

CHAPTER 1



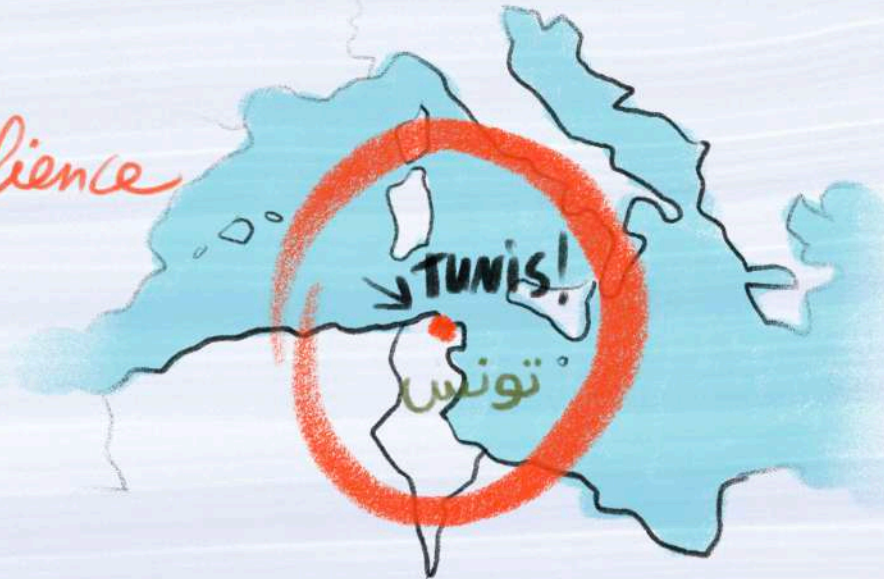
FEBRUARY 2026

مأجاة in Tunis

From care to collective resilience



jasmine ♥
tunisia's National flower!



With the new algerian partner =



Réda Mehenni & Rafik Ouadi

تشبك

TCHEBBEK COLLECTIVE



The hosts: **البلقة L'Blaga**

A collective
of **5**
Tunisian associations
engaged in the
SOCIAL & SOLIDARITY
ECONOMY

For several years, they
developed



They decided
to talk about

CARE
&
VULNERABILITY

& CULTURAL ORGANIZATION =

**LE COLLECTIF
CREATIF**

Dahfer
Ben Khalifa

**ASSOCIATION TUNISIENNE
DE PERMACULTURE**

Rim
Mathlouthi

Aida
Ben Ammar

FTARTCHI

Mehdi
Baccouche

SHANTI & BEITY



Prepared by **فطرتشي Ftartchi**



Everything we do to maintain & repair our world



DAY 1 :

WHAT IS CARE ?



Everybody talked about their personal meaning of care.

TCHEBBEK

Rebuilding through trust: delegate tasks to avoid disengagement.

L'BLAÇA

Being aware of all the power dynamics that reveal inequalities. Wondering who is benefiting without contributing.

B'SARYA

Being good listeners, ensure there is no unbalanced power in the relationship, caring about everyone's safety (artist, audience).

CARE PRACTICES in Cultural Spaces

BEIRUT ART CENTER

Think long term: what system & legacy to leave

TATMIN

Being reactive and caregiving to the artists without making Tatmin vulnerable.

FRICHE la BELLE de MAi

Prepare an ecological reorientation

Nadia Cherif led the session



WHAT VULNERABILITIES DO CULTURAL ORGANIZATIONS FACE?

When you give too much, you forget yourself in the process.

Ibrahim Nehme
BEIRUT ART CENTER



We have a self-preservation workshop because the topics we address are often traumatic.



Rafik Ouadi
MON AUTRE ÉCOLE

For us, care extends beyond human beings. The soil itself needs care, as conventional agriculture is killing it.



Rim Mathlouthi
L'BLAÇA



ACTIONABLE STEPS FOR ORGANIZATIONS

where labor is invisible?
MAP your organization capacity for care

where limits are crossed?

Redistribute RESPONSABILITY

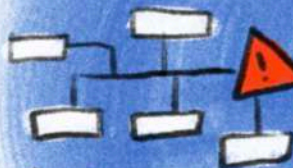


beyond the immediate team

Funders

Partners
Public Partners

Recognize the LIMITS



A limited capacity to absorb distress

of the organization

CALENDAR
FEB
5

DAY 2:

HYBRID ECONOMIC MODELS & MUTUALISATION

Most ESS initiatives operate on

HYBRID MODELS

4 MAIN CONFIGURATIONS



INTEGRATED

The economic activity is the social mission itself



REDISTRIBUTIVE

Cross-subsidization is used, such as sliding-scale or solidarity pricing.



COMPLEMENTARY

Paid services are used to finance the core non-market social activities



ACCESSORY

Profitable activities are separated from the core mission

For a LONG TERM SUSTAINABILITY organizations must strike a BALANCE between their SOCIAL purpose & FINANCIAL viability



CRITICAL QUESTIONS

to consider:

ACCESSIBILITY

who is ~~not~~ excluded?

VALUES

Uncomfortable COMPROMISES with economic opportunities?

AUTONOMY

How managing DEPENDENCY on external funding?

COLLECTIVE EXERCISE

WHAT IS IN THE SKY

Main goals, what we aim to, or already do.



WHAT IS UNDER THE SEA

What impacts our efficiency & is not visible from outsiders.

Beirut Art Center
→ SAFE SPACE for ARTISTIC FREEDOM

→ BUILDING FOR FUTURE

B'sarya
CONNECTING the artists with the audience

Friche la Belle de Mai

→ INCLUSIVITY

SOCIAL

→ LINKS

→ INNOVATION

→ ECO-RESPONSABILITY

Tchebbek
ACCESSIBILITY to art

Beirut Art Center & la Friche
→ COSTS

Beirut Art Center
→ BILLS on energy

B'sarya
→ ADMINISTRATIVE WORK

Tatmin
PERSONAL dedication

↓
MAINTENANCE

Tatmin
→ FUNDRAISING STRATEGY

→ GOVERNANCE

HOW TO DEVELOP A HYBRID ECONOMIC MODEL?

What **RESOURCES** or **SERVICES** you already have could also be used to generate **INCOME**?

~~SPACE~~ **SPACE**

We can rent our space... But it requires a lot of work.

Beirut Art Center

EXPERTISE

We can propose paid services!

B'Sarya

RESIDENCIES

We can ask the artist to pay to stay

B'Sarya

PROGRAMMING

A different pricing for the artists depending on their resources and status

Tatmin

A DEBATE EMERGED

CONDITIONAL or UNCONDITIONAL accessibility?

Different **LOCAL REALITIES**

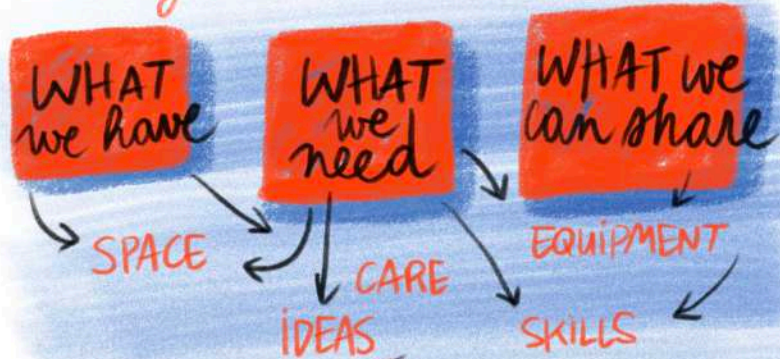
Not a complete free access in Tatmin to ensure the artist's commitment.

For Tchebblek free access is one of their funding principles.



IDENTIFY WAYS TO BE MORE EFFICIENT

Through conversations =



TO BUILD
TRUST
AMONG PARTNERS!

Governance

Common Narrative

Transparency

Values

Proximity

And through collective activities:

Let's make the BEST Songho cookie!!

agroecological products

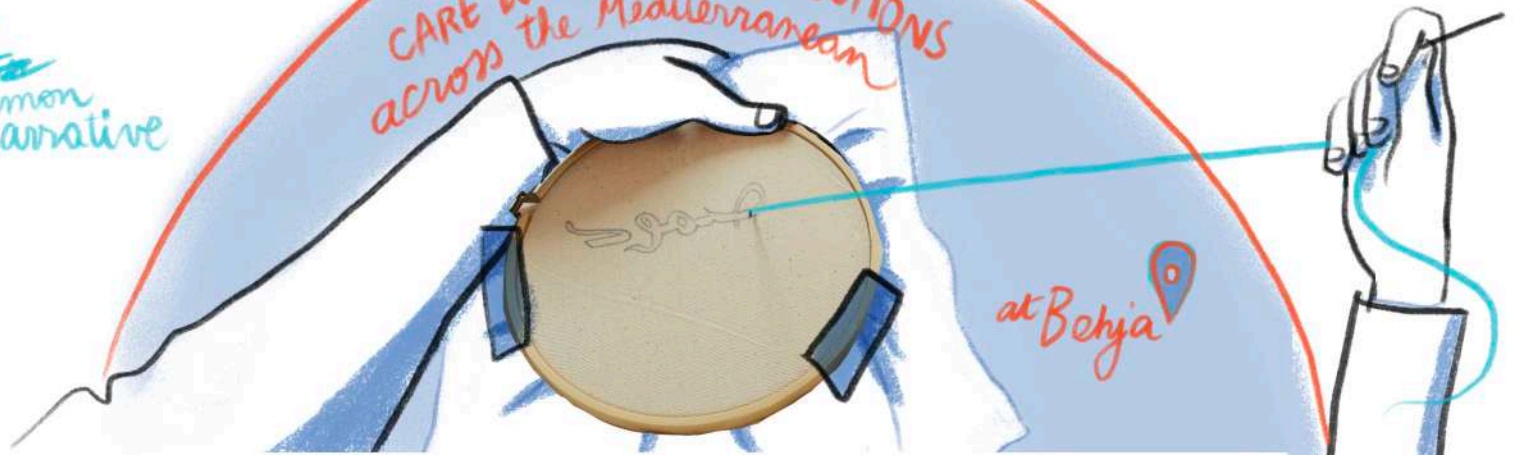


at Fantchi
COLLECTIVE COOKING WORKSHOP

informal discussions on
VALUE CHAINS
PRICING
QUALITY
ACCESSIBILITY...

EMBROIDERY & CARE WEAVING CONNECTIONS
across the Mediterranean

at Behja



LAST STEP: QUESTIONING THE RESEARCH TERMINOLOGY WITH LIEVE WIJMAN

The Mediterranean is there, but there is a disconnection because of all the politics.

BEIRUT ART CENTER

the Mediterranean is just a word what is beyond that?

B'SARYA

An "ailleurs" (elsewhere)

TCHEBBEK

Doesn't mean anything...

B'SARYA

A collective responsibility for a place

LA FRICHE

Do you **IDENTIFY** yourself as a **MEDITERRANEAN**?

What the words **THIRD PLACE** mean to you?

A beach or a forest could be a third place!

BEIRUT ART CENTER

Mediterranean is part of our identity but the answer could differ, depending on our other identities.

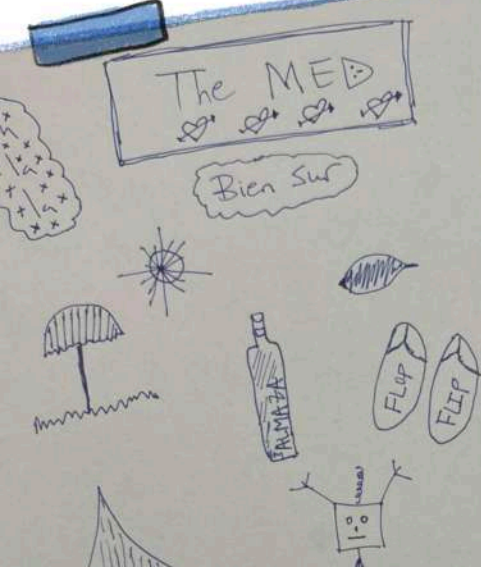
L'BLAÇA

Yes, more than to the Atlantique

TATMINI

We chose to label Beirut as a tiers-lieu because it was trendy at the time!

L'BLAÇA



Everyone agreed to say that **CREATIVE HUB** and **THIRD PLACE** are not the same!

Lieve →



Thank you
L'Blaza!

It ~~is~~ was
fun!!

See you
very soon...

In Marseille!