



Arts and Culture Entrepreneurship ACE 2020

Second Workshop
22 June- 13 July, 2020
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, that will continue to evolve in content throughout its planned three cycles - 1 year per cycle duration. ACE is made of several modules, delivered to 8 participating cultural institutions selected after a nomination and jury selection process. The director and deputy director of the respective institution will participate in the 12-month program that includes three workshops as well as mentorship and follow-up in-between. Much of the material generated during the program will be made available online for other non-participants to benefit from, with additional public talks and panels to engage with the wider public. The selected participants will additionally be given a grant of \$25K to fund a specific institutional activity that has been inspired by the program, which they can implement towards the end of the one-year cycle.

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

ACE Workshops

We as cultural institutions are public benefit institutions. What is the value we generate? What is the social impact we create and for whom? How can we remain relevant and connected to our communities? How is what we do locally linked to global efforts for sustainable development? What can we learn from practitioners in different contexts and sectors? What kind of stories do we tell of our work and 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.

ACE Second Workshop - Make it Happen *Virtually*

We are no strangers to crises and pressure. As artists, cultural practitioners and technicians, we are already working in challenging contexts that experience war, economic pressure, and backlash on freedoms – they are part of our daily lives. The coronavirus pandemic has caused further stress and exposed long-standing inequalities and lack of social safety nets. It impacts on our work as cultural practitioners and structures because it compromises our mobility, physical exchange, interaction with audiences, and public events in communities and spaces. We rely on our ability as individuals, collectives and structures to respond, adapt, and recover as best as we can and to magnify the voices of those we work with. Every crisis is a chance to reflect on what needs to be salvaged and what has to change in how we work. At this point and more than ever, it is essential to balance immediate response with strategic visions and goals. The second workshop of ACE is an attempt at this balancing act, and hopefully a leap forward.

The second workshop (22 June – 13 July, 2020) is happening virtually. It will consist of a mix between broad ideas about the creative processes needed for leadership, strategic visioning and organizational design, while also focusing on practical skills to improve financial resilience and narrative cohesion. It will be an introduction to the concept of innovation and entrepreneurship and possible ways to introduce revenue-making /audience-engaging elements in our work. We will look at different mindsets of an entrepreneur depending on different phases of a challenge, and discover structures and tools of innovation. The workshop will aim to be as interactive as the online reality allows and will gather a range of regional as well as international perspectives and case studies.

PROGRAM SCHEDULE

INTRODUCTION SESSION

(FRIDAY JUN. 19)- 2:00 - 5:00 PM BEIRUT TIME

How to make it virtual - Anton Nielsen Bjerg

This three-hour workshop offers insights on creating interactive and dynamic online workspaces, to enable cultural practitioners and institutions to create, facilitate and manage online workshops and trainings of their own. With a focus on participant engagement, co-creation and general advice for hosting an adequate online space, the workshop provides us with tools to improve online facilitation. It is supported by written templates for designing online sessions and a list of relevant online platforms.

WEEK 1 – DESIGN THINKING AND LEADING IN COMPLEXITY

(JUN. 22 - 26)

We will discuss the concept of entrepreneurship and how to introduce creative elements in our workplace. For our artistic and cultural initiatives to be more sustainable, relevant and connected to our stakeholders and communities, we are compelled to think about what could be innovations in our practices. We will explore the palette of mindsets an entrepreneur needs to have, about how we work together in teams and how we lead in fast-changing circumstances.

Day 1 – Monday, 22 June
2:00 - 6:00 pm Beirut time

Welcome and update – What have we been up to – Moukhtar Kocache

Participants pair up and briefly share what has transpired for them on a personal level and for their organizations since the last ACE workshop and during these exceptional times of a health pandemic and lockdown. In plenary, we will have the chance to share our stories and how we are coping.

Session 1: Design Thinking - Robert Wolfe - THNK Academy

Design thinking is a human-centered approach. It is a set of proven methodologies for inspiration, problem definition, idea generation and testing. In this session, we look at the three phases of design thinking (Sensing, Visioning and Prototyping) and a few dedicated tools to expand our skills in tackling problems that need creativity.

Day 2 – Wednesday, 24 June
3:00 - 6:00 pm Beirut time

Session 2: Design Thinking - Robert Wolfe - THNK Academy

We will explore how to use certain tools, processes and a logic of assessment to help us bridge between inspiring creative ideas and rational decisions about what programs, products and approaches will be most suited for success within our specific contexts.

Day 3 – Friday, 26 June
3:00 - 5:00 pm Beirut time

Session 3: How to Create Regenerative Organizations - Matthias Straub-Fischer – 7 Generations

Moving from pyramidal power structures into same-eye-level communication is an art. We will explore how to make decisions where every voice in our organization matters. We will examine how organizations and their cultures traditionally and historically develop. There are alternative ways to bring leadership, governance and team processes together to build strong organizational cultures where our communities and audiences participate with passion in fulfilling our missions. We will strengthen our common understanding of co-creation in our structures. Thoughts, attitudes, words and actions influence our working culture at every level. Ultimately, growth and transformation involve slow processes that require time, patience and strategy.

WEEK 2 – FINDING OUR WAY TO IMPACT (JUN. 29 - JUL. 3)

This week will look at what drives us and how to anchor our stories and visions in the structures we design and directions we take. Our quest for more impact compels us to explore different approaches to developing social enterprising ideas and plans and finding the right mix of funders and stakeholders. We will discover one of the elements in moving from issue-based to value-based missions, so that our narratives speak to our communities but also engage others around our passion. The capacity to weather storms depends on how we anticipate, define and analyze risk, and what we do about them. Standing on our feet and doing relevant work are mutually reinforcing goals.

Day 1 – Monday, 29 June 3:00 - 5:00 pm Beirut time

Session 4: Social Business Modelling:

From Idea to Impact - Fadel Zayan - Alfanar

This session aims to help us identify where our business idea belongs on a spectrum that covers everything from charities to publically traded companies. Understanding what our primary driver is as an organization helps us determine the type of structure that will best assist us in realizing that vision. From there, we will look at the different models available within those diverse structures, so that the organizations or our enterprises are strong from the outset. We will also look at different approaches to developing basic social business plans and investor pitch decks that can help us attract and collaborate with the right types of funders and stakeholders to ensure that our ideas can be transformed into a sustainable enterprise.

Day 2 - Wednesday, 1 July 3:00 - 6:00 pm Beirut time

Session 5 – Public narrative - Mais Iqrusi - Ahel

Organizing is motivated by shared values. These shared values are expressed through stories. One successful methodology of story-telling is called Public Narrative. By learning this craft, we can access our shared values for the emotional resources needed to respond to challenges with courage rather than reacting to them with fear. By learning to tell stories of our own values - “story of self” - we enable people to understand us. By telling stories of values we share - “story of us” - we enable people to understand each other. By recognizing the current moment as one of urgent choice and proposing a hopeful way forward - “story of now” - we motivate people to action. Values-based organizing, in contrast to issue-based organizing, invites people to escape their issue silos and come together so that their diversity becomes an asset, rather than an obstacle. By learning how to tell a public narrative that bridges the self, us, and now, we as organizers enhance our own efficacy and create trust and solidarity within our community. This equips us to engage others far more effectively to rally support around an idea and to mobilize others. Through theory, case studies, group work and coaching, this session will focus on one out of three elements of the Public Narrative methodology - the “story of self” which is a critical element of communication for leaders and organizers.

Day 3 - Friday, 3 July 3:00 - 5:00 pm Beirut time

Session 6: Risk and Crisis Management -

Peter Harling - Synaps

We face a period of uncertainties that are piling up, which force us to rethink our social purpose while adjusting in prosaic ways. This session will lay out the thinking and methodology behind risk management. We will tap into our own experience and gradually move away from them, to find inspiration in techniques developed by others, such as Synaps. Analyzing the next wave of trouble, we will consider types of risks and contingencies. Using case studies, we will look at different scenarios, crisis analysis techniques and contingency planning that help us deal with risks.

WEEK 3 – PREPARING TO INNOVATE (JUL. 6 - 10)

Budgeting, financial management, and resource mobilization are critical for the well-being of an institution and they do not have to be daunting. Throughout the week, we will discover how to integrate them from the onset of a creation process and for the smooth running of a cultural enterprise. We will learn to valorize the knowledge and assets we have in mobilizing different sources of income – a critical element for better sustainability. As we acquire basic skills in financial planning and management, we may discover that budgeting is just another art in storytelling with numbers. Taking a step back to put some of the pieces together and to find inspiration, we turn to a peer experience for clues in entrepreneurship, for dos and don'ts, as we reflect on our aspirations to innovate.

Day 1 – Monday, 6 July 3:00 - 6:00 pm Beirut time

Session 7: Basics of Resource Mobilization

- Ouafa Belgacem - Culture Funding Watch
Basic concepts of resource mobilization will be introduced to help shift our thinking from fundraising towards sustainability. We will focus on reflection and analysis of what and how we use external diagnosis tools to identify stakeholders and conduct power and dynamics analysis. We will reflect on the broad diversity of possible available resources and how to put in place strategies towards more stability and independence. Identifying existing internal resources is crucial for us to rethink our business models by focusing on knowledge within our organizations and leadership, assets and material possessions, as well as our production value and potential. We will explore how Resources Mobilization consists of a layered and holistic approach to sources of income.

Day 2 – Wednesday, 8 July 3:00 - 6:00 pm Beirut time

Session 8: Introduction to Financial Management - Thérèse Ghobriel

This session presents the basics of financial management with a focus on developing and maintaining budgets. We will find out how to create a customized chart of accounts, along with 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 us better understand financial systems and enable them to measure the efficiency and effectiveness of our operations and future planning decisions so as to ensure our organization's health, growth and sustainability.

Day 3 – Friday, 10 July 3:00 - 5:00 pm Beirut time

Session 9: Virtual Peer Visit to ANYA - Brahim El Mazned - ANYA

We will learn from the experience of ANYA what it has developed in terms of know-how, methodologies, networks and sectoral knowledge. The human and entrepreneurial experience of the director of ANYA, Brahim El Mazned, stretches beyond the borders of Morocco. What has been most challenging in his experience? What lessons can we extract? What impact has the creation of ANYA had on his professional approach? What skills and processes help us to better identify the contributions and the value that a cultural project brings to its environment? What is the role that cultural structures play in strengthening resilience and social cohesion? More than ever, it is necessary for every young entrepreneur to ask similar questions and unravel the importance of their work and positioning. The current health crisis hopefully makes us recognize that our role is essential and that it is not a luxury reserved for the most privileged.

WEEK 4 – LANDING AND TAKE-OFF (JUL. 13)

What have the past three weeks triggered in ideas and impressions? What do we each take with us for the coming period before the third workshop? We will wrap-up by identifying priorities that can be further pursued during the next phase of one-on-one mentorship.

Day 1 - Monday, 13 July

3:00 - 6:00 pm Beirut time

Session 10: Recap and Reflection -
Moukhtar Kocache

In this final session of the second workshop, 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 take things from here. This may include initial thoughts on mentorship priorities for this phase, suggestions for the third and final workshop, and clarifications on the ACE incentive grant process.

BIOGRAPHIES



EXPERTS



Robert Wolfe

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



Matthias Straub-Fischer

Born in 1972, Matthias is the founder of 7 Generations, the KaosPilots Switzerland and the Innovationsdorf Bern.

7 Generations is a consulting company with its own international business school for regenerative entrepreneurship and transformation based in Bern, Cape Town and New Mexico. Trained in economics, project management and organizational development in Switzerland, Denmark and the US, Matthias has been guiding cultural and educational organizations

and companies for the past 25 years in value-based leadership. He has been a mentor and guide for cultural organizations since 1995. He loves intercultural and diverse challenges in growing organic structures, strong teams and communities. Matthias is the author of the "manual for changels 1.0" and a keynote speaker for courageous leadership, participatory collaboration and regenerative entrepreneurship.

**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 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.

**Peter Harling**

Peter founded Synaps to distill almost 20 years' experience working in and on the Arab region. During this itinerary, which led him from Iraq to Lebanon, then Syria, Egypt, Saudi Arabia and back to Lebanon, he combined academia with long-form journalism, consultancies, and a ten-year tenure with the International Crisis Group. A French citizen born in England, Peter studied biology before switching to political science and sociology, and lived happily ever after.



Mais Irqsusi

Mais is the co-founder of Jordan-based social enterprise Ahel, which she co-led for four years. She is also the founder and director of Community Organizing Europe AB. Mais is an experienced leadership coach and campaign roadmap designer. She empowers constituencies in leading change through campaigns. She has trained over 2400 participants and coached 18 campaigns in various countries. Mais holds a Bachelors of Arts degree in management information systems and a Masters in Business Administration from the New York Institute of Technology. She currently resides in Stockholm, Sweden.



Ouafa Belgacem

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



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 throughout 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.



Brahim El Mazned

Brahim El Mazned is a cultural policy consultant and cultural entrepreneur. He joined the EU/UNESCO Expertise Facility 2019-2022, which aims to support initiatives for the implementation and promotion of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions. He is the artistic director of the Timitar Festival of Amazigh and world culture, which hosts more than 400 artists and receives about half a million spectators every year. He also sat as artistic advisor and juror for several events, prizes and festivals in Morocco and abroad. Brahim is a member/representative for various networks and meetings around the world including FWMF, Hiba Foundation,

AFRIMA, and GloMMnet. In recent years, Brahim has hosted worldwide conferences and training workshops related to careers in entertainment. He has initiated various artistic residencies in Africa, Europe and South America. In November 2014, he successfully initiated the first Africa and Middle East music encounter: Visa For Music. He also participated in the creation of a dozen albums and hundreds of concerts at prestigious festivals and venues around the world. Brahim edited an anthology on Aïta, a famous Moroccan music style, and is currently in the process of preparing a new anthology on Amazigh music.



Anton Nielsen Bjerg

Anton has a background in social entrepreneurship, project leadership and applications development. He is currently studying at the Kaospilot Enterprising Leadership Program in Aarhus, Denmark. Due to his passion for learning experiences, he is currently dedicating his time to ensure that creativity is not lost, with the current massive move to the online realm.



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. Moukhtar has served on the board of

the Gerhart Center for Philanthropy and Civic Engagement at the American University in Cairo since 2012 and has been a board member of the Open Society Foundation's Arab Regional Office since 2017. In 2018, he joined the board of International Media Support. He is the author of "Creation Out of Crisis, A Historic Moment to Leverage Arts & Culture's Contributions to Social Change in the Arab Region" and several other reports on arts and culture and social justice philanthropy; he is also a regular lecturer and keynote speaker at educational institutions and arts and civil society fora. 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 & Nonprofit Management.



PARTICIPATING INSTITUTIONS



Fanni Raghman Anni
Seif Eddine Jlassi & Asma Kaouech

Tanarout
Faraj AlSileeni & Raja El Faitoury

Comra Films
Yousra Ishaq & Sara Ishaq

Waraq
David Habchy & Hussein Nakhal

Axxam n-dda Ali
Hamid Adjoud & Yasmina Yaker

Reflection
Ahmed Eldeeb & Iman Zaki

Metropolis Art Cinema
Hania Mroue & Nour Ouayda

Eka3
Seri Abdel Hadi & Sarah El Miniawy



LOGISTICS & CONTACTS

AFAC Contact persons

Julie Terzian, Office Manager, AFAC

Email: office@arabculturefund.org

Reda El Houchaimi, Grants Coordinator, AFAC

Email: reda.elhouchaimi@arabculturefund.org

Heba Hage-Felder, Senior Programs Manager, AFAC

Email: heba.hagefelder@arabculturefund.org

PARTNERS

Arab Fund for Arts and Culture – AFAC

The Arab Fund for Arts and Culture - AFAC - is an independent regional initiative that offers financial and professional support to emerging and established artists from the Arab region and diaspora and to cultural institutions engaged in supporting the contemporary Arab art and culture scene. Founded in 2007, AFAC is active in 20 Arab countries and supports annually up to 200 artists and institutions in the fields of Performing Arts, Visual Arts, Film, Music, Writing, Photography, Research, and Training and Regional Events. AFAC advocates for philanthropy for the arts and culture and for sustainability of the sector through public and private investments and entrepreneurial practices. AFAC has supported 1,556 projects to date (out of 13,310 applications) and contributed around \$24 million towards the production of artworks.

Drosos Foundation

Drosos Foundation is committed to enabling disadvantaged people to live a life of dignity. Together with partner organizations, it develops and supports projects that have a direct bearing on the effective and sustainable improvement of living conditions, and seeks, wherever it is involved, a long-term impact. Drosos Foundation focuses on the development of life skills of disadvantaged children, young people and young adults through promoting creativity and economic independence. It is convinced that life and technical skills are key elements in personal development as they empower individuals to take control of their lives and make a positive contribution within their community. Drosos Foundation was established in Switzerland in 2003. It owes its existence to a private endowment and is acknowledged as a non-profit organization. It is ideologically, politically and religiously independent. The Foundation is active in Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia as well as in Switzerland and in the eastern parts of Germany.

The Federal Foreign Office

The 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.

ACE II Workshop II (22 June - 13 July 2020)

June			
Week 1			
Date	Monday 22 June	Wednesday 24 June	Friday 26 June
Time	2:00 - 3:00 pm		
Session	Welcome and update What have we been up to Moukhtar Kocache		
Time	3:00 - 6:00 pm	3:00 - 6:00 pm	3:00 - 5:00 pm
Session	Design Thinking Robert Wolfe	Design Thinking Robert Wolfe	How to Create Regenerative Organizations - Matthias Straub-Fischer
June- July			
Week 2			
Date	Monday 29 June	Wednesday 1 July	Friday 3 July
Time	3:00 - 5:00 pm	3:00 - 6:00 pm	3:00 - 5:00 pm
Session	Social Business Modelling: From Idea to Impact Fadel Zayan	Public Narrative Mais Irsusi	Risk and Crisis Management Peter Harling
July			
Week 3			
Date	Monday 6 July	Wednesday 8 July	Friday 10 July
Time	3:00 - 6:00 pm	3:00 - 6:00 pm	3:00 - 5:00 pm
Session	Basics of Resource Mobilization Ouafa Belgacem	Introduction to Financial Management Therese Ghobriel	Virtual Peer Visit to ANYA Brahim Elmaznad
July			
Week 4			
Date		Monday 13 July	
Time		3:00 - 6:00 pm	
Session		Recap and Reflection Moukhtar Kocache	



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