,349. Despite these challenges, around **65 members and associates were supported as beneficiaries and were actively engaged in projects, contributing approximately EUR 494,000 of our projects and network activities.**

BALANCE SHEET 2024 EUR

Period: 01/01/2024 – 31/12/2024	Opening Balance	Closing Balance
Assets		
Debtors	26,098	13,195
Advance pay staff	229	221
Tax settlement account and prepaid taxes	0	0
Prepaid taxes	4,989	11,415
Advanced payment Credit Card	249	241
Other short-term receivables	648	191,919
Observation account		113
Accrued income/Prepaid expenses	55,622	101,264
Sum	87,834	318,368
Cash and bank balance		
Cash TEH	337	251
Handelsbanken EUR account	876,093	683,959
Handelsbanken SEK account	26,216	72,103
Other cash-like assets	5,823	5,627
Sum	908,468	761,940
Net current assets	996,302	1,080,308
Equity		
General funds brought forward	103,530	138,267
Net profit for the year	39,552	-88,402
Sum	143,082	50,699
Provisions		
Prepaid membership fees Depositions	79,820	77,134
Sum	79,820	77,134
Short-term liabilities		
Creditors	38,731	19,301
Personnel Tax and Employers' Fees withhold	18,415	17,638
Other short-term liabilities	4,208	83,020
Solidarity Funds		372
Accrued salaries		
Remaining vacation pay and other tax liabilities	30,520	40,568
Accrued expenses, prepaid income	55,278	5,707
Prepaid membership fees	306	296
Prepaid Grant	625,942	786,405
Sum	773,400	952,475
Net Equity, Current Liabilities, Provisions	996,302	1,080,308

PROFIT & LOSS 2024 EUR

Period: 01/01/2024 – 31/12/2024	2024	2023
Income		
Membership fees	78,172	70,416
Advance pay staff	71,388	75,676
Tax settlement account and prepaid taxes	55,718	185,628
Prepaid taxes	829	6,404
Advanced payment Credit Card	620,615	691,540
Other short-term receivables	53,715	55,586
Observation account	28,944	681
Accrued income/Prepaid expenses	6 071	6,850
Observation account	-45,349	42,871
Accrued income/Prepaid expenses	1	105
Total income	870,105	1,135,755
Operational expenditure		
Travel and accommodation costs	121,975	106,393
Administrative costs	24,255	23,861
Bookkeeping & Audit	4,575	5,025
Rental official representation	22,494	26,389
Network priorities		
Member host support	8,728	11,337
Other (seed funds+hubs)	31,223	46,569
Event Expenses	10,222	27,746
Staff		
Net Salaries in vacation pay	432,487	481,567
Taxes, social security costs, insurances	171,123	180,985
Other staff costs, per diems	860	4,300
Professional services	53,376	119,394
Marketing and Communication		
Communication and Marketing costs	10,209	39,983
Miscellaneous		
Bank charges	623	355
Subscriptions to other networks	32,364	6,670
Volunteers costs (ESC project)	18,266	20,297
Other costs	667	6,972
Loss of customers	16,900	0
Expenses for invoicing	3,429	0
Total operational expenditure	963,776	1,107,843
Operational result	-93,672	27,912
Financial income/expenditure	10,578	12,361
Extraordinary income/Expenditure	-1,949	-722
Taxes	-3,360	//
Profit/Loss	-88,402	39,552

MEMBERSHIP

As Trans Europe Halles continues to expand our reach and impact, our annual membership campaign plays a crucial role in welcoming new cultural spaces, collectives, and visionaries into our network. At the end of 2023 and into early 2024, we launched our **BECOME ONE OF US** campaign, calling on independent cultural organisations and professionals to join our thriving community.

In 2024, we focused on broadening our network's diversity, actively encouraging applications from underrepresented regions, youth-led collectives, LGBTQ+ groups, and organisations working in alternative media, digital cultures, sustainability, democracy and humanitarian action. We paid special attention to cultural spaces in Bulgaria, Poland, Portugal, Spain, Belgium, North Macedonia, Albania, Montenegro, Bosnia & Herzegovina, Malta, Moldova, and Switzerland, ensuring that Trans Europe Halles remains a truly representative, inclusive and future-focused network.

TEH MEMBERSHIPS IN 2024

The campaign was a resounding success, with 41 applications received and a dynamic group of new members and associates welcomed into our network. These new additions brought fresh perspectives, innovative approaches, and deep community engagement, which helped to strengthen our mission.

9

New full members

10

New associates

15

Different countries

All in all, in 2024, Trans Europe Halles is the network of 175 members from 43 countries.

MEMBERSHIP

New TEH Members (the first half of 2024):



Cluj Cultural Centre is a non-governmental organisation for culture and sustainable development.

Cluj Cultural Centre
Cluj-Napoca, Romania



Community-based cinema and art space, run by a team of creatives to create social awareness through artistic practices and build bridges between communities, social classes and cultures.

SALAAM Cinema
Baku, Azerbaijan



The Dock is the region's flagship arts centre, which presents an artistic programme that spans dance, music, theatre, visual arts and more.

The Dock
Carrick-on-Shannon, Ireland

- **OXA S.r.l Impresa Sociale** Milan, Italy
- **Viazard, Z u.** Brno, Czech Republic

New TEH Associates (the first half of 2024):



GERADOR is a non-profit cultural association based in Lisbon, Portugal, active in the fields of culture, journalism and education.

Associação Cultural Gerador
Lisbon, Portugal



Culturans uses art, culture, and social innovation to imagine and create sustainable cities on a human scale.

Culturans
Mexico City, Mexico



The association INWOLE (Association for innovative forms of housing and living) has been active since 2002 in city of Potsdam, region of Berlin-Brandenburg, Germany.

INWOLE
Potsdam, Germany



The idea behind Laboratorium is to be a free cultural-educational center where artists, designers, and creatives with ideas and a desire to create can find their place.

Laboratorium
Skopje, North Macedonia



The group is concerned with the relationship between artistic communities and other communities in society with different functions, and its social impact.

Maszek Kulturkőr Egyesület
Budapest, Hungary

- **Fotoessa PC** Kalivía, Athens, Greece
- **Rue de Tanger** Paris, France
- **Associação Cultural Gerador** Lisbon, Portugal

New TEH Members (the second half of 2024):



SOHO in Ottakring is an urban art project initiated 1999 around a market in the Brunnen quarter of Ottakring, a worker's district in Vienna, Austria.

Association for Art and Culture "SOHO IN OTTAKRING"
Vienna, Austria



Shtatëmbëdhjetë's primary programmes revolve around arts and education, cultural activism, and space.

Foundation Shtatëmbëdhjetë (17)
Pristina, Kosovo



Solektiv is a creative biotope that combines art and ecology in a unique way.

Solektiv
St. Pölten, Austria



ZK/U Berlin is an art residency, a research and production space for societal ideas, questions and challenges in the urban sphere.

Zentrum für Kunst und Urbanistik
Berlin, Germany

New TEH Associates (the second half of 2024):



Cultural initiative located on a green hill overlooking the city center of Patras, Greece. Their goal is to foster a community centered around arts and culture, making Dexameni a symbol of these values.

Dexameni Project
Patras, Greece



Unfinished Art Space is an independent, artist-run, nomadic space, showing experimental and contemporary art in Malta

Unfinished Art Space
Gzira, Malta

- **Dexameni Project** Patras, Greece
- **IRCA** Tirana, Albania

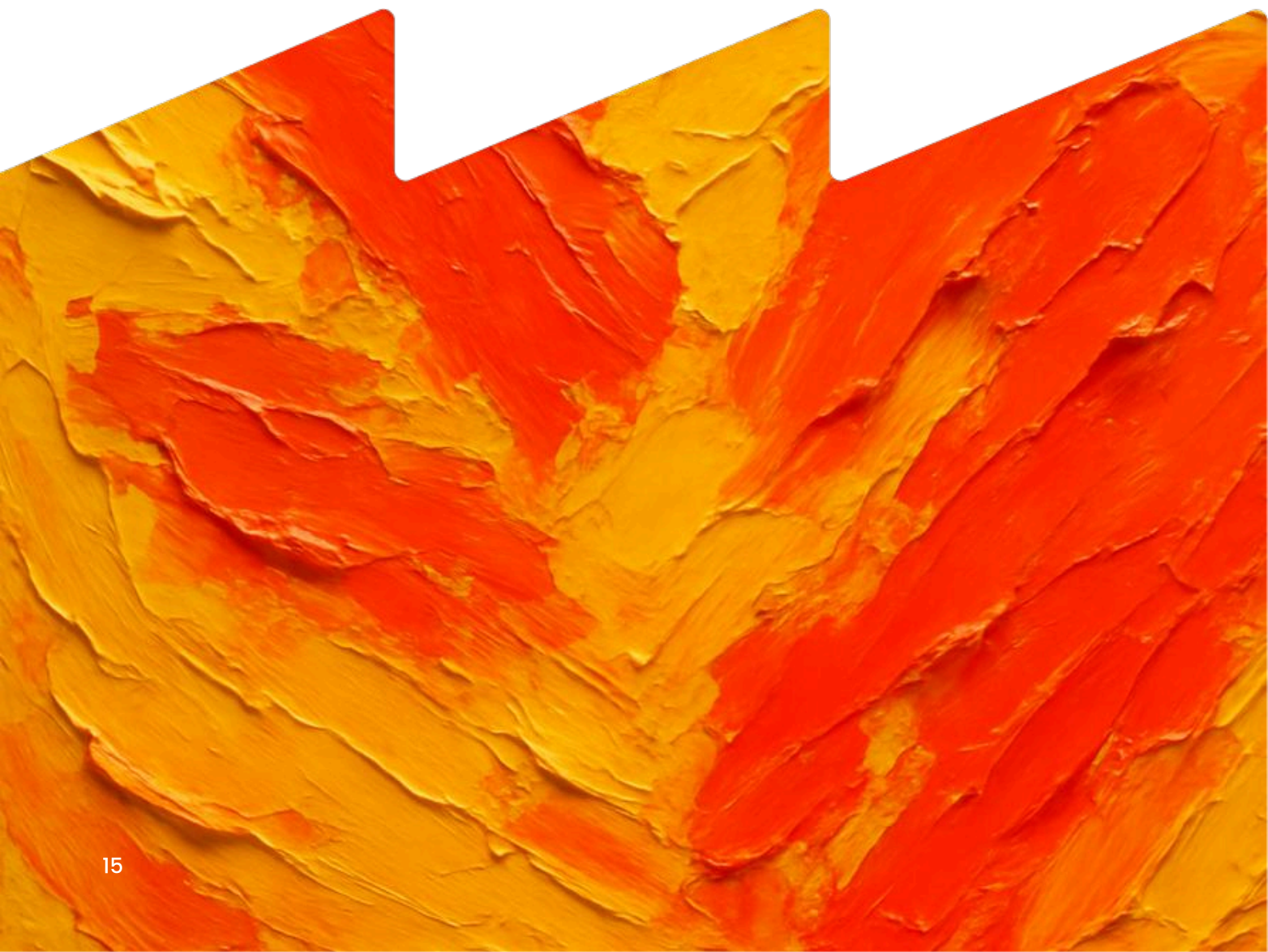
MEMBERSHIP

With 175 members by the end of 2024, our network continues to evolve into a global platform for exchange, advocacy, and collective action, ensuring that independent cultural spaces remain resilient and impactful.

As Trans Europe Halles grows, so do the challenges of sustaining a strong and resourceful network. To support this expansion and adapt to shifting economic realities, we initiated a long-overdue membership fee revision in 2024, the first in nearly a decade.

In response to rising operational costs, inflation, and the need to secure long-term financial stability, this adjustment was designed to balance sustainability with fairness. The revised fees, set to take effect in 2025, are to help Trans Europe Halles to maintain core activities, to strengthen support for members, and to continue driving cultural transformation. Recognising the varied financial realities across the network, we remain committed to solidarity and flexibility, offering options for those in need, and inviting those who can to make further contributions.

Through shared values, radical collaboration and bold innovation, Trans Europe Halles hopes to continue being an inspiring force for independent culture in Europe and beyond. We would like to take this opportunity to welcome all our new members – together, we will shape the future of our societies!



TRANS EUROPE HALLES ANNUAL EVENTS

In 2024, Trans Europe Halles Meetings reaffirmed the network's role as a platform for cultural change-makers, creating spaces for solidarity, collaboration, and strategic action. Against the backdrop of financial challenges, political shifts, and increasing pressures on independent cultural spaces, we brought together more than 500 cultural leaders, artists, and activists through two key events:

1 **TEH Conference 97: "Arts of Survival"** Hosted by Aparaaditehas, Tartu, Estonia (30 May to 2 June 2024).



2 **TEH Camp Meeting 98: "Argatia"** Hosted by ΦΙΕ in art, Epanomi, Greece (10 October to 13 October 2024).



Although distinct in setting and structure, both gatherings highlighted the resilience of independent cultural spaces, the urgent need for advocacy, and the power of grassroots action in shaping cultural policies, community engagement, and sustainability practices.

TEH CONFERENCE 97: “ARTS OF SURVIVAL” IN TARTU, ESTONIA



The 97th TEH Conference took place in Aparaaditehas, a former factory turned cultural hub in Tartu, Estonia – a fitting location as Tartu held the title of European Capital of Culture 2024. The name “Aparaaditehas” translates to “widget factory” in English, reflecting its origins as a former factory building. During the Soviet era, the factory produced refrigeration equipment and secret submarine parts, and, to mislead the public, also manufactured non-functional umbrellas and zippers. At its peak in the mid-1970s, it employed nearly 1,500 people. Since 2014, the 14,000m² complex has been transformed into a vibrant cultural hub, housing restaurants, cafés, multiple galleries, artists’ studios, diverse event spaces, a rooftop sauna, and a garden.

It also features a makerspace, a co-working area, and numerous unique shops. The courtyard serves as a popular meeting place, hosting concerts, flea markets, and outdoor cinema screenings during the summer.

The TEH Conference’s theme, **“Arts of Survival”**, explored the strategies that independent cultural centres deploy to withstand economic crises, climate change, digital transformation, and democratic backsliding. With 33 thought-provoking sessions, including the TEH General Assembly, artistic interventions, and strategic discussions, the conference served as a critical space for our members to share survival strategies, explore innovative funding models, and confront systemic challenges facing independent cultural spaces.

TEH CONFERENCE 97: "ARTS OF SURVIVAL" IN TARTU, ESTONIA

The most impactful moments included:

- Strategic dialogues on cultural funding, AI ethics, and democratic participation.
- Tartu 2024 music showcase, featuring the spectacular "Ajuokse X Factory" alternative extravaganza.
- New member sessions to foster collaboration between emerging and established cultural hubs.
- Participatory workshops on sustainable practices, collective ownership, and community governance.
- Immersive artistic experiences, including silk-screen printing, upcycling workshops, and guided art tours.

Takeaways from TEH97 attendees

The conference was widely praised for its relevance and seamless organisation, creating a vibrant space for exchange and collaboration. As with every Trans Europe Halles event, a post-event survey captured valuable feedback to refine future editions. Some participants highlighted the dynamic, fast-paced schedule, which, while energising, occasionally limited deeper discussions. Additionally, the experience underscored the importance of clear accessibility guidelines, providing an opportunity to enhance inclusivity in future gatherings. Continuous reflection and member input combine to make sure that each conference evolves to better serve the network's needs.

Beyond its direct impact, TEH97 solidified Aparaaditehas's role as an internationally connected cultural hub, strengthening local partnerships and its long-term positioning within the Trans Europe Halles network.



TEH CAMP MEETING 98: "ARGATIA" IN EPANOMI, GREECE



The 98th TEH Camp Meeting took a different approach – moving from the cultural density of Tartu to the coastal village of Epanomi, Greece, where ΦΙΕ in art has been building a self-organised, community-driven cultural space.

The theme, "**Argatia**", borrowed from a local term meaning collective support, became the framework for discussions on cultural solidarity, intergenerational knowledge sharing, and sustainable cultural governance.

Unlike previous TEH Camp Meetings, which typically took place in urban settings, Epanomi provided a slower, more DIY-driven atmosphere, emphasising self-organisation, spontaneous collaboration, and deep community integration.

TEH CAMP MEETING 98: "ARGATIA" IN EPANOMI, GREECE

The most impactful moments included:

- 43 interactive sessions, including a General Assembly, advocacy strategy meetings, and creative workshops.
- Direct engagement with local businesses and municipal representatives, leading to long-term partnerships.
- Reflections on the role of TEH itself, with members expressing the need for clearer governance, deeper strategic alignment, and more participatory decision-making.
- Community-based activities, from screen printing workshops to food heritage tours.

Takeaways from TEH98 attendees

The off-season, rural setting brought unique logistical considerations, from last-minute adjustments to venue limitations and technical challenges. However, these elements also highlighted the spirit of adaptability and grassroots resilience that defines our network. Many participants embraced the DIY nature of the event, seeing it as an opportunity to foster creative problem-solving and deeper community connections – a testament to the resourcefulness that independent cultural spaces embody.

Crucially, hosting TEH98 in a small town sparked genuine local engagement, with new cultural collaborations emerging between ΦΙΞ in art, local businesses, and policy-makers. This experiment proved that TEH events don't just bring people together – they can transform communities.



While Tartu and Epanomi were radically different in scale and structure, they both underscored a core truth:

Independent cultural spaces are not just places of artistic expression, they are engines of social transformation, economic resilience, and democratic resistance. These spaces reclaim abandoned buildings, turning them into vibrant cultural hubs that serve as more than venues for art – they are catalysts for community empowerment, political activism, and sustainable development.

The impact of independent cultural spaces extends far beyond creativity. Economically, they provide affordable infrastructure for artists, social enterprises, and cultural initiatives, fuelling local economies, job creation, and urban regeneration. Environmentally, they embrace adaptive reuse over demolition, promoting sustainability, circular economies, and green urban planning. Socially, they resist gentrification, real estate speculation, and shrinking civic spaces, ensuring that culture remains a public good not a commodity.

By fostering community-led governance, these spaces shift power away from top-down institutions and into the hands of those who use them. They operate through participatory decision-making, ensuring that cultural spaces reflect the needs and voices of marginalised groups, grassroots movements, and local communities. This model creates hubs of civic engagement, where people are not just spectators but active co-creators of their cultural and social environments.

At a time of democratic backsliding, rising inequality and climate crisis, these spaces embody radical resilience. They challenge privatisation, censorship and exclusionary urban policies, advocating for a more just, inclusive, and sustainable future.

As intersections of activism, cultural innovation, and community solidarity, independent cultural spaces prove that culture is not just about representation – it is about power, participation, and systemic change.

THROUGH TEH MEETINGS IN 2024, WE:

75+

Facilitated strategic, artistic, and community-driven sessions.

500+

Engaged cultural leaders, policy-makers and activists from 40+ countries.

And strengthened the Trans Europe Halles network through new contacts, collaborations, partnerships, and member-driven initiatives and projects.

TEH Meetings remind us why the network exists – to connect, support, and empower cultural spaces in the face of uncertainty. Looking ahead to 2025, we will carry forward the insights from Tartu and Epanomi, reaffirming our commitment to redefining strength, and ensuring the survival and evolution of independent cultural spaces across Europe.

GEOGRAPHICAL HUBS

Within Trans Europe Halles, hubs serve as strategic clusters that bring together members around shared geographic or thematic priorities. These hubs act as smaller, focused ecosystems within the broader network, enabling members to collaborate more effectively, exchange knowledge, and advocate for shared interests.

Each hub is shaped by its members, responding to regional challenges, thematic expertise, and evolving needs. Some focus on geographic contexts, strengthening regional cooperation, while others tackle specific issues such as sustainability, youth engagement, or cultural policy.

GEOGRAPHICAL HUBS

Nordic-Baltic
Hub

East Hub

Balkan Hub

Mediterranean
Hub

NORDIC-BALTIC HUB

In 2024, the Nordic-Baltic Hub continued to foster collaboration among its **22 members**, providing a vital space for exchange, advocacy, and mutual support across the region. The hub held four meetings – two onsite and two online – alongside internal coordination sessions to maintain momentum and strengthen connections.

To better understand the network's landscape, a hub-wide survey mapped members' strengths, challenges, and motivations, shaping shared priorities for the year. A key effort was an application for short-term network funding from Nordic Culture Point. Despite a strong proposal, the grant application was not successful, underscoring the need for continued advocacy and resource mobilisation in 2025.

While funding remains a challenge, the Hub's strength lies in its collective determination. Members remain committed to regional solidarity, cultural sustainability, and amplifying independent voices in the Nordic-Baltic space. The work continues.



EAST HUB

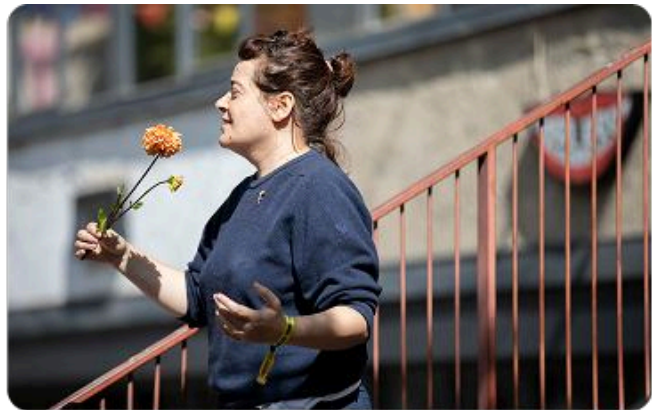
East Hub serves as a space for organisations from Eastern and Central Europe, as well as the South Caucasus, or for those seeking to collaborate within the region. In 2024, East Hub continued its work to foster new connections, develop region-specific projects, and share opportunities for funding and collaboration.

EastHub now includes **25 members** from nine countries, with two new members joining in 2024. Its internal newsletter reaches 71 cultural professionals from across the region and is used to find partners and volunteers, as well as to share opportunities for artists as cultural professionals and project funding.

In 2024, EastHub carried out two networking sessions for organisations from across the Creative Europe states, along with a dedicated networking session for those interested in collaborating with Tunisia. Additionally, the EastHub consortium organised a series of workshops for artists interested in participating in the Culture Moves Europe programme in Eastern and Central Europe, as well as in the Balkans and the Caucasus.

EastHub has also concluded the Critical Revealing of Communist Heritage in the V4 Region (V4 is an alliance of four Central European states: the Czech Republic, Hungary, Poland and Slovakia), Ukraine and Georgia project, which focused on researching the vanishing cultural heritage of the 20th century. Each partner identified a disappearing cultural heritage site specific to the Communist period in their respective territories: forced evictions of the Roma minority, industrial bread-making as an essential function in the Soviet Union, the Soviet industrial heritage, the internment of nuns, and colleges for advanced studies as drivers of freedom under Communism.

A new project, CASCADE, has been launched to build the capacity of cultural organisations that are working with audiences and local authorities in Ukraine, Georgia, and Azerbaijan, drawing on experiences from Slovakia and Sweden.



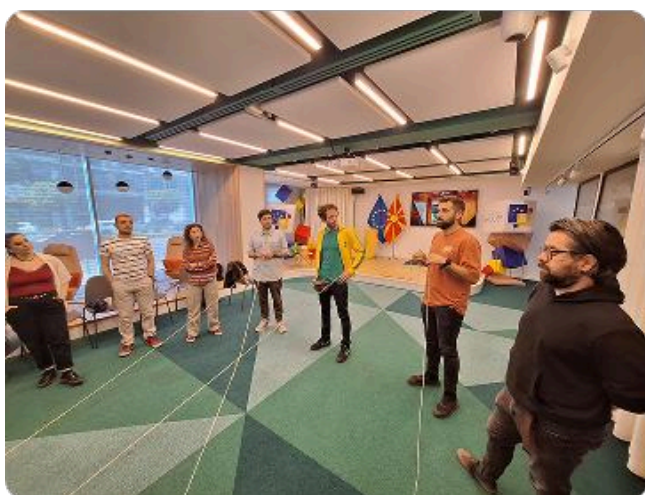
BALKAN HUB

In 2024, the Balkan Hub grew to include **14 member organisations**, strengthening its role as a regional platform for cultural collaboration and advocacy. The Hub focused on building strategic partnerships, developing creative projects, and ensuring long-term impact for grassroots cultural spaces across the Balkans.

Monthly online meetings took place every third Thursday, complemented by smaller working groups that tackled logistics, project brainstorming, and funding proposals. The first onsite gathering, hosted by Shadows and Clouds Theatre in Skopje, North Macedonia (8–9 April), brought together local stakeholders and Trans Europe Halles members to co-develop project ideas. Two initiatives – Balkan Rooftops and Travelling Cinema – emerged. These were later presented to a wider audience at the European House in Skopje.

At the TEH97 Conference in Tartu, the members finalised their activity timelines, expanded participation to new members, and refined funding strategies. The addition of Contranpose (Greece), Cultterra (Greece), and FITT (Romania) broadened the Hub's diversity.

The Balkan Hub Handbook was drafted, outlining a vision for future projects, while over 100 collaboration opportunities were identified. Although initial fundraising efforts faced challenges, the hub adapted its strategy, shifting its focus to SI Creative Partnerships and BOOST | Grants, with a dedicated team meeting weekly to secure funding for 2025 and beyond.



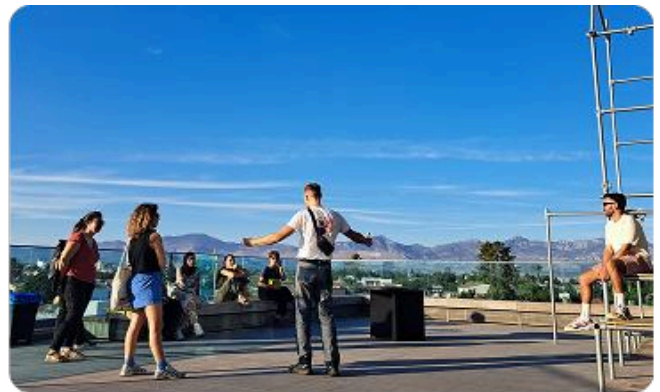
MEDITERRANEAN HUB

In 2024, the Mediterranean Hub with **18 members** focused on deepening collaboration, supporting fundraising efforts, and addressing key cultural and sustainability challenges, including the ongoing Mediterranean conflicts in the region.

The Hub served as a platform for solidarity actions, responding to urgent needs while fostering long-term cultural initiatives.

Key activities included weekly fundraising sessions early in the year and the development of two major project proposals for Creative Europe and Erasmus Plus calls. To ensure member-driven priorities, a survey was conducted to gather feedback on improving future activities. Additionally, the Hub amplified solidarity efforts for Tiro in Lebanon, demonstrating its commitment to cultural spaces in crisis.

Despite funding setbacks, with both proposals not awarded grants in 2024, the Hub remains committed to resubmitting applications in 2025. It continues to provide space for exchange and strategic discussions, meeting onsite during the TEH Conference and Camp Meeting, alongside three annual online meetings, to maintain momentum and engagement.



THEMATIC HUBS AND TEH PROJECTS

While regional hubs focus on geographic connections and cross-border initiatives, the thematic hubs tackle pressing issues such as sustainability, cultural transformation, and capacity-building. Through joint project proposals, knowledge-sharing, and solidarity campaigns, our members translate collective expertise into tangible action.

Building on this foundation, our major projects in 2024 reflect the network's commitment to empowering cultural spaces, advocating for systemic change, and ensuring long-term sustainability in the face of economic and political challenges.

THEMATIC CLUSTER

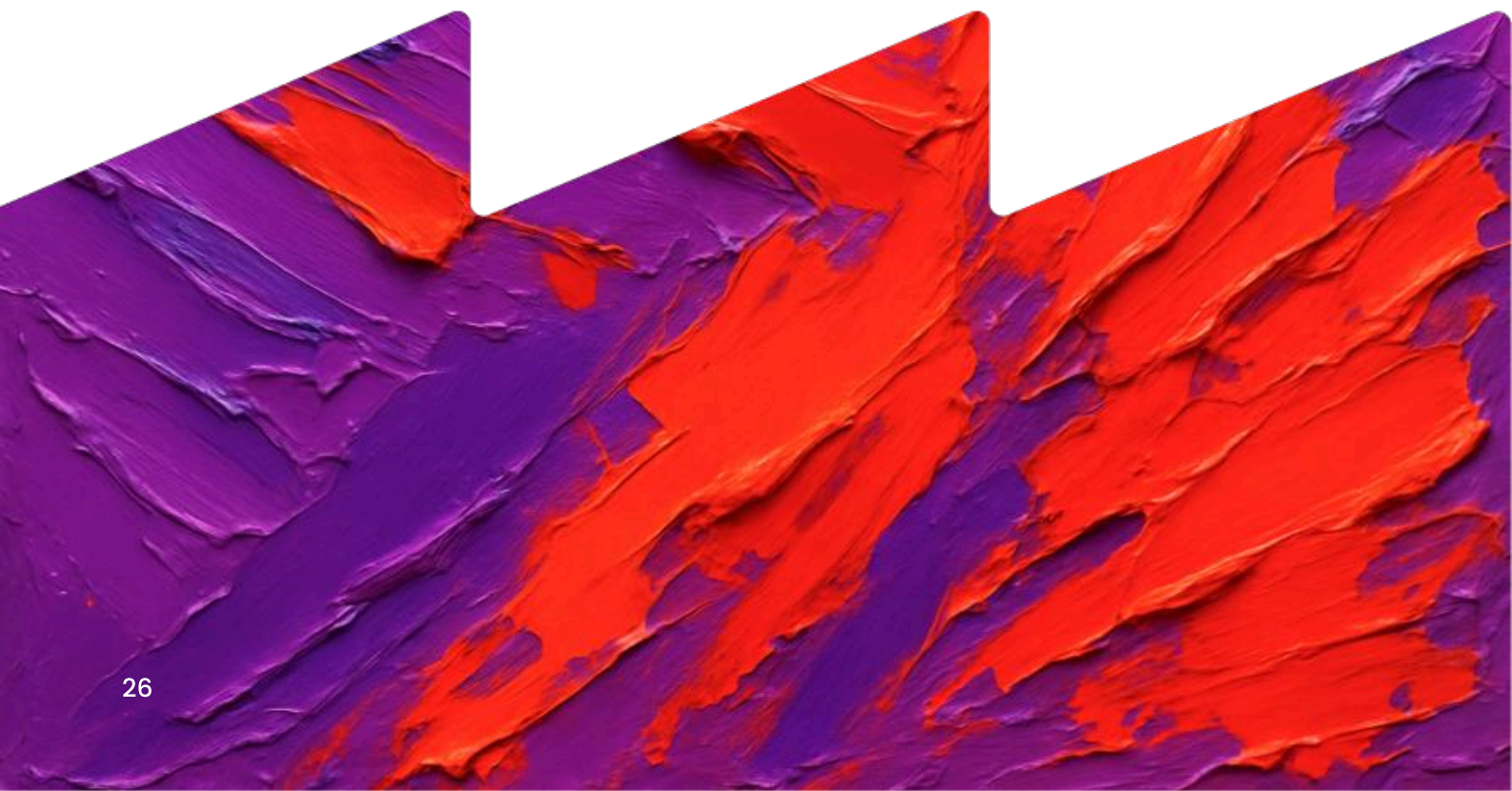
Capacity building, learning and development

Youth

Social justice, diversity and inclusion

Sustainability

Democracy and solidarity



CLUSTER: CAPACITY BUILDING, LEARNING AND DEVELOPMENT

1. TNP: The Network Project

At the core of Trans Europe Halles lies The Network Project (TNP), funded by the Creative Europe programme for cultural networks – a driving force that strengthens Europe’s independent cultural sector through international collaboration, capacity building, and advocacy. As the landscape of independent culture continues to shift, TNP ensures that grassroots voices remain at the forefront, fostering inclusivity, resilience, and collective action.

Structured around three key pillars that are also reflected in our annual membership criteria, TNP works focuses on the following priorities:

PEOPLE

Empowering cultural professionals through lifelong learning, well-being initiatives, and reimagining Trans Europe Halles’ governance and financial models.

BUILDINGS

Advancing expertise in the sustainable regeneration of cultural spaces, bridging urban and rural contexts, and fostering new partnerships.

ART AND CULTURE

Elevating the recognition and advocacy of independent cultural spaces, working closely with governments, advocacy groups, and partner networks.

As TNP entered its final implementation year in 2024, the network reached new milestones, expanding its reach, refining its internal structures, and shaping the future of independent culture across Europe.



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CLUSTER: CAPACITY BUILDING, LEARNING AND DEVELOPMENT

Hubs as incubators of collective action

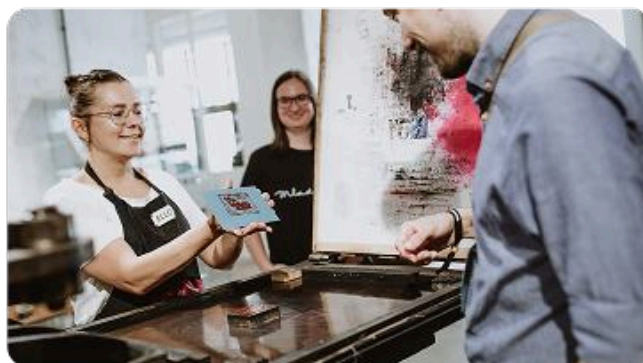
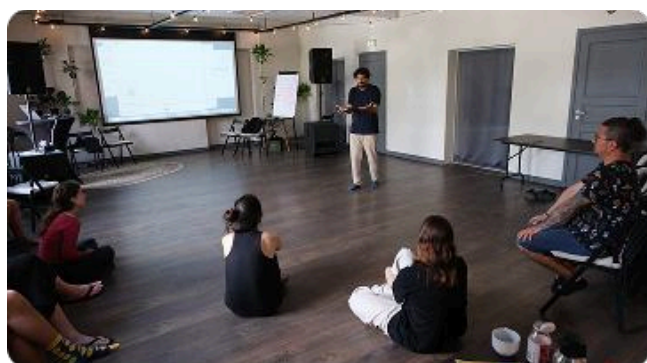
Seven operational hubs of Trans Europe Halles – spanning regional and thematic focuses – continued to grow in autonomy, securing funding, implementing initiatives, and launching solidarity campaigns. With interest in mobilising new hubs in 2025, the hub model has proven essential for deepening collaboration and strengthening Trans Europe Halles' impact.

Connecting, learning, and advocating across borders

Two major TEH Meetings – the TEH Annual Conference in Tartu and TEH Annual Camp Meeting in Epanomi – brought together members for exchange, strategy, and shared learning.

The Staff Exchange programme facilitated nine cultural professionals from Trans Europe Halles member organisations to move between 15 other cultural centres that were also TEH members, reinforcing cross-border collaboration within the network.

Six advocacy visits and two networking meetings prepared the groundwork for our policy influence and sector-wide engagement.



CLUSTER: CAPACITY BUILDING, LEARNING AND DEVELOPMENT

Capacity building and new initiatives

The Duct Tape and Dreams programme mentored

- four emerging cultural spaces, providing tailored guidance from two dedicated mentors.

Four self-learning resources were created,

- expanding Trans Europe Halles' knowledge base for cultural professionals.

A city visit to Denmark (Copenhagen, Aarhus,

- Ebeltoft) brought together a delegation for in-depth, topic-based collaboration.

Rethinking TEH's sustainability

A new business model for a for-profit branch of

- TEH was drafted but not approved, leading to alternative strategies being explored for the next project cycle.

The Proximity Office pilot research – exploring

- regional coordination models – was conducted in Poland and France and disseminated at TEH97 in Tartu and online.

The Network Project has further cemented Trans Europe Halles' role as a platform for action, advocacy, and solidarity. As it transitions into its next phase, the focus will be on deepening regional engagement, strengthening financial sustainability, and ensuring that independent culture continues to thrive despite external challenges.

TNP is not just a project, it is the lifeblood of Trans Europe Halles, ensuring that our network remains adaptive, visionary, and unstoppable in the face of change. It is no surprise that, in 2024, Trans Europe Halles has secured four more years of funding from the Creative Europe programme to continue our backbone activities. This next phase 2024–2027, known as Common Spaces, builds upon TNP's foundation, ensuring that TEH remains at the forefront of cultural resilience, solidarity, and transformation.



CLUSTER: CAPACITY BUILDING, LEARNING AND DEVELOPMENT

2. Staff exchange

In 2024, nine representatives from various Trans Europe Halles member centres embarked on staff exchange journeys, immersing themselves in new cultural environments, learning from peers, and strengthening cross-border collaboration. The Staff Exchange programme is designed to foster professional development, hands-on knowledge-sharing, and long-term connections between independent cultural centres across Europe.

To ensure smooth exchanges, we provided comprehensive preparation materials, including:

Through action-based learning, participants explored different operational models, artistic practices, and community engagement strategies, gaining fresh insights that they could bring back to their home organisations. **Exchanges took place across Italy, Norway, Spain, Germany, Denmark, Greece, Estonia, Luxembourg, Slovakia, Ukraine, and the UK**, reinforcing our commitment to international collaboration and professional growth.

- a 2024 programme manual outlining expectations and opportunities;
- guidelines for sending organisations, helping prepare staff for the experience;
- hosting organisation manuals, ensuring structured and meaningful exchanges.

At the end of the programme, each participant submitted a final report and visual documentation, reflecting on their experiences and lessons learned. These insights will be compiled and used in 2025 to inspire more cultural professionals to participate, expanding the culture of exchange, learning, and solidarity within TEH.



CLUSTER: CAPACITY BUILDING, LEARNING AND DEVELOPMENT

3. Arts Education Hub

Following the conclusion of the Spaces of Transformation in Arts Education (SPOTing) project in autumn 2023, the Arts Education Hub entered a phase of reshaping its vision and welcoming new members. Now consisting of **11 members** that are all Trans Europe Halles members, the Hub is focused on mapping shared needs, fostering collaboration, and building new projects in arts education.

Throughout 2024, the Hub held three online meetings and convened onsite during the TEH Conference in Tartu and the Camp Meeting in Epanomi. These gatherings provided space for reflection, exchange, and capacity building, including:

- a workshop on inclusion in Tartu, led by lecturer Zuzana Kupcová;
- a Tattoo an Orange workshop in Epanomi,
- facilitated by Hraničář, engaging participants in a creative hands-on experience.

To better understand the landscape of arts education within Trans Europe Halles, members completed a questionnaire mapping educational activities, target groups, art forms, and motivations for participation. This insight will guide the Hub's next phase, where members will form working groups to co-develop new projects and initiatives around shared challenges and opportunities.

The Arts Education Hub is evolving, building on past experiences while carving out new directions for arts learning, inclusion, and creative exchange within Trans Europe Halles.



CLUSTER: CAPACITY BUILDING, LEARNING AND DEVELOPMENT

4. International Resource Office (IRO)

As a member-based organisation, Trans Europe Halles is shaped by the needs, ambitions, and realities of our members across 40+ countries. Yet, our coordination office is rooted in Scania, Sweden – a region with a rich cultural landscape and a growing need for international engagement. This is where the International Resource Office (IRO) comes in. **The IRO is a regional initiative in Sweden designed to support Scania's cultural actors with tailored advice, resources, and expertise on international cultural cooperation and EU funding opportunities.** Operated by Trans Europe Halles with financial support from Region Scania, IRO serves as a bridge between local cultural organisations and the global stage, reinforcing our commitment to knowledge-sharing and regional impact.



In 2024, IRO remained an active hub for internationalisation, offering:

- workshops, events, and consultations to equip cultural actors with tools for global collaboration;
- newsletters and funding support, including grants for international travel and study visits;
- re-establishing the New European Bauhaus Skåne group, reconnecting local stakeholders with this EU-led initiative;
- preparing a collaboration with Lund University (European Studies), set to launch in 2025, expanding IRO's academic and cultural engagement.

IRO continues to be a key resource for strengthening international cooperation in Scania, ensuring that local cultural actors remain connected, informed, and supported in an increasingly globalised cultural sector.



CLUSTER: YOUTH

1. Youth Hub

In 2024, the Youth Hub continued to grow as a platform for young cultural leaders and emerging organisations within Trans Europe Halles. The Hub's physical meeting at the TEH Conference in Tartu welcomed new members, expanding its network to **10 member organisations** that are committed to supporting youth engagement in independent culture.

Following Tartu, the Hub convened online to explore funding opportunities and ways to increase youth participation in Trans Europe Halles' events. A physical gathering in Bucharest was discussed, reinforcing the Hub's goal of creating more accessible spaces for young professionals. To secure resources, members submitted two Erasmus+ applications – one for mobility accreditation and another for a small-scale partnership (KA2). While both proposals were unsuccessful, the feedback received will strengthen future applications and guide the Hub's strategy moving forward.

Despite funding challenges, the Youth Hub remains a vital space for exchange, advocacy, and capacity-building, ensuring that young cultural actors have a voice in shaping the future of independent cultural networks across Europe.



CLUSTER: YOUTH

2. Duct Tape and Dreams

In 2024, the Duct Tape and Dreams mentorship programme focused on empowering grassroots cultural centres in former and candidate European Capitals of Culture (ECoC). Designed to support emerging initiatives in cultural transformation, the programme paired four selected centres with seasoned mentors, fostering exchange, knowledge-sharing, and hands-on guidance. The journey began with an open call in November 2023, followed by a rigorous selection process in February 2024, led by a TEH-appointed selection committee.

The chosen mentees represented diverse cultural spaces across Europe:



A grassroots initiative rooted in sustainable living, permaculture, and community-building.

Fukušima
Riga, Latvia



A collaborative hub for artists and cultural actors from Belarus, Lithuania, Ukraine, and beyond.

CreateCulture Space
Vilnius, Lithuania



A cultural space in a historic military barracks promoting underrepresented music and performance arts.

Žižkárna
České Budějovice,
Czech Republic



A community-driven initiative strengthening local engagement through neighbourhood-focused events.

Cultterra
Eleusis, Greece

The mentorship pairings were carefully designed to align each centre's needs with mentor expertise:



Elefterios Kechagioglou
Le Plus Petit Cirque du Monde, France
Mentored Cultterra and Žižkárna



Kaspars Kondratjuk
Kaņepes Kultūras centrs, Latvia
Mentored Fukušima and CreateCulture Space

The programme followed a structured timeline, ensuring continuous support, exchange, and visibility:

April–September 2024

Online mentorship, physical exchange visits between mentees and mentors.

May 2024

Mentees presented their work at the TEH Conference in Tartu, with extra in-person mentorship sessions.

October 2024

The Philippe Grombeer Award was presented to Cultterra at the TEH Camp Meeting in Thessaloniki, marking the official end of the programme.

More than just a mentorship initiative, Duct Tape and Dreams continues to be a catalyst for grassroots cultural centres, equipping them with the knowledge, networks, and confidence to drive lasting cultural impact in their communities.

CLUSTER: YOUTH

3. European Solidarity Corps

The European Solidarity Corps (ESC) is an EU initiative that provides young people aged 18 to 30 with opportunities to volunteer and implement solidarity projects benefiting communities across Europe. In 2024, the TEH Coordination Office hosted two ESC volunteers:



Maïa Paounov played a crucial role in organising Trans Europe Halles networking events. Her efforts were instrumental in planning annual meetings that bring together grassroots cultural centres from the TEH network across Europe and beyond. Additionally, Maïa supported tasks related to advocacy, learning resources, research, city visits, programme production, coordination of specific projects, and logistics.

Francesca Placanica contributed significantly to both external and internal communications at TEH. She focused on data analysis and promoting major activities and events, enhancing the organisation's outreach and engagement strategies.

By hosting ESC volunteers like Francesca and Maïa, Trans Europe Halles not only contributes to the professional development of young cultural practitioners but also enriches our initiatives with fresh perspectives and diverse experiences. In 2024, we launched the next open call for volunteers, selecting two more participants who will join the TEH Coordination Office team in 2025, further strengthening the network's capacity and fostering new voices within the organisation.



CLUSTER: SOCIAL JUSTICE, DIVERSITY, AND INCLUSION

In a time of growing inequalities in the cultural sector, the Cultural Transformation Movement (CTM) stands as a coalition of arts centres, production houses, and cultural organisations committed to diversifying artistic production and reshaping cultural decision-making structures. Operating across both a network hub and a long-term EU-funded project, CTM fosters equity, inclusion, and structural change from within cultural institutions.

1. Cultural Transformation Movement Hub

The CTM Hub brings together **20+ members** working alongside underrepresented and marginalised communities, providing them with the resources, visibility, and opportunities to fully participate in the cultural sector. Throughout 2024, the Hub's meetings focused on strengthening internal collaboration, identifying key challenges, and building pathways for collective action.

One of the Hub's key milestones was its active participation in the Trans Europe Halles meetings in Tartu and Epanomi, where members took part in critical discussions on equity in the arts. In addition, Hub Coordinator Mary Conlon led a workshop on Creating Safe Spaces at the TEH Camp Meeting 98 "Argatia" in Epanomi, Greece, providing members with practical tools for inclusive cultural work.



2. Cultural Transformation Movement: Project towards social justice

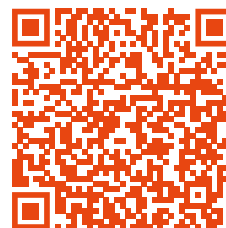
Throughout 2024, the Cultural Transformation Movement Project (CTMP) made significant strides in fostering inclusion, leadership diversity, and systemic change within cultural institutions. Across Europe, partner organisations implemented workshops, artistic interventions, and strategic gatherings, creating opportunities for underrepresented communities to take an active role in shaping the cultural landscape.

At the local level, partner centres hosted a series of transformative workshops, including Transcultural Competence training and Diverse Leadership Capacity-Building Sessions aimed at equipping emerging cultural leaders from marginalised backgrounds with the tools to step into decision-making roles. Awareness workshops were also conducted, ensuring that artists from underrepresented communities had greater access to cultural spaces and opportunities.

On a transnational scale, CTMP facilitated deep collective reflection and knowledge-sharing. The TEH meetings in Tartu and Epanomi served as critical spaces for dialogue and strategy-building, bringing together cultural practitioners to discuss inclusion challenges and best practices. A Knowledge Roundtable at the TEH Camp Meeting in Epanomi run by a project researcher focused on embedding inclusion into institutional frameworks, while the Yearly Partners' Conference in Tartu strengthened connections among CTMP organisations, reinforcing shared commitments to cultural transformation.

Artistic practice was also a central force for activism and change. Artists/Agents of Change co-wrote an Artistic Statement, published on the CTM website in April 2024, asserting the urgency of cultural equity in the sector. Their voices were further amplified through artistic interventions at the TEH Camp Meeting in Epanomi, demonstrating the power of art as a catalyst for social justice.

More on Artistic Statement here:



2. Cultural Transformation Movement: Project towards social justice

As the year progressed, CTMP's knowledge production efforts became more widely accessible, with key methodologies and project outcomes integrated into the [TEH Resources Page](#), ensuring that insights from the project could be used by cultural organisations across the network and beyond.

These collective efforts reflect the core mission of CTMP – to dismantle barriers, foster new leadership, and create inclusive cultural institutions that reflect the diversity of the societies they serve.



ArtSocialSpace

brunnenpassage

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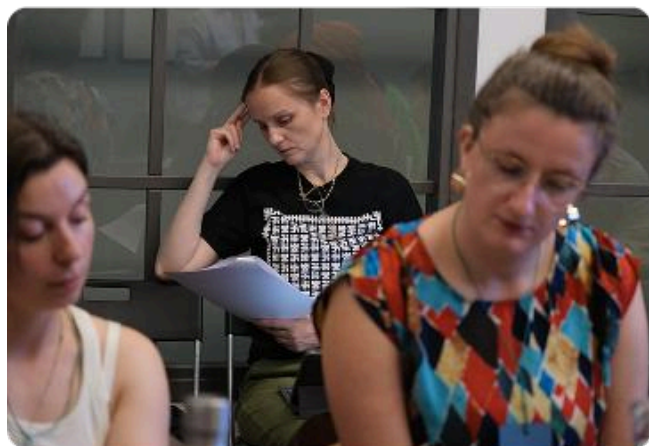
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IZOMIRIA
PLATFORM FOR CULTURAL INITIATIVES

**SWEDISH
ARTSCOUNCIL**



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CLUSTER: SUSTAINABILITY

1. Sustainable Buildings Hub

In 2024, the Sustainable Buildings Hub brought together members working at the intersection of culture, community and the built environment. Through workshops, presentations and peer learning, **the Hub explores practical solutions to shared challenges such as gentrification, energy transition and ecological responsibility.**

In 2024, the Hub tackled themes like collective ownership, solar energy deployment and low-impact architecture. Highlights included a hands-on workshop at TEH97 Conference in Tartu on transforming cultural spaces into community commons, and a solar energy session led by a renewable energy engineer, featuring tools and real-life case studies.

The Hub also contributed to the Rebuilding to Last (RTL) project, co-developed an eco-urban planning proposal with the Swedish institute RISE, and hosted knowledge exchanges with networks like Gen Europe, spotlighting sustainable practices from ecovillages and modular building systems. Rooted in solidarity and community action, the Hub helped TEH members and other cultural centres involved in various projects to build greener, more resilient futures.



CLUSTER: SUSTAINABILITY

2. Rebuilding to Last project

In 2024, Trans Europe Halles concluded Rebuilding to Last (RTL), a visionary initiative that challenged independent cultural centres to rethink their relationship with nature, their communities, and the spaces they inhabit. At a time when sustainability has become an urgent priority, RTL encouraged a shift away from demolition and new construction, instead embracing the potential of existing structures and organic, adaptive reuse. By fostering a deeper connection with the environment, the project aimed to create welcoming spaces where both human and non-human life could thrive.

At the heart of RTL were **Participatory Architecture Interventions** (PAIs) – experimental hands-on workshops that took place in three independent cultural centres across Europe.

- Communitism in Athens, Greece used the project to explore new ways of repurposing materials and social spaces, bridging gaps in a rapidly changing neighbourhood.
- Institut for X in Aarhus, Denmark tackled the challenge of an area prone to flooding, using water as a creative element to imagine a more fluid, adaptable urban landscape.
- In Žilina, Slovakia, Stanica transformed an abandoned railway station into a cultural and ecological hub, turning collected rainwater into a resource for growing pioneer plants and rewilding urban spaces.

To bring the project to a meaningful close, we hosted a final gathering in Helsinki, Finland, in October 2024, bringing together cultural practitioners, urban thinkers, and environmental activists to reflect on the intersection of culture, sustainability, and resilience. The culmination of RTL was marked by the launch of the Rebuilding to Last Book, an in-depth publication that not only documents ecological renovations in cultural spaces but also serves as a practical guide for cultural workers navigating climate adaptation. The book is available under the **TEH Resources Page**, a dedicated section of Trans Europe Halles website for information publishing and knowledge sharing. More than just a project, RTL has laid the groundwork for independent cultural spaces to become leaders in sustainable transformation, proving that cultural regeneration can go hand in hand with ecological responsibility.



CLUSTER: SUSTAINABILITY

3. Good Enough Transformation project

In 2024, Trans Europe Halles, in collaboration with partners from nine countries across four continents, launched **Good Enough Transformation (GET)** – a project designed to rethink sustainability at a grassroots level. As the climate crisis accelerates, GET challenges the notion that only large-scale, high-tech solutions can drive change. Instead, it focuses on low-cost, locally sourced, and community-driven approaches, demonstrating that sustainable transformation can begin with what is already at hand.

GET is built on a community of practice, bringing together academics, architects, designers, cultural institutions, and grassroots organisations. By harnessing traditional knowledge and collective creativity, the project explores how small-scale interventions can act as catalysts for systemic change. From sustainable architecture to responsible farming, GET supports communities in reclaiming their environments, adapting to climate challenges, and embedding sustainability into daily life.

At the heart of GET are four testbed projects, each serving as a real-world experiment in integrating culture, ecology, and community resilience.

- In Nicosia, Cyprus, “Gardens of the Future” transformed an abandoned urban block into a sustainability-focused cultural hub, using gardens as tools for social inclusion and heritage preservation.
- In Kuching, Malaysia, “Material Transformation” explores waste, locally sourced, and alternative materials as a means to reshape industry and community practices.
- In Bobo Dioulasso, Burkina Faso, “Tamadia” integrates organic farming, animal breeding, and artistic production into a circular economy model, co-developing new sustainable agricultural methods adapted to the land.

More than just an environmental project, GET is about empowering people. Through peer exchange, hands-on learning, and knowledge-sharing, TEH and its partners ensure that these locally-led transformations can be replicated and adapted across regions, from Europe to Africa, Asia, and beyond. The project, supported in 2024 by the Nordic Culture Fund’s Globus Programme, took on its mission of making sustainability accessible, practical, and deeply rooted in local cultural and natural heritage.

By proving that sustainability is not just about innovation but also about reclaiming traditional knowledge and community-led solutions, GET is laying the groundwork for a future where culture and ecology are inseparable, and green transitions are built from the ground up.



NORDISK
KULTURFOND



Compagnie TAMADIA



CLUSTER: SUSTAINABILITY

4. Alter-Places project

In 2024, Alter-Places became a cornerstone initiative within Trans Europe Halles, highlighting **Alternative Cultural Places (ACPs)** as essential engines of urban resilience, artistic experimentation, and community-driven transformation. These spaces, often repurposed from post-industrial buildings, have long served as hubs for grassroots cultural activism and social innovation. Through mapping, analysis, and hands-on collaboration, Alter-Places worked to strengthen these spaces, ensuring they remain sustainable, inclusive, and impactful in an era of increasing economic and environmental challenges.

The project began with a comprehensive survey led by LabEx ICCA (Sorbonne University), gathering insights on how ACPs implement sustainable practices to foster green, fair, and diverse urban ecosystems. However, Alter-Places was never just a research initiative – it was a movement in action. Throughout the year, the project brought together cultural practitioners, researchers, and activists, organising workshops and immersive field visits to put theory into practice.

During the TEH Camp Meeting in Tartu, Estonia (May–June 2024), Alter-Places hosted its first major gathering, sparking critical conversations on how ACPs can build resilience in the face of political and economic instability. The discussions laid the groundwork for cross-border collaboration and knowledge exchange, setting the stage for more direct interventions. In the following months, three on-site workshops took place across Europe, each tailored to the unique challenges of its local context.

- NGBG in Malmö, Sweden, explored how informal cultural spaces contribute to urban regeneration.
- CDA/Club Močvara in Zagreb, Croatia, focused on community engagement strategies for long-term sustainability.
- Urban Spree in Berlin, Germany, examined new economic models for independent cultural spaces.

These participatory sessions enabled ACPs to prototype solutions, refining approaches to governance, programming, financial sustainability, and audience development.

As Alter-Places moves into its final phase in 2025, it remains committed to documenting and sharing its findings, ensuring that ACPs across Europe have access to the tools, strategies, and networks they need to thrive. More than just a project, Alter-Places is laying the foundation for a new cultural paradigm – one where independent cultural spaces are recognised not just as venues for artistic expression, but as crucial laboratories for social and environmental change.



LONG WINTER



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CLUSTER: DEMOCRACY AND SOLIDARITY

1. ZMINA: Rebuilding

ZMINA: Rebuilding is a collaborative initiative led by the IZOLYATSIA Foundation in partnership with Trans Europe Halles and Malý Berlín (Slovakia). Launched on 1 May 2023, and running through to 1 May 2025, this programme is designed to support Ukrainian artists and cultural organisations in creating and showcasing works both within Ukraine and across other Creative Europe countries.

With a budget of €1.4m, ZMINA: Rebuilding offers financial assistance to Ukrainian artists and cultural entities, whether working independently or in collaboration with national or international partners. The programme encourages projects that facilitate, promote, or mediate public discourse on the theme of “rebuilding”, encompassing aspects such as identity, social norms, communities, relationships, and infrastructure.

To enhance the capabilities of Ukrainian artists and cultural organisations, ZMINA: Rebuilding provides intensive capacity-building opportunities. These efforts are complemented by communication and dissemination activities both within Ukraine and internationally, ensuring a broader impact and recognition of Ukrainian cultural endeavours.

National Subgrants

Aimed at projects implemented within Ukraine, these grants support initiatives that delve into the country’s rebuilding themes. The first wave of national subgrants was implemented between October 2023 and March 2024, followed by a second wave from March 2024 to August 2024.

International Subgrants

These are designed to foster collaborations between Ukrainian cultural organisations and their counterparts in other Creative Europe countries. The goal is to present high-visibility cooperation projects that amplify Ukrainian culture abroad and cultivate shared perspectives on reimagining and reconstructing communities. The first wave of international subgrants took place from October 2023 to June 2024, with a second wave scheduled from May 2024 to January 2025.



**Co-funded by
the European Union**



CLUSTER: DEMOCRACY AND SOLIDARITY

1. ZMINA: Rebuilding

€1.4 M Total Budget

88 Organisations Involved

20 Countries Participating

ZMINA: Rebuilding is co-funded by the EU's Creative Europe Programme, under a dedicated call for proposals aimed at supporting Ukrainian displaced individuals and the country's cultural and creative sectors. This initiative exemplifies a concerted effort to bolster Ukraine's cultural landscape during a pivotal period of recovery and transformation.

In total, the programme has supported 26 international collaborations involving two or more partners, as well as 22 national projects. Overall, 88 organisations from 20 countries have benefited from the initiative. ZMINA: Rebuilding is set to conclude in 2025, with the programme consortium planning to look for more opportunities to continue.



CLUSTER: DEMOCRACY AND SOLIDARITY

2. CASCADE project: Ukraine, Georgia, Azerbaijan

The CASCADE project, led by East Hub is a collaborative initiative designed to empower cultural and community organisations in Georgia, Ukraine and Azerbaijan. CASCADE seeks to strengthen the role of cultural centres as more than just venues for artistic expression and community engagement.

It encourages active collaboration with local authorities in Eastern Europe and the South Caucasus, inspiring communities to play a part in shaping their futures.

Funded by the Swedish Institute, the project is implemented by Trans Europe Halles, and its full members Malý Berlín in Slovakia and the IZOLYATSIA Foundation in Ukraine, Salaam Cinema in Azerbaijan, as well as Trans Europe Halles friends: the Culture and Management Lab in Georgia.

SI. Swedish Institute

Launched in 2024, the project began with initial preparatory activities. TEH Coordination Office team members, along with representatives from the IZOLYATSIA Foundation, Malý Berlín and the Culture and Management Lab, visited Salaam Cinema in Baku, Azerbaijan. The visit provided an opportunity to explore Azerbaijan's cultural landscape, understand the local ecosystem of cultural stakeholders, and assess the challenges they face. The team also met with Tardino6 who is Trans Europe Halles associate member, and other key figures from the cultural and creative sectors.

As part of its early activities, the CASCADE team launched a survey to identify the capacity-building needs of cultural organisations, particularly regarding collaboration with local authorities in their cities. In 2025, the project will continue with capacity-building events for participants and a wider network of cultural organisations in each participating country. In addition, selected organisations will receive support in their efforts to engage with local communities.



CLUSTER: DEMOCRACY AND SOLIDARITY

3. Solidarity campaigns for Georgia and Slovakia, re-activating TEH Solidarity Fund for Lebanon

Trans Europe Halles has consistently demonstrated our commitment to supporting cultural centres and communities facing crises through targeted solidarity campaigns and the activation of the TEH Solidarity Fund. These initiatives have been pivotal in offering timely assistance to members in different regions confronting challenges.

Established in March 2022, the TEH Solidarity Fund was initially launched in response to the Russian invasion of Ukraine. Its primary aim was to collect support for Trans Europe Halles members from Ukraine, their families, and colleagues. The fund allowed anyone within or beyond the membership to donate, showcasing a unified stand with Ukrainian peers and bolstering their on-the-ground efforts. Through this campaign, over €16,000 was raised, benefiting nine member centres.

In 2024, TEH re-activated the Solidarity Fund to support Tiro Association for Arts in southern Lebanon. Following Israeli attacks, Tiro transformed their spaces in Tripoli, Tyre and Beirut into shelters for families fleeing from the south. Trans Europe Halles' campaign aimed to collect donations to assist Tiro in their humanitarian efforts during this critical period.

In 2024, TEH demonstrated our commitment to solidarity by amplifying campaigns and calls for support in Georgia and Slovakia, mobilising our network to raise awareness and advocate for these countries' cultural communities that are facing challenges.



FULL LIST OF MEMBERS 2024

In 2024, Trans Europe Halles was the network of 110 full members and 65 associate members.

Italy - 22 members

1	La Centrale	Bergamo	Associate member
2	Associazione Oltre	Bologna	Full member
3	Atelier Sì	Bologna	Full member
4	DOM la cupola del pilastro / Associazione Laminarie	Bologna	Full member
5	CARME	Brescia	Full member
6	Zo - centro culture contemporanee/Zo Associazione Culturale	Catania	Full member
7	Farm Cultural Park	Favara	Full member
8	Wunderkammer	Ferrara	Full member
9	Associazione culturale Masque teatro	Forlì	Associate member
10	Manifatture Knos	Lecce	Full member
11	Materahub	Matera	Associate member
12	BLOOM	Mezzago	Full member
13	Lo Stato dei Luoghi	Milano	Associate member
14	Non Riservato	Milano	Associate member
15	OXA S.r.l. Impresa Sociale (Base Milano)	Milano	Full member
16	Amigdala / OvestLab	Modena	Full member
17	L'Asilo	Napoli	Full member
18	La C.I.A.	Palazzuolo sul Senio	Associate member
19	BASIS Venosta-Vinschgau	Silandro	Full member
20	Banda Larga Associazione Culturale (Imbarchino)	Torino	Full member
21	Flashback	Torino	Associate member
22	Interzona	Verona	Associate member

FULL LIST OF MEMBERS 2024

Germany - 13 members



1	Moos	Berlin	Full member
2	Oyoun	Berlin	Associate member
3	ufaFabrik	Berlin	Full member
4	Zentrum für Kunst und Urbanistik	Berlin	Full member
5	Kulturzentrum Schlachthof	Bremen	Full member
6	GEH8 Kunstraum und Ateliers e.V.	Dresden	Full member
7	Zentralwerk	Dresden	Full member
8	Straze Kultur- und Initiativenhaus Greifswald e.V.	Greifswald	Associate member
9	Allerwelthaus Höln e.V.	Köln	Full member
10	Alte Feuerwache	Köln	Full member
11	HALLE 14	Leipzig	Full member
12	Moritzbastei	Leipzig	Full member
13	Inwale	Potsdam	Associate member

Sweden - 12 members



1	Not Quite	Fengersfors	Full member
2	ilDance	Göteborg	Associate member
3	Konstepidemin	Göteborg	Full member
4	Nätverkstan	Göteborg	Associate member
5	Röda Sten Konsthall	Göteborg	Full member
6	Mejeriet	Lund	Full member
7	Stenkrossen	Lund	Associate member
8	NGBG	Malmö	Associate member
9	Växtvärket	Malmö	Associate member
10	Subtopia	Norsborg	Full member
11	Ifö Center	Sibbhult	Full member
12	Blivande	Stockholm	Full member

FULL LIST OF MEMBERS 2024

France – 9 members

1	Le plus petit cirque du monde/Centre des Arts du Cirque et des Cultures Emergentes	Bagneux	Full member
2	Le LABA	Bègles	Associate member
3	Friche la Belle de Mai	Marseille	Full member
4	Fanak Fund	Paris	Associate member
5	La Station/Collectif MU	Paris	Full member
6	Rue de Tanger	Paris	Associate member
7	Le Confort Moderne	Poitiers	Full member
8	Mains d'Œuvres	St Ouen	Full member
9	Artfactories/Autre(s)pARTs	Toulouse	Associate member

Czech Republic – 9 members

1	INDUSTRA – Vaizard, z.ú.	Brno	Full member
2	Vzdělávací a kulturní centrum Broumovska	Broumov	Associate member
3	Plum Yard / Švestkový Dvůr	Malovice	Full member
4	Moving Station/ JOHAN	Plzen	Full member
5	KD Mlejn	Prague	Associate member
6	Pragovka Gallery	Prague	Full member
7	Studio ALTA	Prague	Full member
8	Vzlet	Prague	Full member
9	Veřejný sál Hraničář	Ústí nad Labem	Full member

Slovakia – 7 members

1	A4 – Space for Contemporary Culture	Bratislava	Full member
2	Anténa network	Bratislava	Associate member
3	Nadácia Cvernovka	Bratislava	Full member
4	Creative Industry Košice	Kosice	Associate member
5	Tabačka Kulturfabrik	Kosice	Full member
6	Malý Berlín	Trnava	Full member
7	Stanica/Truc sphérique	Zilina	Full member

FULL LIST OF MEMBERS 2024

Spain – 6 members

1	Antic Teatre	Barcelona	Full member
2	Nau Ivanow (Fundacio Sagrera)	Barcelona	Full member
3	Fundación Uxío Novoneyra	Folgoso do Courel	Associate member
4	Roca Umbert Fàbrica de les Arts	Granollers	Associate member
5	BITAMINE KULTUR ELKARTEA	Irún	Full member
6	Asociacion Hablar en Arte (hablarenarte)	Madrid	Associate member

Romania – 6 members

1	National Youth Foundation	Bucharest	Associate member
2	Asociația ARTA în dialog (Cinema ARTA)	Cluj-Napoca	Full member
3	Cluj Cultural Centre	Cluj-Napoca	Full member
4	RADU STANCA – NATIONAL THEATRE	Sibiu	Associate member
5	Asociatia Casa PLAI (Ambasada)	Timișoara	Full member
6	Timis County Youth Foundation	Timișoara	Full member

Greece – 6 members

1	Culterra	Athens	Full member
2	Communitism	Athens	Full member
3	Cotranpose	Orestiada	Full member
4	Dexameni Project	Patras	Associate member
5	MOSAIC // Culture & Creativity	Patras	Associate member
6	Fix in Art	Thessaloniki	Full member

Belgium – 6 members

1	Cultureghem	Brussels	Full member
2	IETM	Brussels	Associate member
3	VIERNULVIER (formerly Vooruit)	Gent	Full member
4	Eventsure	Kalmthout	Associate member
5	Vaartopia Leuven	Leuven	Associate member
6	Halles de Schaerbeek	Schaerbeek	Full member

FULL LIST OF MEMBERS 2024

Austria - 6 members

1	Spielboden Kulturveranstaltungs GmbH	Dornbirn	Full member
2	Die Bäckerei / Kulturbackstube	Innsbruck	Full member
3	Solektiv	St. Pölten	Full member
4	Association for Art and Culture "SOHO IN OTTAKRING"	Vienna	Full member
5	Brunnenpassage	Vienna	Full member
6	WUK Werkstaetten – und Kulturhaus	Vienna	Full member

United Kingdom - 5 members

1	Beat Carnival	Belfast	Full member
2	Centrala Space	Birmingham	Full member
3	Future Arts Centres	London	Associate member
4	Village Underground	London	Full member
5	CADS South Yorkshire	Sheffield	Full member

Ukraine - 5 members

1	Kultura Medialna/ Dnipro Center for Contemporary Culture	Dnipro	Full member
2	Art-zavod Platforma	Kyiv	Associate member
3	Izolyatsia	Kyiv	Full member
4	Jam Factory Art Centre / Fabrika Povidla	L'viv	Associate member
5	ReZavod	L'viv	Associate member

Finland - 5 members

1	Verkatehdas	Hämeenlinna	Full member
2	Globe Art Point	Helsinki	Associate member
3	Kaapelitehdas	Helsinki	Full member
4	Malakta	Malax	Full member
5	Taiteen talo / Art House Turku	Turku	Associate member

Luxembourg - 5 members

1	Ferro Forum a.s.b.l	Ehlange	Associate member
2	Kulturfabrik Esch-sur-Alzette	Esch sur Alzette	Full member
3	DKollektiv	Herborn	Associate member
4	Prabbeli / Cooperations	Wiltz	Full member

FULL LIST OF MEMBERS 2024

Hungary - 4 members

1	A38 Nonprofit Kft	Budapest	Full member
2	Bakelit Multi Art Center Foundation	Budapest	Full member
3	Marom Budapest Association	Budapest	Associate member
4	Maszek Kulturkör Egyesület	Budapest	Associate member

Denmark - 4 members

1	Godsbanen	Aarhus	Associate member
2	Institut for (X)	Aarhus	Full member
3	Kulbroen	Aarhus	Full member
4	Maltfabrikken	Ebeltoft	Full member

Croatia - 4 members

1	Rojc Alliance (Savez udruuga Rojca)	Pula	Full member
2	Culture Hub Prostor	Split	Full member
3	Klub Mocvara URK/ Cultural Development Association	Zagreb	Full member
4	POGON	Zagreb	Associate member

The Netherlands - 3 members

1	P60	Amstelveen	Full member
2	Melkweg	Amsterdam	Full member
3	Wijngaarde B.V.	Diemen	Associate member

Portugal - 3 members

1	Associação Cultural Gerador	Lisbon	Associate member
2	Casa do Capitão	Lisbon	Associate member
3	Eixo Residencias	Mosteiró	Associate member

Lithuania - 3 members

1	Anykščiai Art Incubator – Art studio	Anykščiai	Associate member
2	Arts Printing House / Menų spaustuvė	Vilnius	Full member
3	Sodas 2123	Vilnius	Associate member

FULL LIST OF MEMBERS 2024

Kosovo - 3 members

1	7Arte	Mitrovice	Full member
2	Anibar	Pejë	Full member
3	Foundation Shtatëmbëdhjetë (17)	Prishtinë	Full member

Serbia - 2 members

1	Magacin u Kraljevića Marka	Belgrade	Full member
2	REX Cultural Centre	Belgrade	Full member

North Macedonia - 2 members

1	Laboratorium	Skopje	Associate member
2	SCS Centar Jadro	Skopje	Associate member

Malta - 2 members

1	Gabriel Caruana Foundation	Birkirkara	Associate member
2	Unfinished Art Space	Gzira	Associate member

Latvia - 2 members

1	Kaņepes Kultūras Centrs	Rīga	Full member
2	NOASS	Rīga	Full member

Ireland - 2 members

1	The Dock	Carrick-on-Shannon	Full member
2	Ormston House	Limerick	Full member

Estonia - 2 members

1	Põhjala Tehas	Tallinn	Full member
2	MTÜ Apraaditehas	Tartu	Full member

Canada - 2 members

1	Global Centre for Climate Action	Toronto	Associate member
2	DIY Space Project	Vancouver	Associate member

FULL LIST OF MEMBERS 2024

Bulgaria - 2 members

1	Pro Rodopi Art Centre	Bostina	Full member
2	CCA TOPLOCENTRALA	Sofia	Full member

Azerbaijan - 2 members

1	Ta(r)dino 6 Art Platform	Bakı	Associate member
2	Salaam Cinema	Baku	Full member

Switzerland - 1 member	MottattoM	Geneva	Full member
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Russia - 1 member	Center for Creative Industries (CCI Fabrika)	Moscow	Full member
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Poland - 1 member	Art Factory Łódź / Fabryka Sztuki	Łódź	Full member
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Norway - 1 member	Tou	Stavanger	Full member
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Morocco - 1 member	Anima	Marrakech	Associate member
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Mexico - 1 member	Culturans	Santa Maria Tepepan	Associate member
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Lebanon - 1 member	Tiro Association for Arts	Tyre	Associate member
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Georgia - 1 member	Fabrika Tbilisi	Tbilisi	Full member
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Cyprus - 1 member	NiMAC/The Nicosia Municipal Arts Centre- Associated with Pierides Foundation	Nicosia	Full member
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Belarus - 1 member	Belarus Free Theatre	Minsk	Associate member
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Armenia - 1 member	The Kharatian Arts Center Gyumri	Yerevan	Associate member
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Albania - 1 member	Institute of Romani Culture in Albania - IRCA	Tirana	Associate member
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In 2024, Trans Europe Halles was the network of 175 members.

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Vicky Anning.