

Reimagine International Touring

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VOLUME 2

Levers for Future Policy Development

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International network
for contemporary
performing arts



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Before you start reading

Reimagine International Touring Volume 2 addresses all actors engaged in policy development - **policy makers, intermediaries, networks, advocacy organisations - at different levels: cities, regions, and national governments**. It reflects on future perspectives for international touring and introduces key policy levers, situating Perform Europe's insights within ongoing and emerging debates on cultural policy, sustainability and inclusion at local, national and European levels.

Complementary to this text, you can also explore:

[Perform Europe Toolbox](#)

The collection of practical resources designed to support **performing arts practitioners, networks and policymakers** looking to rethink international touring in their own context. **The toolbox is a practical translation of this Guidebook** which can be used and applied to anyone interested in exploring specific themes – such as slow touring, local anchoring, inclusion, ecological production or governance models – and draw on concrete methods and templates.

[Reimagine International Touring Volume 1: The Perform Europe Guidebook](#)

This guidebook invites **artists, presenters, intermediaries and policymakers** to reflect on their roles in shaping touring models that are slower where needed, fairer where access is limited, and stronger in defending the values that underpin cultural exchange in Europe.

Where are we now?

In [The Perform Europe Guidebook](#), we have been looking back on the Perform Europe 2 [Learning Trajectory](#) and the collective journeys of the [42 supported projects](#). We traced the ambitions that motivated artists, presenters, and partners to rethink international touring, the obstacles they encountered along the way, and the concrete strategies and tools they developed to work differently in spite of these constraints. **It became clear that for Perform Europe projects, ecological sustainability and inclusion and diversity are not add-ons or external requirements. They became principles that shaped artistic vision and organisational choices. They placed values such as care, reciprocity, accessibility, and ecological responsibility at the core of their practice.** In their projects, they tested what it means to work from these values under real-world conditions. As we have seen, these conditions are characterised by inequalities, not only within the performing arts field itself – who has access to production and touring resources, and who has not? – but also in the broader societal context, where many projects focused on including marginalised voices and bodies in a diversity of geographic, social and historical contexts. Thus, **Perform Europe projects become relevant as transition experiments towards broader social and ecological justice.**

This value-based experimentation took place in conditions for performing arts production and touring, under increasing pressure. Throughout the Learning Trajectory, projects repeatedly referred to the dominant working models in the performing arts – marked by competition for scarce resources, the need for visibility leading to acceleration, short-termism, precarity, and uneven access. These Learning Trajectory observations resonate strongly with the trends identified in the [Perform Europe mapping research](#) conducted during the first iteration of the programme. **Already in 2021, this research revealed the scale of the (long known) systemic issues in international touring: unequal access to mobility and resources, fast-paced production cycles, environmental impact, limited room for learning and care, and persistent imbalances between well-resourced centres and less-represented regions.**

The Learning Trajectory of Perform Europe 2 confirms that these issues continue to shape what is possible for artists and organisations across Europe. They cannot be resolved by individual projects alone. At the same time, the Learning Trajectory also showed that systemic obstacles do not fully determine practice. Through their values and experimentation, Perform Europe projects demonstrated that different choices are possible – even within existing constraints. **The Perform Europe Strategies & Tools framework documents how projects achieved their aims despite structural barriers: by slowing down touring rhythms, redistributing resources and attention, embedding accessibility and care from the outset, grounding artistic work in local contexts, building partnerships around shared values and forging connections between the hyperlocal and transnational networks.**

Perform Europe itself played an important role in enabling this experimentation. As a European funding programme for cross-border touring, it created space and time where there is usually very little: space to test alternative touring models without immediate pressure to optimise output; time to build relationships, learn from mistakes, and adapt along the way. Beyond the financial support, Perform Europe provided training opportunities and connected project representatives – the Log Keepers – through a Learning Trajectory structured around peer exchange, reflection, and collective sense-making. This combination of funding, learning, and connection proved to be a lever. It allowed projects not only to implement new practices, but also to articulate, document, and share them as knowledge that can travel beyond individual tours and beyond borders.

In this sense, **Perform Europe functioned as more than a support scheme for discrete projects.** It operated as an experimental space within a broader transition. The Learning Trajectory made visible how change unfolds in practice: unevenly, contextually, often in tension with existing systems, but also cumulatively. Across different contexts and scales, projects were working on similar questions, testing related strategies, and encountering comparable limits. Bringing these experiences together allowed patterns to emerge – both in terms of obstacles and in terms of possible directions forward.

Rather than offering fixed recommendations, it identifies areas where policy choices can either reinforce existing dynamics or help create more enabling conditions for the kinds of practices made visible through Perform Europe.



Project *Performing Memory* © Néstor Romero Clemente

How to move forward?

Six years ago, Perform Europe set out to contribute to a broader systemic shift towards more sustainable touring practices. **So, at the end of the second cycle, where are we in the transition towards greener, more inclusive, and more resilient international touring? And how can we advance from here?**

From a transition perspective, the Perform Europe projects can be understood as situated experiments. They do not offer a single model to be replicated, nor do they provide ready-made solutions that can simply be rolled out across the sector. Instead, they generate experience and practical knowledge about what becomes possible when values are taken seriously in concrete working conditions. They show how artistic, community, ecological, and organisational practices can be reconfigured in relation to one another. And they reveal which structural conditions continue to limit the scaling and stabilisation of these practices and which levers actually make value-based artistic practice possible.

If the transition towards greener, more inclusive, fairer and more resilient international touring is to advance, experimentation alone is not enough. What is needed next is connection, multiplication, and mainstreaming. The lessons developed within Perform Europe need to circulate beyond the programme itself: they need to be taken up, adapted, and tested in other projects, organisations, networks, and policy contexts. This does not mean standardising practices or imposing uniform solutions. Rather, it means creating conditions in which value-based ways of working can be shared, supported, and sustained across diverse contexts.



Project Mediterranean Crossing: A Lamentation for the Sea © Tomè-Manon Cotte

This shift also implies moving beyond project funding as the primary driver of change. While project-based support can create crucial space for experimentation, the Learning Trajectory shows that many of the struggles encountered by Perform Europe projects are structural. Addressing them requires policy frameworks that support longer-term learning, continuity, and collaboration, and that recognise inclusion, diversity, and ecological responsibility as core to artistic practice rather than as additional criteria.

Creating such conditions goes beyond cultural funding at European level alone. **Cities, regions, and national governments all play a crucial role in shaping the environments in which performing arts organisations operate:** through cultural policy, but also through policies related to education, mobility, social inclusion, care, and climate. And also other policy domains – on all these government levels – can support the role of performing arts practice as active contributors to broader societal transitions towards social and climate justice.

The following section therefore zooms out to look at the wider policy landscape. It reflects on recent developments, emerging risks, and potential leverage points for supporting transformative change in international performing arts touring. **Rather than offering fixed recommendations, it identifies areas where policy choices can either reinforce existing dynamics or help create more enabling conditions for the kinds of practices made visible through Perform Europe.**



Project Mediterranean Crossing: A Lamentation for the Sea © Margherita Caprili

Shifts in the wider landscape

The challenges encountered by Perform Europe projects, and described in the [Perform Europe Guidebook](#), are not isolated. As highlighted in the [Perform Europe Mapping Research](#) (2021), international touring in the performing arts is shaped by uneven policy landscapes across Europe, with significant differences in access to funding, infrastructure and support. Because touring often comes at the end of a broader value chain, many exclusions related to education, professional development and organisational capacity have already taken place by the time international mobility becomes possible. The Mapping Research also showed how dominant funding models reinforce pressure within the sector. Fragmented resources, competitive project-based schemes, and shrinking or unstable budgets tend to prioritise speed, output and short-term delivery. As underlined in the [Perform Europe Policy Recommendations](#) submitted to the European Commission in 2022, following the first edition of the programme, these conditions limit the space for learning, care and long-term collaboration, and continue to shape what is possible for artists and organisations today.

At the same time, the wider policy and sector context has evolved. Since the first iteration of Perform Europe, urgency around climate change, social inequality and sustainability in the cultural field has intensified. Compared to the context in which the Perform Europe 1 research was conducted, there are now clearer signs of emerging policy attention and experimentation.

Across Europe, new international collaboration frameworks and initiatives have begun to explicitly address ecological responsibility, inclusion, access and care — through sustainability-oriented networks, disability-led mobility platforms, socially engaged arts advocacy, and growing debates around culture and care. While we have not undertaken a systematic mapping of these developments, it is evident that international exchange is increasingly discussed not only in terms of mobility and visibility, but also in relation to environmental impact, equity, working conditions and local embeddedness.

However, this growing awareness does not automatically translate into structural change. In many contexts, policy frameworks still operate within logics of speed, scale and competition. The addition of new priorities takes place within existing systems that were not designed with ecological limits or social justice at their core.

Moreover, this growing awareness also brings new risks. While sustainability and inclusion are increasingly acknowledged in policy frameworks, there is a danger that they are translated into checklists or compliance criteria rather than drivers of deeper transformation. When ecological responsibility or diversity requirements are layered onto existing schemes without questioning underlying assumptions — such as speed, volume and competitiveness — there is a risk of reinforcing the very models that contribute to environmental strain and social exclusion.

The experience of Perform Europe projects offers a different perspective. For these projects, ecological sustainability and inclusion were not additional criteria to be met, but core principles shaping artistic vision, organisational practice, and partnership models. These shifts cannot be fully supported through add-ons alone. They require policy approaches that engage with the deeper conditions shaping practice.

Seen from this angle, **policy plays a crucial role as a lever for change.** It can either reinforce existing dynamics or help create space for alternative practices to stabilise, connect, and grow. The experiences of Perform Europe 2 show that when projects are supported with time, trust, and opportunities for learning and exchange, they are able to work differently, even within constrained environments. The challenge now is to ensure that such conditions are not exceptional, but increasingly available across the sector.

The following section builds on this analysis **by identifying policy levers that can support more transformative change in international performing arts touring.** These levers are not presented as ready-made solutions, but as points of intervention grounded in practice. They draw on insights from the Perform Europe Learning Trajectory, the 2021 [Perform Europe Mapping Research](#) and [2022 Policy Recommendations](#), and the wider shifts currently unfolding in the field. Together, they aim to support a move from isolated experimentation towards more resilient, inclusive, and sustainable international practices.



Project *Dancing with Excess* © Beat pix with Heart

Levers for future policy development

In [The Perform Europe Guidebook](#), we followed the journey of Perform Europe projects. We started from the ambitions that motivated artists, presenters and partners to reimagine international touring. We examined the obstacles they encountered when trying to work in greener, more inclusive and more care-based ways. We then explored the concrete strategies and tools they developed to move forward despite these constraints. This policy paper builds on that same journey. It starts from what projects have already put into practice and asks what needs to change around them so these practices are no longer exceptional, fragile or dependent on individual effort. While projects have demonstrated that alternative ways of touring are possible, they have also shown that many obstacles are structural and cannot be addressed at project level alone.

Building on insights from Perform Europe research, the Learning Trajectory, and earlier policy recommendations, this next chapter identifies policy levers that can help remove or soften these structural constraints. Some levers point to short-term adjustments within existing frameworks – changes that can immediately reduce pressure, increase flexibility or better recognise the real costs of sustainable and inclusive work. Others point to longer-term directions, where more fundamental shifts are needed in how international touring is supported, evaluated and governed.

Rather than proposing one model or a fixed roadmap, the levers are organised around seven interconnected domains that repeatedly shaped projects' experiences. Each domain highlights where policy choices can either reinforce existing limitations or open up space for change. Taken together, they form a framework that can support different policy developments in different contexts and at different speeds, and across different levels of governance. **While European frameworks can set shared objectives and enabling conditions, national, regional and local authorities each play distinct roles in translating these directions into concrete support structures. Used alongside the Strategies & Tools, these policy levers aim to connect project-level experimentation to structural change – so that practices developed under Perform Europe can be sustained, adapted and multiplied over time.**

The following paragraph can be paired with the [Perform Europe Toolbox](#), offering a practical entry point to identify policy levers and support different policy developments.

7 Levers for future policy development

1.

Reframing cross-border mobility systems for slower, fairer and more equitable exchange.

2.

Embedding ecological responsibility into touring systems and funding logics.

3.

Embedding access and care as structural conditions for international touring.

4.

Community engagement as a core purpose of international touring.

5.

Funding frameworks that support continuity, care, and transformation.

6.

Redesigning partnerships for fairness and trust.

7.

Building collective learning systems for sustainable touring.



1. Reframing cross-border mobility systems for slower, fairer and more equitable exchange



How can cross-border mobility support care-based, ecologically responsible and equitable international exchange, rather than accelerated circulation alone?

Perform Europe projects have shown that cross-border mobility is not a neutral or technical condition, but a decisive lever shaping international touring. As already identified in the [Perform Europe Mapping Research](#) and confirmed through the [Learning Trajectory](#), mobility frameworks influence who can participate, how work is created and presented, how partnerships function, and what ecological and social impacts touring produces.

To enable value-based, context-specific artistic practices to emerge and become more widely shared, mobility policies need to move beyond visibility and short-term output, and actively support equity, care, learning, and ecological responsibility. This requires a combination of short-term adjustments within existing frameworks and longer-term structural change. In the broader European cultural space, this means taking active measures to counter existing asymmetries, and rebalance access in an equitable way.

1.1 REBALANCING ACCESS TO CROSS-BORDER MOBILITY THROUGH SOLIDARITY AND EQUITY

Building on [Perform Europe 1 Policy Recommendations](#), **mobility support must actively counterbalance existing inequalities rather than reinforce them.** Europe is not an even playing field, and equal treatment does not lead to equal outcomes.

- **Short term:** Targeted mobility instruments for underrepresented regions; incentives for fair resource and knowledge sharing within partnerships; attention to digital inequalities affecting access to collaboration.
- **Long term:** Embedding geographic balance as a core objective across mobility schemes; strengthening transnational solidarity mechanisms; aligning mobility policy with broader cultural infrastructure and capacity-building strategies.

1.2 INCENTIVISING SLOW, ADAPTIVE AND MEANINGFUL TOURING MODELS

Perform Europe projects demonstrated that alternative touring rhythms become possible when time is treated as a policy variable. Slower mobility supports ecological responsibility, accessibility, learning, and meaningful local engagement.

- **Short term:** Incentives for longer stays, repeat visits, greener routing, flexible scheduling, and reduced touring intensity; eligibility of care- and adaptation-related costs.
- **Long term:** Redesigning touring support around fewer moves and longer presence; recognising adaptation, learning, and care as core touring outcomes; shifting evaluation away from volume-based indicators.

1.3 MOBILITY FRAMEWORKS GROUNDED IN COMMITMENT TO ARTISTIC FREEDOM, SAFETY AND RESPONSIBILITY

The Learning Trajectory highlighted that cross-border work increasingly takes place in contexts affected by conflict, displacement, or political instability, requiring flexible and responsible mobility frameworks.

- **Short term:** Adaptive support for work in fragile contexts; eligibility of safeguarding, mediation, and well-being costs; flexible timelines and formats when circumstances change.
- **Long term:** Collaboration frameworks based on solidarity and long-term responsibility rather than short-term output; stronger alignment with commitments to artistic freedom, care, and human security.



Project Manual of Adaptation to the Planet © Spancirfest

THE ROLE OF DIFFERENT GOVERNMENT LEVELS

- **European frameworks** can set equity objectives and conditionalities, enable targeted instruments, and align mobility support with broader transition goals.
- **National and regional governments** play a key role in connecting international mobility to cultural infrastructure, fair working conditions, skills development, and organisational sustainability.
- **Local authorities** shape hosting conditions, accessibility, and community engagement, and are essential for embedding international work within local ecosystems.



Go to the Toolbox:
Policy Levers Tool

2. Embedding ecological responsibility into touring systems and funding logics



Project *Reflecting Presence Rethinking Future* © Otero Tillmann Filme

How can touring systems align with planetary limits without reinforcing inequality?

Perform Europe projects confirmed a key insight from the [Perform Europe Mapping Research](#): **the environmental impact of international touring is not only a matter of individual choices, but is structurally shaped by systemic issues, dominant production rhythms, mobility frameworks, and funding logics.** Ecological sustainability should not be treated as an add-on or a reporting exercise. For Perform Europe projects, it became a core organising principle that reshaped artistic processes, touring formats, partnerships, and relationships to place.

To enable such value-based ecological practices to emerge and become more widely shared, **policy needs to address both the immediate conditions that constrain greener choices and the deeper systems that continue to focus exclusively only on volume and visibility.**

2.1 ENABLING LOW-CARBON AND RESOURCE-AWARE TOURING CHOICES

The Perform Europe 1 study already highlighted that greener touring options are often more costly, time-consuming, or organisationally complex. The Learning Trajectory confirmed that without policy support, ecological ambition risks becoming a privilege rather than a shared standard.

- **Short term:** Full eligibility of lower-carbon travel, greener logistics, and sustainable production costs; flexibility in routing and scheduling to allow rail travel, proximity-based touring, and reduced travel intensity.
- **Long term:** Structural alignment of touring support with climate objectives; embedding ecological criteria into funding design rather than post-hoc reporting; support for new touring concepts prioritising adaptivity, proximity, continuity, and reuse.

2.2 CHALLENGING ACCELERATED PRODUCTION AND TOURING NORMS

Ecological sustainability proved inseparable from questions of time. Perform Europe projects showed that slower rhythms allow space for care, learning, accessibility, and local anchoring – while fast-paced cycles undermine both ecological and social goals.

- **Short term:** Incentives for longer stays, fewer tour dates, and extended project timelines; flexibility when ecological choices require more time.
- **Long term:** Shifting evaluation frameworks away from volume and frequency; recognising reduced scale, adaptation, and continuity as indicators of quality and impact.

2.3 ADDRESSING UNEQUAL CAPACITIES AND JUSTICE DIMENSIONS OF SUSTAINABILITY

Both Perform Europe 1 and the Learning Trajectory highlighted that the ability to adopt ecological practices is unevenly distributed. Location, infrastructure, organisational capacity, and social privilege shape who can make greener choices and who bears the cost.

- **Short term:** Targeted support for projects working in peripheral or poorly connected regions; recognition of additional costs when working with disabled artists, remote contexts, or limited infrastructure.
- **Long term:** Justice-oriented sustainability frameworks that link ecological responsibility to inclusion, access, and fair working conditions; coordinated policy approaches that prevent ecological standards from reinforcing existing inequalities..



Project *Resisting Extinction* © Piotr Nykowski

THE ROLE OF DIFFERENT GOVERNMENT LEVELS

- At **European level**, ecological sustainability can be embedded as a funding conditionality across touring and cooperation schemes, aligned with climate objectives and mobility policy.
- **National and regional authorities** play a crucial role in connecting touring support to infrastructure, transport systems, and fair practice frameworks.
- **Local governments** influence concrete conditions through venue standards, hosting practices, and proximity-based cultural ecosystems.



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Policy Levers Tool

3. Embedding access and care as structural conditions for international touring



How can international touring enable equitable access, voice, and agency for diverse artists and audiences?

Perform Europe projects confirmed a core insight from the [Perform Europe Mapping Research](#) and the Learning Trajectory: **accessibility and inclusion in international touring cannot be treated as add-ons or final-stage adjustments.** Who is able to tour, participate, present, and engage is already shaped much earlier in the value chain – by working conditions, time pressure, infrastructure, skills, and access to resources. **Touring frameworks that prioritise speed, efficiency, and output tend to externalise access needs and care work, placing responsibility on individual artists and organisations rather than on shared systems.**

To enable value-based, inclusive artistic practices to emerge and be sustained, policy needs to recognise accessibility and inclusion as structural conditions for international exchange. This requires both immediate adjustments within existing touring frameworks and more transformative shifts that embed access, care, and fairness as core principles of international cultural policy.

3.1

EMBEDDING ACCESSIBILITY AND INCLUSIVE DESIGN FROM THE OUTSET

Perform Europe projects demonstrated that meaningful accessibility begins early: in concept development, partnership building, budgeting, and scheduling. When access is treated as an afterthought, it becomes fragile, inconsistent, and dependent on goodwill rather than structure.

- **Short term:** full eligibility of accessibility-related costs (interpretation, captioning, relaxed formats, mediation, access and inclusion riders, mobility support); incentives for inclusive planning from the proposal stage; support for involving access experts and community partners early in projects.
- **Long term:** embedding accessibility and inclusive design as core criteria across touring and cooperation schemes; developing shared European reference frameworks for access and inclusion that are adaptable to local contexts; aligning touring policy with broader strategies on disability rights, cultural participation, and equality.

3.2

ADDRESSING PRECARIETY AND CARE AS STRUCTURAL BARRIERS TO PARTICIPATION

Perform Europe research in both iterations underpins that precarity strongly limits who can participate in international touring. Disabled artists, freelancers, artists with care responsibilities, and practitioners in less-resourced contexts face disproportionate risks. Without structural support, inclusive touring remains accessible mainly to those who can absorb uncertainty and unpaid labour..

- **Short term:** eligibility of care-related costs (childcare, personal assistance, adapted travel and accommodation); flexibility in timelines and formats to accommodate different rhythms and capacities; recognition of care, mediation, and access work as professional labour.
- **Long term:** linking touring support to fair working conditions and remuneration standards; strengthening social protection and mobility rights for artists across borders; developing touring frameworks that reduce individual risk through shared responsibility.

3.3

SUPPORTING MEDIATION, LANGUAGE WORK, AND CONTEXTUAL ADAPTATION

Perform Europe projects showed that working across cultural, linguistic, and access differences depends heavily on mediation. Translation, multilingual formats, cultural interpretation, and local facilitation are essential for meaningful engagement – but are rarely sufficiently resourced within touring frameworks..

- **Short term:** eligibility of translation, interpretation, surtitling, and cultural mediation costs; support for multilingual and non-dominant language practices; resources for local partners acting as mediators between artists and communities.
- **Long term:** recognising mediation and language work as core components of international touring; investing in long-term local partnerships and intermediary roles; supporting touring models that prioritise reciprocity, contextual depth, and linguistic diversity over volume.

THE ROLE OF DIFFERENT GOVERNMENT LEVELS

- **European level:** can set conditionality principles for accessibility and inclusion, embed them across touring and cooperation schemes, and support transnational exchange of inclusive practices.
- **National and regional governments:** play a key role in connecting international touring to fair working conditions, access infrastructure, training, and social policy frameworks.
- **Local authorities:** shape concrete conditions of access, hosting, mediation, and community engagement, and are essential for embedding international work within inclusive local ecosystems.



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4. Community engagement as a core purpose of international touring



How can touring systems prioritise long-term, reciprocal community relationships?

Perform Europe projects show that meaningful engagement with communities is not an add-on to touring, but a central purpose of reimagining international exchange. Insights from Perform Europe 1 and the Learning Trajectory confirm that dominant touring models still prioritise circulation, visibility and speed, leaving limited room for reciprocity, contextual adaptation, mediation and care. Many Perform Europe projects responded by treating communities not primarily as “audiences”, but as partners in dialogue, creation and meaning-making, with particular attention to underrepresented or marginalised groups.

To enable these value-based, context-specific practices to emerge and become more widely shared, policy needs to support time, trust-building, mediation and ethical responsibility as core conditions of international touring.

4.1

SHIFTING FROM CIRCULATION-DRIVEN TOURING TO RECIPROCAL, COMMUNITY-ROOTED ENGAGEMENT

Building on the Perform Europe 1 diagnosis that touring is still largely organised around short-term presentation and circulation, Perform Europe projects demonstrate the importance of time and continuity to build relationships and embed work locally.

- **Short-term levers:** : Incentives for longer stays, repeat visits and flexible formats within existing touring schemes; recognition of preparation, facilitation and follow-up as eligible touring activities; support for contextual framing activities that deepen local relevance (dialogue formats, community encounters, shared reflection).
- **Longer-term directions:** Redesigning touring support to value reciprocity and local anchoring alongside international exchange; shifting evaluation away from reach and volume toward depth, continuity and relationship-building; supporting touring as a process of exchange rather than a sequence of isolated presentations.

4.2

SUPPORTING MEDIATION, CARE AND SHARED RESPONSIBILITY IN COMMUNITY ENGAGEMENT

Learning Trajectory reflections highlighted that meaningful engagement – especially with communities affected by marginalisation, displacement, trauma or exclusion – requires mediation, safeguarding and care-based working methods that current touring frameworks rarely resource adequately.

- **Short-term levers:** Eligibility of mediation, translation, facilitation, safeguarding and well-being costs; support for trusted local partners and intermediaries who provide continuity and contextual knowledge; flexibility in timelines and formats when engagement requires slower, safer processes.
- **Longer-term directions:** Establishing touring frameworks that recognise ethical responsibility, care and safety as core dimensions of engagement; investing in long-term local partnerships and intermediary roles rather than one-off encounters; aligning touring support with broader commitments to inclusion, care and responsible cultural practice.

4.3

ENABLING SHARED AUTHORSHIP AND THE INCLUSION OF UNDERREPRESENTED VOICES

Perform Europe projects show that community engagement becomes transformative when it goes beyond outreach and creates conditions for shared authorship with marginalised voices, bodies and communities

- **Short-term levers:** Incentives for co-creation and participatory formats that embed local knowledge and lived experience; eligibility of access costs and support needs that enable meaningful participation; support for diverse artistic teams and cross-sector collaboration where relevant.
- **Longer-term directions:** Recognition of shared authorship and participatory creation as legitimate touring outcomes in evaluation frameworks; support for touring models that redistribute voice, visibility and resources across borders; creating enabling policy environments where marginalised perspectives are not included through extraction, but through sustained partnership and agency.

THE ROLE OF DIFFERENT GOVERNMENT LEVELS

- **European level:** can embed context-specificity, mediation and co-creation as quality dimensions within touring and cooperation frameworks, and support conditions for longer-term engagement across borders.
- **National and regional levels:** can connect international touring to broader inclusion policies, community infrastructure, fair practice frameworks and capacity-building, enabling continuity between local engagement and transnational exchange.
- **Local level:** can support venues, festivals and other presenters with hosting conditions for safe and accessible engagement, strengthen local partnerships beyond the performing arts sector (education, civil society...), and with sustaining relationships between international projects and communities beyond single events.



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5. Funding frameworks that support continuity, care, and transformation



How can funding frameworks enable long-term, value-based touring?

Perform Europe projects confirmed a central insight from the [Perform Europe 1 Mapping Research](#): dominant funding models are a major structuring force in international touring. **Fragmented resources, short-term project cycles, and competitive selection processes tend to prioritise speed, predictability and output, leaving limited room for learning, care, adaptation and long-term collaboration.** The Learning Trajectory showed that ecological sustainability, inclusion and diversity require real and recurring investment – not as added costs, but as core conditions for working differently. In this sense, **money is not the goal of transformation, but a condition for continuity: enabling practices to take root, evolve and be sustained across contexts.**

5.1 MOVING BEYOND SHORT-TERMISM TOWARDS LONGER TIME HORIZONS

Building on [Perform Europe 1 Policy Recommendations](#), Perform Europe projects highlighted how short-term funding cycles constrain planning, risk-sharing and relationship-building, and reinforce accelerated production and touring rhythms.

- **Short-term levers:** Greater flexibility in timelines and deliverables within existing schemes; eligibility of preparatory, learning and follow-up phases; support for longer project durations and phased funding within current frameworks.
- **Longer-term directions:** Introducing multi-annual and step-based funding models that allow practices to mature over time; aligning touring support with longer organisational and artistic development cycles; valuing continuity and learning alongside delivery.

5.2 RECOGNISING THE REAL COSTS OF SUSTAINABLE AND INCLUSIVE TOURING

The Learning Trajectory confirmed that working ecologically, inclusively and responsibly entails additional costs – including slower travel, access measures, mediation, care work and fair remuneration – which are often insufficiently recognised within existing budgets.

- **Short-term levers:** Full eligibility of costs related to accessibility, care, mediation, greener travel and fair pay; flexibility to adapt budgets when practices evolve; clearer guidance on eligible sustainability-related expenses.
- **Longer-term directions:** Adjusting funding envelopes and cost models to reflect the true costs of value-based practice; aligning financial criteria with policy ambitions on sustainability and inclusion; avoiding situations where organisations are forced to absorb unfunded costs themselves.

5.3

ENABLING FLEXIBILITY AND ADAPTABILITY FOR CONTEXT-BASED TOURING

Perform Europe projects highlighted that working in adaptive, context-specific ways introduces logistical complexity that standard funding and reporting frameworks are not designed to accommodate. Shifting schedules, changing formats, site-specific conditions, weather, geopolitical instability, or evolving community needs require touring processes that can bend without breaking. When funding and administrative frameworks are rigid, adaptability becomes a risk rather than a strength.

- **Short-term levers:** Greater flexibility in planning, scheduling and reporting requirements; eligibility of coordination, re-planning and contingency costs; acceptance of adaptive changes in formats, timelines or locations without penalisation.
- **Longer-term directions:** Funding and administrative models designed around adaptive processes rather than fixed outputs; evaluation frameworks that value responsiveness and contextual learning; alignment of touring support with the realities of working across diverse, changing and sometimes fragile contexts.

THE ROLE OF DIFFERENT GOVERNMENT LEVELS

- **European level:** can design funding frameworks that prioritise continuity, learning and adaptability, allowing projects to respond to changing contexts without penalisation, and aligning touring support with broader objectives on sustainability, inclusion and fair practice.
- **National and regional levels:** can reinforce European support by investing in organisational stability, flexible co-funding models and administrative frameworks that recognise adaptive processes rather than fixed outputs.
- **Local level:** can enable flexible hosting conditions and co-invest in access, logistics and contextual adaptation, strengthening the connection between international touring and local cultural ecosystems.



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6. Redesigning partnerships for fairness and trust



How can policy support the development of open, durable and value-based international partnerships?

Perform Europe projects confirmed a core insight from the [Perform Europe 1 Mapping Research](#): international touring often relies on established networks and trusted relationships that reduce risk, but also reproduce concentration, asymmetry and exclusion. Short-term project logic, uneven access to resources and power imbalances within partnerships limit the capacity to share risk, adapt working methods or build durable collaboration structures across borders. The Perform Europe Matchmaking Tool allowed forging connections beyond bubbles. Selected projects deepened these relationships: they experimented with partnership models grounded in shared values, care and learning.

To enable these practices to stabilise and spread, **policy needs to support partnerships not only as delivery mechanisms, but as long-term infrastructures for collaboration and exchange.**

6.1 SUPPORTING LONG-TERM, VALUE-BASED PARTNERSHIPS

Building on previous [recommendations](#), Perform Europe projects showed that trust, reciprocity and learning cannot be compressed into short project cycles.

- **Short-term levers:** Eligibility of partnership-building, coordination and reflection time; incentives for repeat collaboration and longer partnership durations; recognition of relational work as a core touring activity.
- **Longer-term directions:** Funding frameworks that support multi-annual and step-based partnerships; alignment of touring support with long-term collaboration trajectories; valuing continuity and trust as indicators of quality.

6.2 ADDRESSING POWER IMBALANCES AND RISK-SHARING WITHIN PARTNERSHIPS

Learning Trajectory reflections highlighted how unequal access to resources often translates into asymmetric decision-making and risk distribution within international collaborations.

- **Short-term levers:** Incentives for transparent governance, shared decision-making and fair resource distribution within partnerships; eligibility of coordination and mediation costs that support equitable collaboration.
- **Longer-term directions:** Policy frameworks that promote fair governance models in transnational partnerships; shared guidelines that clarify how responsibility, decision-making and risk are distributed within international partnerships; common reference frameworks for fair collaboration and risk-sharing in transnational projects.

6.3 OPENING NETWORKS AND DIVERSIFYING INTERNATIONAL COLLABORATION

Perform Europe research showed that reliance on familiar networks limits access for new partners, regions and practices, even when digital matchmaking tools exist.

- **Short-term levers:** support for matchmaking, mediation and facilitated introductions across regions and sectors – both in-person and digital; incentives for partnerships that include new or less-connected organisations.
- **Longer-term directions:** sustained support for open, accessible transnational networks and intermediary roles; alignment of mobility, networking and learning policies to diversify international exchange structurally.



Project *The Flowers of Srebrenica* © Raisa Šehu

THE ROLE OF DIFFERENT GOVERNMENT LEVELS

- **European level:** can support long-term partnership models, open networks and fair governance principles within touring and cooperation schemes.
- **National and regional levels:** can support emerging players to access international networks, can strengthen intermediary organisations and co-fund partnership development, ensuring continuity between international collaboration and local cultural ecosystems.
- **Local level:** can act as anchoring points for partnerships, supporting trust-building, hosting conditions and sustained collaboration with international partners.



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Policy Levers Tool

7. Building collective learning systems for sustainable touring



How can policy strengthen the skills and learning infrastructures needed for new touring models?

Across both iterations of Perform Europe, projects expressed a strong willingness to change how they work in response to ecological urgency, social inequality and shifting expectations around care and inclusion. However, the Learning Trajectory confirmed an insight already present in Perform Europe 1: **new expectations are emerging faster than the sector's capacity to learn, adapt and professionalise these practices.** Skills related to sustainability, accessibility, mediation, adaptive touring and care-based collaboration are often acquired informally, through self-learning or peer exchange, rather than supported through structured training or shared learning systems. **To enable value-based practices to endure beyond individual projects, policy needs to invest in skills development, collective learning and knowledge infrastructures.**

7.1 CLOSING THE GAP BETWEEN EXPECTATIONS AND LEARNING CAPACITY

Perform Europe projects highlighted that sustainability, inclusion and care-based practices require specific competences that are rarely supported systematically across the sector.

- **Short-term levers:** Eligibility of training, coaching and peer-learning activities within touring and cooperation schemes; support for hands-on learning formats linked to real project contexts; recognition of learning time as part of project work.
- **Longer-term directions:** Investment in structured professional development pathways on sustainability, accessibility and adaptive touring; alignment of skills policies with cultural funding frameworks; strengthening the role of intermediaries and networks as learning hubs.

7.2 STRENGTHENING COLLECTIVE LEARNING SYSTEMS

The Learning Trajectory demonstrated the value of peer exchange, reflection and documentation in making dispersed experimentation visible, transferable and meaningful beyond individual projects. It showed that learning becomes most effective when it is embedded in practice, shared among peers, and supported over time, rather than treated as an optional or informal activity.

- **Short-term levers:** support for peer-learning formats, communities of practice and facilitated exchange; explicit integration of learning, reflection and peer exchange within funding programmes; support for intermediary organisations, research, development and training centres; resources for documentation, reflection and knowledge-sharing across projects and regions; encouragement of impact-oriented planning and light-touch monitoring that supports learning rather than compliance.
- **Longer-term directions:** development of shared learning infrastructures at European and national level; sustained investment in platforms, trajectories and training-of-trainers models that allow knowledge to circulate beyond single programmes; embedding learning, reflection and impact-oriented monitoring as structural components of cultural funding frameworks.

7.3

REDUCING WORKLOAD PRESSURE, CREATING SPACE TO LEARN

Both Perform Europe 1 research and Learning Trajectory reflections showed that persistent workload pressure limits the capacity of artists and organisations to learn and adapt, even when motivation is high.

- **Short-term levers:** Eligibility of coordination, reflection, learning time and bringing in external expertise within project budgets; flexibility in timelines to allow learning alongside delivery.
- **Longer-term directions:** Funding and policy frameworks that recognise learning as an ongoing condition of practice rather than an extra task; alignment of skills development with fair working conditions and sustainable workloads.

THE ROLE OF DIFFERENT GOVERNMENT LEVELS

- **European level:** can support transnational learning infrastructures, peer exchange and shared reference frameworks on sustainability, inclusion and care-based practice.
- **National and regional levels:** can connect international touring support to professional development systems, education and lifelong learning policies.
- **Local level:** can support on-the-ground learning, experimentation and skills transfer through venues, cultural organisations and community partnerships.



Go to the Toolbox:

Policy Levers Tool

Perform Europe

Reimagine international touring with us

Developed by IDEA Consult and Perform Europe:

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