



**TRANS  
EUROPE  
HALLES**

# WORK PROGRAMME 2010

Trans Europe Halles – A European Network of Independent Cultural Centers – [www.teh.net](http://www.teh.net)  
TEH Coordination Office | Mejeriet, Stora Södergatan 64 | SE-222 23 Lund | SWEDEN | +46 766 347 611 | [info@teh.net](mailto:info@teh.net)

# TEH WORK PROGRAMME 2010

# SUMMARY

## TEH NETWORK MEETINGS (p. 2-4)

### TEH MEETING 69

- Host: A38, Budapest, Hungary.
- Date: May 6th – 9th 2010,
- Theme: How to broaden our cultural activities?

### TEH MEETING 70

- Host: Moritzbastei, Leipzig, Germany
- Date: September 9th-12th 2010, dates to be confirmed.
- Theme: Tagline to be announced, the meeting will include a CHANGING ROOM training day.

## EX. COMM. MEETINGS

1. February, A38, Budapest, Hungary (TBC)
2. May, A38, Budapest, Hungary
3. Sep/Oct, Moritzbastei, Leipzig, Germany

## NETWORK PROJECTS (p. 4-9)

- CHANGING ROOM AND TRAINING & CONSULTANCY
- DEVELOPMENT OF “LUND INNOVATION CENTRE” SWEDEN
- TEH MEDIA NETWORK
- ARTIST-IN-RESIDENCY EXCHANGE PROGRAMME
- YOUTH EXCHANGES THROUGH EVS
- SUPPORT FOR INDEPENDENT CULTURAL OPERATORS IN RUSSIA
- COLLABORATION WITH THE EUROPEAN CAPITAL OF CULTURE CANDIDACY OF LUND2014, SWEDEN
- SUPPORT FOR BELARUS FREE THEATRE
- TRANS NORDIC NET
- ACCORD – COLLABORATION WITH MOZAMBIQUE

## MEMBER PROJECTS (p. 10-13)

- YOUTH EXCHANGES THROUGH EVS
- STAFF EXCHANGE
- ARTIST-IN-RESIDENCY
- PLATFORM FOR CONTEMPORARY CIRCUS (SERBIA)
- INTERNATIONAL DEBATES AT KAAPELITEHDAS (HELSINKI, FINLAND)
- ARTISTIC PROJECT '7 SPRINGS'
- BALTIC-NORDIC AUDIO VISUAL ART ASSOCIATION
- ARTISTIC COLLABORATION BETWEEN MAINS D'OEUVRES (ST OUEN, FRANCE) AND LA FRICHE LA BELLE DE MAI (MARSEILLES, FRANCE)
- ARTISTIC COLLABORATION BETWEEN PRAC (BOSTINA, BULGARIA) AND STANICA (ZILINA, SLOVAKIA)
- ARTISTIC COLLABORATION BETWEEN NOASS (RIGA, LATVIA) AND P60 (AMSTELVEEN, THE NETHERLANDS)
- CHOPIN/GRIEG-PROJECT BETWEEN FABRYKA (WARSAW, POLAND) AND PARKTEATRET (OSLO, NORWAY)
- ALIEN IN MY SPACE – P60 (AMSTELVEEN, THE NETHERLANDS)
- NEW TIMES, NEW MODELS - PEKARNA (MARIBOR, SLOVENIA)

## COMMUNICATION AND COORDINATION (p. 13-16)

- THE WEBSITE AND DATABASE
- TRANS EUROPE HALLES MONTHLY NEWSLETTER
- THE ANNUAL EVALUATION 2010
- THE HELP DESK
- SUPPORT FOR EXISTING AND EMERGING STRUCTURES
- PRESENTATION, ADVOCACY AND SUPPORT
- PUBLICATIONS
- DEVELOPING NEW & EXISTING PARTNERSHIPS ETC.

**The 2010 Work Programme of Trans Europe Halles will be managed by the Coordination Office in Lund, Sweden.** The Coordination Office organises the two yearly network meetings together with the local host, manages the network projects to various extent, supports the members in finding partners for member projects, is responsible for the communication internally and externally as well as for the visibility of the network.

## A. TEH NETWORK MEETINGS

The principal focus of Trans Europe Halles is the two annual network meetings. Time, energy and resources are invested in the assemblies to make them dynamic, informative and relevant to the members' needs. The meetings are always well-attended by the members and also attract a lot of non-members, guests, researchers and students from universities, media and people with a general interest in the topic discussed. The meetings in 2010 will take place at A38 in Budapest, Hungary and Moritzbastei, Leipzig, Germany.

### 1. TEH MEETING 69

Host: A38, Budapest, Hungary.

Date: May 6th – 9th 2010, dates to be confirmed.

Theme: How to broaden our cultural activities?

The cultural centre A38 in Budapest is based on an old stone carrier ship on the Danube. In 2010, A38 will inaugurate a new ship that will be placed close to the current ship. This means that in 2010 A38 will grow both physically and activity-wise and start to work with new art forms. The theme of the meeting will be linked to the development of A38 and focus on how a cultural centre can broaden its cultural activities. The theme will be dealt with both from the perspective of growing physically (new buildings, extensions of current premises) and the challenges encountered when you start to work with new art forms. The previous TEH Meeting in Cracow focused on how to broaden and develop your creative thinking as an individual. The meeting in Budapest will follow up on this theme but instead focus on how an organisation can develop, grow and broaden its activities. Expanding your physical space and/or

starting to work with new types of activities poses a lot of challenges to organisations when it comes to organisational structure, staffing, and being open to new ideas and ways of thinking. At the TEH Meeting in Budapest these challenges will be discussed in workshops on topics such as strategic planning for organisations in change, audience development/ community work, how to widen the possibilities of your cultural centre (finding new physical space and/or setting up co-operations with other associations, venues, festivals etc.). In addition to the workshops, the participants will of course be introduced to A38 and other cultural centres in industrial spaces in Budapest. The meeting will also include a presentation of the Hungarian City Pecs, which is European Capital of Culture in 2010. The evening program will include performances of Hungarian musicians and artists. The second ship will be inaugurated later in 2010, and TEH members will be invited to this event too.

The preliminary programme is as follows:

Thursday

- |             |  |
|-------------|--|
| 11.00-13.30 | • Registration and lunch   |
| 13.30-14.30 | • Presentation of staff and guided tour of A38                                       |
| 14.30-16.30 | • Opening of the meeting<br>• Delegates' Meeting<br>• Presentation of new members    |
| 16.30-17.00 | • Coffee break   |
| 17.00-19.00 | • Working the Net  |
| 19.30-21.00 | • Dinner   |
| 21.00-22.00 | • Artistic programme. Optional visit to other cultural centres in downtown Budapest. |

Friday	
10.00-12.00	• Presentation of Pecs 2010
12.00-13.30	• Lunch
13.30-15.00	• Workshops
15.00-15.30	• Coffee break
15.30-18.00	• Workshops
18.00-19.00	• Dinner
19.30-	• Artistic programme.
Saturday	
10.00-12.00	• Discussions about the new Network Plan 2011-2013 (hereinafter shortened NP)
12.00-13.30	• Lunch
13.30-15.30	• General Assembly of TEH – APPROVAL OF DRAFT NP 2011-2013
	• Annual Report 2009
	• Economy 2009, Auditor's Report
	• Budget 2010
15.30-16.00	• Coffee break
16.00-18.00	• Optional Working the Net follow-up
19.00-21.00	• Dinner
21.30-	• Artistic programme
Sunday	• Visit to one of the famous Budapest baths

## 2. TEH MEETING 70

Host: Moritzbastei, Leipzig, Germany

Date: September 9th-12th 2010, dates to be confirmed.

Theme: Tagline to be announced, the meeting will include a CHANGING ROOM training day.

Moritzbastei is located in the only remaining parts of the ancient City fortifications of Leipzig, Germany. Annually around 300,000 guests visit the impressive vaults to attend one of the 600 events that take place here. Since 1993, Moritzbastei has been run as a company without any external financial support. The company is under control by the Moritzbastei Foundation. During TEH Meeting 70, the participants will be introduced and be able to visit not only Moritzbastei but also other cultural centres in Leipzig that run their centres in extra-ordinary ways. Examples include Lindenfels - a former cinema, now owned by cultural workers and their audience as a corporation and Feinkost - a former factory for tinned food that is now run by a co-operative of shop and workshop owners. Representatives

from these cultural centres will present their concepts of working, their financial models and their strategies. This presentation of alternative financial models that are less dependent of public funding is intended to give TEH members food for thought and stimulate further discussions about financial sustainability at upcoming TEH Meetings.

TEH Meeting 70 will also include the last training day in connection with TEH Meetings within the project CHANGING ROOM. Approx. five-six different workshops on mobility issues will be offered to the participants. The training day is also open to cultural operators from outside the network. The Sibelius Academy from Helsinki, that has been in charge of the academic study and evaluation of the project, will give a presentation on the outcome and key recommendations from the project together with the project team. Throughout 2009/2010, these recommendations will also be used to give feedback to the EC on the next EU Culture Programme 2014-2020.

In 2009-2010, the outcome of CHANGING ROOM will also be used to feed in to the discussions about the next NP. Discussions with the delegates will start already at TEH Meeting 68 in October 2009. A draft version of the new NP will be approved by the delegates at TEH Meeting 69, and at TEH Meeting 70 a final version will be approved. This means that the network will have a new NP including an action plan with strategies and priorities for the years 2011-2013 ready by September 2010.

The preliminary programme is as follows:

Thursday	
11.00-13.30	• Registration and lunch
13.30-14.30	• Presentation of staff and guided tour of Moritzbastei
14.30-16.30	• Opening of the meeting
	• Delegates' Meeting
	• Presentation of new members
16.30-17.00	• Coffee break
17.00-19.00	• Working the Net
19.00	• Departure to the new Town Hall of Leipzig.
20.00	• Welcome speech by the Mayor of Leipzig, Dr. Michael Faber
20.30	• Dinner followed by artistic programme
Friday	
10.00-13.00	• CHANGING ROOM training day, topics tbc.
13.00-14.30	• Lunch

14.30-17.00	• CHANGING ROOM training day continues.	15.00-17.00	• General Assembly of TEH – APPROVAL OF FINAL VERSION OF NEW NP
17.00-17.30	• Coffee break	17.00-19.00	• Optional Working the Net follow-up. Including coffee break.
17.30-18.30	• Summary of the training day. Evaluation of CHANGING ROOM and plans for the future.	19.00-21.00	• Dinner
19.00-20.30	• Dinner	21.30-	• Artistic programme
21.00	• Artistic programme	Sunday	• Water City Leipzig. Guided tour on the new waterways in Leipzig through old industrial quarters and the new recreational areas.
Saturday			
10.00-15.00	• Introduction and visit to other cultural centres in Leipzig. Including lunch.		

## B. TEH EXECUTIVE COMMITTEE MEETINGS

- 1. February, A38, Budapest, Hungary (TBC)
- 2. May, A38, Budapest, Hungary
- 3. Sep/Oct, Moritzbastei, Leipzig, Germany

## C. NETWORKING

During 2010, the Coordination Office will visit new members in the network and guide them into the projects and ideas of the network. The Coordination Office will also facilitate for the new members to find partners in the network.

## D. NETWORK PROJECTS

Projects of different sizes and scopes are delivered during the year within the network. Some involve almost the entire network such as the youth exchanges that are realized between members through European Voluntary Service or the preparation of the meetings. Others are initiated by one centre inviting all the other members. There are also projects and activities delivered in partnership between two or three members. The network projects and the members' projects have different main themes: increased mobility, artistic cooperation, advocacy of networking and re-conversion of industrial build-

ings to creative spaces, professional development & education and networking.

### 1. CHANGING ROOM AND TRAINING & CONSULTANCY

[Professional Development & Education] + [Increased Mobility] + [Artistic Cooperation]  
 In the years 2008-2010, TEH is running the pilot mobility project CHANGING ROOM with support from the EC (grant agreement 2008-4813/001-001). CHANGING ROOM aims to test, study and evalu-

ate a cultural professionals exchange and training programme within Trans Europe Halles, with the aim of it expanding into a EU wide initiative. Twenty-five TEH members are partners in CHANGING ROOM, and they will host or send twenty-five cultural professionals and ten youth volunteers for periods of up to one month (1 year for EVS-exchanges). This 'taste' of mobility is intended to stimulate longer-term exchanges and lead to an increase in the permanent engagements of non-national workers by network members. Through the experiences of the exchange participants and their hosts, combined with workshops and an academic study by the Sibelius Academy, CHANGING ROOM will identify opportunities, issues and barriers to the mobility of cultural workers and then propose new ideas and forms for increasing mobility. The study will examine and identify the key factors which enhance and stimulate mobility, identify its benefits and how best to raise its value. It will also provide data on mobility within the network and aim to identify the key differences and similarities in working in culture across a sample of the 27 EU states.

The exchange participants will meet to share their experiences and make recommendations for developing mobility programmes. Cultural leaders will be invited to brainstorm and debate how to increase mobility at a workshop retreat. Five training workshops will be delivered on key mobility issues, which will also be open to participants outside of TEH. All of these activities will contribute to gaining greater understanding and knowledge on how to enhance and increase mobility. The ultimate result of the experiences in greater mobility by cultural operators will lead to greater opportunities for mobility of artists.

An on-line mobility toolkit will be launched in 2010 aimed at students, workers and employers. This will be one of the key outputs of the project and the media used to disseminate its conclusions to the European cultural community. Content will include the experiences from the exchange participants, a 'rough guide' to working in culture across the member States and information on training, mobility grants and bursaries. It will also provide cultural employers with a Europe wide audience for their job vacancies.

As agreed to when meeting at the IETM-meeting in Bratislava in April 2009, the four pilot projects that were awarded this grant from the EC will continue to collaborate in 2010 by looking at synergies between the project activities, opportunities to

make joint policy statements and by disseminating information about each other's projects.

The long-term aim of Trans Europe Halles' projects and activities linked to the field of staff exchanges and training and consultancy is to perfect both a staff exchange programme and a workshop-model with a package of related subjects that can be offered as training or consultancy to cultural centres within and without the TEH-network throughout the year. The staff exchanges and trainings in CHANGING ROOM will be TEH's main focus in terms of training & consultancy-activities in 2010. Parallel to these activities, the main focus will be to discuss the best model for a permanent training & consultancy service within the network that can also be offered to cultural operators outside of the network. This discussion will use the experiences and outcome of the CHANGING ROOM project activities as a basis, but additional activities may also be realized. If so, these will be decided upon in 2010 after evaluating the first year of CHANGING ROOM-activities and after discussing different training & consultancy models with the TEH delegates at TEH Meeting 68 in Cracow, October 15th-18th 2009. By the end of 2010 we expect to have agreed on a model and to have established a high standard professional development programme for European cultural operators and artists that is sensitive to current trends and needs.

## **2. DEVELOPMENT OF "LUND INNOVATION CENTRE" IN LUND, SWEDEN**

[Professional Development & Education] + [Networking]

TEH is an official partner in the plans to set up an innovation centre (previously simply called international cultural incubator) that was born after discussions with the Lund2014-team (Lund as European Capital of Culture 2014). Due to the fact that Lund2014 has had to prioritize other tasks and the Coordination Office has had limited possibilities to speed up the process without the help of its main partner, the setting up of the innovation centre has been delayed. The staff member at Lund2014 that worked on the project 2008 was replaced by a new Project Developer 2009. Instead of being in charge of realizing pilot projects or organizing a conference in 2009, the City of Lund changed the Project Developer's job description into doing a more thorough feasibility study for the innovation centre in 2009.

The Project Developer Debora Voges attended TEH Meeting 67 in Spring 2009 to get feedback on the innovation centre idea from TEH members and Debora Voges has also had regular meetings with the TEH Coordination Office to discuss ideas for the future.

Currently, the plan is for "Lund Innovation Centre" to have three main elements: Incubation Space (where cultural projects and enterprises can grow), Production Space (with artists and curators in-residency) and Knowledge Space (a space for reflection and debate). It is expected that "Lund Innovation Centre" will be run as an independent organisation in partnership and/or collaboration with key regional organisations like Lund Kommun, Malmö Stad, Region Skåne, Trans Europe Halles, Malmö University, Lund University, Ideon, and many others. A building has been identified. The Old Observatory in Lund inaugurated in 1867 was originally designed by the architect of Lund's Cathedral Helge Zettervall and has been partly vacant since 2001. The building will need to be refurbished in order to house "Lund Innovation Centre", but it is expected that activities in the building will commence as early as possible before 2014. The Old Observatory is located in the City Park where Mejeriet and the TEH Coordination Office are also located.

While in the process of developing the innovation centre and refurbishing the Old Observatory, the City of Lund wants to work in partnership with Trans Europe Halles to begin to provide advice, assistance and access to the relevant expertise to projects and organisations at an early stage before the innovation centre is fully functional. Matchmaking services for projects/partners, advice on EU and other sources of funding are some of the services that could be provided by the TEH Coordination Office in partnership with the innovation centre.

During the second half of 2009 and in 2010, the City of Lund will continue to develop the concept for the innovation centre as well as:

- Continue talking to potential partners and key stakeholders - ongoing
- Fine-tune the concept by mapping out the cultural offer in the region in order to identify a niche in the sector where the innovation centre could operate – August 2009
- Test ideas against relevant statistical information – September 2009
- Explore potential funding models and investigate which legal structure will best suit our needs - Sep-

tember 2009

- Gain better understanding of the cost of refurbishing the Old Observatory buildings - November 2009
- Produce a feasibility study and options analysis for the innovation centre - December 2009
- Develop a full business case – 2010

Since the City of Lund was not awarded the European Capital of Culture in 2014 the implementation of the innovation centre will take longer. The financial scenario has changed with this decision and the City of Lund needs more time to rethink their strategies and priorities and find alternative funding for the centre. The City of Lund is however still committed to the project and still intends to implement it. The TEH Coordination Office remains at the disposal of the Project Developer and we will continue to develop the concept and look for funding together with the City of Lund and the Region of Scania in 2010. As of today, it does not seem likely that the majority of TEH's members can get involved before "Lund Innovation Centre" has got a physical space and is up and running, probably around 2012-2013.

### **3. TEH MEDIA NETWORK**

#### **– INDEPENDENT PRODUCTION AND DIFFUSION THROUGHOUT EUROPE AND BEYOND**

[Networking + Artistic Cooperation]

A large number of TEH members have activities in the Film & Media field. During TEH Meeting 66 (September 2008) Subtopia (Stockholm, Sweden) took the initiative to start mapping existing activities within the field and explore the possibilities to set up an internal sub-net for everyone working with film and media within TEH. The proposal was enthusiastically received by the membership, which proved to include work ranging from film screening and festivals to tech accessibility programs, film and radio production and a web-TV channel with 200.000 users. An unlimited number of opportunities unfolded; Festival programmes could be exchanged, content could be co-produced, filmmakers could meet and develop their skills outside the conventional curriculums etc etc. Since the overall idea suits the current priorities of TEH perfectly; increased visibility and consolidation of the network, it was decided to kick-start with a concrete project parallel to the visionary work. The first project of TEH Media Network is a TEH WebTV site – a multifunctional tool for screening moving images of the network. At TEH Meeting 68 (October 2009) a beta version of the site will be introduced, which



TEH MEMBER CENTRES MEJERIET (LUND, SWEDEN), NOASS, (RIGA; LATVIA), FARNHAM MALTINGS (FARNHAM, SURREY , UNITED KINGDOM), AND VILLAGE UNDERGROUND (LONDON, UK).

will be tested and evaluated until TEH meeting 69 in May 2010. Once this first common platform is in place the plan is to fully assess the Film & Media resources of the network and formulate a clear vision for the future in 2010. Some of the proposed activities for TEH Media Network are: simultaneous film screenings within the network combined with virtual discussions, a TEH film festival/tour, co-production of documentary series for the web, exchange of film programmes and screening concepts, and international training workshops for emerging filmmakers.

#### 4. ARTIST-IN-RESIDENCY EXCHANGE PROGRAMME

[Increased Mobility] + [Artistic Cooperation]

During 2008, Farnham Maltings (UK), L'Avant Rue (France), Pekarna (Slovenia), OZU (Italy), Arts Printing House (Lithuania), TNT (France), Stanica (Slovakia), REX (Serbia), Kulturitehas Polymer (Estonia), PRAC (Bulgaria) and Tou Scene (Norway) started to set up an exchange programme between centres having an artist-in-residency programme or that would like to start one. The programme aims

at increasing the mobility of artists and artworks between the members in the network. The Coordination Office will support and facilitate the initiative in order to reach as many centres and artists as possible. In late 2009, an Artist-in-Residency-section will be added to the TEH website. This will facilitate for the artists and centres to see what's on offer as well as help with the match-making between centres and artists. The Coordination Office will also support the TEH Members involved in reading and giving advice on their project description when they are ready to apply for funding for the TEH Artist-in-Residency Exchange Programme. A working group with representatives from the Executive Committee will be set up during the second half of 2009 to facilitate the project's further development in 2010.

#### 5. YOUTH EXCHANGES WITHIN THE NETWORK THROUGH EVS

[Increased Mobility]

In 2006-2008, TEH realized the youth exchange network project The Lift. In 2009, a handbook was published with top-ten-lists and advice for organisa-

tions that wish to work with the EVS-scheme (European Voluntary Service, part of the EU Programme Youth in Action. The handbook is available to download for free on [www.teh.net](http://www.teh.net) and printed copies will be distributed to all members at TEH Meeting 68 in Cracow, Poland in October 2009. The Coordination Office has also sent about 100 printed copies by post to external cultural organisations and networks in Europe. The feedback on the handbook has been positive, and several organisations have said that the handbook has been of great help for them when planning EVS-exchanges.

The TEH Coordination office will continue to support and facilitate the communication between the member centres working with the EVS-scheme in 2010. This support includes:

- \* Keeping the information on the website up-to-date
- \* Facilitating the organisation of a slot where EVS could be evaluated during TEH Meetings
- \* Giving advice and consultancy in the match-making procedure
- \* Assisting with marketing and dissemination of information
- \* Informing new members of TEH about EVS and how to get started

## **6. SUPPORT FOR INDEPENDENT CULTURAL CENTRES AND CULTURAL OPERATORS IN RUSSIA**

[Advocacy of Networking and Re-conversion of Industrial Buildings to Creative Spaces]

In 2008-2009, TEH Member Proekt\_Fabrika in Moscow and the NGO's Actovy Zal and TSEH Dance Agency (that are based on the premises of Proekt\_Fabrika) are realizing a project that focuses on the reconversion of industrial buildings into creative spaces. TEH is a partner in the project that is supported by the EC. Actovy Zal and TSEH Dance Agency have asked TEH for support in terms of sharing the knowledge and experiences of the network in order to support new and non-commercial cultural operators in Russia. Together with Actovy Zal and TSEH Dance Agency, TEH developed the concept for and content of the conference "Factories of Imagination" with workshops, lectures and seminars that took place at Proekt Fabrika in Moscow 9-11th of October 2008. In 2009, four festivals of modern contemporary Art will be organized within the project. The festivals will be dedicated to the differ-

ent European partner organisations. TEH members Arts Printing House, Mains d'Oeuvres and Melkweg will all be presented throughout the year. In 2010 we will disseminate information about follow-ups of the project in the TEH Newsletter. One follow-up has already been planned. In 2010, Mains d'Oeuvres will send a dance technician to Actovy Zal as a cooperation project within the frame of the year of France/Russia.

## **7. COLLABORATION WITH THE EUROPEAN CAPITAL OF CULTURE CANDIDACY OF LUND2014, SWEDEN**

[Networking]

Since 2006, the TEH Coordination Office and all TEH members have cooperated with the City of Lund and supported them in their ambition of becoming European Capital of Culture 2014. On September 8th 2009 it was announced that the winner was the Swedish City Umeå. Even if Lund was not awarded the title, the candidacy will still be of high importance to Lund in the years to come as the candidacy has been linked with the City's efforts in developing a new cultural policies strategy for Lund for the years 2010-2013. In addition, several projects that were included in the proposed ECOC application still have the potential of being implemented. The TEH Coordination Office will continue to support Lund and help them with European contacts and concept development of international projects that could involve several TEH members in 2010.

## **8. SUPPORT FOR BELARUS FREE THEATRE**

[Networking] + [Professional Development & Education]

Belarus Free Theatre is a TEH Friend organisation that due to the dictatorship in Belarus are working underground. This means taking big personal risks. In February 2009, TEH participated in a seminar connected with the world premiere of Free Theatre's production "Eurepica" in Lund. "Eurepica" is a new, European epic. 14 playwrights from different countries were invited to write about the biggest challenge in their country today. TEH introduced Lund2014 to Free Theatre and the performance was a joint collaboration between Free Theatre, Lund2014 and the theatre company Månteatern. At the seminar, TEH spoke about the importance of networks together with another international

network that was invited by TEH – freeDimensional. FreeDimensional advances social justice by hosting activists in art spaces. In 2009-2010, TEH will continue to promote “Eurepica” with the aim of having the performance touring around different centres of the network. Freedimensional is also discussing the possibility of doing a follow-up project of “Eurepica” in 2010 where Free Theatre would be in residency at the TEH member centre ufa-fabrik in Berlin, Germany. If realized, TEH would apply for funds together with ufa-fabrik and freeDimensional and encourage TEH members to get involved in the project. TEH will also continuously support Free Theatre by:

- \* promoting the possibility for TEH members to host young people from Free Theatre through short-term EVS-exchanges.
- \* publishing feature articles about Free Theatre in our newsletter
- \* disseminating appeals sent to us by Free Theatre on European level

## 9. TRANS NORDIC NET

[Networking]

Trans Nordic Net is an informal platform that aims to facilitate Nordic cooperation within Trans Europe Halles. The setting up of Trans Nordic Net is based on the experiences of implementing the Trans Nordic Project (2005-2007). After an initial phase of mapping and research, this project investigated the interest among Nordic and Baltic cultural centres in collaborating with each other. The result showed that the cultural centres had a big interest in collaborating in the areas of artistic exchange and professional development. They also expressed a great interest in extending their contacts with other organisations in Europe. The main aim of Trans Nordic Net (2008-2010) is therefore to facilitate the establishment of long-term, constructive collaborations between the Nordic members of the network as well as the Nordic members and other European organisations. Projects realized within the frame of Trans Nordic Net all aim at increasing Nordic-European collaboration and involve partners in for instance the Baltic countries, the Barents area, Russia and Belarus. In 2009, a training programme for

Nordic leaders of independent cultural centres was set up that will be further developed in 2010 and that could potentially include leaders from cultural centres in other European countries in the years to come. In addition, Röda Sten (Gothenburg, Sweden) is planning to organize a seminar about ‘Grafitti and independent cultural centres’ that will discuss the role and attitude of independent cultural centres in relation to this much debated art form. TEH members will be involved both as speakers and invited as participants.

## 10. ACCORD – COLLABORATION WITH MOZAMBIQUE

[Increased Mobility]

The ACCORD-project is initiated by TEH member centre Parkteatret in Oslo, Norway and the cultural centre Casa da Cultura do Alto Maé i Maputo, Mozambique. In 2009-2012 the project aims at creating better conditions for the development of the independent cultural scene in Mozambique. TEH is an official partner in the project that is developed in close collaboration with UNESCO in Mozambique and the Swedish writer Henning Mankell.

For fundraising reasons, the amount of and size of the project activities 2010 will be smaller. In 2010, and under the Accord platform, Parkteatret would like to make a reunion between Europe and Southern Africa in Maputo and Johannesburg. The partners would be Teatro Avenida and Casa da Cultura do Alto Malé in Maputo and Urban Voices Festival in Johannesburg. The idea is to bring performing artist and technical staff together in cross-disciplinary creative sessions. The project will include concerts, possibly also theatre; and master classes. TEH will support Parkteatret in their efforts, facilitate for Parkteatret to find additional project partners and promote the project through the network’s communication tools. The further implementation of the project in 2010 is depending on funding.

The projects described above receive funding from various sources. The projects are however depending on the fundraising, partner search and concept development of the Coordination Office.

••••• For more information about Trans Europe Halles and the network’s projects, you are very  
••••• welcome to visit our website [www.teh.net](http://www.teh.net). On the website you can also sign up for the  
••••• monthly TEH Newsletter. Questions? Contact the Coordination Office at [info@teh.net](mailto:info@teh.net).



A MINUTES SILENCE – LIVE ART INSTALLATION BY KATIE ETHERIDGE, CABLES AT P60 (AMSTELVEEN, THE NETHERLANDS), SUVILAHTI (HELSINKI, FINLAND) AND P60 (AMSTELVEEN, THE NETHERLANDS).

## E. MEMBER PROJECTS

The realization of the projects described below is depending on funding.

### 1. YOUTH EXCHANGES WITHIN THE NETWORK THROUGH EVS

#### [Increased Mobility]

The Coordination Office will support members that wish to realize youth exchanges through EVS in 2010. So far the following exchanges have been applied for and/or granted, but we expect that there will be more to come in 2010:

Jasper Spoelstra – Sent by Melkweg (Amsterdam, the Netherlands) and hosted by ACC Metelkova mesto (Ljubljana, Slovenia) from July 2009 to June 2010.

Lina Konone – sent by NOASS (Riga, Latvia) and hosted by P60 (Amstelveen, the Netherlands) from September 2009 to September 2010.

Monica Aggio – sent by Buenaventura (Castelfranco Veneto, Italy) and hosted by P60 (Amstelveen, the Netherlands) from September 2009 to August 2010.

Dušan Dobiaš – Sent by Stanica (Zilina, Slovakia) and hosted by Pekarna magdalenske mreze (Maribor, Slovenia) for nine months.

Martina Prokopová – Sent by Stanica (Zilina, Slovakia), hosted by REX (Belgrade, Serbia) for one year.

Aleksander Stamatovski – Sent by Pekarna magdalenske mreze (Maribor, Slovenia) and hosted by REX (Belgrade, Serbia) from October 2009 to June 2010.

Mateja Šijanec – sent by ACC Metelkova mesto (Ljubljana, Slovenia) and hosted by A38 (Budapest, Hungary) from October 2009 to May 2010.

## 2. STAFF EXCHANGE

[Increased Mobility]

Twenty-five TEH members participate in CHANGING ROOM, hosting or sending twenty-five cultural professionals for periods of up to one month (one year if they use the EVS-scheme) during 2009-2010.

## 3. ARTIST-IN-RESIDENCY

[Increased Mobility] + [Artistic Cooperation]

During 2008, Farnham Maltings (Farnham, UK), L'Avant Rue (Paris, France), Pekarna (Maribor, Slovenia), OZU (Monteleone Sabino, Italy), Arts Printing House (Vilnius, Lithuania), TNT (Bordeaux, France), Stanica (Zilina, Slovakia), REX (Belgrade, Serbia), Kultuuritehas Polymer (Tallinn, Estonia), PRAC (Bostina, Bulgaria) and Tou Scene (Stavanger, Norway) started to develop an exchange programme between centres having an artist-in-residency programme or who would like to start one. The programme aims at increasing the mobility of artists and artworks between the members of the network. NOASS (Riga, Latvia) formally started their work with artists-in-residency in 2009 and has already used the help of other TEH centres when selecting artists. This is something that NOASS is planning to continue with in 2010.

At the moment, the centres involved are developing the content and structure of the programme and have decided to wait and look for funding in a second stage. The centres are also currently working on issues such as a definition of a residency, common values and tools for evaluation. The plan for the upcoming years can be divided in the following project cycle:

- 1) 2010 preliminary exchanges of key artists to discuss and develop content, links and contacts through local immersion. This local immersion would involve a structured series of meetings with people, venues, local key actors, specialist contacts, other artists, researchers, academics, local community and so on. These meetings would be organised and structured by a referee from the hosting centre. The goal of these meetings being the first step to a future artistic project for the second cycle.
- 2) 2011 a group residency is hosted or a workshop proposed for or by a group. This would be a creative, working period for the artist's or group's project.
- 3) 2012 A third cycle would allow a collaborative project in between some or all of the partner centres to emerge.

The specific Artist-in-Residency exchanges between TEH members for 2010 are still on the planning stage and yet to be confirmed.

## 4. INTERNATIONAL PLATFORM FOR CONTEMPORARY CIRCUS IN SERBIA

[Artistic cooperation]

As contemporary circus is still quite unknown to the Serbian population, TEH member REX in Belgrade has formed an initiative to set up a platform for the local contemporary circus scene. In order for the local contemporary circus scene to start to flourish, international contacts and inspiration are of high importance. In this project REX is collaborating with TEH members Pekarna magdalenske mreze (Maribor, Slovenia), Subtopia (Stockholm, Sweden) and Kaapelitehdas (Helsinki, Finland). In 2009, an informal platform for the local contemporary circus scene was formed that connects local artists interested in new circus, (cultural) project managers and representatives of the Ministry of Culture. So far, the platform has been able to secure and provide some basic equipment, to organize new circus skills workshops for underprivileged youth, to initiate monthly video screenings representing new circus productions from abroad and to fundraise for the basic costs of a guest performance of the French group Macadam Kanibal (the platform is now looking for further funding for this). The platform has also made recommendations for a new law that would give new circus artists the same social and other benefits as all other artists. The further development in 2010 will focus on fundraising for guest performances, (regional) workshops and study trips abroad.

## 5. INTERNATIONAL DEBATES AND SEMINAR AT KAAPELITEHDAS (HELSINKI, FINLAND)

[Networking] + [Professional Development & Education]

Cupore is a Foundation for Cultural Policy Research founded in 2002 based in Kaapelitehdas (the Cable Factory, Helsinki, Finland). Cupore's Cable Factory Talks is a series of discussions which explore current topics in the field of culture. The aim of the events is to provide a debate forum for researchers, experts and everybody interested in the field. In 2009,

Kaapelitehdas involved TEH members as panellists and presenters in the talks, for instance on topics such as creative clusters. Kaapelitehdas will aim at involving TEH members in similar talks in 2010 as well.

Kaapelitehdas is also planning to organize a seminar about the development of the Suvilahti area in Helsinki where they have just established a new cultural centre. The seminar will be organized in collaboration with other associations as well as the British Council. TEH members will be involved as speakers in the seminar.

## **6. ARTISTIC PROJECT '7 SPRINGS'**

[Increased Mobility] + [Artistic Cooperation]

In 2010, NOASS (Riga, Latvia) is planning to realize the artistic project 7 SPRINGS. The project foresees the installation of seven prefabricated pools on AB dambis in Riga. Seven artists and artists' groups from various European countries will then participate in the creation of an artwork where one of the artistic elements to be used will be the water of the River Daugava. TEH members Kaapelitehdas (Helsinki, Finland), L'Avant Rue (Paris, France), Polymer (Tallinn, Estonia) and Parkteatret (Oslo, Norway) are all partners in the project.

## **7. BALTIC-NORDIC AUDIO VISUAL ART ASSOCIATION**

[Networking] + [Artistic Cooperation]

NOASS (Riga, Latvia) has established and received funding for a Baltic-Nordic network in the field of Audio Visual Art. The goal of the network is to establish a common cultural space in this artistic field, to promote the creation of new works of art and the organisation of exhibitions. One activity of the network will be to look at the possibility to integrate video art databases and archives into the joint Baltic-Nordic and later European network. NOASS is planning to involve several TEH members from the Nordic and Baltic region in the network.

## **8. ARTISTIC COLLABORATION BETWEEN MAINS D'OEUVRES (ST OUEN, FRANCE) AND LA FRICHE LA BELLE DE MAI**

(MARSEILLES, FRANCE)

[Artistic Cooperation]

In 2010, La Friche la Belle de Mai (Marseilles,

France) will organize an exhibition in Mains d'Oeuvres (St Ouen, France) with artists from both Mains d'Oeuvres and Astérides (resident at La Friche la Belle de Mai). In October 2010 all artists that have been involved in the exhibition will be involved in a cooperation project at Astérides' premises.

## **9. ARTISTIC COLLABORATION BETWEEN PRAC (BOSTINA, BULGARIA) AND STANICA (ZILINA, SLOVAKIA)**

[Artistic Cooperation]

In 2010, PRAC (Bostina, Bulgaria) will show their newest production Hair at Stanica (Zilina, Slovakia). In return, Stanica will show the works of Jaro Vinarsky at PRAC.

## **10. ARTISTIC COLLABORATION BETWEEN NOASS (RIGA, LATVIA) AND P60 (AMSTELVEEN, THE NETHERLANDS)**

[Artistic Cooperation]

In April 2010, P60 (Amstelveen, the Netherlands) is planning to organize a video and sound exhibition with Latvian artists called Greetings from Riga. The exhibition will be organized in collaboration with NOASS (Riga, Latvia) and with the help of the EVS-volunteer Lina Konone sent by NOASS and hosted by P60.

## **11. CHOPIN/GRIEG-PROJECT BETWEEN FABRYKA (WARSAW, POLAND) AND PARKTEATRET (OSLO, NORWAY)**

[Artistic Cooperation]

The music of the masters Chopin and Grieg will be the starting-point as well as the source of inspiration for the people participating in the project that consists of therapeutic dance and painting workshops for disabled people, photographers work on location and a dance performance by Polish and Norwegian dancers accompanied by a piano concert with the classical and contemporary version of Grieg and Chopin. This project was originally planned for 2009, but for fund-raising reasons it will be realized late 2009 and throughout 2010 instead.

## **12. ALIEN IN MY SPACE – P60 (AMSTELVEEN, THE NETHERLANDS)**

[Networking] + [Professional Dev. & Education]

In 2009-2011, P60 (Amstelveen, the Netherlands) is involved in a European co-operation learning project called Alien in My Space. The project aims to use art to design and develop forms of encounter and dialogue that enable us to welcome the foreigner and experience ourselves occasionally as an Alien in my Space. One of the project activities is a series of symposiums. These will include lectures, performances and exhibitions in which TEH members will be involved as speakers and invited as participants. P60 will inform about the progress of the project at TEH Meetings and TEH members will also be invited to the final event that will be organized in Kayseri, Turkey, in 2011.

### **13. NEW TIMES, NEW MODELS - PEKARNA (MARIBOR, SLOVENIA)**

[Networking] + [Professional Development & Education]

In 2009-2010 Pekarna is running the project NEW TIMES, NEW MODELS in partnership with TEH.

The project is supported by the European Cultural Foundation. NEW TIMES, NEW MODELS (NTNM) will

investigate models of practice in the way independent cultural centres develop

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

On August 27th-28th 2009 Pekarna organized a NTNM Lab for development of Pekarna's management model and at the moment Pekarna is preparing an international NTNM conference for December 3rd-5th 2009. Several TEH members as well as the TEH Coordination Office will be involved in the preparation and implementation of the conference. During the conference experiences about different management models of independent cultural centres will be exchanged. A blog will be set up and in 2010 the papers and contributions to the conference will be edited and printed as a handbook. TEH will assist Pekarna with communication and information about the project and the handbook through email send-outs and by posting information in the TEH Newsletter and on the website.

## **F. COMMUNICATION AND COORDINATION**

The role of the Coordination Office is crucial in all communication of Trans Europe Halles. Through a monthly newsletter, website and daily email- or telephone contact, the Coordination Office informs and facilitates partnerships between the members and with external partners. The Coordination Office informs on the activities of the Trans Europe Halles network, the activities of the culture sector in Europe as well as European Community actions, both in the newsletter and when members and external partners ask for advice and information. The role of the Coordination Office is many-sided, it supports the TEH members, initiates contact with potential members and other cultural networks and operators as well as represents the TEH network externally. Sharing the experiences of Trans Europe Halles and presenting its activities is highly appreciated by and is in much demand from the member centres as well as other NGOs, City administrations, arts councils, as well as in the communities where a developed independent cultural infrastructure is lacking. The model of forming a European network

like TEH has inspired cultural centres in Asia, South America and Russia and thus representatives of TEH are often invited to share experience of the network at international conferences and meetings. Lobbying on a regional, national and international level for emerging cultural initiatives and organisations and to support its members is a core function of the network.

### **1. TEH WEBSITE AND DATABASE**

The TEH website is the most important tool for Trans Europe Halles' communication and marketing. It markets TEH towards the global culture sector and it helps TEH members to get to know each other and increase their collaboration. In May 2009, TEH launched a new website ([www.teh.net](http://www.teh.net)) that is renewed both technically and visually. The new website has static parts, which features the basic information of TEH and dynamic parts that can be frequently changed. With a new, user-friendly con-

tent management system in place the Coordination Office now runs a dynamic website with interesting material that is up to date. News items, feature articles, project updates, digital publications, video clips etc are added on monthly and sometimes on weekly basis. The content is mainly produced by the Coordination Office and by TEH members. The new website also includes the TEH database that was set up in 2007. By publishing the information in the database on the new website, the information in the database was made available to the public in August 2009. The database-section that is visible to the public on the website features information of all the TEH member centres and their activities, such as the amount of their performing spaces, main disciplines etc. In 2010, a search-feature developed specifically for the database-section of the website will be introduced. It will facilitate for members and external partners to make their own research for project partners within the network. A long-term wish of the membership is to set up an internal communication forum to enable increased interaction between members between the biannual meetings. In August 2009 a password-restricted Members' Area was added to the website and this area will be further developed in 2010. Since June 2009 the website includes an online-registration feature which will be tested in connection with TEH Meeting 68 Autumn 2009 and then adjusted and used for the two biannual meetings in 2010. As the website is designed to be constantly updated an adequate amount of resources will be allocated for maintaining it. Moreover, the website management will include actions to increase the number of visitors. The new website generates statistics that will be analyzed and used for search-optimizing purposes in 2010.

## **2. TRANS EUROPE HALLES MONTHLY NEWSLETTER**

**(11 NEWSLETTERS PLANNED FOR 2010)**

In May 2009, in connection with the launch of the new TEH website, the TEH Newsletter was renewed both visually and technically. The Newsletter and the news section at the website is linked content-wise and the new TEH Newsletter now guides people to the website. The TEH newsletter is produced and published by the TEH Coordination Office. The content of the newsletter varies from job vacancies, invitations to festivals, partner searches for projects and funding possibilities to news on TEH members' activities. One of the aims for the 2010 editions is to

truly show the diversity of the network by, to higher extent than before, include news from the whole membership. Two feature sections – “Let's talk about Art” and “Member of the Month” – will highlight topical issues related to independent European culture scene and make TEH-members more known both inside and outside the network. Currently the Newsletter has approximately 1100 recipients from TEH members and individual artists to bodies on national and European levels. During 2009 the number of subscribers almost doubled, and the aim is to keep attracting new subscribers by marketing and raising the value of the Newsletter in 2010. Info about the Newsletter is included on the first page of the TEH website, where visitors by a few clicks can add themselves as subscribers. During 2010 extracts from the TEH Newsletter will be added to discussion forums and blogs that deal with culture. Information about it will also be distributed through other cultural networks in their newsletters. The TEH Facebook group and/or fan page will be used in the marketing, and possibly also other online forums that become popular in 2010. The aim is to have a distribution to 1500 -2000 subscribers by the end of 2010.

## **3. ON-LINE MOBILITY TOOLKIT LINKED WITH THE PROJECT CHANGING ROOM**

The CHANGING ROOM on-line mobility toolkit is one of the key outputs of the project and the media used to disseminate its conclusions to the European cultural community. It is currently under development and will be tested within TEH during the fall of 2009. In January 2010 it will be fully functional and officially launched. It includes a knowledge base built on a wiki-structure and “matchmaking” tool aimed at students, workers – primarily cultural operators – and employers. The knowledge base will include the experiences from the exchange participants, a ‘rough guide’ to working in culture across the member States and information on training, mobility grants and bursaries. The “matchmaking” tool will connect cultural operators that would like to work for a project or organisation in another European country with project managers and organisations that offer such placements. In addition, it will include a job finder section managed by ArtsProfessional (UK's leading Arts Management Magazine). The toolkit will be marketed with a PR campaign on European level launched in January 2010, running

throughout the spring of 2010 and then followed by smaller marketing actions targeted at specific professions, for instance.

## 4. OTHER VIRTUAL TOOLS

In 2009 the Coordination Office started to use Google apps as part of the internal communication and during 2010 the possibilities to expand its use within the whole network will be explored (for instance by continuing to use it for the TEH Annual Evaluation). During 2010 the Coordination Office also continues to research and evaluate the possibility to use other virtual tools such as Facebook, Youtube and Flickr and integrate them in the daily activities of the network. Based on the graphic design and map used in the new website, the Coordination Office will produce a customized PowerPoint-presentation of TEH and its members for the use of the Executive Committee in 2009. The PowerPoint-presentation will be updated in 2010 and also be made available on the Members' Area on the website so that members can access and download it too.

## 5. TEH ANNUAL EVALUATION

In the first half of 2010, the second TEH Annual Evaluation will be carried out. The format will be an online survey, similar to the TEH Annual Evaluation 2009. A member of the Executive Committee and the TEH Marketing & Communication Manager will agree on the exact content and format. The aim is to evaluate the work of the network and the actions taken in relation to the 2008-2010 NP "Keeping the Net Work". The feedback from the members will facilitate the work with the new NP for 2011-2013.

## 6. TEH HELP DESK

Both the TEH Coordination Office and the members receive inquiries from students, researchers, architects, artists, organisations, agencies and authorities looking for international contacts. The Coordination Office and the members will function as help desk and intermediaries for them.

## 7. SUPPORT FOR EXISTING AND EMERGING STRUCTURES IN EUROPE

As during the previous years, TEH will continue to offer support to emerging structures in Europe with a focus on Eastern and Southern Europe. The support entails giving advice on how to set up and run

a cultural centre, fundraising, international contacts and, in some cases, travel support to network meetings.

## 8. PRESENTATION OF THE NETWORK AND ITS ACTIVITIES

Throughout the year the Coordination Office staff as well as the Executive Committee members will present TEH in international conferences and seminars.

## 9. PUBLICATIONS



*"The Lift Handbook - Sharing Experiences of a youth exchange network project"*

In August 2009 "The Lift Handbook - Sharing Experiences of a youth exchange network project" was printed. The handbook is a tool for other organisations that would like to start similar projects with the help of the EU Programme Youth in Action in the future. The handbook can be downloaded free of charge from TEH's website. The printed copies will be distributed to cultural organisations and networks at seminars and conferences throughout 2009 and 2010. The TEH brochure, printed late 2008, is distributed to organisations and networks on local, regional, national and European level. It is estimated that there will be some copies left in the end of 2009 and these will be further disseminated to potential partners and other interested throughout 2010. Instead of reprinting the TEH brochure in 2010 we will consider printing a small, handy generic flyer presenting the network. The flyer would guide people to the TEH website, which will always be better updated than printed information material. Within the project CHANGING ROOM a print-on-demand publication with the aim to share outcomes of the project will be published and distributed by the end of 2010. It will be produced in co-operation with the Sibelius Academy, which is in charge of the academic study and the evaluation of the project. Recent TEH publications such as TEH Meeting reports, Annual reports etc., can be found

on the TEH website where they can be read online or downloaded in pdf-format.

## 10. ADVOCACY AND SUPPORT

TEH advocates and supports members whose existence is at stake on local level due to budget cuts or lack of cultural policies. Due to the latest political development and the critical financial situation, we have decided to put special focus on supporting and developing our relations to cultural organisations in the Baltic countries during 2010. Co-operations between organisations in the Baltic countries and other European countries will be especially encouraged and activities will be highlighted in our communication with the aim to raise awareness about the current situation. In 2009 TEH entered an informal partnership with freeDimensional, an international network advancing social justice by hosting activists in art spaces. Thanks to this collaboration, a TEH member was able to host a Georgian writer in distress 2009 (Polymer, Tallinn, Estonia). Currently freeDimensional is about to move their office to the TEH member centre ufaFabrik in Berlin, Germany. Having freeDimensional close at hand will enable us

to take common action even faster in critical situations in 2010.

## 11. DEVELOPING NEW PARTNERSHIPS AND DEEPENING THE EXISTING ONES

Last years TEH has established and deepened beneficial contacts with organisations like Labfor-Culture, IETM and Intercult. In 2009 TEH joined the Platform for Intercultural Europe, which has led to contacts with many other organisations and civil society initiatives all over Europe. During 2009 we also intensified our involvement in Culture Action Europe, where TEH is one of the founding members, and these efforts will continue in 2010 with a special focus on contributing to the shaping of the new EU Culture Programme 2014-2020. In 2009, TEH also established contact with Europa Nostra. Since almost all TEH members are based in buildings from industrial heritage that have been reconverted, there are several links between what TEH members do and what Europa Nostra does in the field of lobbying and policy debates on Europe's cultural heritage. In 2010, we will aim at deepening the partnership with Europa Nostra.

EMMA ERNSTH  
TEH Acting Secretary General  
Lund, Sweden, September 2009



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KULTURRÅDET  
SWEDISH ARTS COUNCIL



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