

# Arts and Culture Entrepreneurship ACE 2021

## Second Workshop

3- 18 June, 2021

Virtual



## PROGRAM BRIEF

### Arts and Culture Entrepreneurship

The Arts and Culture Entrepreneurship (ACE) is an 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 by doing”, crafted and delivered by a group of specialists from the culture sector and beyond, and 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, design thinking and fundraising; learnings from leaders in microfinance, storytelling and entrepreneurship; case studies from peer institutions in Africa and Asia; reflections on global themes of inequality, technology and ethics.

### ACE Workshops

What are cultural institutions? What 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 Second Workshop – Virtual

In this second workshop, we will dive deeper into design thinking, how to develop maps and prototypes for innovative programs and how to test them with audiences. We will extend our work on developing communication strategies and explore how the development of narrative techniques can help support our work with communities. Additionally, we will focus on financial and budget management, explore various enterprise structures and how to develop a comprehensive resource mobilization plan to ensure stability, continuity and resilience. We will also be inspired by learning from colleagues in the field, by exploring their organizational and programmatic challenges and successes through the case study of Beirut Art Center. Additionally, we will learn about the context of the arts in East Africa and more specifically the journey of the Go-down Art Centre in Nairobi.

# PROGRAM SCHEDULE

## WEEK 1 | 3-4 JUNE

### Day 1 – Thursday, 3 June

3:00 pm - 6:00 pm Beirut time

#### **Session 1: Welcome back and the One-minute Video** - *Moukhtar Kocache*

During the first part of the session, participants will briefly share what has transpired for them on a personal level and for their organizations since the last ACE workshop. During the session's second part, everyone will be given a timeslot to present their work through a one-minute video, following which conversations with other participants will be engaged, in view of collecting feedback, and sharing insights and reflections with peers and advisors.

### Day 2 – Friday, 4 June

3:00 pm - 6:00 pm Beirut time

#### **Session 2: Design Thinking 2** – *Nadia Roumani*

This session, the second of a series of design thinking sessions, will provide guidance on how to work on a program that you are trying to design or redesign for your targeted audience. You will begin by creating journey maps of the program experience - one that maps out the service experience, and another that maps out the emotional experience. You will try to create the maps from the user's perspective, describing what happens at each stage of the interaction, which touchpoints are involved, and which obstacles and barriers they may encounter. You will consequently lay out an emotional journey map to try to better understand the user's emotional arc when engaging with your programmatic offering. Using these journey maps, you will articulate questions and assumptions that you plan to explore in your program's design. Through this session, you will explore the creation of prototypes, or low fidelity versions of your solution, that you can use to answer some of your questions or test some of your assumptions. By creating these journey maps and designing prototypes to test with your targeted audience, you can ensure that your program will resonate more effectively with your audience, and will achieve your desired impact.

## WEEK 2 | 7-11 JUNE

### Day 1 – Monday, 7 June

3:00 pm - 6:00 pm Beirut time

#### **Session 3: Social Business Modelling: From Venture Philanthropy to Impact Investment** – *Fadel Zayan*

The last decade has seen the emergence of social enterprise in the Arab region. A nascent phenomenon in much of the region, the understanding of the concept and where it belongs within a spectrum that includes charities and businesses, remains unclear. This session will look at clarifying the different structures available for organizations with both a social purpose and an aspiration towards sustainability. Taking best practices from both the region and across the globe, we will seek to identify the structure model that best suits you, the funding opportunities that are available, and how to articulate your vision in a model that is attractive to both supporters and potential investors.

### Day 2 – Tuesday, 8 June

3:00 pm - 6:00 pm Beirut time

#### **Session 4: Establishing the Development Program** – *Manal Issa*

With the growing civil society and non-profit sectors in the Arab region, coupled with growth in private philanthropy and institutional donors, more organizations are joining the practice in setting up their development departments, promoting the culture of giving, creating enabling environments, and institutionalizing fundraising functions and strategies. In this session, we will explore the difference between development and fundraising, and how these fit into a resource mobilization strategy. What does it take to develop successful fundraising operations? How can we maintain giving to our organizations while donors priorities are constantly in flux? How do we institutionalize individual giving in our organizations? We will also explore positive and negative examples and trends as well as the social, economic and cultural factors that impact development in the region.

## WEEK 2 | 7-11 JUNE

### Day 3 - Thursday, 10 June

3:00 pm - 5:00 pm Beirut time

#### Session 5: Public Narrative –

*Nisreen Haj Ahmed*

How are forms of language, narratives and their delivery significant in developing different types of political and social rallies and civic engagement? What lessons can we learn from the experience of communities of activists and workers more specifically? More so than any other moment in recent history, artists and the creative sector are exploring, shedding light on, and impacting public opinion, given the state of inequities, plights and constant crises. Concurrently, the arts and culture sector is realizing its own vulnerabilities and weaknesses, and slowly grasping the need to rally, for everyone's survival and sustainability.

Public narrative is a leadership practice where one develops and tells three linked mini-stories. The first answers what moments in my life called me to leadership, and what are the moments that formed my values (Story of Self). The second weaves my story together with the story of my community, and narrates moments of when we acted against challenges, and what our shared values are (Story of Us). The third explains the current reality, revealing moments of urgency and moments of hope, and ending with a call-to-action (Story of Now). The three stories always feature a challenge, a choice, and an outcome, so as not to be a victim story; but a story about agency.

### Day 4 – Friday, 11 June

3:00 pm - 6:00 pm Beirut time

#### Session 6: The Arts and Culture Sector in Kenya and the GoDown Story –

*Joy Mboya*

The arts and culture sector in East Africa has been thriving over the last two decades. Kenya and its capital Nairobi have formed a regional hub of experimentation, training, creativity and entrepreneurship. In this session, we will learn about the development of the arts and culture sector, its challenges and successes, and the current context that guides its future. We will also dive into the GoDown Arts Centre in Nairobi as a unique regional model of innovation, creation and audience cultivation. How was the center created as a collective space, and how is it being currently transformed into a premier cultural and civic center? What lessons have been learnt about support for emerging and established artists? How has the GoDown Centre developed its community relations, and how is it influencing policy? How was the Centre's current capital campaign put together, and what lessons were acquired about financing such an endeavor, given local and global political, social and economic challenges?

## WEEK 3 | 14-18 JUNE

### Day 1 – Monday, 14 June

3:00 pm - 6:00 pm Beirut time

#### Session 7: Introduction to Financial Management – *Thérèse Ghobriel*

This session presents the basics of financial management, with a focus on the development and maintenance of budgets. We will explore how to create a customized chart of accounts, and how to develop project and operating budgets, so as to generate an annual organizational budget. Other financial procedures and tools will also be presented, to help you better understand financial systems and enable you to measure the efficiency and effectiveness of your operations and future planning decisions, in view of ensuring your organization's health, growth and sustainability.

### Day 2 – Tuesday, 15 June

3:00 pm - 6:00 pm Beirut time

#### Session 8: Communication Strategy 2 – *Hatem Imam*

This session is the second of a series of communication strategy sessions. It starts with a workshop and ends with a presentation. Just like the first session (of Workshop 1), we will randomly pick one group to go through each exercise. The aim of the session is to help you to consider questions such as: what are your short and long-term goals? What are the obstacles that keep you from reaching your goals? How do you translate your goals into activations? We will brainstorm together to identify activations across different media, and we will specify how each will help you reach some of the outlined goals. At the end of the session, the presentation will reveal diverse examples of exciting and successful communication strategies.



## WEEK 3 | 14-18 JUNE

### Day 3 – Thursday, 17 June

3:00 pm - 5:00 pm Beirut time

#### Session 9: Virtual Visit to Beirut Art Center

– *Ahmed Ghossein and Haig Aivazian*

This session will introduce participants to the history and trajectory of Beirut Art Center (BAC), and how it has managed to withstand various artistic, political and economic challenges. What has BAC learned about running a visual arts space in Lebanon? How does it define and manage audiences and constituencies? How is BAC governed, and how are decisions made internally? What lessons has it accumulated over the years about balancing between management, mission and financing? How does BAC plan to operationalize a vision of a more socially responsive artistic space?

### Day 4 – Friday, 18 June

3:00 pm - 5:00 pm Beirut time

#### Session 10: Recap and Reflection –

*Moukhtar Kocache*

In this final session, we will share our thoughts and impressions of the virtual workshop and its content. Based on the ideas and needs of each cultural entity, we can outline next steps and how to move forward. This may include initial thoughts on mentorship priorities for this phase, as well as suggestions for the third and final workshop.

# BIOGRAPHIES



## EXPERTS



### **Fadel Zayan**

Fadel Zayan is Alfanar's Investment Director, overseeing Alfanar's portfolio of venture philanthropy investments, including monitoring and evaluation of portfolio impact and sustainability. Fadel has been pivotal to rationalizing Alfanar's investment cycle, developing the Alfanar Sustainable Social Enterprise Training (ASSET) and establishing Alfanar's real-time impact management platform. After graduating in History and Politics from the University of Kent, Fadel worked in communications in Cairo, before completing a Master's in International Politics at the School of Oriental and African Studies. He later worked as a Program Analyst at the United Nations Development Program in Tripoli - Libya, where he managed various portfolios, including Gender, Poverty Reduction and HIV/AIDS. Fadel returned to London in 2009 to work in a

political risk consultancy firm. He was in Egypt in 2011 during the revolution, and consulted for Human Rights Watch in Libya over the course of the revolution. He currently lives and works between London and Beirut.



### **Hatem Imam**

Hatem Imam is a visual artist and graphic designer. He is the co-founder and creative director of Studio Safar, editor-in-chief of Journal Safar, 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 the American University of Beirut since 2007. Hatem holds a Bachelor of Fine Arts in Graphic design from the American University of Beirut (AUB), and a Masters of Arts in Fine Arts from the University of Creative Arts in Canterbury - UK.



### **Joy Mboya**

Joy Mboya is the Executive Director of the GoDown Arts Centre, a long-running multidisciplinary non-profit focal point for artistic experimentation, cross-sector partnerships and creative collaborations in East Africa. The GoDown mission is to inspire and enrich Kenyans through arts, culture and creativity, with the aim to contribute to Kenya's cultural confidence and prosperity. The Centre houses several arts organizations and artists in the visual and performing arts. It started out as a shared collective space promoting freedom of artistic expression by facilitating the development of diverse artistic voices and providing subsidized production spaces. Its activities broadened out into community engagement and policy advocacy for a better working environment for Kenyan artists. The GoDown also champions the role of culture in sustainable urban

development and nation-making. Currently, Joy is stewarding a unique, participatory and multi-stakeholder process to transform the GoDown Arts Centre into a civic-scale public-benefit cultural institution. The project is a mixed-use development combining non-profit cultural programming and commercial activities. Joy has received several awards and commendations for cultural leadership. She was Gildersleeve Professor at Barnard College, New York City (Spring 2020).



### **Manal Issa**

Manal Issa is an award-winning practitioner with nearly 20 years of experience in the non-profit sector in Palestine. She has been facilitating learning for development professionals and non-profit leaders, and advising organizations on private philanthropy, major giving, and institutionalized fundraising. In 2011, she established the first advancement office at Birzeit University; planned fundraising tours and events, raising 66 million USD in the first six years; and received the 2015 Silver Circle of Excellence Award from the Council for Advancement and Support of Education-CASE as Emerging Fundraising Program.

Manal holds a Master's degree in Philanthropic Studies from Indiana University, a Masters in Business Administration from Birzeit University, and a Bachelor of Arts in English Literature from Damascus University. She currently resides in Palestine.





### **Nadia Roumani**

Nadia Roumani is the Principal of Roumani Consulting LLC, a consulting practice that has been providing a range of services including strategic advising, facilitation, as well as program and workshop design for the past fifteen years. She has consulted and facilitated design thinking and strategy workshops for foundations, non-profit organizations, academic institutions, and businesses around the world, including Europe, the Middle East, North and East Africa, and North America. Nadia is currently a Senior Designer with, and co-founder of, Stanford's Hasso Plattner Institute of Design's Designing for Social Systems Program. In 2015, Nadia co-founded and directed Stanford University's Effective Philanthropy Learning Initiative (EPLI), which aims to help high-net-worth individuals increase their philanthropic impact.

Nadia is a serial social entrepreneur. She received her Bachelor of Arts in Economics and International Relations from Stanford University, and her Masters of Arts in International Affairs from Columbia University's School of International and Public Affairs.



### **Nisreen Haj Ahmed**

For the past ten years, Nisreen Haj Ahmed has committed to the enhancement of organized collective action for justice and equality. In 2012, she co-founded and became director of Ahel, a non-profit organization that coached 16 campaigns and trained over two thousand people in the region, namely in Jordan, Palestine, Lebanon and Syria. She was also involved in supporting the orchestration of the BDS (Boycott, Divest, Sanction) Movement, and, together with other women, she started its chapter in Jordan. Nisreen is very committed to the creation of learning and solidarity spaces that inform and sustain leaders and activists around the world. In 2012, she coordinated the Leading Change Global Gathering, bringing together more than a hundred organizers from around the world. In 2014, she organized a similar gathering for the Network's

Affiliates in Serbia. Nisreen is an advisory board member of Beautiful Rising. Trained as a lawyer, Nisreen obtained a law degree from the University of Jordan (1995), a Masters in Law from Edinburgh University (1997), a Master's in Public Policy from Harvard Kennedy School (2007), and most recently completed a research fellowship at the Ash Center at Harvard Kennedy School.





#### **Thérèse Ghobriel**

Born and raised in Egypt, Thérèse Ghobriel possesses more than 15 years of experience working with non-profit cultural organizations. Her main areas of interest are financial management, capacity building and organizational development and sustainability. Since 2010, Thérèse has worked as a consultant, guiding and training cultural organizations to develop and restructure their financial systems. She has also held various positions in cultural and artistic organizations across the Arab region and in Canada. She holds a Bachelor of Architecture from the University of Alexandria (Egypt) and a Master's degree in Management of Cultural Enterprises from Hautes Études Commerciales - HEC (Montréal, Canada). Thérèse resides in Montréal, Canada since 2010.



#### **Facilitator: 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 served as 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 and American Friends Service Committee. 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. Moukhtar holds a Bachelors of Arts degree in International Relations with a focus on diplomacy in the Eastern Mediterranean, and a Masters of Arts degree in Art History and Non-profit Management.

## Peer visit



### Beirut Art Center

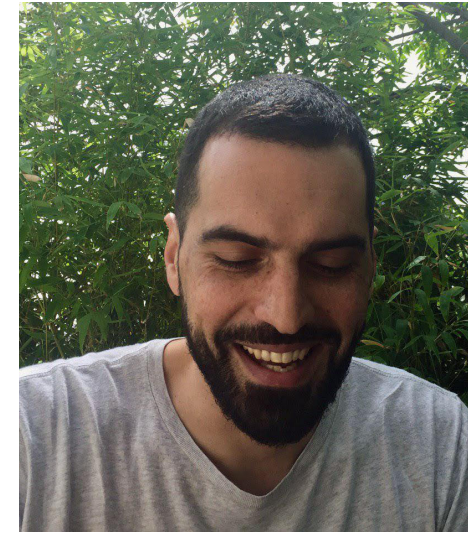
Beirut Art Center (BAC) is a non-profit association, space, and platform dedicated to arts research and cultural practices in Beirut - Lebanon. Since its opening in 2009, BAC has facilitated the creation and realization of projects as well as interactions between local and international cultural initiatives in a space that is open and active all year long. Under its new direction, BAC continues to create a space for knowledge and creative exchanges, with added emphasis on creating a platform for collective discourse and action. In the midst of economic, political, health, and environmental crises, BAC has been conceiving more of its programming around structural and material conditions in the visual fields in Lebanon, across the region and beyond. In addition to being a platform for creative and intellectual output,

BAC is examining the socio-political struggles with which the workings of the center intersect. Through modest but sustained initiatives, BAC works as an economic and political motor for the small businesses and skill sets it works with. BAC's goal is to become a space that is a living active organism for collective thought, creative output and mutual aid. BAC plans to build interdisciplinary projects that use art as a conductor for community-building, political action and radical imagination.



### Ahmed Ghossein

Ahmed Ghossein is an artist and filmmaker. His practice employs a number of media, including video art, installation, art in public spaces and film. The starting point of his work stems from collecting and analyzing facts, documents, and found footage, which then feed into a body of work that draws on the potentialities of the moving image. He is interested in the connection between individual human experiences and shared historical and political realities. It is driven by personal and emotional experience, but is essentially concerned with the larger political scene of his time. He is currently the Artistic Co-Director of Beirut Art Center.



### Haig Aivazian

Haig Aivazian is an artist living in Beirut. Working across a range of media and modes of address, he delves into the ways in which power embeds, affects and moves people, objects, animals, landscape and architecture. Aivazian has explored apparatuses of control and sovereignty at work in sports, music, museums, and the office. He is currently Artistic Co-Director of Beirut Art Center.

## CO-PILOTS



### **Aya Nabulsi**

Aya Nabulsi is the Executive Director of Al Balad Theatre and Al Balad Music Festival in Amman – Jordan. She has been working in the arts and culture scene, especially in the music festival field for the past ten years. Aya works on the three annual festivals held by Al Balad Theatre namely: Baladak – graffiti and street art festival; Hakaya – storytelling festival; and Al Balad Music Festival. Aya is also the project manager of a program with Syrian refugees in camps and host communities in Jordan,

which teaches refugees the basics and fundamentals of performing and visual arts. Moreover, she works as an artistic manager consultant for local and regional bands. Aya represents Al Balad Theatre and Al Balad Music Festival in a variety of workshops, meetings, and international festivals. Furthermore, she worked on festivals as a cross-partner and festival manager in the region, such as Beirut & Beyond – Lebanon, Carthage Music Days – Tunisia, and VISA for Music – Morocco.



### **Fatin Farhat**

Fatin Farhat is a PhD researcher in cultural policy at the University of Hildesheim; a facilitator of the Task Force for Cultural Policy- Palestine; a research fellow at the CEC ArtsLink NYC; and a freelance advisor in monitoring and evaluation, cultural management and the creative cultural industries. She presently acts as the vice head of Culture Resource's artistic board. Fatin possesses extensive experience in cultural development and the management of cultural and artistic programs, and has previously served as the director of the cultural and social affairs department at the Ramallah municipality. She has actively contributed to the design and establishment of numerous cultural initiatives and centers in Palestine and the region. Fatin has been involved in a series of cultural research and mapping projects and interventions with: the Young Arab

Theatre Fund and the European Cultural Foundation, IETM, the Danish Center for Culture and Development, UNESCO, the government of the Netherlands, Drosos Foundation, Med Culture, SouthMed CV, the Ford Foundation, the Palestine Ministry of Culture, the Jordan Ministry of Culture, and the European Union. She is a member of the Expert Facility for the Implementation of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expression. Fatin also acted as a juror for several local, regional and international funds in culture (the global UNESCO IFCD on cultural industries, Culture Resource, and AFAC among others).





### **Jumana Al-Yasiri**

Jumana Al-Yasiri is a Paris-based arts manager, consultant, writer and translator, working between Europe, the Arab region, and the United States. For the past fifteen years and beyond, she held key positions at regional and international organizations such as: Contemporary and World Music Programmer at Damascus Arab Capital of Culture 2008; Grants Manager at the Young Arab Theatre Fund; International Development Officer at Hammana Artist House; and Middle East and North Africa Manager at Sundance Institute Theatre Program, where she contributed to the development of new works by theater makers from the Arab region and the diaspora through a series of labs and residencies. As an independent advisor and curator, she designed and supported the implementation of arts and culture programs in the framework of D-CAF's

Arab Arts Focus, Moussef Nomadic Arts Center, and Med Culture. More recently, she designed Lands in Exile among the activities of The Walk, a large-scale public art work by Good Chance theater company, which is set to play out across Europe and the United Kingdom in 2021. A member of The Laboratory for Global Performance and Politics' Inaugural Fellows cohort at Georgetown University, Jumana holds a Bachelor of Arts in Theater Studies from Damascus Higher Institute for Dramatic Arts, and a Masters of Arts in Comparative Literature from the University of Paris VIII.



### **Khadija El Bennaoui**

A cultural practitioner with more than fifteen years of experience in the arts and culture sectors, Khadija El Bennaoui is well rooted in theatre performance; holds an ongoing practice as a producer and curator; and is committed to working with artists to improve the conditions for their creativity to flourish. As a consultant, Khadija has contributed her expertise in cultural cooperation, grant-making, cultural policy research and program design to missions led by EUNIC, the Ford Foundation, the European Cultural Foundation, Mimeta, Med Culture, UNESCO, the European Commission and more. An important strand of Khadija's career has been devoted to improving the conditions for artists' mobility, particularly within the Global South. In 2005, she launched Art Moves Africa, the first mobility fund devoted to artists and cultural operators

travelling within Africa. Concurrently, she played a key role in the development of the Young Arab Theatre Fund (currently Mophradat), convening and managing four major symposia for members of independent arts and culture spaces in the Arab world. Furthermore, she has been heading the Performing Arts Unit of Cultural Foundation - Abu Dhabi since January 2020. Khadija holds a Bachelor of Arts in Arabic Studies from Ibnou Zohr University, a Bachelor of Arts in Cultural Management from Hassan II University, and a European Diploma in Cultural Management from the Marcel Hicter Foundation.





### **Sandra Edward**

Sandra Edward plays different roles in the cultural scene, between artistic and educational initiatives. Her interest is reflected in forming and applying cooperative systems, which are concurrently effective and flexible. During the past years, Sandra has worked in different positions with the Contemporary Image Collective - CIC, Anna Lindh Foundation, and Culture Resource. She is currently developing a publication for children.



### **Zafira Ouarts**

A lawyer by profession, Zafira Ouarts decided to follow a different path by creating, in 2000, Artissimo - the first private school in Algeria entirely dedicated to the arts, which underwent in 2020 a transformation to become a creative hub dedicated to the development of the cultural industry sector. Backed by her experience in communications and leadership, Zafira boosted her career by putting her cultural entrepreneur skills at the service of international projects to promote cultures in all their diversity: festivals, conferences, masterclasses, etc.

Appointed as Vice-President of the PNB-NAPEO initiative in 2012 (Partner for a New Beginning North Africa Partnership for Economic Opportunities, an initiative launched by Barack Obama), then Vice-President of Global Entrepreneurship Network (GEN) in 2016, Zafira has been carrying out actions to support young businesses in the creative field. From guidance, international and multicultural project management, to setting up artistic events, she has fulfilled her responsibility as a cultural entrepreneur by bridging art, culture and business.



## PARTICIPATING INSTITUTIONS





## **B'sarya for Arts**

Egypt – Multi-disciplinary

B'sarya for Arts is an independent art space located in the heart of downtown Alexandria - Egypt. It is dedicated to the development of the contemporary art scene in the disciplines of music and photography, through the organization of artistic residencies and photography exhibitions, as well as the release of music productions.



### **Ahmed Nagy**

Ahmed Nagy is co-founder and director of B'sarya for Arts. After studying production engineering, he made a career shift to follow his passion in the art field. Prior, he worked as an administrator in Centre Rezodanse Egypt, a contemporary dance school in Alexandria, Egypt, then as an administrator of Nassim Elraqs festival, a contemporary dance festival in public spaces. In July 2019, together with two other co-founders, he founded B'sarya for Arts.



### **Mohamed Saleh**

Mohamed Saleh occupies the position of production officer at B'sarya for Arts. He graduated from the Faculty of Education and worked in various fields until he joined B'sarya as a program coordinator in 2018; his first job in the art field. In 2020, Mohamed became the project coordinator of "Itmahrag", a dance and music creation. He currently resides in Paris to follow the "Itmahrag" tours.

## En Toutes Lettres

Morocco – Literature

En Toutes Lettres is an independent publisher based in Casablanca – Morocco. It is specialized in essays by writers, researchers and journalists. It aims to promote investigative journalism and make accessible to non-specialists the works of academics and researchers in social sciences. En Toutes Lettres is also a training platform dedicated to the dissemination of humanist values and media skills. Through its books and training programs (Openchabab, Openchamal and Openjanoub) En Toutes Lettres contributes to spread the culture of debate and critical thinking.



**Kenza Sefrioui**

Kenza Sefrioui is a literary critic and publisher in Casablanca - Morocco. In charge of the cultural section in the Moroccan magazine *Le Journal hebdomadaire* from 2005 to 2010, she now contributes to *Tel Quel* and [www.economia.ma](http://www.economia.ma). She studied comparative literature at the Sorbonne University (Paris IV) and published her doctoral thesis entitled *The review Souffles (1966-1973): Hopes of cultural revolution in Morocco* (Editions du Sirocco, Grand Atlas Prize, 2013). She also co-directed *Casablanca, œuvre ouverte* (Le Fennec, 2013), the increased re-publication of *Casablanca, fragments d'imaginaire* and a second volume of contemporary writings, *Casablanca, poème urbain* (Le Fennec, 2013), as well as co-signed *Casablanca, nid d'artistes* (Malika Editions, 2018). She is one of the founders of En Toutes Lettres, where she published *Le livre à l'épreuve* (2017).



**Hicham Houdaifa**

Hicham Houdaifa was born in Casablanca. Since 1996, he has been a correspondent and a contributor to many Moroccan and regional media outlets. Between 1999 and 2001, he was the New York correspondent for *Afrique Magazine*. He was also a journalist at the ground-breaking independent news magazine and weekly newspaper *Le Journal Hebdomadaire* from 2004 until 2010, the year the latter was shut down. Today, he regularly contributes to the weekly magazines *La Vie Economique* and *Tel Quel*, as well as the monthly magazine *Conjonctures*. He is the co-founder in 2013, along with Kenza Sefrioui, of En Toutes Lettres. Two of their books won the prestigious prize, *Le Grand Atlas: Le*

*métier d'intellectuel* in 2015 and *Islam et femmes les questions qui fâchent* in 2017. Hicham is in charge of the *Collection Enquêtes*, within En Toutes Lettres. He wrote two books, *Dos de femmes, dos de mulet : les oubliées du Maroc profond* (nominated for the prix Grand Atlas in 2015); and *Extrémisme religieux, plongée dans les milieux radicaux du Maroc* (winner of the Special Prize of le prix Grand Atlas in 2017). Hicham is also an NGO expert and an informed connoisseur of subjects such as religious extremism, women issues, migrants' rights. He is also a founder in 2018 of the training program Openchabab for young journalists and NGO workers.



## **Dar Qandeel for Culture and Arts**

Palestine – Multi-disciplinary

Dar Qandeel for Culture and Arts is an independent, non-for-profit, cultural organization. It was established in 2003 by a group of young artists and activists in the city of Tulkarm - Palestine. It aims to facilitate the access to arts and culture among youths. Dar Qandeel works to raise awareness on the importance of culture and arts in the lives of people and the community, through the implementation of creative cultural and artistic community programs and activities that are far from the prevailing stereotypes.



**Alaa Abu Saa**

Alaa Abu Saa is the director and co-founder of Dar Qandeel for Culture and Arts in Tulkarm - Palestine. He is a painter, sculptor, actor and activist in the art scene in Palestine and the region. He possesses over 20 years of experience working in different cultural and artistic fields within local and international organizations.



**Zina Zarour**

Zina Zarour is the projects officer at Dar Qandeel for Culture and Arts in Tulkarm - Palestine. She holds over 8 years of experience in Palestine and the region, working as a performer, organizer, assistant director and media person for multiple organizations and events in both the performing and visual arts fields.

## **Koon Theater Group**

Lebanon – Performing Arts

Koon is a theater group established in 2002. It gathers artists and experts of different nationalities who reside in Lebanon, within a dynamic experimental space dedicated to performing arts, and designed as a platform fostering communication and creative exchange between artists and beneficiaries. It also aims to develop a theatrical language emanating from its very own experience, and to reach a wide number of art aficionados, all the while encouraging communication between them and society's different stakeholders. Moreover, the group offers youths and artists the means to expand their knowledge and experience, in order for them to share their artistic and creative activities with a wide audience.



**Anas Younes**

Theatre maker, artistic and cultural activist, and puppeteer Anas Younes joined the Koon team in the beginning of 2020, and he is currently working on developing administrative system of the group in collaboration with the rest of the team. He produced two applied performances in alternative spaces. He also worked with several civil society and theatrical associations at the cultural administration and artistic consultancy levels. He managed several theatrical projects, and participated in structuralizing a number of cultural and theatre groups. Anas graduated from AUL university, majoring in drama and literature.



**Ossama Halal**

Theatre maker and founder Ossama Halal established Koon Theatre Group in Damascus in 2002, and created 8 theatre performances spanning from street performances and site-specific performances to physical and experimental theater performances. He then moved to Beirut in 2013 and launched Koon studio and Koon lab, created 3 performances and designed a series of workshops through the Koon theatre lab project, which target amateurs and professionals. Through his creations, Ossama seeks to find

new theatre forms that merge several performing arts disciplines. As such, he collaborates with independent and multidisciplinary artists from different artistic backgrounds. His theatrical practice also questions ideological, social and political issues. By creating Koon theatre lab, Ossama has emphasized on the importance of exchanging forms of expression. This in turn promotes artistic exchange through several trainings and workshops. Ossama graduated from the Higher Institute of Dramatic Arts in 2004.

## **Romooz Foundation**

Yemen – Multi-disciplinary

Romooz Foundation is an independent, non-profit foundation dedicated to the promotion and development of Yemeni visual arts, literature and culture. Through local and international exhibitions featuring the work of Yemeni artists, trainings, residencies, workshops, film festivals, artists' talks and public programming, Romooz aims to contribute to the development of a pluralistic, democratic society in Yemen. The foundation aims to promote art as a means of conflict resolution, peace-building, learning and social development. Romooz also encourages the Yemeni public to interact with arts and artists through partnerships with international foundations and non-profit organizations.



### **Ibi Ibrahim**

Ibi Ibrahim is an American Yemeni visual artist, musician, filmmaker and art practitioner. Ibi is the founder and director of Romooz Foundation; an independent, non-profit foundation dedicated to support emerging arts and literature in Yemen. In late 2019, Ibi co-founded Arsheef; a contemporary art gallery based in Sana'a, dedicated to emerging talents. His projects have received numerous art awards including the Institut Français Artist-in-Residence, the Arab Fund for Arts and Culture, Prince Claus Fund, British Council, Red Bull Middle East, Art Jameel, Culture Resource and others. Currently, Ibi is developing a research paper on the role of art as a means of peace resolution in Yemen.



### **Sadiq al-Harasi**

Sadiq al-Harasi is a Sana'a-based cultural administrator. He currently works as a Projects Associate within Romooz Foundation where he oversees heritage and literature projects. He is also a writer and freelance producer. His work was included in a recent collection of short stories titled Conflict: New Literature in Yemen. His podcast topics focus on Yemeni heritage safeguarding. Sadiq is passionate about the history and heritage of Yemen, and he continues to develop his skills in culture and heritage safeguarding.

## **Cinema Akil**

### United Arab Emirates – Cinema

Cinema Akil is an independent cinema platform that brings quality films from across the world to audiences in the United Arab Emirates. Showcasing directors and filmmakers across the decades, Cinema Akil aims to create awareness and interest in film and the cinematic arts. Launched in 2014 as a nomadic cinema, Cinema Akil has held more than 80 pop-up cinemas attracting over 50,000 attendees in Dubai, Abu Dhabi and Sharjah. In September 2018, Cinema Akil opened its first permanent location in AlQuoz - Dubai, thereby becoming the first arthouse cinema of the Gulf Cooperation Council (GCC) region. Cinema Akil is a member of the Network of Arab Alternative Screens (NAAS), which includes members from the MENA region such as Metropolis in Beirut, Zawya in Cairo and Cinemathèque de Tanger in the Moroccan city of Tangier.



#### **Butheina Kazim**

Butheina Kazim is the founder of Cinema Akil, the only independent arthouse cinema in the Gulf region, programming repertory cinema programs at their flagship home in Alserkal Avenue in Dubai and through the nomadic cinema across the United Arab Emirates. Butheina is a member of the Steering Committee of the Network of Arab Alternative Screens of which Cinema Akil is a member. Butheina resides and works in Dubai.



#### **Luz Salem Villamil**

Luz Salem Villamil is the Deputy Director of Cinema Akil and the creator of Alternativo Latino, the United Arab Emirates' first Latin American Film Week. She holds more than 11 years of experience in the media industry, working as a PR and Marketing strategist as well as in production and film. She sat on the jury of the 10th Zayed University Middle East Film Festival (ZUMEFF) in 2019, and the student film competition at the American University of Dubai in 2018. Luz graduated with a Bachelor's degree in International Relations from the American University of Sharjah.



## WaraQ Foundation for Arts and Culture

Libya – Multi-disciplinary

WaraQ Foundation for Arts and Culture is an independent non-profit organization dedicated to supporting the contemporary Libyan art scene, both locally and within the diaspora. It hosts a variety of cultural programs and artistic initiatives, thereby encouraging socio-critical dialogue between artists and audiences, and promoting art as an integral part of the social fabric. WaraQ was established in 2015 in Tripoli - Libya, as a response to the culmination of different crises, including political instability, civil war, isolation, forced migration, and the disappearance of resources and archives, which are causing damage to the local cultural ecosystem, and decreasing the possibilities for the art scene to grow.



### Tewa Barnosa

Tewa Barnosa is a multidisciplinary artist and founder of WaraQ. She was born and raised in Tripoli and is currently based in Berlin. Her practice moves around identity and belonging definitions, ancient histories and uncertain futures of languages, written, oral and collective memory in the social and political context of Libya and North Africa. Barnosa focuses on the use of different forms of Tifinagh and Arabic calligraphy and texts as the main elements in her artistic production. She experiments with paper-based works, installations, digital mediums, moving images and sounds. Her work was exhibited in Gallerie Delle prigioni Treviso, Casa Arabe Madrid, AWAN London, 12-14 contemporary Vienna, David Gallo gallery Milan, P21 London, and other spaces internationally. She curated and organized several exhibitions, projects and activities that took place in WaraQ's space, and in the public spaces of the old city of Tripoli.



### Blqees Zuhair

Blqees Zuhair is a multidisciplinary artist born and raised in Libya. She is influenced by her architectural studies, with a keen interest in photography. Her work captures social and political themes through the lens of everyday life, as a way to find an alternative interpretation of her surroundings. Trace, space, and identity are some of the key fragments that gravitate around her artistic practice.

## Cinémathèque de Tanger

Morocco - Cinema

Cinémathèque de Tanger is a non-profit association created in 2006 and based in Tangier, Morocco. It is committed to the promotion of world cinema in Morocco, and Moroccan cinema in the world. It offers a collection of documentary films, feature films, experimental films and artists' videos, proposing educational activities and creating a platform for dialogue and encounters catered towards cinema professionals.



### Sido Mohamed Lansari

Sido works as the director and head of programming of Cinémathèque de Tanger, North Africa's first art house cinema and film archive, since 2019. He holds a Master's degree in marketing and cultural management. In 2011, he joined the Contemporary Arts Biennale and Dance Biennale in Lyon team for two years. In 2020, he founded Divine, an online fanzine dedicated to arts and freedom of speech during the Covid19 lockdown. Sido is also a visual artist and an award-winning filmmaker. He is a member of the steering committee of NAAS – Network of Arab Alternative Screens.



### Sara Médiouni

Sara Médiouni is currently working as a Public Relations Manager at Cinémathèque de Tanger. In the frame of her work, she is in charge of implementing image education and outreach programs with young audiences, students and local NGOs. She has first joined the team of Cinémathèque in 2016 with a prior experience as responsible of arts programs in the education sector. In 2020, Sara obtained a Master's degree in Documentary Cinema at the University of Abdelmalek Essaadi. She is also a board member of Atelier Kissaria – Think Tanger, a workshop for visual arts production.



## LOGISTICS & CONTACTS

### **AFAC Contact person**

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## PARTNERS

### **Arab Fund for Arts and Culture – AFAC**

The Arab Fund for Arts and Culture - AFAC was founded in 2007 through the initiative of Arab cultural activists as an independent foundation to support individual artists, writers, researchers, intellectuals, as well as organizations from the Arab region working in the field of arts and culture. Since its launch, AFAC programs have steadily expanded to cover cinema, photography, visual and performing arts, creative and critical writings, music, documentary film, in addition to funding research, training and cultural events. AFAC's work is divided into five strategic areas: providing grants, developing training programs, building and sharing knowledge, broadening the pool of supporters for the arts, and cultivating appreciation for and engagement with contemporary arts and culture productions by connecting them with audiences.

### **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 German 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.

Week 1			
		Thursday 3 June	Friday 4 June
		3:00 - 6:00 pm	3:00 - 6:00 pm
		Welcome back Moukhtar Kocache	Design Thinking 2 Nadia Roumani
Week 2			
Monday 7 June	Tuesday 8 June	Thursday 10 June	Friday 11 June
3:00 - 6:00 pm	3:00 - 6:00 pm	3:00 pm - 5:00 pm	3:00 - 6:00 pm
Social Business Modelling: From Venture Philanthropy to Impact Investment Fadel Zayan	Establishing the Development Program Manal Issa	Public Narrative Nisreen Haj Ahmed	The Arts and Culture Sector in Kenya and the GoDown Story Joy Mboya
Week 3			
Monday 14 June	Tuesday 15 June	Thursday 17 June	Friday 18 June
3:00 - 6:00 pm	3:00 - 6:00 pm	3:00 - 5:00 pm	3:00 - 5:00 pm
Introduction to Financial Management Therese Ghobriel	Communication Startegy 2 Hatem Imam	Virtual Visit to Beirut Art Center Ahmed Ghossein and Haig Aivazian	Recap and Reflection Moukhtar Kocache



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