

The background is a red wall with a dark brown, irregular geometric pattern resembling a honeycomb or cellular structure. A large, vibrant green leaf with prominent veins is positioned horizontally across the lower half of the image, partially overlapping the text.

Arts and Culture Entrepreneurship ACE

Third Workshop
8-12 July, 2019
Hammana

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 July 2019.

ACE Third Workshop – SAY IT OUT LOUD

In the third and final 5-day workshop of the cycle (8-12 July 2019), participants will be exposed to techniques of storytelling, the design of an effective communications plan, and the development of a public narrative to renew their mission, communicate their values, and call others to join them in action. The workshop will also offer practical guidance on mobilizing resources including assets and business models, and ethics in project financing. With renowned experts from Tunisia, Kenya and Jordan, as well as Lebanon, participants will look at what constitutes success stories and testimonials in the artistic/creative sector and consider key elements required for organizational development and increased sustainability.

Public Talk – Driving Change Through Storytelling

Rob Burnet from Well Told Stories will animate a public talk about his experience with Well Told Stories and communications for development at Antwork in Beirut, moderated by Moukhtar Kocache. This session will be livestreamed.

PROGRAM SCHEDULE

DAY 1 – STORIES WELL TOLD (MONDAY, JULY 8)

The world we live in is made up of stories. The stories we tell define our history. They are how we make sense of the present, and they have the power to determine our future. Storytelling is the oldest art-form and when used carefully, it can change the world. We will discover the 6 Essential Stories that will help us change the world, and find out what is the science behind them. We will create the 6 essential stories that every mission-driven individual and organization need for success – to organize clearly their thinking and their mission, so they can readily and concisely present the important essence of their work. Participants will each define their own stories, refining and testing them with the group. And to illustrate the process, and unpack the power of their essential stories, we will learn about a story from East Africa that is reaching and transforming the lives of 10 million young people, how it is created and how science and data have merged with creativity and insight to generate change at a huge scale as well as positive effects.

9:00 am - 9:45 am

Welcome and update – what have you been up to since the last workshop? – Moukhtar Kocache

Participants pair up, briefly share key moments of their personal but also their institution's journey since the last workshop, and report back to the rest of the group.

9:45 am – 1:00 pm

Session 1 – What is your story? – Rob Burnet

This morning session will focus on stories that concern:

- Who we are
- How we got started
- The challenge we are working on

11:45 am-12:00 pm

Coffee break

1:00 pm - 2:00 pm

Lunch

2:00 pm – 5:30 pm

Session 2 – What is your story? – Rob Burnet
This afternoon session will focus on stories that concern

- Lessons we have learned
- An example of our success
- Our vision of the future

3:30 pm – 3:45 pm

Coffee break

5:30 pm – 7:00 pm

Session 3 – Incentive grant – Rima Mismar and Heba Hage-Felder

An important component of ACE is the grant of \$25,000 to fund a specific innovation activity aimed at institutional strengthening. We will have the chance to hear what kind of priorities ACE has so far inspired for each institution. We will also discuss practical issues related to the proposal template (content and budget) which participants may submit anytime following the end of the third workshop, and answer any burning questions.

7:00 pm - 8:00 pm

Dinner in Hammana

DAY 2 – BUILDING PUBLIC NARRATIVES: THE STORY OF SELF, US, NOW (TUESDAY, JULY 9)

This day will look at Agency, Motivation, Leadership, Meaning Making, and Team Spirit. We will develop and share our full public narrative to renew our motivation, communicate our values, and call others to join us in action. We will develop the story of self (our calling and source of motivation), the story of us (the community's story and its shared values), and the story of now (the urgent action). We will also learn to coach others' stories and receive coaching that is empowering to the other. This training is useful for the individual as a leadership skill and beneficial for a group coming together to launch a joint path of action, or coming together to re-examine their collective identity and values, or a group looking for motivation and re-commitment. This training is built on the principles developed by Harvard Professor Marshall Ganz, a leading figure in community organizing.

9:00am – 9:15 am

Introduction

9:15 am – 9:45 am

Session 4 – The Public Narrative – Rahaf Abu Doha and Rania Sabbah from Ahel

As we prepare to launch the day, we will get to know what is the public story and why it is important. We will learn about a specific example on how to use public stories for the benefit of our work.

9:45 am - 11:45 am

Session 5 – The Story of Self – Rahaf Abu Doha and Rania Sabbah from Ahel

We will explore what is the particular story of each one of us and what motivates us to do what we do. Listening to examples, we will pick up the key elements to help frame the story of self.

11:45 am – 12:00 am

Coffee break

12:00 pm – 1:30 pm

Session 6 – The Story of Us – Rahaf Abu Doha and Rania Sabbah from Ahel

Where does my cultural entity fit within a larger community? What values do I share with others within this community? In this session, we will explore the notion of collective identity and what it means to our work.

1:30 pm - 2:30 pm

Lunch

2:30 pm – 4:30 pm

Session 7 – The Story of Now – Rahaf Abu Doha and Rania Sabbah from Ahel

We will discover what is the urgent challenge we are working on. We will probe what we consider to be shared values that are under threat and what are the options for engagement. In doing so, we are touching on what inspires us the most.

4:30 pm – 4:45 pm

Coffee Break

6:00 pm - 8:00 pm (Beirut)

Public Talk – Driving Change Through Storytelling – by Rob Burnet moderated by Moukhtar Kocache in collaboration with Antwork

How do you create positive social norm and behavior change at huge scale? And how do you know if it is working? The talk given by Rob Burnet of Well Told Stories will reveal how a multi-channel media brand in East Africa is helping to change the lives of millions of youths.

8:00 pm - 9:00 pm

Dinner at Raseef, Hamra

DAY 3 – BASICS OF A COMMUNICATION STRATEGY/ PEER VISIT TO AMAR (WEDNESDAY, JULY 10)

Why do we want to communicate? To whom? What do we want to communicate? How to do that? In the morning, we will outline the importance of developing solid communication skills for cultural institutions. Steering away from generic or overwrought models, the approach of the team of Studio Safar stems from a thorough understanding of the organization's ethos and its audience. They will be proposing tailor-made innovative and achievable solutions. Later in the afternoon, we will visit a peer institution, AMAR – Foundation for Arab Music Archiving & Research - and hear about their institutional challenges and opportunities.

9:00 am – 10:15 am

Session 8 – Introduce your institution – Hatem Imam and Maya Moumne of Safar Studio

Each person presents their organization verbally in no longer than three minutes. This concise introduction will give valuable insight about our communication tone.

10:15 am – 11:30 am

Session 9 – Let's check out some case studies – Hatem Imam and Maya Moumne of Safar Studio

We will outline the thought process, the tools, and results of a basic communication plan, based on selected case studies.

11:30 am - 11:45 am

Coffee Break

11:45 am – 1:00 pm

Session 10 – What do we take from this – Hatem Imam and Maya Moumne of Safar Studio

Participants will have the chance in this open session to ask questions and present some ideas on their future communication plans.

1:00 pm – 2:00 pm

Lunch

2:00 pm – 3:30 pm

Drive from Hamana Artist House to AMAR Foundation

3:30 pm – 5:30 pm

Session 11 - Peer Visit to AMAR - Foundation for Arab Music Archiving & Research

We will have the opportunity to meet with the team of AMAR who will tell us about their mission, their achievements to date as well as their institutional challenges and opportunities.

6:00 pm – 8:30 pm

Dinner in the garden of AMAR, Qornet El Hamra

DAY 4 – SUSTAINABILITY AND RESOURCE MOBILISATION (THURSDAY, JULY 11)

Sustainability, fundraising, resources mobilization. How many of us actually think about those from the onset of an initiative? Sustainability is a multitude of seeds planted at various levels: vision, mission, project design, product development, business model and resources mobilization strategy. It is not a set of goals and smart strategies to be designed at the end of the creation process of a cultural enterprise. The objective of this day is to support participants' reflections on their environment, assets and business models, all key elements required for organizational development and increased sustainability.

9:00 am – 1:00 pm

Session 12 - External Diagnosis Tools – Ouafa Belgacem from Culture Funding Watch

The morning session will introduce participants to three key tools that help guide their analysis and understanding of their environment and context. These tools are Stakeholder Analysis, a process of reflection on one's added value within a broader ecology and environment; Power Analysis, a mapping exercise to identify key competitors and potential partners as well as a deeper understanding of how to engage with others in the field; and Dynamics Analysis, a methodology of analysis of the relationships that exist between various stakeholders.

10:45 am – 11:00 am

Coffee Break

1:00 pm – 2:00 pm

Lunch

2:00 pm – 5:30 pm

Session 13 - Internal Diagnosis Tools – Ouafa Belgacem from Culture Funding Watch

The afternoon session will familiarize participants with various thinking processes and exercises to allow leaders to explore their organization's existing assets and internal resources for the development of fundraising and income generation strategies. Key elements include identifying knowledge and expertise already within the organization, resources already within reach and what else might be produced to develop and launch a healthy income stream strategy. Participants will be introduced to a variety of types of resources, especially earned income and a broader understanding of the fundamentals of resource mobilization.

3:30 pm – 3:45 pm

Coffee Break

7:00 pm – 8:00 pm

Dinner in Hammana

DAY 5 – OPEN SESSIONS (FRIDAY, JULY 12)

We conclude the workshop of the first cycle of ACE with open sessions! We will talk about what's next and how to take it from here. We offer this day in an open format with parallel conversations to allow for exchanges with experts and peers. Participants can move around corners and have roughly 30 minutes to consult with each expert. Each participant will dedicate a 10-minute window to be interviewed by our communications team.

9:00 am - 1:00 pm

Session 14 – Exchange Corners

(coffee break included)

Corner 1 – Sustainability and resource mobilization – *Ouafa Belgacem*

Corner 2 – ACE incentive grant – *Rima Mismar and Heba Hage-Felder*

Corner 3 – Feedback on second mentorship and follow-up – *Moukhtar Kocache*

Corner 4 - Video interview of each participant – *The Council*

1:00 pm - 2:00 pm

Lunch

2:00 pm - 3:00 pm

Session 15 – Evaluation of Third Workshop and ACE Program

3:00 pm - 3:15 pm

Coffee break

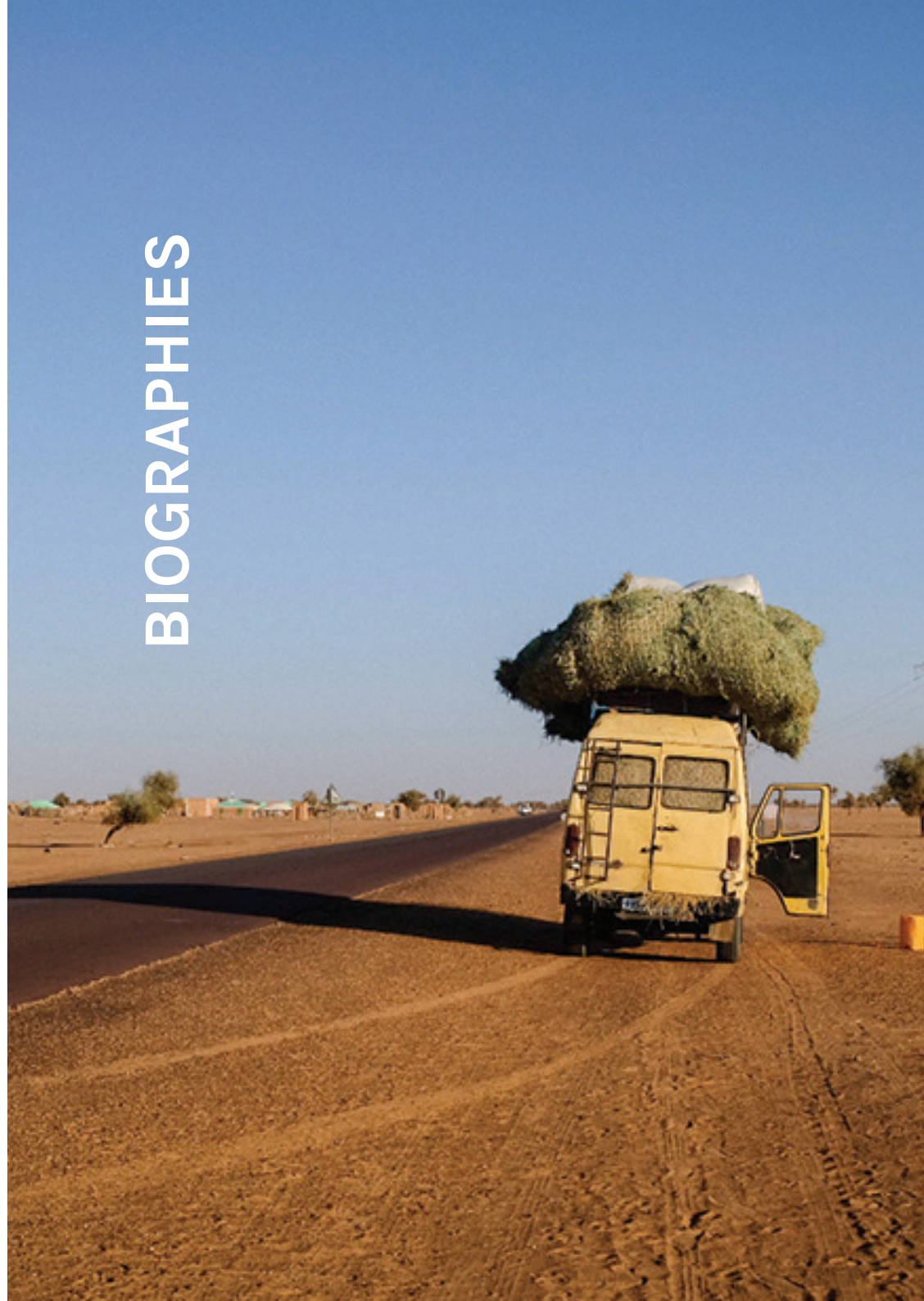
3:15 pm – 5:00 pm

Session 16 – One-on-one evaluations

5:00 pm

Drive to Beirut and Farewell!

BIOGRAPHIES



EXPERTS



Ouafa Belgacem

Ouafa is an expert in resources mobilization and sustainability and a researcher interested in topics related to arts and culture funding, cultural policies and art financial engineering. She is the founder and CEO of Culture Funding Watch, a leading art funding platform in the MENA region. She is also the creator of www.cceindex.com, the cultural and creative enterprises global index. She holds four Masters degrees in History, Archaeology, MBA and Heritage Management. She has worked in the Middle East, Africa and Asia. Prior to founding Culture Funding Watch, she worked with Oxfam GB as Regional Funding Coordinator in Myanmar and West Africa. Previously, she worked with SNV in Laos as Senior Business Development Advisor and as Assistant to the Head of Finance and Contract Section for the European

Commission Delegation in Cairo. Ouafa was also assigned as head of fundraising unit within the Supreme Council of Antiquities of Egypt. She is the writer of several global reports: UNESCO special report on creative economy 2013, Compendium of cultural policies in the Arab region 2010, CS report on 2005 convention 2019, Cultural policy in the MENA region (UNESCO) 2019. She is board member of the CS interim steering committee for the UNESCO 2005 convention, and Vice President of the Tunisians startup association. Ouafa has been one of the international experts to assist in the evaluation of proposals submitted for funding to the UNESCO's International Fund for Cultural Diversity as well as the Tfanen EU programme in Tunisia.



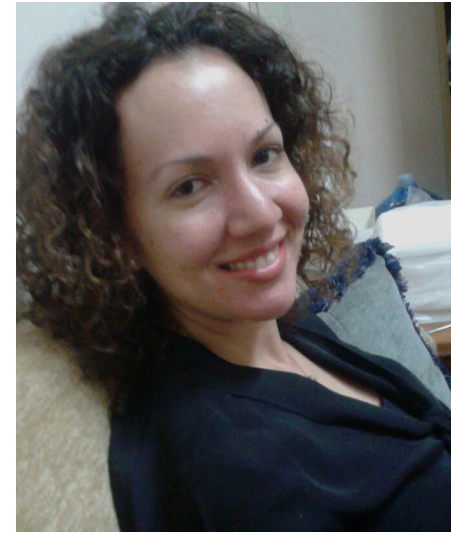
Rob Burnet

Rob is the CEO of "Well Told Story", a double Emmy Award-winning media production company based in Nairobi harnessing insight, data and story-telling to create social and economic value for young people in Kenya and Tanzania. Well Told Story's flagship media brand Shujaaz reaches over 10 million East African youths, using entertainment-led, research-and-data-driven stories in comic books, FM radio, social media and events to generate new national discourse, positive norm and behavior change in health, governance, livelihoods and agency. Since arriving in Nairobi over 20 years ago, Rob worked as an art curator, foundation program officer, TV producer and musician, before founding Well Told Story in 2009.

**Rahaf Abu Doha**

Rahaf is a trainer with Ahel. She operated in the field of youth work for 7 years as the youth program officer at Ruwwad. During this period, she invested in facilitating open dialogue and learning spaces for the youth. She also founded the debate team at Ruwwad which was the first debate club that combined adolescents and universities students. Rahaf also worked in the research field on different themes such as women political participation, auditing the educational program funded by the Norwegian government in the Syrian Refugees camps. Rahaf's passion is in education, and she has worked on non-formal educational programs since 2011. She joined Ahel's team to run the Popular Education program in the contexts of campaigns. Ahel is the first organization to adopt this educational approach in the region. In addition to

that, Rahaf is an international human rights educator in Canada and the MENA region under the umbrella of Equitas Organization in Canada. Rahaf is part of Ahel's Network of coaches since 2013 and a Harvard graduate of the online course on community organizing and public narrative. Rahaf is a graduate of English Language and Literature from the University of Jordan in 2012.

**Rania Sabbah**

Rania is a trainer with Ahel. She has been working in the humanitarian and development fields for around thirteen years. Her main experience has been in community participation and development, refugees and research including needs and capacities assessment, monitoring and evaluation and impact assessments. Her work has exposed her to multiple contexts including Jordan, Syria, Lebanon and Yemen.



Hatem Imam

Hatem Imam is a visual artist and graphic designer. He holds a BFA in Graphic design from the American University of Beirut (AUB), and an MA in Fine Arts from the University of Creative Arts in Canterbury, UK. He is the co-founder and creative director of Studio Safar, editor-in-chief of Journal Safar, a co-founder of Samandal comics, and the artistic director of Annihaya record label. He has been teaching at the department of Architecture and Graphic Design at AUB since 2007.

Maya Moumne

Maya Moumne is a Beirut-based creative director. She co-founded Studio Safar, a dynamic and exploratory design and art direction company whose name evokes just that: Safar being Arabic for travel. She is also the creative director and co-founder of Journal Safar, Beirut's independent visual and design culture magazine. Her work spans across different media and design frameworks such as branding and communication strategies, publication design, content generation, editorial stories and exhibition design. Her studio's work has been displayed in various cities across Europe and the Middle East, and featured in It's Nice That, Monocle Magazine, Vogue, Brownbook Magazine, and Harper's Bazar Japan, among others.



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.

PEER VISIT



AMAR - Foundation for Arab Music Archiving & Research

AMAR is a Lebanese foundation committed to the preservation and dissemination of traditional Arab music. AMAR owns around 9,000 records, principally from the "Nahda" era (1903 – 1930s), and more than 6,000 hours of recordings on reel. To safeguard this rare collection, AMAR has acquired a state-of-the-art studio specifically dedicated to the digitization and conservation of this music. In early 2010, AMAR built a multi-purpose hall that hosts up to eighty people. AMAR was launched in August 2009 at its premises in the Qurnet el-Hamra Village, Metn District, Lebanon. Its objectives are:

1. Conservation of recorded and printed Arab musical tradition by utilizing state-of-the-art technologies;
 2. Support of academic research and scientific documentation;
 3. Integration of these musical traditions and their practices in educational programs;
 4. Seeking multi-media dissemination and promotion of public awareness of the Arab music tradition.
- Today, AMAR has one of the largest known record collections of Egyptian/Syro-Lebanese Arab music from 1903 through to the 1930s.



Mostafa Said

Mostafa Said is a musician and musicologist, and the founder of Asil Ensemble for Arab Classical Contemporary music in 2003. He is the Director of Arab Music Archiving and Research (AMAR), Lebanon since 2010. Mostafa taught at the High Institute of Music, Antonine University, Lebanon, as well as at the Arab Oud House (Bait El-Oud Al-Arabi) in Cairo. He has two Albums to his name and participated in several recordings, put music to several works for theater as well as documentary films, participated in several conferences, music workshops, festivals and venues both locally and internationally as lecturer, teacher, soloist performer or with ensembles.



Akram Rayess

Akram Rayess is a researcher, management consultant and trainer with more than 18 years of experience in Lebanon, Jordan, Egypt, and Syria. His educational background is in Sociology - Anthropology (American University in Beirut AUB, 1991) and Business Studies (Lebanese American University LAU, 1994). Akram has extensive experience in bidding and implementation of projects funded by the World Bank, EU and UN for capacity building and public sector reform in the Levant region. Parallel to his professional work, Akram is a researcher in Ethnomusicology with interest in music of the Levant, music theater, cultural development, modern heritage and documentation. He is a founding member of the Foundation for Arab Music Archiving and Research AMAR, a steering Committee member of the Modern Heritage Observatory MoHO (since 2014), a consulting committee member of the quarterly cultural journal Bidayat and a member of PEN Lebanon (since 2016). Within the framework of these organizations, he has conducted projects related to modern heritage, music in Lebanon and Egypt, and archiving.

Participating Institutions

PLATFORM
بلانف ورن

BEIRUT ART RESIDENCY

الفرقة المسرحية
MINWAL | THEATRE COMPANY

ورشة القيسارية
Atelier Kissaria

PHOTOPIA
the photographers' hub

مختبر دمشق المسرحي
DTL

MUSIC
PRODUCTIONS

ZAWYA

Association Laboratoire Kissaria
Hicham Bouzid & Amina Mourid

Beirut Art Residency
Amar Zahr & Nathalie Ackawi

Damascus Theatre
Oussama Ghanam & Dima Abazah

Minwal Theatre
Jad Hakawati & Roaa Bzeih

Nowhere Online Music Platform
Emad Mabrouk & Yahia Abou-Shousha

Photopia Cairo
Marwa Abou Leila & Reham El Sheimy

SJ Music Productions
Samer Jaradat & Ehab Haniyah

Zawya Cinema
Youssef Shazli & Ahmed Sobky

VENUES & ACTIVITIES



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 (HAH) is a multidisciplinary art residency space with a focus on performing arts. Founded in 2016 by Dr. 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 workshops and an open air theatre, HAH proposes a year-round artistic program under the artistic direction of Collectif Kahraba.

hah-lb.org

LOGISTICS & CONTACTS

Accommodation:

Valley View Hotel- Hammana
Ain El Hassa Street, Hammana
Hammana - Lebanon
Tel: 05 531 777
Email info@valleyviewhotels.com

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

Workshop main venue:

Hammana Artist House
Municipality Street,
Hammana, Metn, Lebanon
Tel: +961 (0)5 532 544
info@hah-lb.org

Contact persons

Julie Terzian, Office Manager, AFAC
Email: office@arabculturefund.org

Reda El Houchaimi, Grants Coordinator, AFAC
reda.elhouchaimi@arabculturefund.org

Heba Hage-Felder, Senior Programs Manager, AFAC
Email: heba.hagefelder@arabculturefund.org

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 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 1,350 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.



In partnership with

drosos (...)

Supported by



Federal Foreign Office