The background of the poster features several pressed leaves of various shapes and colors, including green, yellow, and brown. A faint, rectangular stamp is visible on one of the yellow leaves, containing the text "JERUSALEM" and "JERUSALEM" in a circular arrangement.

Arts and Culture Entrepreneurship ACE 2022

First Workshop
9 - 12 May 2022
Beirut

PROGRAM BRIEF

Arts and Culture Entrepreneurship

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

The program is conceived as an experiment in “learning by doing”, crafted and delivered by a group of specialists from the cultural sector and beyond. ACE is made of several modules, delivered to 8 participating cultural institutions selected after a nomination and jury selection process. The director and deputy director of the respective institution 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 wider audiences. 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; and reflections on global themes of inequality, technology and ethics.

ACE Workshops

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

Co-pilots Initiative

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

ACE First Workshop

The first workshop of the fourth ACE cycle will take place in Beirut between 9 and 12 May, 2022. In this first workshop's introductory series of sessions, participants will meet, present their organizations and their work, as well as exchange and reflect about their contexts, narratives, successes and challenges. Accompanied by specialists and mentors as well as experts with diverse backgrounds and experiences from Egypt, Tunisia, India, the United States and Lebanon, participants will be exposed to a plethora of ideas, such as design thinking practices, the crafting of effective communications strategies, and the basics of financial resilience. We will explore important questions related to the positioning and value of our work, and learn about organization-specific and country-wide approaches to cultural sustainability and independence. Additionally, we will be inspired by colleagues in the field, by exploring their organizational and programmatic challenges and successes through case studies from Egypt and India.



PROGRAM SCHEDULE

DAY 1 – MONDAY, 9 MAY 2022

9:00 am – 9:15 am

Welcome to the Program – *Rima Mismar and Moukhtar Kocache*

In this session, participants will meet, introduce themselves and learn about the program.

9:15 am – 11:30 am

Session 1: About us – *Moukhtar Kocache*

This time is dedicated to give everyone a space for more detailed presentations of their work and challenges as well as to engage in a conversation with other participants and a chance to collect feedback, insights, and reflections from peers. Each organization will have 10 minutes to share 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.

11:30 am – 12:00 pm

Coffee break

12:00 pm – 1:30 pm

Session 2: The Global Context and the Arab Region – *Oussama Rifahi*

The world around us is evolving at a rapid pace. Can we talk about progress or regression with the current headlines? What are the major forces shaping our world today and tomorrow? Are the principles and values that we believe in personally and at the core of the work of our institutions unchanged? Are we still relevant to our communities and audiences as cultural actors? Where do we focalize the meager resources at our disposal to further the mission of our institutions? What are the skills and attitudes needed for the cultural leadership of the future?

1:30 pm – 2:30 pm

Lunch

2:30 pm – 6:00 pm

Session 3: Design Thinking 1 – *Nadia Roumani*

This session, which is the first in a series of three to be delivered throughout the program's duration, will guide you in how to apply human-centered design methods, mindsets and behaviors, to a program you are looking to launch or redesign in the coming year. A number of case studies will be shared during the session, and you will be taken through a series of exercises to answer the following questions: who are you specifically designing for? What need are you addressing, or emotion are you trying to prompt? How might we generate several exciting ways to achieve that goal?

8:30 pm – 10:30 pm

Welcome Dinner

DAY 2 – TUESDAY, 10 MAY 2022

9:30 am – 11:00 am

Session 4: Social Business Modeling: From Venture Philanthropy to Impact Investment – *Reya Kanaan*

The last decade has seen the emergence of social enterprises 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.

11:00 am – 11:30 am

Coffee break

11:30 am – 1:00 pm

Session 5: Positioning & Value: Locating Ourselves within the Arts & Culture Ecology and Framing our Societal Value – *Moukhtar Kocache*

In an increasingly discordant and competitive cultural and civil society landscape, how can arts and culture organizations better position themselves and describe their missions? How can that process help them be more strategic about their energies to secure increased social and financial stability? For a variety of reasons, both intrinsic and extrinsic, the arts and cultural sector falls short in proving its value in a way that can be understood by funders, recipients and the public at large. What are some of the categories, strategies and methodologies that can help artists and cultural leaders better outline their contributions and value to the “public good”? What are the opportunities, misconceptions, and pitfalls of increased specificity, measurement, evaluation and classification in the arts and culture sector?

1:00 pm – 2:00 pm

Lunch

2:00 pm – 3:30 pm

Session 6: 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.

3:30 pm – 4:00 pm

Coffee break

4:00 pm – 5:30 pm

Session 7: Unsettling the Dust: India at the Edge – *Arundhati Ghosh*

This session will take you on a journey across India to see how artists and cultural practitioners are surviving, building solidarities and mobilizing resources to continue to practice their art, ask difficult questions, disrupt oppressive powers and imagine building collective futures. It will attempt to analyze how diverse strategies and inter-sectoral comradeships are enabling the arts and culture sector to look beyond traditional means of support and counter the challenges of the present times.

DAY 3 – WEDNESDAY, 11 MAY 2022

9:30 am – 11:00 am

Session 8: Communication Strategy

– *Hatem Imam*

This session on strategic communications campaigns aims to dovetail with previous conversations around messaging, language, identity, storytelling, and media engagement. In addition to reflections on the moderator's experience working with diverse cultural organizations across the region and globally, participants will be asked to actively consider their audiences, mission, and goals to jointly discuss relevant approaches to communications. How can we respond to today's volatile environment and in doing so, redefine the narrative and reality facing our organizations and communities? Discussions will include the relationship between communication goals and tactics, and the balance between traditional and social media.

11:00 am – 11:30 am

Coffee break

11:30 am – 1:00 pm

Session 9: External Diagnosis Tools –

Ouafa Belgacem from Culture Funding Watch

This first session by Belgacem 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.

1:00 pm – 2:00 pm

Lunch

2:00 pm – 3:30 pm

Session 10: Internal Diagnosis Tools –

Ouafa Belgacem from Culture Funding Watch

This second 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 existing 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 – 4:00 pm

Coffee break

4:00 pm – 5:30 pm

Session 11: How to Build, While We Work

– *Lina Attalah from Mada Masr*

You will be introduced to the story of Mada Masr's inception, focusing on institutional building for creative and critical knowledge production; how the content (creative and critical knowledge production) informs the form (the institution) and vice-versa. You will learn about a number of creative projects that Mada Masr developed and will reverse engineer them to show what were the enabling elements that made these projects work.

DAY 4 – THURSDAY, 12 MAY 2022

9:30 am – 11:30 am

Session 12: Field visit to Arab Image Foundation – Heba Hage Felder

This session will introduce participants to the history and trajectory of The Arab Image Foundation (AIF) and how it has managed to withstand various artistic, political and economic challenges over the years. What has AIF learned about managing a cultural organization over the last two decades? How does it define and manage audiences and constituencies? How is AIF managed and governed, and how are decisions made internally? What lessons has it accumulated over the years about balancing between management, mission and financing? How does AIF plan to operationalize a vision of a vibrant archive and cultural organization that is independent and resilient? What are the foreseeable challenges and opportunities?

11:30 am – 11:45 am

Coffee break

11:45 am – 1:30 pm

Session 13: Exchange Corners: Conversations with the Experts

This session will offer an open format with parallel conversations to allow for exchanges with experts and peers. Participants can move around corners and will have around 15 minutes to consult with each expert.

1:30 pm – 2:30 pm

Lunch

2:30 pm – 3:30 pm

Session 14: How Well Do You Know Me Now?

In this session, participants will conclude the workshop with a fun activity reflecting the connections and networking that have been built during the past 4 days. They will also close by sharing their insights and intakes from the workshop and the ideas they have been exposed to throughout the workshop.

3:30 pm – 4:00 pm

Coffee Break

4:00 pm – 5:00 pm

Session 15: What is Next?

We will talk about what's next and how to take it from here, in addition to sharing some feedback and suggestions for the next workshop. We will discuss the incentive grant and the ideas of the coming proposed project which participants will submit, and we will address any burning questions.

8:00 pm – 10:00 pm

Farewell Dinner

BIOGRAPHIES



EXPERTS



Arundhati Ghosh

After spending a decade in the corporate sector, Arundhati joined India Foundation for the Arts (IFA) as its first fundraising officer in 2000, and assumed office as its Executive Director in 2013. She has received recognition from several quarters for her work in the non-profit and arts and culture sector. In 2010 she received the Global Fundraiser Award from Resource Alliance International, the same year IFA won the 'India NGO of the Year' award in the medium category. She is a recipient of the fellowship under Chevening Clore Leadership Awards, in the UK in 2015-2016 and has worked with the National Theatre in the UK to recommend a strategy for their national reach. She was also a recipient of the Chevening Gurukul Scholarship for Leadership and Excellence at the London School of Economics - London in 2005. She sits on various Boards

and Advisory Panels including those of the Beyond Sight Foundation, the Seagull Foundation for the Arts, and The Museum of Arts and Photography. She is also a member of the core team that has put together a first-of-its kind capacity-building program for theater practitioners across India under the aegis of India Theatre Forum, called SMART - Strategic Management for the Art of Theatre. She often speaks and writes on arts and philanthropy for leading Indian and international non-profit and cultural networks. Ghosh holds an Economics degree from the Presidency College, Kolkata and a postgraduate degree in management from the Mudra Institute of Communication Ahmedabad. She also holds a degree in classical dance and is a published poet in Bangla.



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.



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.

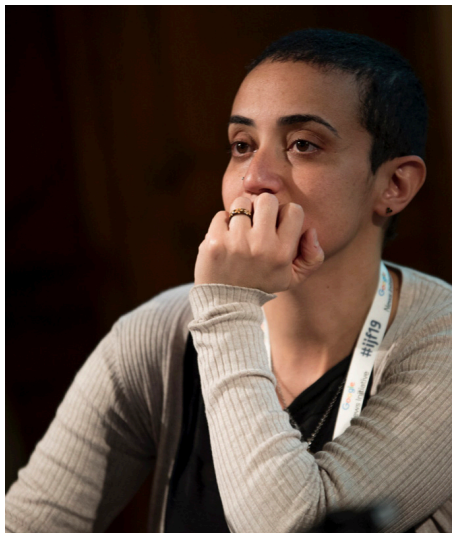
Nadia is a serial social entrepreneur. She received her Bachelor of Arts in Economics and International Relations from Stanford University, and her Masters of Arts in International Affairs from Columbia University's School of International and Public Affairs.



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). Ghobriel resides in Montréal, Canada since 2010.



Lina Attalah

Lina Attalah is a Cairo-based journalist and is the co-founder and editor of Mada Masr, an Egypt-based independent news website. She was previously the editor of Egypt Independent, an English language media publication centered on Egypt's politics, society and culture. In both outlets, she pursued questions of borders, mobility and conflict. In 2011, she covered the early days of the Syrian revolution from Aleppo and in 2013 she visited Tehran on assignment for the

Guardian on surviving decades after a revolution. Before that, she was based in Darfur in Sudan, where she led an informational radio program for local communities produced by the BBC. She has been part of a number of artistic research-based projects on themes of intellectual history, maritime/desertic (non)spaces, technology and alternative learning. On occasions, she writes non-fiction essays on the above-mentioned issues.



Oussama Rifahi

Oussama is a cultural management consultant and museum development expert based in Cologne and Beirut. Oussama advises cultural organizations in business development and philanthropy and provides consultancy services to foundations, private corporations and governmental bodies on national cultural strategies and

governance. Oussama is involved in the design and implementation of various artistic and cultural programs and museum development projects in Europe, the MENA region and Africa. He is a board member of the Arab Fund for Arts and Culture and is supporting the development of similar regional cultural funds internationally.



Ouafa Belgacem

Ouafa Belgacem is an expert in resource 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. Belgacem was also assigned as head of the 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 a Board member of the CS interim steering committee for the UNESCO 2005 convention, and Vice President of the Tunisians startup association. Belgacem 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 program in Tunisia.



Reya Kanaan

Reya Kanaan is Alfanar's Lebanon Portfolio Manager. Kanaan possesses more than 10 years of experience in business development, research, economics and in the support of entrepreneurs with access to funding. Following her graduation from Imperial College of London with an MSc in Economics, she joined Eureeca where she assisted companies throughout the crowdfunding process by assessing high-level financials and business plans and connecting them with investors.

Kanaan also worked for multinational companies like Dar Group and M&C Saatchi. Before joining Alfanar, she was part of the UNDP team at IDAL, where she managed a platform aimed at supporting investments. Kanaan is in charge of supporting the management of investments as well as contributing to fundraising and communications to ensure that investees are meeting their impact and sustainability targets.

PEER INSTITUTIONS



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 was Director of Programs and Services at the

Lower Manhattan Cultural Council in New York. He is the co-founder of Rawa: Creative Palestinian Communities Fund, a participatory initiative that supports Palestinian grassroots to creatively solve community development challenges.

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



Heba Hage-Felder

Heba Hage-Felder is the director of the Arab Image Foundation in Beirut since September 2020. She possesses over twenty years of experience in institutional building and the management of cultural and developmental initiatives. Born in Ghana, she was raised between West Africa and Lebanon, and later resided in Switzerland. She is at home in diverse settings and enjoys writing and visual storytelling.

The Arab Image Foundation

The Arab Image Foundation (AIF) is an independent association forging new pathways for photography and image practices. Uniquely positioned at the intersection of artistic creation, research, and archiving, AIF explores, questions and confronts the complex social and political realities of our times.

CO-PILOTS



Mehdi Azdem

Mehdi Azdem is a cultural worker and a teacher-researcher in communication and cultural engineering. He holds a Bachelor's degree in "Economics and Management" in 2011 at the Faculty of Legal and Social Sciences of Mohammedia. In 2013, Azdem obtained a Master's degree in "Cultural and Artistic Engineering" at the Faculty of Letters and Human Sciences of Ben M'sik - Casablanca. In 2014, he enrolled in the research laboratory "Human, Space, Communication and Arts" to conduct a doctoral thesis on "Strategies of cultural development and the new cultural dynamics in Morocco; case study of cinema, theater and contemporary music since the 2000s". In April 2021, he

obtained his PhD in Human Sciences, specializing in "Cultural Communication" from the Hassan II University of Ben M'sik.

In his quality as researcher, cultural and associative worker since 2011, Azdem has participated in numerous seminars, symposia, conferences and round tables in Morocco and abroad. He has worked with numerous leading arts organizations such as Racines Association, Casamemoire and Ali Zaoua Foundation.

Azdem has co-authored several publications on arts and culture in Morocco and the MENA region: (<http://www.azdemmehdi.academia.edu>)



Rania Berro

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

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



Reem Furjani

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

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

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



Sarah Kuhail

Sarah Kuhail, a digital culture expert and a specialist of cross-cultural communication and international management, is an experienced communications strategist, researcher and development consultant. Her work spans across cultural, educational and media fields. She has worked as a consultant in strategic development, communications and resources development for many cultural organizations in the region, including Khalil Sakakini Cultural Center (Palestine), Culture Resource (Lebanon), AFAC (Lebanon), JAFRA (Palestine), and Kerning Cultures (UAE). Kuhail is interested in the intersection of technology, arts and culture, and investigates technology's influence on the way we produce, curate, and consume the self and the other. She is currently the Communications Manager of Taawon.



Myriam Amroun

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

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



Sami Daoud

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

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

ideation, incubation and acceleration rounds.

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



PARTICIPATING INSTITUTIONS



Leish Troupe

Syria – Performing Arts

Leish Troupe is an independent theater company founded in Damascus in 1999 with a license from the Artists Syndicate. It is the only company specialized in Physical Theater in Syria.

Since its establishment, Leish Troupe has been seeking to discover, practice and understand the unlimited capabilities of human body expression, by creating Physical Theater performances in theaters and alternative locations, leading and organizing workshops for amateurs and professionals in contemporary performance art from various disciplines, and conducting theoretical and practical research on the body in the form of long-term projects.



Hoor Malas

A Syrian dance and movement artist, Hoor Malas received her Bachelor degree in dance from the Higher Institute of Arts in Damascus and a diploma in contemporary dance from The Northern School of Contemporary Dance, Leeds-UK. She has been teaching contemporary dance techniques for ten years in the Higher Institute of Arts in Damascus. Malas started choreographing in 2014-2015. Some of her latest choreographic works, such as "Regression" (2016), "Three Seconds" (2018), "Hanging" (2019), "Dust" (2020) and her new solo piece "If My Body had a Name" are works in progress.



Noura Murad

An actress, choreographer, educator and trainer, Noura Murad is the Founder and Artistic Director of Leish Troupe since 1999. She holds a BA from the Higher Institute of Dramatic Arts, Acting Department, Damascus (1995), and a teaching certification of Movement and Physical Theater from France (1998-1999). She has been teaching Physical Theater and movement techniques until 2018 at the Higher Institute of Arts in Damascus, where she headed the Dance Department between 2013 and 2015. She started supervising and organizing Leish Troupe workshops in 2001 in Syria, Jordan, Lebanon and Dubai. She has

participated in many conferences and festivals inside and outside the region; the most recent being the Segal Film Festival for Theater and Performance in 2022. She was a member of the Recommendations Committee for the International Fellowship Program 2021 at CEC ArtsLink, USA. She was also part of the founding committee of the Association of Arab Dancers and Choreographers, MASAHAT Network, in Beirut (2008) and of the organizing committee of the first Damascus Contemporary Dance Forum (2009). She has taken many roles in theater, television, film and radio.

Khalil Sakakini Cultural Center

Palestine – Multi-disciplinary

Khalil Sakakini Cultural Center (KSCC) is a leading arts and culture organization in Ramallah, Palestine. KSCC is housed in a renovated building that dates back to the early 20th century, based on traditional Palestinian architecture. Initially established in 1996 as a branch of the Palestinian Ministry of Culture, and registered as a non-profit non-governmental organization (NGO) in 1998, the center is named after the Jerusalemite scholar, writer, and nationalist, Khalil Sakakini (1878 - 1953). Since its establishment, KSCC has played an important role in promoting arts and culture in Palestine, through fostering cultural heritage, creativity, and literary and artistic practices. Over the past two decades, it has hosted a multitude of events including art exhibitions, festivals, performances, concerts, film screenings, and poetry readings. It has gained a strong reputation as a vibrant arts and culture organization, especially in the field of visual arts, where the primary focus has been nurturing new talents.



Hussam Ghosheh

A theater and cultural activist with a rich and inspiring experience in managing collective and community cultural work in Palestine and abroad, Hussam Ghosheh is currently working as the director of Khalil Sakakini Cultural Center. Ghosheh has worked on the establishment and management of several pioneering artistic projects in various fields, and has most notably contributed to the establishment and management of the Basta Theater Collective since 2015. Through his current role, collaboratively with the center's team and community, Ghosheh follows closely KSCC's journey in building, expanding, and exploring alternative cultural works that contribute to the continuous involvement of the community in the process of building cultural work that creates an inclusive and diverse cultural environment.



Akef Darawsheh

A cultural activist, born in 1993, Akef Darawsheh holds a BA degree from the faculty of Economics at Birzeit University. He has participated in a variety of artistic and cultural projects that promote community collective work in Palestine and abroad. Darawsheh is currently working as a programs officer at Khalil Sakakini Cultural Center. He co-founded "Nabd" Theatre in 2015 and "The Question of Funding" collective in 2020. Darawsheh is also a member of "Athar" Theatre Collective since 2021.

Megraya for Training and Arts Development

Egypt – Multi-disciplinary

Megraya is an independent arts organization in Mallawy city, Minya governorate in Upper-Egypt. It aims to create an artistic and cultural space in northern Upper Egypt that seeks cultural and artistic justice.

Megraya works to create a safe space for training, exhibition, and artistic and cultural production for children and youths in the northern Upper Egypt area, promoting the concepts of cultural and artistic identity of the area, and addressing social and cultural issues through artistic tools and contexts.



Ebram Yousry

Ebram Yousry is a graduate of the Faculty of Education, Department of Science. He currently works in the field of marketing and graphic design. He was previously a trainer in the field of marketing (2021-2022). He joined Megraya's senior team as the marketing and communication officer. Yousry is also a visual artist, and has participated in several visual arts exhibitions. He has received training and participated in workshops in the fields of marketing, web design and branding with the Goethe Institut, Nahdet El Mahrousa Association, etc.



Hamada Zeidan

Hamada Zeidan is a writer and cultural manager. He began working in journalism and cultural fields in 2010. He wrote for a number of newspapers and websites such as a Kuwaiti political newspaper and Mada Masr. Zeidan published a novel "Between Life and Death... Another Death" in 2010 and a short story collection entitled "Silence of Throne" in 2015. He has been working in the cultural field since 2012 through the Mallawi Cultural Salon initiative, following which he launched the Megraya Organization as an independent cultural space in the city of Mallawy in November 2014. He also worked as a coordinator in the

Coffee Library Program, which was funded by the German Foreign Affairs Ministry as part of the German-Arab Transformation Partnership projects organized by Goethe Institute from 2015 to 2017. He was chosen among 12 Egyptian entrepreneurs to tell his success story as part of the "I Was In Your Place" campaign in 2019. Zeidan is currently participating in the Basita Live fellowship on behalf of Megraya Theater Troupe. This fellowship is aiming to build the capacity of the Megraya Theater Troupe on the technical and professional level to participate in the Bab Elbahr International Festival.

Editions Motifs

Algeria – Publishing

Editions Motifs is a young publishing house founded by Maya Ouabadi in Algiers. Editions Motifs' name (in French) refers first to the motives that inspire action, but also to the aesthetics, to the patterns that adorn and decorate. In their publications, they try to combine the two aspects by proposing content (literary criticism magazines, feminist journal, printed documents and stories, artist books, notebooks) which by the specificity of their format or their tone do not necessarily find their place in the Algerian literary and journalistic landscape. Their objective is to give these projects the space and the means to be disseminated by opting for manual production and modest prints.



Maya Ouabadi

Maya Ouabadi was born in 1988 in Algiers, where she currently resides and works. After studying French literature and publishing, she joined Barzakh publishing house as editor, where she collaborated on many novel and essay projects. She also participated in the organization of the literary festival Feliv (Festival of Literature and youth books) in Algiers. In 2018, she founded Editions Motifs, which publishes, among others, the magazines Fassi (literary criticism) and La place (bilingual French-Arabic feminist magazine), as well as artists' books. In parallel to her activities in publishing, Ouabadi is part of the organizing committee of the literary season of Mali. With Léa Morin and Touda Bouanani, in partnership with Archive Books (Berlin), she is currently conducting a research and publishing project on women literary critics in the Arab countries during the 1970s.



Djamila Haidar

Djamila Haidar holds a BA in English Language and Literature from the University of Algiers (2002), and preparing a Master's thesis in simultaneous translation at The High Arab Institute of Translation. She works as a freelance translator, proofreader and interpreter in Algiers. She contributes as an editor and translator to Fassi, a literary criticism magazine, and La Place, an Algerian feminist magazine, both published by Éditions Motifs in Algiers. She also contributes as a translator to the cultural website Rehba. She was previously a member of the organizing committee of the International Festival of Literature and Youth Literature (FELIV) as head of the program for children and young adults in the 2011 and 2012 editions.

Filmlab Palestine

Palestine – Film

Established in 2014, Filmlab Palestine seeks to promote and revive cinema culture in Palestine, keeping in mind its vision for a professional, creative, and innovative film industry landscape. Filmlab's philosophy is to create a new sustainable hub for creative local film production by contributing to networking, training, and educating film professionals and talents, and realizing diverse, high-quality films in general as well as content for children. The accumulation of their efforts culminates in the annual Palestine Cinema Days festival, connecting Palestine with the regional and international professional film industry, promoting Palestinian cinema culture and building an active local cinema audience.



Hanna Atallah

Hanna Atallah is a filmmaker, producer and cultural art manager, based between Berlin and Jerusalem. He holds a Bachelor's degree in Cinema Studies from the High Institute of Cinema in the Egyptian Academy of Arts. His experience covers filmmaking projects, both fiction and non-fiction. Atallah aims to empower unheard voices. With the creation of the non-profit organization Filmlab Palestine in 2014 in Ramallah, he developed a platform to activate cinema culture, work on audience awareness and invest in professional knowledge exchange in Palestine, which opened the door for a regional and international network for Palestinian film professionals. Moreover, Atallah was the initiator, producer and manager of the Palestinian Memory Documentation Project in Talbiyeh Refugee Camp in Jordan. He is the Founder and Artistic Director of Palestine Cinema Days.



Ola Salama

Born in Gaza, Ola Salama holds a Master's degree in Economics. She has worked in many organizations in the fields of marketing, culture, and elections administration. Although she worked in various disciplines, arts and culture were the areas in which she found herself.

Tajarrod Architecture and Art Foundation

Libya – Visual Arts

Tajarrod is a non-profit multidisciplinary organization operating in the fields of architecture, art, and the social sciences. It examines the dominant socio-cultural and disciplinary ideologies in Libyan society and beyond. Tajarrod's projects vary between the production of theoretical writings and investigations, exhibitions, workshops, as well as the organization of public dialogues and competitions, dedicated to empower the voices of young creative practitioners, and to enhance the cultural, architectural, and artistic scene in Libya.

Founded in Benghazi, Libya in 2019, amidst complex inter-war social, political and cultural intensities, Tajarrod has been working ever since as a necessary supportive thinktank for young intellectuals, architects, and artists, to think critically collectively about the creative means through which positive cultural, social, and political transformations could occur.



Sarri ElFaitouri

Sarri ElFaitouri is a conceptual architect, artist, art curator, and cultural producer based in Benghazi, Libya, and the Founder of Tajarrod Architecture and Art Foundation. ElFaitouri's work is centered on an interdisciplinary synthesis between architecture, art, and the social sciences, dedicated to generating a critical understanding and attitude towards the built environment, and to investigating contemporary socio-cultural issues, identities and ideologies, as well as their impact on architecture and cities. His works manifest in the form of research, theoretical architectural projects, art curation, and collage art. He has published theoretical projects and essays online, and curated/participated in several exhibitions locally and abroad. ElFaitouri holds a Bachelor's degree in architecture.



Mey Mukhtar

Mey Mukhtar is an architect and fine arts artist in the city of Benghazi, Libya. She holds a Bachelor's degree in Architectural Engineering from the Department of Architecture and Urban Planning at the University of Benghazi (2020) and worked for AlSharkeoon Company for Engineering Consultations. She works for Tajarrod Architecture and Art Foundation on projects in which arts are mixed with architecture and social sciences. She is also a researcher with interests in identity, philosophical and contemporary cultural issues, ideologies, and their impact on architecture, the city and human gatherings. Mukhtar is a visual artist and recently turned to digital art in the field of graphic design, and designed logos and digital identities. She conducted several interviews with local and international magazines interested in the fine arts. She also received training in leadership and the art of debate.

Ishbilia for Arts Association - Ishbilia Theatre and Art Hub

Lebanon – Multi-disciplinary

Ishbilia for Arts Association was created in 2018 with the aim to decentralize the art and cultural scene in Lebanon.

The Association revived Ishbilia Cinema in Sidon to become a safe independent space in the south of Lebanon.

Ishbilia Theatre and Art Hub's work is multidisciplinary and diversified. It includes performing arts, independent film screenings, training programs, and community-based events targeting community activists, students, artists, and cultural stakeholders to communicate, create, engage, and produce.



Hiba Zibaoui

Hiba Zibaoui is a cultural manager and practitioner. She founded Ishbilia for Arts Association in 2018. In this respect, she serves as an Artistic Director of Ishbilia Theatre and Art Hub in Sidon, south Lebanon.

She is responsible for programming, planning, and organizing cultural events at the space. The program offerings feature archived and modern content that speak to various interests and age groups. The programming includes film screenings, performing art festivals, training, and workshops. In 2021, Zibaoui participated in the Tandem 360° year cultural exchange program. Zibaoui holds a Bachelor's degree in communication arts from the Lebanese American University. Her experience revolves around media, theater, drama therapy, and research.



Nahla El-Zibawi

Nahla El-Zibawi is the Co-founder and Co-Director of Ishbilia Theatre and Art Hub. Coming from a business background, El-Zibawi brings to the creative and culture sector a set of ideas and skills that range from project design and business modeling to partnership building. For years, Nahla has been responsible for the daily operations of the space, as well as strategic planning, staff management and the coordination of short and long-term programming. El-Zibawi holds a Bachelor's degree in Business Administration, major Management, and a Master's degree in Market Research and Consumer Behavior from IE Business School, Madrid, Spain.

Cimatheque - Alternative Film Center

Egypt - Cinema

Cimatheque – Alternative Film Center is a multi-purpose space in downtown Cairo that offers facilities, training, and programming for the independent filmmaking community. Cimatheque believes in the diversity of cinema as an art and hopes to create a space for open discussions, learning, and experiences exchange between audiences, film practitioners, artists, critics, and other specialists. Since its establishment in 2012, Cimatheque has screened more than 300 films from all around the world, many of which were shown in Egypt for the first time. Cimatheque has also organized an excess of 20 workshops, hosting more than 250 participants and has supported the production of more than 50 films, most of which premiered at big festivals.



Seham Shaheen

Seham Shaheen is an Egyptian self-published poet and practitioner in the arts and cultural scene in Egypt since 2017. She completed a degree in Liberal Arts and Sciences and currently works at Cimatheque. She is part of the Batta Baladi and Studio 88 art collectives, where she facilitates poetry reading circles and writing nights, as well as writes and publishes zines and film screenings programs.



Hana Al Bayaty

Hana Al Bayaty is French – Iraqi, based in Egypt since 2005. The co-founder and Executive Director of Cimatheque - Alternative Film Centre, Hana first studied Political Science and International Relations in London, then completed a Masters degree in Political Science at the Sorbonne in Paris and a DESS in documentary filmmaking in France in 2001. She directed two documentary films, “Dar Al Salam” in 2001, and “On Democracy in Iraq” in 2003, before becoming a founding member of the Brussels Tribunal Executive Committee.

Al Bayaty was a member of the World Tribunal on Iraq Jury of Conscience in 2005. She acted in Leila Albayaty’s “VU”, a short feature which won the special mention of the Grand Jury of the Berlinale in 2009, and the feature film Berlin Telegram. She co-produced the feature film “In the Last Days of the City”, directed by Tamer El Said in 2016. Hana has authored numerous articles and organized and coordinated various events focused on international law against the illegal occupation of Iraq.



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 1,923 projects to date (out of 16,595 applications) and contributed more than \$30 million towards the production of artworks.

Drosos Foundation

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

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

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

LOGISTICS & CONTACTS

Venue

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ACE IV Workshop I / 9-12 May

DAY 1 - Mon 9 May		DAY 2 - Tue 10 May		DAY 3 - Wed 11 May		DAY 4 - Thurs 12 May	
9:00- 9:15		9:30-11:00		9:30-11:00		9:30-11:00	
Welcome to the Program Rima Mismar and Mokhtar Kocache		Session 4 Social Business Modeling: From Venture Philanthropy to Impact Investment Reya Kanaan		Session 8 Communication Strategy Hatem Imam		Session 12 Field visit to Arab Image Foundation Heba Hage Felder	
9:15- 11:30							
Session 1 About us Moukhtar Kocache							
11:30- 12:00		11:00-11:30		11:00-11:30		11:00-11:30	
Coffee Break		Coffee Break		Coffee Break		Coffee Break	
12:00-1:30		11:30-1:00		11:30-1:00		11:30-1:00	
Session 2 The Global Context and the Arab Region Ousama Rifahi		Session 5 Positioning & Value: Locating Ourselves within the Arts & Culture Ecology and Framing our Societal Value Moukhtar Kocache		Session 9 External Diagnosis Tools Ouafa Belgacem		Session 13 Exchange Corners Conversations with the Experts	
1:30- 2:30		1:00-2:00		1:00-2:00		1:00-2:00	
Lunch		Lunch		Lunch		Lunch	
2:30-4:00		2:00-3:30		2:00-3:30		2:00-3:30	
Session 3 Design Thinking 1 Nadia Roumani		Session 6 Introduction to Financial Management Therese Ghobriel		Session 10 Internal Diagnosis Tools Ouafa Belgacem		Session 14 How well do you know me now? Moukhtar Kocache	
04:00- 04:30		03:30- 04:00		03:30- 04:00		03:30- 04:00	
Coffee Break		Coffee Break		Coffee Break		Coffee Break	
4:30 - 6:00		4:00 - 5:30		4:00 - 5:30		4:00 - 5:30	
Session 3 Design Thinking 1 Nadia Roumani		Session 7 Unsettling the Dust: India at the Edge Arundhati Ghosh		Session 11 How to Build, While We Work Lina Attalah		Session 15 What is Next? Moukhtar Kocache	
8:30- 10:30						8:30- 10:30	
Welcome Dinner		Free		Free		Goodbye Dinner	



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