



mawjaat

CREATIVE HUBS
FOR CULTURAL TRANSITIONS
IN THE MEDITERRANEAN REGION

MAWJAAT ROADMAP
2026–2027



The *Mawjaat* roadmap consolidates the shared vision, objectives, activities, and experimental projects agreed during the Mawjaat kick-off meeting held in Alexandria (Egypt) from 5 to 6 November 2025. It translates the discussions and working sessions into a structured 2026–2027 roadmap that will guide the creative hubs pilots in the coordination of the workshops, the local experimentation projects and the implementation of the research-action program.

To develop the shared vision for 2027, the exercise was for the community to first imagined themselves in May 2027 and described the ideal situation illustrating Mawjaat’s success. After capturing the main ideas from individual visions and collectively synthesized them into a single sentence, the following shared vision emerged guided by three questions: *Who are we? What do we do? How and why do we do it?*

Mawjaat shared vision for 2027 :

“ We are a transnational ecosystem of cultural actors exploring innovative models of creative practices in order to build more sustainable movements (mawjaat) ”

MAWJAAT PROJECT (2025–2027)
aims to:

- **build a transnational ecosystem** of cultural actors and creative hubs,
- **foster peer-learning and mutual capacity building** among creative hubs,
- **support local experimentation** through structured projects grants,
- **mobilize a mediterranean expertise** to co-create innovative models for cultural, social, and ecological transformation,
- **document and disseminate knowledge** through research-action.

WORKSHOPS AGENDA

(2026–2027)

Mawjaat workshops will be designed as case studies rooted in each creative hub's local context, in order to link the themes to the spaces and allowing participants to explore situated practices while addressing the cross-cutting topics identified during the kick-off meeting :

- **Financial sustainability**
How to imagine new economic models?
- **Infrastructure transformation**
How to reinvest the space and the interaction with the public?
- **Community engagement**
How you to build meaningful relationships with the audience and human centered communities to create ownership?
- **Shared governance**
How to reshape teams for more inclusion in the decision-making process?
- **Cultural and ecological transitions**
How to integrate ecological thinking and social equity in the creative hub's practices?
How to connect the cultural, social, environmental, and economic dimensions to invent shared solutions to vulnerabilities and co-create high-impact territorial projects ?
- **And after Mawjaat?**
How to design a more resilient and future-oriented institutions and organizations ?
And how to explore the *Mawjaat* community practices to be more grounded and visionary hubs ?



These transversal themes will be addressed progressively across all case studies in Alexandria, Beirut, Marseille, Algiers, Rabat and Tunis. Each workshop will interrogate how the creative hub's space, context, practices and challenges highlight these shared issues.

WORKSHOP 1

L'BLAÇA

3-6 February 2026 | Tunis, Tunisia

Exploring social innovation across ecology, gender and climate justice. A lived experience of how creativity and solidarity can respond to today's interconnected challenges.

PRELIMINARY IDEAS AND FORMATS

An itinerant workshop that invites to understand how vulnerabilities — affecting publics, teams and organisations — run through our spaces, and how the responses developed, whether relational, organisational or economic, shape the capacity of third places to act and to sustain themselves over time:

- Hybrid economic models and mutualisation,
- community kitchens and catering projects (women empowerment, collective entrepreneurship),
- craft and creative workshops,
- local hubs that link culture – ecology – social action.

MID-TERM MEETING

FRICHE LA BELLE DE MAI

18-20 May 2026 | Marseille, France

PRELIMINARY IDEAS AND FORMATS :

- Thematic visit of the site – sharing experience with the *Mawjaat* community on how the Friche la Belle de Mai is part of an ecological redirection process by questioning its project, transforming its built environment, and reshaping its uses).
- Specific workshops built to collectively imagine mutualization models (sustainable economic models, shared governance etc.).
- Mid-term report of the research-action program.
- Activities proposal in the framework of the launching the Mediterranean season.

WORKSHOP 2

TCHEBBEK

September 2026 | Algiers, Algeria

Mobilizing the network as a strategic lever in order to consolidate a collective dynamic and sustainably improve the functioning of artistic and cultural organisations. A workshop designed to foster the emergence of concrete actions echoing on-the-ground realities.

PRELIMINARY IDEAS AND FORMATS

Living mapping (1:1 scale) : a collective exploration of artistic and cultural spaces in Algiers

- Participatory talk on economic models of the visited organisations (development strategies and specific constraints)
- Round table on governance experiences
- “Tree of Life” participatory tool : a collective analysis workshop to explore the core components of each organisation, from the roots (values and history), trunk (organisation, operations), branches (activities, partnerships), and fruits (impacts, future perspectives)

WORKSHOP 3

TATMIN

Week of Dec 7th 2026 | Rabat, Morocco

A participatory workshop to collectively identify solutions to local challenges by bringing together perspectives from Moroccan cultural actors and members of the *Mawjaat* community.

PRELIMINARY IDEAS AND FORMATS :

- Moroccan case studies to anchor the reflection on common issues.
 - Mixed group work to analyze the causes, levers, and possible solutions for change.
 - Collective sharing and restitution to identify convergences, contextual differences, and potential for new collaboration.
 - An optional focus on structural obstacles to the development of creative hubs (understanding the systemic barriers : administrative, financial, legal status for cultural venues).
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WORKSHOP 4 BEIRUT ART CENTER

January 2027 | Beirut, Lebanon

Creative hubs as living ecosystems, magnetic enterprises and spaces that generate energy, attract people and ideas, and circulate resources in regenerative ways.

PRELIMINARY IDEAS AND FORMATS :

Peer-to-peer exchanges and thematic working groups : how do we design organizations that circulate knowledge and care and foster artistic engagement?



WORKSHOP 5 B'SARYA FOR ARTS

Mid-March 2027 | Alexandria, Egypt

PRELIMINARY IDEAS AND FORMATS :

- Series of short, focused workshops with local partners addressing specific issues such as funding strategies, project management or audience engagement.
- Practical, targeted and directly useful sessions about sustainability of cultural industries useful for practitioners on the ground.

FINAL GATHERING FRICHE LA BELLE DE MAI

May 2027 | Marseille, France

A two or three-day event that would bring together all the creative hubs pilots, *Mawjaat* community partners and key actors who took part of the project around the questions of cultural transitions in the Mediterranean region.

PRELIMINARY IDEAS AND FORMATS :

- An opportunity to capitalize on the collective work carried out throughout the *Mawjaat* program.
- Results and perspective : what shared issues are currently affecting this transnational ecosystem and the Mediterranean region more widely? What challenges and stakes lie ahead? What recommendations can be made to address them?
- Presentation of the research action results
- **And after *Mawjaat*?**



EXPERIMENTATION GRANT PROGRAM (2026–2027)

Each creative hub pilot receives a dedicated grant to implement a long-term experimental project aligned with Mawjaat's shared vision. The aim is to transform the practices of the creative hub's community and to support the creative hubs' role as cultural, social and ecological lab. Another dimension is to scale up the impact across national and regional levels within the different creative industries ecosystem.

Presentation of the experimental projects
that will be implemented in the framework
of *Mawjaat's project* :



TCHEBBEK
ALGIERS | ALGERIA

KEY TOPICS

Creation of an Algerian network - collective space for reflection - mutualization of resources

PRELIMINARY AREAS OF INTERVENTION :

- The creation of a collective space for reflection and the co-design of relevant joint projects
 - Ongoing reflection on collective work, shared tools and resources
 - Development of alternative economic models and sustainable mechanisms (artistic production, dissemination, cultural services, and partnerships)
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B'SARYA FOR ARTS

ALEXANDRIA | EGYPT

KEY TOPICS

Reinforcing music ecosystem – development of the visual arts industry – respond to the city's evolving cultural needs - reinforce Alexandria's position within Egypt's creative landscape.

PRELIMINARY AREAS OF INTERVENTION :

- Creation of a large-scale annual music event starting in October 2026 in partnership with key stakeholders, including Bibliotheca Alexandrina to revive Alexandria's historic music scene and support the structuring of the local industry,
 - Gather in 2027 cultural venues, syndicates, production companies, and suppliers to strengthen coordination within the sector, focusing on industry organization rather than artistic production.
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BEIRUT ART CENTER

BEIRUT | LEBANON

KEY TOPICS

Prototyping new institutional models – experimental pedagogies connecting artists, thinkers, and activists – Beirut Art Center as a living ecosystem

PRELIMINARY AREAS OF INTERVENTION :

- Support the transformation of the mezzanine into a community-oriented space for collective learning, workshops, rehearsals, and residencies,
 - Reinforce the center's infrastructure of care including essential repairs, improved lighting, upgraded climate control and enhanced energy efficiency,
 - Launch of a Radio platform as a new space for sound practices, dialogue, and collective memory,
 - Development of a community-based fundraising tool to support long-term campaigns.
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TATMIN

RABAT | MOROCCO

KEY TOPICS

Infrastructure expansion - artist support — governance and advocacy

PRELIMINARY AREAS OF INTERVENTION :

- Construction and maintenance work : expand dance floor from 80m² to 200m², creating the largest dedicated dance area in Rabat,
- Launching of three artist development programs :
 - Work-in-Progress Dance program offering feedback sessions and artistic support,
 - Program for emerging photographers, painters, and street artists focused on curatorial support and professionalization,
 - Tatmin Connect : a series of capacity-building workshops for creative professionals
- Strengthening Tatmin's governance and long-term sustainability by supporting the development of a clearer organizational model separating cultural management from property ownership,
- Advocacy effort to address legal and administrative challenges faced by many cultural venues in Morocco, support by Mawjaat's creative hubs across the region.



L'BLAÇA

TUNIS | TUNISIA

KEY TOPICS

Shared governance — artistic experimentation — social care — sustainability

PRELIMINARY AREAS OF INTERVENTION :

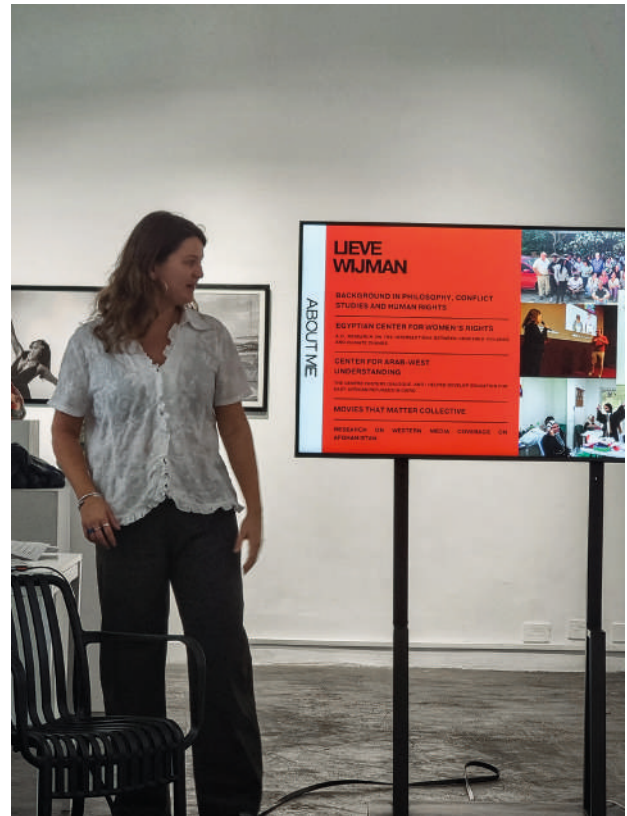
- Design L'Blaça governance model, a common roadmap and a collective identity for L'Blaça (logo, unified communication, shared messaging),
- Funding of experimental collaborative activities linking artistic practices with social, environmental, and solidarity-based initiatives : co-design short supply chains with local agricultural partners, fair-trade market participation and artistic experimentation addressing community needs,
- Investment on mutualize equipment for a future shared space in Tunisia for the collective,
- Developing a joint program that increase visibility and foster collaboration between partners to demonstrate the value of collective action in a shrinking civic space,
- Support financial sustainability and resource-sharing, documentation and capitalization of the process throughout Mawjaat program.

RESEARCH-ACTION PROGRAM

As the result of a partnership between Friche la Belle de Mai and Iméra (Institute for Advanced Study) at Aix-Marseille University, a mutual call for application have been published on July 28 of 2025. The selected candidate, **Lieve Wijman**, is an Amsterdam-based researcher with a background in philosophy, conflict studies, and human rights. Her work focuses on cultural superdiversity, diasporas and migration and social justice, with research experience in Istanbul, Egypt, and Jordan.

The approach of Lieve Wijman's research proposal, titled "*Waves of change: creative hubs in the Mediterranean*" (موجات التغيير), is primarily qualitative and collaborative, designed to understand dynamics of everyday cultural transformation. The main objective is to investigate how creative hubs across the Mediterranean act as "everyday laboratories of cultural transformation" based on a main research question: **What forms of belonging, resistance, co-creation, and creativity these hubs make possible?**

The research-action program carried out in the first year (January 2026 to January 2027) will combine field surveys in the five partner countries (one or two months per country) following the workshops calendar and an analysis of the regional ecosystem of creative hubs. The research will culminate in a 5-month residency at Iméra (Marseille), scheduled for the second year (February to June 2027) and the production of a deliverable presenting the results of the research.



In the framework of this research-action, Lieve Wijman will:

- Map creative hubs as everyday laboratories of cultural transformation,
- Study lived spaces, collective practices, and resilience strategies,
- Explore concepts such as third spaces, free spaces, non-movements spaces, superdiversity, and creolization,
- Produce a final report bridging academic and practical knowledge.



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