



Arts and Culture Entrepreneurship ACE

Second Workshop
February 27 - March 3
2019

PROGRAM BRIEF

Arts and Culture Entrepreneurship

The Arts and Culture Entrepreneurship (ACE) is a new AFAC special program, in partnership with Drosos Foundation and supported by the German Federal Foreign 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 to acquire new skills and capacities to improve their long-term sustainability.

The program is conceived as an experiment in learning and doing crafted and delivered by a group of specialists from the culture sector and beyond, that will continue to evolve in content throughout its planned three cycles - 1 year per cycle duration. 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 will 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 will be made available online for other non-participants to benefit from, with additional public talks and panels to engage with the wider public. The selected participants will additionally be given a grant of \$25K to fund a specific institutional activity that has been inspired by the program, which they can implement towards the end of the one-year cycle.

ACE content includes strategy, communications and fundraising; learnings from leaders in microfinance, social media and entrepreneurship; case studies from peer institutions in Africa, the Indian sub-continent and South America; 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 with what 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 of November 2018, February and June 2019.

ACE Second Workshop – Make it happen

The second 5-day workshop (27 February – 3 March, 2019) will be a hands-on introduction to the concept of innovation and entrepreneurship and possible ways to introduce revenue-making /audience-engaging elements in our work. The workshop will be replete with project-design exercises. We will look at different mindsets of an entrepreneur depending on different phases of a challenge, and discover structures and tools of innovation. We will learn techniques for building high performing teams. We will go through the basics of storytelling. We will critically examine what is community engagement and issues around quantifying impact. Throughout the workshop, we will practice the design of innovation activities within our context.

Public Talk – Re-imagining Storytelling

Robert Wolfe from Amsterdam-based Thnk Academy, will animate a public talk entitled “Re-imagining Storytelling” at the UK Lebanon Tech Hub, moderated by Moukhtar Kocache. This session will be livestreamed.

PROGRAM SCHEDULE

DAY 1 – DESIGN THINKING (WEDNESDAY FEB 27)

We will talk about ourselves and discuss the concept of entrepreneurship and how to introduce creative elements in our workplace. In addition, the experts will prod us to think about what could be innovations in our work so that our institutions are more sustainable, relevant, and connected to our stakeholders/communities.

9:00-9:30

Welcome and update - I know what you did! - Moukhtar Kocache

Participants pair up, briefly share what has transpired for them on a personal level and for their organizations since the last ACE workshop and report back to the rest of the group.

9:30-10:00

Opening session – Robert Wolfe

We will look at what happened between workshop 1 and workshop 2, and tune into each other and the progress that has been made and any new challenges that have arisen.

10:00- 11:00

Session 1- Introduction to design thinking methodology – Robert Wolfe

The first experiential challenge will be introduced and it will also function as an overview of the whole methodology of the workshop. In this way the big picture is experienced first and all current activities can be seen in the light of the overall view that emerges from this initial challenge – which is called the business card challenge.

11:15am - 11:30 am

Coffee break

11:30 am - 1:00 pm

Session 2 - Sensing for mini-challenge – Robert Wolfe

We will embark on the second challenge - a mini-challenge - which will be a real life example of a cultural institution in the neighborhood. In diverse small teams we will set out to scan the situation, understand the problem and the users that are involved.

1:00 pm - 2:00 pm

Lunch

2:00 pm - 5:00 pm

Session 3 - Visioning for mini-challenge – Robert Wolfe

We will synthesize our thinking and findings around the mini-challenge and reposition how we see the challenge. Next we will start to think in terms of solutions and will make an effort to influence our mindsets in order to open new avenues and solution spaces.

3:15 pm – 3:45 pm

Coffee break

3:45 pm - 5:00 pm

Session 3 - Visioning for mini-challenge (continued)

DAY 2 – REVENUE-GENERATION AND PROTOTYPING (THURSDAY, FEB 28)

We will explore visioning and prototyping tools to help us frame and reframe ways of looking at our income streams and how we shape the direction of our thoughts. We will apply those methods to innovate in our own areas of challenges and priorities; be it in the art form that we practice, or in audience reach, or in creating more social value, or in a business model.

9:00 am - 11:00 am

Session 4 - Drawing money – Robert Wolfe

We will examine how to look at finances in order to create new ways of thinking around income streams. In this session the whole notion of reframing will be important; how can you, by choosing a different frame, see different angles of an issue and in doing so, open up new solution spaces.

11:15 am - 11:30 am

Coffee break

11:30am -1:00pm

Session 5 – Prototyping – Robert Wolfe
We will explore prototyping as a way of thinking, especially iterative thinking using relevant users to shape your direction of thought. This method will be revisited and our solutions for the mini-challenge will be presented.

1:00 pm - 2:00 pm

Lunch

2:00 pm - 5:00 pm

Session 6 - Back to your world – Robert Wolfe

We make the transfer to our own context and look with fresh eyes at what challenges or parts of a challenge may be in need of shaking up or can be injected with some innovation processes. We will start applying the methods learned to the participants' own context.

3:15 pm - 3:45 pm

Coffee Break

6:00 pm - 8:00 pm

Public Talk “Re-imagining Storytelling” by Robert Wolfe moderated by Moukhtar Kocache in collaboration with UK Lebanon Tech Hub at Beirut Digital District
Storytelling is a skill we all have to some degree. When done in support of a purpose either for business or a societal cause it becomes important to be effective and to master this skill. We will look at some techniques that make your story work better. We will also look at how to think about choosing a story for a purpose. Through video examples, we will highlight essential elements of storytelling, but we will also practice with a story of our own.

8:00 pm - 9:00 pm

Apero at UK Lebanon Tech Hub

DAY 3 – LEADING IN COMPLEXITY (FRIDAY, MAR 1)

We will explore different mindsets an entrepreneur will need to have in different phases of a challenge, about how we work together in teams and how we lead in fast changing circumstances. We get to work on our own agenda and choose our themes.

9:00 am - 11:00 am

Session 7 - Business model innovation – Robert Wolfe

We will explore looking at different ways in which organizations have found new income streams and new ways of relating with their customers/audience. Following a number of paradigm shifts we will look at examples and draw inspiration from them for our own reality.

11:00 am - 11:30 am

Coffee Break

11:30 am - 1:00 pm

Session 8 - Leading complexity – Robert Wolfe

Situations that have a complex systems dynamic possess different characteristics. This session allows us to experience how a mismatch in leadership style can sometimes make situations worse rather than improve them. Participants will gain insight into which parts of their work require what kind of leadership.

1:00 pm - 2:00 pm

Lunch

2:00 pm - 5:00 pm

Session 9 - Open space methodology – Robert Wolfe

In the flow of complex system dynamics, participants will set their own agenda for this session and then work with spontaneous groups on selected topics. This will be the most structured unstructured meeting you will ever experience.

3:15 pm - 3:45 pm

Coffee Break

3:45 pm - 5:00 pm

Session 9 - Open space methodology

8:00 pm - 10:00 pm

Dinner at Mezyane, Hamra

DAY 4 – ABOUT US AND THE OTHERS (SATURDAY, MAR 2)

We will talk more about our initiatives, challenges and aspirations. We will also learn how others do it. A visit to a peer institution will expose us to a particular set-up of a cultural initiative and its innovative elements, but also what the team grapples with.

9:00 am - 1:00 pm

Session 10 - Debrief - About us / Challenges and Gaps - Moukhtar Kocache

This time is dedicated to give everyone a space for deeper presentations of their work and challenges as well as to engage in a conversation with other participants and a chance to collect feedback, shared insights and reflections by peers and advisors. Each organization will have 15 minutes to share its presentation video with the group as well as present up to two challenges and two opportunities to explore collectively with other participants.

This will be the chance for the participants to talk about their respective contexts, share with the rest of the group their challenges and ambitions, and finally, interrogate the notion of entrepreneurship and innovation for arts and culture from their own perspectives.

10:30 am - 10:45 am

Coffee Break

10:45 am - 1:00 pm

Session 10 - Debrief - About us / Challenges and Gaps (continued)

1:00 pm - 2:00 pm

Lunch

2:00 pm - 5:00 pm

Session 11 – Meeting the Others – UK Lebanon Tech Hub - Rawad Assaf

We will get a chance to meet UK Lebanon

Tech Hub who will introduce us to their mission, how they define a start-up and what constitutes its life cycle. Using real examples, they will take us through their process of ideation, design-led thinking, innovation thinking, and validation. We will learn to compare what constituted unsuccessful and successful stories using a flowchart of 5 stages. And finally, we will look at what is design thinking today and how to turn your idea into a business or sustained activity, exploring the world of incubators/accelerators, venture capital, angel investors and equity.

3:30 pm - 3:45 pm

Coffee Break

3:45 pm - 5:00 pm

Session 11 – Meeting the Others – UK Lebanon Tech Hub continued

4:30 pm

Bus ride to Hammana – departure from Skillz

5:30 pm - 6:30 pm

Session 12 - Exchange with Hammana Artist House team

7:00 pm - 8:15 pm

Dinner in Hammana

8:30 pm

Evening Programme – piano concert, at Hammana Artist House – Nada Loutfi

DAY 5 – PREPARING TO INNOVATE (SUNDAY, MAR 3)

As we prepare to innovate, we will review some building blocks. A peer institution will guide us in looking at budgeting that is critical to decision-making and financial management. We will also identify the impact we create as cultural practitioners and how to talk about it. Based on the priorities of each institution, the final session will identify the next mentorship phase and pave the way to structuring an institutional activity that will be supported by the ACE incentive grant.

9:00 am - 1:00 pm

Session 13 - A Refresher Session on Budgeting - Ashkal Alwan/ Mohamad Abdallah

This informal, peer-learning session will address an integral component of project planning and execution: drawing and maintaining budgets. Introducing budgeting as a structured and accumulative exercise, this hands-on session will review the building blocks of budgets, from how to draw (and own) a Chart of Accounts; through creating a project budget using calculable, measurable units; to combining multiple budgets together into an annual budget. From then on, record keeping, budget analysis, decision making, and finally reporting become steps in a cycle of financial management.

1:00 pm - 2:00 pm

Lunch

2:00 pm - 3:30 pm

Session 14 - Thinking About and Preparing for Impact - Moukhtar Kocache

We will take a deeper look at how arts and culture organizations can identify, plan, evaluate and communicate their social and cultural impact. We will explore various stages and levels of possible impact and help locate our work within a social change paradigm.

3:30 pm - 3:45 pm

Coffee break

3:45 pm - 5:30 pm

Session 15 - Creating Together - Moukhtar Kocache

In this participatory session, we will evaluate the workshop and identify needs and ideas to pursue for the final ACE workshop and the mentorship sessions. It will also be an opportunity to explore how to structure the ACE incentive grant.



BIOGRAPHIES

EXPERTS



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.

Moukhtar has served on the board of

the Gerhart Center for Philanthropy and Civic Engagement at the American University in Cairo since 2012 and has been a board member of the Open Society Foundation's Arab Regional Office since 2017. In 2018, he joined the board of International Media Support.

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 arts and civil society fora.

He holds a BA in International Relations with a focus on diplomacy in the Eastern Mediterranean and an MA in Art History & Nonprofit Management.



Robert Wolfe

Born in Australia and educated in the Netherlands, Robert's background is in management training, leadership coaching, improv comedy, and children's novels writing. He has lived in London where he published a book on corporate strategy, was a management trainer in Sydney, and trained Shell managers around the world how to be a coach as well as a manager. He now serves as a leadership coach, storytelling trainer and innovation facilitator at THINK, the Amsterdam School of Creative Leadership.

EXTERNAL SPEAKERS



Rawad Assaf

Rawad Assaf is the Chief Product Officer at the UK Lebanon Tech Hub with over 11 years of experience in leading the delivery of software solutions using state of art technologies and project management methodologies. Prior to joining The Tech Hub team, he worked with Murex, a lead enterprise company which offers effective technology as a catalyst for growth and innovation in capital markets. Rawad currently advises startup teams on how to make efficient use of technology in the development of solutions in line with their vision, goals and strategic business requirements. He is a Computer and Communication Engineer who graduated from the University of Saint Joseph, with a wide range of specializations including working with middleware platforms, calculation frameworks and machine learning.



Mohamad Abdallah

Mohammed Abdallah studied Fine Arts in Cairo, and was a fellow of the DeVos Institute of Arts Management at the Kennedy Center (Washington D.C.). Abdallah was recently the production manager of the Sharjah Biennial 13, Tamawuj (2017) curated by Christine Tohme. In 2015 he joined Ashkal Alwan in Beirut. Prior to that, Abdallah helped establish art institutions in Egypt including Cimatheque – Alternative Film Center and Beirut, and was Finance and Operations Manager at Contemporary Image Collective (CIC) in Cairo between 2010-13. Abdallah offered management training and consultancy to a number of cultural initiatives in the Arab region. He currently lives and works in Beirut.

PEER VISITS



UK Lebanon Tech Hub

UK Lebanon Tech Hub is an international startup accelerator rising out of the intersection of industry, talent & venture capital. We offer pre-seed funding, mentoring, back-to-back design & development iteration support to get startups invested. We work closely with industry to identify challenges, ideate, validate, design & develop solutions.

To date, the hub accelerated 80+ startups from various tech sub-sectors. Our startups raised \$60M+ of investments from venture capitalists, corporate venture capitalists & angel investors around the world with a cumulative valuation of \$200M+.

We at the hub pride ourselves in the long-term partnerships that we build with our portfolio companies before, throughout & after acceleration & deal execution.

With offices in Beirut & London, the UK Lebanon Tech Hub is an internationalization bridge for any startup with a Lebanese connection

uklebh.com



Hammana Artist House

Located in the beautiful village of Hammana, 1,200 meters above sea level and 45 minutes away from Beirut, Hammana Artist House is a multidisciplinary art residency space with a focus on performing arts. Founded in 2016 by D. Robert Eid in partnership with Collectif Kahraba, Hammana Artist House is above all a space for artistic development, a space to create and connect. HAH is open to local and international artists to deepen their artistic research, meet diverse audiences, develop their networks and reinforce their social engagement. Comprising spaces for rehearsals, artist hosting, scenography workshop and an open air theatre, HAH proposes a year-round artistic programme under the artistic direction of Collectif Kahraba.



Ashkal Alwan

Ashkal Alwan, The Lebanese Association for Plastic Arts is a non-profit organization based in Beirut, Lebanon. Since 1993, the association has been committed to contemporary artistic practice, production, research and education. Embedded in Lebanon and the wider region, Ashkal Alwan aims to facilitate artistic production and discourse, foster critical thinking around contemporary social realities, and engage in community mobilization.

Ashkal Alwan's mission is to create networks of exchange between artistic and cultural practitioners and institutions, build an archival record of artistic and intellectual endeavors in Lebanon and the region, support emerging and established artists by providing the necessary resources for the development of ideas and work, rethink art education, help enrich critical discourse in the Arabic language, as well as provide support for independent initiatives working in and around the civic and political realms.

Ashkal Alwan's programs include Home Works, a multidisciplinary forum on cultural practices taking place every three years; Home Workspace Program, a tuition-free annual study program for emerging artists; Video Works, an annual video production grant, and a mentoring and screening platform; a Residency Program for artists and cultural practitioners; the publication of literary works and artist books. Their educational and production platforms are accessible to the public. Their facilities include auditoria, editing studios, performance spaces, a library featuring a unique collection on contemporary artistic, cultural, and textual practices in Lebanon and beyond, and an extensive audio-visual archive.

ashkalalwan.org



Eric Deniaud

Founding member and co-director of HAH, Eric Deniaud has graduated magna cum laude from the International Institute of Puppetry Art (ESNAM) in Charleville-Mézières, under the direction of Roman Paska. Since 2002, he works as an actor, director, and set designer, in many performances where puppets play, most of the time, a special role. In 2008, Eric moved to Lebanon and co-founded Collectif Kahraba with Aurélien Zouki, Rima Maroun, and Camille Brunel Aoun. Eric's numerous international collaborations include: the National Puppet Theatre of Vietnam in Hanoi, the National Centre for Dramatic Art in Paris, the National Centre for Stage Writings in Villeneuve-lès-Avignons, the French puppet companies Drolatic Industry and Comédiamuse, Ectera Teatro in Spain, Le Théâtre de la Traversée in Québec. Since 2010, he has also worked as a puppeteer and actor in three performances by Alice Laloy, director of the company S'appelle Reviens: D'états de femmes, and Y-es tu?

nominated for the Molières 2011 for the best performance for a young audience. In Lebanon, Eric has collaborated with Alexandre Paulikevitch (Elgha'), Hanane Haj Ali (Jogging), Randa Mirza (Arab Mythology), and Dar Onboz (There was a bird on a tree, Seven plus Seven), among others. Since 2011, Eric is the co-director of Nehna wel Amar wel Jiran festival in Beirut, in addition to his work on all of Collectif Kahraba's performances.



Aurelien Zouki

Founding member and co-director of HAH, Aurelien Zouki studied theatre in Paris, where he worked as an actor with different directors such as Gilles Zaepffel, Bruno Thircuir, Jean Bellorini, and Nathalie Garraud. He has also participated in choreographic creations in France and Italy, where he was a performer in Rafaella Giordano's Cuocere il Mondo. In 2007, he moved back to Beirut and co-founded Collectif Kahraba, with whom he created several theatre, dance, and puppets performances (Landscape of our tears, Géalogie d'une fable...), that toured in Lebanon, Syria, Iran, Qatar, Russia, Romania, UK, and France. Always interested in body language and all forms of dance expressions, Aurélien participated in mask workshops with Marcela Obregon, Butoh dance with Yumiko Yoshioka, and contemporary dance with Christophe Leblay. In 2010, he took part in Takween Contemporary Dance School, where he worked with choreographers such as Jens Bjerregaard, Marco Cantaluppo,

Radhouane el Meddeb, Anani Sanouvi, and Luc Dunberry. He created then his first solo, I Drank the Sea and my Fire Still Burns. Since 2011, he is also the co-director of Nehna wel Amar wel Jiran, a multidisciplinary outdoor festival organized by Collectif Kahraba in Mar Mikhael neighborhood in Beirut. Aurélien's path also led him to give workshops to Palestinian, Syrian and Iraqi refugees, and to domestic migrant workers, in different contexts all around Lebanon.

Participating Institutions

PLATFORM
بلاصة ورش

13 A R
BEIRUT ART RESIDENCY

موزال
الفرقة المسرحية
MINWAL | THEATRE COMPANY

ورشة القيسارية
Atelier Kissaria

PHOTOPIA
the photographers' hub

مختبر دمشق المسرحي
DTL

MUSIC
PRODUCTIONS

زاوية
ZAWYA

VENUES & ACTIVITIES



Skillz

Skillz opened its doors in February 2013 and is owned and managed by Hélène de Ridder and Yoka Nassar. We offer a variety of educational programs and workshops, and host meetings, private gatherings and cultural events. Skillz's mission is to make learning an enjoyable activity in an intellectually stimulating environment, and empower individuals of all ages to pursue and achieve their personal educational goals. We employ a team of competent teachers and trainers who encourage you to become an active learner and develop habits that will turn you into lifelong learners. At Skillz, we believe in Cooperative Learning. Cooperative learning happens when individuals are actively engaged in their learning process and work in a team with their teacher to accomplish a shared goal. Too often learning is a solitary process and another of our aims is to make a difference in the way learning takes place.

skillzbeirut.com

LOGISTICS & CONTACTS

Accommodation:

Hotel Rotana Gefinor
Clemenceau street
Hamra-Beirut- Lebanon
Tel: 00961-1-371888

Workshop main venue:

SKILLZ
56, Pere Youssef Hayek street
Gemmayze- Beirut- Lebanon
Tel: 00961- 1-584234

Contact persons:

Tel: 00961-1-218901

Julie Terzian, Office Manager, AFAC
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Reda El Houchaimi, Grants Coordinator, AFAC
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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 supports annually around 150 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 1,350 projects to date (out of 11,450 applications) and contributed around \$20 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.



AFAC ARAB FUND FOR
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