



Arts and Culture Entrepreneurship
ACE
Cycle 2022-2023
Third Workshop
15-18 November, 2022
Beirut

PROGRAM BRIEF

Arts and Culture Entrepreneurship

The Arts and Culture Entrepreneurship (ACE) is an AFAC special program, in partnership with Drosos Foundation and the German Foreign Federal Office. ACE is designed to inspire, invigorate and strengthen small and medium cultural institutions throughout the Arab region. The program is built so as to provide an opportunity for these institutions to re-examine their mission in light of a rapidly-changing globalized world, re-assess their relevance to their audiences and stakeholders, get inspired by peer institutions in other sectors and geographies facing the same challenges and opportunities, and finally acquire new skills and capacities to improve their long-term sustainability.

The program is conceived as an experiment in “learning by doing”, crafted and delivered by a group of specialists from the cultural sector and beyond. ACE is made of several modules, delivered to 8 participating cultural institutions selected after a nomination and jury selection process. The director and deputy director of the respective institution participate in the 12-month program that includes three workshops as well as mentorship and follow-up in-between. Much of the material generated during the program is made available online for other non-participants to benefit from, with additional public talks and panels to engage with wider audiences. The selected participants are additionally given a grant of \$25K to fund a specific institutional activity inspired by the program, which they can implement towards the end of the one-year cycle.

ACE content includes strategy, communications, design thinking and fundraising; learnings from leaders in microfinance, storytelling and entrepreneurship; case studies from peer institutions in Africa and Asia; and reflections on global themes of inequality, technology and ethics.

ACE Workshops

We as cultural institutions are public benefit institutions. What is the value we generate? What is the social impact we create and for whom? How can we remain relevant and connected to our communities? How is what we do locally linked to global efforts for sustainable development? What can we learn from practitioners in different contexts and sectors? What kind of stories do we tell of our work, and using which tools? How do we mobilize individuals, corporations and institutions in innovative ways to invest in arts and culture in our region? What are ethical considerations related to sources of funding? How adaptive is our leadership to espouse an entrepreneurial spirit? How do we inspire ourselves to innovate, and what are our priorities? How can we work with a public and non-profit sector that aims to be as efficient as the private sector, and a private sector that tries to be socially-minded? What other aspects should we be busy with? These are some of the questions that we will dwell upon in the three ACE workshops.

Co-pilots Initiative

The arts and culture sector in the Arab region has experienced, over the last decade, a significant expansion in terms of infrastructure, organizations and audiences. It has become a significant employer of emerging, young and dynamic cultural managers as well as more seasoned leaders. Yet, most have struggled to “learn on the job” and have had minimal if any training and capacity-building on the broad range of issues pertaining to the development and sustainability of arts and culture organizations. The co-pilots program was conceived as an experiment in the second cycle of the ACE program in 2020, as a means to offer regional cultural managers the opportunity to not only sit through and participate in a rigorous year-long program of talks, workshops, training and presentations with the cohort of 8 selected organizations, but also to immerse themselves in the challenges and realities facing organizations and cultural leaders in and from the region. Furthermore, it is a unique chance for them to receive a tailored set of training and coaching to help develop their own professional and leadership skills in relation to public speaking, decision-making, facilitation, mentorship, time and conflict management, etc. The co-pilots initiative is an attempt to fill the glaring vacuum in trained practitioners who can act as consultants, advisers, trainers, and facilitators in support of the arts and culture community in the Arab region.

ACE Third Workshop

The third workshop of the fourth ACE cycle will take place in Beirut between 15 and 18 November, 2022. Accompanied by specialists and mentors as well as experts with diverse backgrounds and experiences from Egypt, Palestine, Tunisia, Lebanon, England and Brazil, participants will be exposed to a plethora of ideas, such as Individual Giving, Crowdfunding, Governance and Entrepreneurship in the cultural sector. They will be exploring a range of funding models and approaches to supporting cultural and creative organizations and projects, and learning about crowdfunding as an increasingly viable method of fundraising and community building. They will be introduced to digital platforms and technologies which are revolutionizing the arts and culture sector; they will also learn about solidarity economy through a tour of the cultural landscape in Brazil. Additionally, they will be inspired by previous ACE grantees, exploring their organizational and programmatic challenges and successes.

**PROGRAM
SCHEDULE**



DAY 1 – TUESDAY, 15 NOVEMBER 2022

9:30 am – 10:30 am

Session 1: What is New?

Moukhtar Kocache

In this session, participants will update each other about the work that has been done since the last workshop. They will share their news, concerns and expectations.

10:30 am – 11:00 am

Coffee break

11:00 am – 1:00 pm

Session 2: Crowdfunding for Culture

Khaoula Behi

Cultural crowdfunding refers to the use of crowdfunding to finance the production, distribution, and consumption of cultural and artistic expression. Lowering communication and outreach costs as a result of technology has allowed cultural organizations, challenged by the decrease in public funding and the increased competition with regards to donors and sponsors, to adopt crowdfunding as an increasingly viable method of fundraising and community-building.

This session will take you through the definitions of crowdfunding platforms and the typology of how you could transform and convert the “likes” on social media to financial contributions towards cultural and creative projects or initiatives. We will practice building a crowdfunding campaign from pre-launch to the end.

1:00 pm – 2:00 pm

Lunch

2:00 pm – 4:00 pm

Session 3: How Can Cultural and Entrepreneurial Approaches be Sympathetic Collaborators?

Siân Prime

In this discursive presentation, a range of funding models and approaches to supporting cultural and creative organizations and projects will be explored. Examples will be drawn from countries including Uganda, Kenya, Ireland and the UK, and we will reflect on the ways that generating revenue can strengthen values, relationships with stakeholders and ensure sustainability. We will look at the potential that emergent tools such as technology have given us, which has also led to the reinvention of some traditional approaches. Additionally, we will consider the complexity of commercializing culture and the tension of economic value and social values.

4:00 pm – 4:30 pm

Coffee Break

4:30 pm – 6:00 pm

Session 4: A Frame on the Cultural Landscape in Brazil

Georgia Haddad

Brazil is a continental country with a diverse population and a rich arts and culture landscape. In this session, we will have an overview of the history of cultural policies in the country while highlighting some successful yet challenging moments. We will also explore some worthy examples of recent cultural entrepreneurship, community-engaged arts and cultural initiatives from Brazil’s diverse population and socio-political contexts.

8:30 pm – 10:30 pm

Welcome Dinner

DAY 2 – WEDNESDAY, 16 NOVEMBER 2022

9:30 am – 11:00 am

Session 5: Digital Platforms

Reem Kassem

Digital platforms and technologies are revolutionizing the arts and culture sector and our communal aesthetic experiences. How are current experiments and efforts in digital artistic production and presentation spearheading and imagining the future? What is at stake in terms of audience engagement, community building and monetization of culture through innovative technologies? In this session, we will focus on a platform founded by Reem Kassem, called Basita. We will discuss the steps that were needed for the research, development and design of the platform and Reem will share some early learnings that they are accumulating in terms of formal considerations, engagement, demographics and market viability. We will also discuss other existing virtual platforms and innovative artistic projects that are exploring this realm.

11:00 am – 11:30 am

Coffee break

11:30 am – 1:00 pm

Session 6: Commons Now!

Georgia Haddad

The *commons* is a general term for shared resources in which each stakeholder has an equal interest. In this session, we will explore the concept of *commons*, its roots and how it has come to be practically defined in various examples, situations and contexts. We will also investigate related concepts such as Shared or Solidarity Economy. Can art and various cultural practices be considered a *commons*? Together we will discuss various examples of networks, collectives and organizations working with the *commons* as a framework for action and creation.

1:00 pm – 2:00 pm

Lunch

2:00 pm – 4:00 pm

Session 7: When Culture Meets Entrepreneurship

Khaoula Behi

Start-up mentality and spirit is used to literally create something out of nothing: mobilize the structures, alliances and strategies needed to leverage one's assets rather than being restricted by financial constraints. Entrepreneurship develops new audiences as well as the opportunity for creating revenue to invest back into cultural content.

What can we learn from the existing entrepreneurial ecosystem that supports different sectors? Could enablers such as accelerators, incubators, and makers' labs help us re-imagine the entrepreneurial journey of a curator, an artist, or a cultural manager?

4:00 pm – 4:30 pm

Coffee Break

4:30 pm – 5:30 pm

Session 8: What About Governance?

Moukhtar Kocache

In this refresher session, we will highlight what is meant by Governance in the non-profit sector, and how Boards of Directors or Governing Boards form the foundation of organizations' stewardship, accountability and development. What is the real function of Boards? Who should we invite to serve on such structures of governance? What should be the profiles and responsibilities of board members? How can we ensure a balance between managing, leveraging and keeping board members in check?

DAY 3 – THURSDAY, 17 NOVEMBER 2022

9:30 am – 12:30 pm

(including half an hour coffee break)

Session 9: Individual Giving

Mohammad Hamdan

Why is it essential to sustain and diversify income, and how can this measure kick off and be promoted? In this session, we aim to take a flavor of individual giving and community giving. We will have the chance to analyze real cases and interactively draw the first conclusions and next steps for our initiatives to consider Individual giving as a sustainable source of income.

12:30 pm – 1:30 pm

Lunch

1:30 pm – 3:30 pm

Session 10: Economy as a Cultural Practice How to Turn the Financial Crisis into a Cultural Question?

Yazan Khalili

Funding has been the dominant dilemma of cultural practices in the world, and in our region in particular. It is a dilemma that has structures, laws, and an economic environment that depends on it. To critically approach this dilemma, we need to understand the cultural institution as an ideological structure that maintains this dilemma, because it acts as if it is ahistorical, as if it has been functioning outside of the progression of time and politics, as if it is not a result of years of policy and regulation changes through the funding processes and requirements of the donors. As such, we need to think of how to reimagine the cultural institution, to challenge it, and subvert it.

3:30 pm – 4:00 pm

Coffee break

4:00 pm – 5:30 pm

Session 11: Examples of Entrepreneurship

The session will explore the different stages of a new enterprise venture from seed stage to scale-up and beyond, including the support and funding to these ventures at different stages of their lifecycle. The discussion will also focus on scale-ups, their growth and main challenges. Scale-ups are high-growth, innovative Small to Medium Enterprises (SME) that have a high impact on local economies and contribute heavily to the development of ecosystems around the world. We will also tackle the importance of networks in such ecosystems, and the creation of a “multiplier effect”.

DAY 4 – FRIDAY, 18 NOVEMBER 2022

9:30 am – 11:30 am

Session 12: This is How We Did it

Marwa Abu Leila, Kenza Sefrioui and Samer Jaradat

In this session, we will hear from and get inspired by three organizations that have been part of previous cycles of the ACE program. This is an opportunity to hear first-hand from peers and colleagues about the nature of their work and environment, and to learn about their challenges and successes in running their organizations over the last few years following their completion of the ACE program. What have they learned? What would they do differently? What helped them make better management decisions? Through presentations and an open discussion, you will get to hear about how other regional organizations have managed growth, transitions, failures as well as successes.

11:30 am – 12:00 pm

Coffee Break

12:00 pm – 1:00 pm

Session 13: Incentive Grant

AFAC Team

We will answer any burning questions regarding the incentive grant, and discuss the ideas of the upcoming proposal template (content and budget) which participants will need to submit following the end of the third workshop.

1:00 pm – 2:00 pm

Lunch

2:00 pm – 3:00 pm

Session 14: Recap and Reflections

Moukhtar Kocache

We conclude the third workshop of the fourth ACE cycle with a recap session! We will share our thoughts and impressions of this workshop in particular, and the three workshops in general, and we will talk about what's next and how to take it from here.

8:00 pm – 10:00 pm

Closing Dinner

BIOGRAPHIES



EXPERTS



Christina Chehade

Christina is the Managing Director of Endeavor Lebanon, an economic development non-profit organization that catalyzes long-term economic growth. Endeavor, headquartered in New York, with a presence in more than 33 countries internationally, selects, mentors and accelerates successful high-impact entrepreneurs worldwide. Christina has more than 18 years of experience in financial consulting, venture capital and entrepreneurship support. She spent the previous 7 years as a Director with Endeavor Lebanon leading the organization's Partner, Mentor and Investor Networks. Prior to Endeavor, she was a Venture Partner for MEVP, a Beirut-based venture capital fund.

Before her return to Lebanon, Christina was an Associate Director at Nomura Code Securities in London, leading several Biotech transactions in the UK and Europe. She also covered healthcare, consumer goods and retail as part of the HSBC Investment Banking team in London and Paris.

Former to her banking experience, Christina was a product manager at Novartis Pharma France and started her career as a researcher at the American University of Beirut Biology department. She holds an MBA from the ESSEC Business School in France as well as an MSc and BSc in Biology from the American University of Beirut, Lebanon. Christina is married with three children.



Georgia Nicolau Haddad

Georgia Nicolau Haddad is a Brazilian creative professional and trained facilitator. She is interested in the transition to a fairer, more egalitarian and cooperative world, and is in service for collective action and transformational change. In 2016, she co-founded the Procomum Institute, a commons-oriented NGO where she is currently director of programs, partnerships and institutional development. She is the co-author of several books and publications about the commons, alternative economies, digital culture and citizenship, and is one of the personalities portrayed in the book *Generation Share: The Change-Makers Building the Sharing Economy*.



Khaoula Behi

Khaoula Behi is an innovation expert and researcher working with non-profit organizations and entrepreneurs from the MENA region and beyond.

She has worked for the last 8 years with projects and initiatives related to co-creation and bottom-up innovation to enable social transformation.

She led innovation labs in Tunisia and Berlin, where new and evolving approaches to innovative solutions for complex problems were created, to enable a sustainable society.



Mohammad Hamdan

Mohammad Hamdan helps non-profits overcome the barriers to fundraising success. He is a fundraising advisor who shares actionable tips and strategic income sustainable approaches. Hamdan has spent most of his career as either fundraiser or fund development director.

He has worked in prominent and leading organizations in various sectors, especially in higher education, social services and the arts. Hamdan co-established the first professional Advancement and Fundraising department at Birzeit

University. He currently serves as Director of Fund Development & Communications at SOS Children's Villages International in Palestine, expanding their Institutional Partnerships, Leadership Giving, International Sponsorship & Committed Giving programs.

Hamdan is a graduate of the Institute of Development Studies (IDS), Sussex University, where he received his MA in Development Studies, and expanded his network of Palestinian philanthropists in the diaspora.



Reem Kasem

An Egyptian cultural manager, producer, and researcher with 20 years of experience, based in Abu Dhabi, Kasem was named one of 50 most inspirational women in Egypt in 2021.

She is the founder of AGORA for Arts and Culture, co-founder of Basita.live virtual theater, and senior specialist at the Culture Foundation Abu Dhabi.



Siân Prime

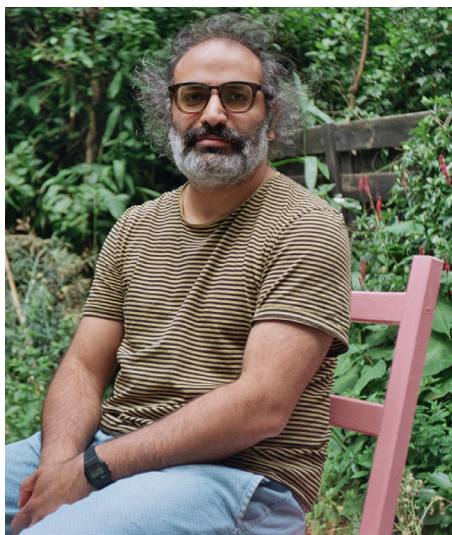
Siân was responsible for a £15million seed-investment fund at Nesta. At the governmental level, she worked as an Expert Advisor to Innovation Exchange and the Innovation Unit. She is an Advisor to The British Council's Creative Economy Unit and Associate of Nesta's Creative Enterprise Programme.

Siân created, advanced and implemented strategies and programs for value creation to support the development of cultural entrepreneurial activity.

She is a member of the Business Book Award Judging Panel, a member of the Prospects of Innovation Research Studio, and Chair of National Ugly Mugs.

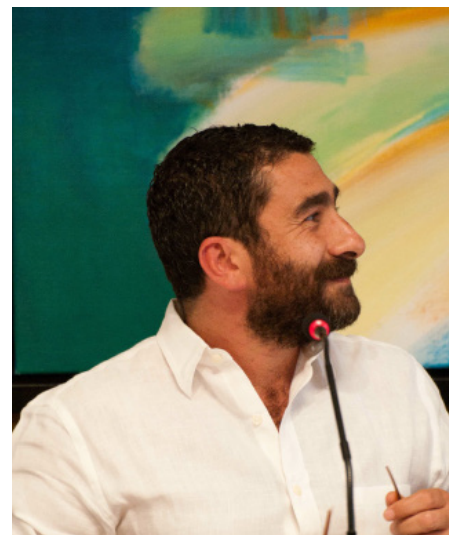
She has developed new programmes and research into new business models in social innovation and leadership in the creative industries.

She has won awards: "Catalyst: Innovation in Pedagogy" and Enterprise Educator's award for the Most Inclusive Enterprise Educator.



Yazan Khalili

Yazan Khalili lives and works in and out of Palestine; he is currently based in Amsterdam. He is an architect, a visual artist, and a cultural producer. He is a PhD candidate at Amsterdam School of Cultural Analysis, University of Amsterdam. He was director of Khalil Sakakini Cultural Centre between 2015 and 2019. He is a founding member of The Question of Funding Collective, and co-founder of Radio Alhara.



Moukhtar Kocache

Moukhtar Kocache is an independent advisor and consultant with expertise in curatorial practice, media, philanthropy and cultural and civil society development. His current interests include the sustainability of independent creative platforms, cultural and social justice philanthropy, political philosophy and policy, alternative institutional structures, memory, film and material culture.

From 2004 to 2012 he was Program Officer at the Ford Foundation's regional office in Cairo. From 1998 to 2004 he was Director of Programs and Services at the Lower Manhattan Cultural Council in New York. He is the co-founder of Rawa: Creative Palestinian Communities Fund, a participatory initiative that supports Palestinian grassroots to creatively solve community development challenges.

He is the author of "Creation Out of Crisis, A Historic Moment to Leverage Arts & Culture's Contributions to Social Change in the Arab Region" and several other reports on arts and culture and social justice philanthropy. He is also a regular lecturer and keynote speaker at educational institutions and philanthropy, arts and civil society fora.

ACE Previous Grantees



Kenza Sefrioui

Kenza Sefrioui is a cultural journalist, literary critic and publisher. She wrote the literary column in the weekly magazine *Journal Hebdomadaire* from 2005 to 2010 and contributes to the online magazine *Economia.ma*.

Kenza Sefrioui completed a doctoral dissertation in comparative literature at the University Paris-Sorbonne. Her research and analysis on the experimental 1960s Moroccan publication *Souffles* magazine was the basis of her book *Souffles Magazine (1966-1973): Hopes of a Cultural Revolution in Morocco* (Casablanca, Sirocco Press, 2013). The book was awarded the Grand Atlas Award in 2013.

Kenza Sefrioui was the co-editor in 2013 of an expanded new edition of *Casablanca oeuvre ouverte*, an acclaimed collection of the works of writers, journalists and artists based in Casablanca including the addition of a second volume of contemporary writings, *Casablanca poème urbain* (Le Fennec, 2015). She is the co-founder of the publishing house *En Toutes Lettres* in Casablanca, which focuses on book-length investigative journalism and the social sciences. She is a cultural activist and author of a survey of book publishing in Morocco, *The Book on Trial: Weak Links in the Chain in Morocco* (2017).



Marwa Abu Leila

Marwa Abou Leila is the co-founder and Managing Partner of Photopia, an independent photography school in Cairo.

Marwa graduated from Ain Shams University Commerce - English Section in 1999. She has been a photography enthusiast ever since. After quitting her banking career in 2011, she co-founded Photopia with Karim Khadem in May 2012 for the sake of offering both emerging and established photographers an ongoing platform to learn, meet,

interact and get opportunities to bridge with their role models in the image industry. The photography school collaborates with Egypt's and the region's top photographers to deliver valuable photography education to the community.

She is also the founder and curator of Cairo Photo Week, a versatile photo festival in the heart of downtown Cairo that brings together the most influential image-makers of Egypt and the region.

CO-PILOTS



Samer Jaradat

Samer Jaradat is a musician, producer and entrepreneur. His academic background combines both business management and music, and his passion led him to embark on a journey of discovery in 2007. He traveled around 21 countries, exploring various musical genres as a musician and a producer. He founded "Jafra Productions" in 2010, as the first music production company in Palestine. Over the past 12 years, Jafra has contributed to shaping the music scene in Palestine.

Samer's dedication to diversity led him to explore multiple musical cultures in his productions, the latest of which was the "Arabi-Gharbi" production in Doha, led by musician Simon Shaheen. In addition, he accomplished research projects in ethnic music, leading to several productions and global partnerships, such as the album "Never Again", which combines Palestinian and Sámi folk music. Samer is currently the executive director of Jafra Productions and manages the band "Le Trio Joubran".



Mehdi Azdem

Mehdi Azdem is a cultural worker and a teacher-researcher in communication and cultural engineering. He holds a Bachelor's degree in "Economics and Management" in 2011 at the Faculty of Legal and Social Sciences of Mohammedia. In 2013, Azdem obtained a Master's degree in "Cultural and Artistic Engineering" at the Faculty of Letters and Human Sciences of Ben M'sik - Casablanca. In 2014, he enrolled in the research laboratory "Human, Space, Communication and Arts" to conduct a doctoral thesis on "Strategies of cultural development and the new cultural dynamics in Morocco; case study of cinema, theater and contemporary

music since the 2000s". In April 2021, he obtained his PhD in Human Sciences, specializing in "Cultural Communication" from the Hassan II University of Ben M'sik. In his quality as researcher, cultural and associative worker since 2011, Mehdi has participated in numerous seminars, symposia, conferences and round tables in Morocco and abroad. He has worked with numerous leading arts organizations such as Racines Association, Casamemoire and Ali Zaoua Foundation. Mehdi co-authored several publications on arts and culture in Morocco and the MENA region: (<http://www.azdemmehdi.academia.edu>)



Rania Berro

Rania Berro has over 15 years of experience in international relations, inter-governmental coordination, civil society engagement and research particularly focusing on the MENA region. Rania holds a Masters of Arts degree in Comparative Politics and a PhD from Denis-Diderot Paris7 University in Political Sociology. Until recently, Rania held the position of Senior Program Officer at the Open Society Foundations-MENA (OSF), overseeing portfolios related to policy, advocacy and trans-national activism. Prior to joining OSF,

Rania worked as a coordination officer at the Ministry of Culture's cabinet in Lebanon where she initiated a project on the cultural industries in Lebanon. In 2003, she joined the League of Arab States in Paris as Policy officer and UNESCO coordinator. She has also worked as an independent consultant focusing on human rights issues with several UN agencies in France, Switzerland and Tunisia, including IOM, UNESCO, OHCHR and UNFPA. Rania speaks Arabic, French, English and Spanish and is currently based in Tunis.



Reem Furjani

Reem Furjani is Founder and Managing Director of Scene for Culture & Heritage [www.scene.ly.org] and a Research Fellow at the American Institute for Maghrib Studies (AIMS). As a researcher and cultural manager, her work investigates how contested cultural heritage is used in identity-making and un-making, and advocates for the role of cultural policies in the process of inter-group cultural participation and social cohesion. As a parallel mode of inquiry into the same topics, she creates immersive archives and experiences exhibited in Cardiff, London, Tripoli, and online. Holding Bachelor and Masters

degrees in architecture with Honors and pursuing her PhD., her interests lie within multidisciplinary intersections between critical heritage studies, performative phenomenology, and democratization policies within the culture and heritage sectors.

Reem was awarded the Opler Grant by the Society of Architectural Historians (SAH) as an emerging scholar, received a Fellowship at the International Society for Performing Arts (ISPA), and was nominated Alumna of the U.S. Department of State's International Leaders Programme (IVLP), among other recognitions.



Sarah Kuhail

Sarah Kuhail, a digital culture expert and a specialist of cross-cultural communication and international management, is an experienced communications strategist, researcher and development consultant. Her work spans across cultural, educational and media fields. She has worked as a consultant in strategic development, communications and resources development for many cultural organizations in the region, including Khalil Sakakini Cultural Center (Palestine), Culture Resource (Lebanon), AFAC (Lebanon), JAFRA (Palestine), and Kerning Cultures (UAE).

Sarah is interested in the intersection of technology, arts and culture, and investigates technology's influence on the way we produce, curate, and consume the self and the other. She is currently the Communications Manager of Taawon.



Myriam Amroun

A cultural practitioner and curator, Myriam Amroun is also the co-founder and the artistic director of rhizome. At an earlier stage of her career, Myriam decided to devote herself to the arts and culture sector, thereby drifting away from her medical studies. Capitalizing on more than ten years of experience now, she worked for several years on issues related to the arts as a vector for reactivating and reclaiming public spaces in Algiers, and on how abandoned spaces can be reimagined as common spaces for social and cultural gatherings of communities. She worked on two extensive field researches carried out between 2012 and 2017, in the framework of the Trans-Cultural Dialogues Platform, that shaped DJART (2014) and EL MEDREB (2016)

projects, developed and imagined as city-scale experimental labs. Myriam worked on various other projects such as the DURAR program and the UNESCO World Heritage Education Program in China, along with diverse consultancy assignments as a cultural advisor. In 2017, the urge and need to create a sustainable organization with the perspective of achieving substantial work on the arts and culture sector in Algeria and the region, resulted in the founding of rhizome that operates as both a commercial gallery and an independent art organization. Combining both her institutional and independent work, Myriam's practice lies at the intersection of arts, culture, humanities and politics.

PARTICIPATING INSTITUTIONS



Sami Daoud

An experienced Program Manager for creative enterprises with a demonstrated track of working in civic and social organizations, Sami is skilled in program management, role-play, interviews and recruitment.

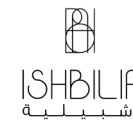
Sami is currently the creative programs manager at Gemini Africa. He is driven by his belief in the powerful impact creative entrepreneurship can have in offering solutions to some of today's most pressing local and global challenges. He has supported creative and social enterprises at various stages in their development by taking part in as well as leading the implementation of many

ideation, incubation and acceleration rounds.

Sami has managed the accounts of over 100 creative and social enterprises operating across Egypt and in a variety of sectors such as performing arts, handicrafts, education and renewable energy. He led a project that enabled him to combine his passion for arts and culture with his extensive experience in social entrepreneurship. The five-year project, 'El Garage', aims to revive local identity, culture, history and art using entrepreneurship as a central tool. It is currently the 1st Performing Arts incubator in Egypt.



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PARTNERS

Arab Fund for Arts and Culture – AFAC

The Arab Fund for Arts and Culture - AFAC - is an independent regional initiative that offers financial and professional support to emerging and established artists from the Arab region and diaspora and to cultural institutions engaged in supporting the contemporary Arab art and culture scene. Founded in 2007, AFAC is active in 20 Arab countries and annually supports up to 200 artists and institutions in the fields of Performing Arts, Visual Arts, Film, Music, Writing, Photography, Research, and Training and Regional Events. AFAC advocates for philanthropy for the arts and culture and for sustainability of the sector through public and private investments and entrepreneurial practices. AFAC has supported 1,923 projects to date (out of 16,595 applications) and contributed more than \$30 million towards the production of artworks.

Drosos Foundation

Drosos Foundation is committed to enabling disadvantaged people to live a life of dignity. Together with partner organizations, it develops and supports projects that have a direct bearing on the effective and sustainable improvement of living conditions, and seeks, wherever it is involved, a long-term impact.

Drosos Foundation focuses on the development of life skills of disadvantaged children, young people and young adults through promoting creativity and economic independence. It is convinced that life and technical skills are key elements in personal development as they empower individuals to take control of their lives and make a positive contribution within their community.

Drosos Foundation was established in Switzerland in 2003. It owes its existence to a private endowment and is acknowledged as a non-profit organization. It is ideologically, politically and religiously independent. The Foundation is active in Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia as well as in Switzerland and in the eastern parts of Germany.

The Federal Foreign Office

The Federal Foreign Office represents Germany's interests to the world. It promotes international exchange and offers protection and assistance to Germans abroad. With headquarters in Berlin and a network of 229 missions abroad, the Federal Foreign Office maintains Germany's relations with other countries as well as with international and supranational organizations.

VENUES & ACTIVITIES

Venue

FABRIKA

Zahar Bldg, 1st floor

Sassine Street, Beirut - Lebanon

Tel: 961 1 322 902

www.fabrika.cc

LOGISTICS & CONTACTS

Accommodation

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ACE IV Workshop III / 15-18 November

DAY 1 - Tue 15 Nov	DAY 2 - Wed 16 Nov	DAY 3 - Thu 17 Nov	DAY 4 - Fri 18 Nov
9:30- 10:30	9:30-11:00	9:30-11:00	9:30-11:30
What is New? Moukhtar Kocache	Culture and Technology Reem Kasem	Individual Giving Mohammad Hamdan	This is How We Did it Marwa Abu Laila Kenza Sefrioui Samer Jaradat
10:30- 11:00	11:00-11:30	11:00-11:30	11:30-12:00
Coffee Break	Coffee Break	Coffee Break	Coffee Break
11:00-1:00	11:30-1:00	11:30-12:30	12:00-1:00
Crowdfunding for Culture Khaoula Behi	Commons Now! Georgia Haddad	Individual Giving Mohammad Hamdan	Incentive Grant AFAC Team
1:00- 2:00	1:00-2:00	12:30- 1:30	1:00-2:00
Lunch	Lunch	Lunch	Lunch
2:00-4:00	2:00-4:00	1:30-3:30	2:00-3:00
How Can Culture and Entrepreneurial Approaches Be Sympathetic Collaborators? Siân Prime	When Culture Meets Entrepreneurship Khaoula Behi	Economy as a Cultural Practice Yazan Khalili	Recap and Reflections – Moukhtar Kocache
04:00- 04:30	03:30- 04:00	03:30- 04:00	03:00- 03:30
Coffee Break	Coffee Break	Coffee Break	Coffee Break
4:00- 6:00	5:00-6:00	4:00-5:30	3:00- 6:00
A Frame on the Cultural Landscape in Brazil Georgia Haddad	Governance Moukhtar Kocache	Examples of Entrepreneurship Christina Chehade	Photo Shoot with the Participants
8:30- 10:30			8:30- 10:30
Welcome Dinner	Free	Free	Closing Dinner



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