

Framework document

Reinventing partnerships

Thematic P2P, Workshop 1

Amman, 17-19th July 2016

Partnerships play an important role in the implementation of cultural projects; they also contribute to reinforce the structuring of organisations and enhance their standing within the cultural milieu; finally they can enrich the development of career paths for cultural operators. Although competitiveness may be the initial driving force for launching an initiative and making it successful, partnership building and pooling resources may be an even more important requisite to build a sustainable activity and make the most of available financial resources and opportunities.

Cultural professionals are constantly challenged to develop collaborations in order to meet their various needs, but also to create synergies with a number of counterparts from civil society, the public sector or the private sector, who do not necessarily function by the same codes or even speak the same language. Embarking on a partnership is therefore an adventure unto itself: it requires creativity in the approach and taking into account a few golden rules – listening, precision, and a careful assessment of the collaborative process; these are indispensable for attaining one's objectives. It also involves risks that have to be anticipated and need careful planning but it could also bring on unexpected results that go beyond what was initially planned for. Imagination, inventiveness and flexibility are key to successful partnerships. .

The cycle of two workshops entitled “Reinventing partnerships” will set the bases for successful sustainable collaborative work and analyse a variety of current models and practices that promote exchanges with different stakeholders. The stakes are all the more important in a region where many cultural operators admit having difficulties with engaging in collaborative work, in spite of the fact that new models, such as co-working, have emerged and are flourishing.

The first workshop is articulated around the following topics:

- Mission possible: enhancing collaboration and partnership building in cultural work
- Teamwork: focussing on processes to foster organisational change
- Developing intercultural projects



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In addition to discussions of these topics, participants will have the opportunity to meet cultural operators and visit cultural spaces whose activities are directly or indirectly relevant to the core theme of the workshop, giving them a chance to get an insight into the local cultural scene.

Last but not least, since our P2P workshops are based on exchanges between peers, the more actively you'll contribute to the debate, the more dynamic the workshop will be, so be prepared!

Sunday, 17th July

Mission possible: enhancing collaboration and partnership building in cultural work, by Sue Kay

Collaborative working and teamwork

We all know that it is impossible to produce and develop socially engaged and impactful cultural work in isolation...others are always involved. This participative workshop is about further developing cultural operators' existing collaborative and teamwork practice – both within the P2P programme and in their work more generally.

Specifically, the workshop will:

- build on the participants' understanding and experience of collaboration and teamwork
- explore different ways of thinking about collaboration and teams, together with the factors that affect them
- enhance the participants' ways of engaging with (and leading) collaborative work and team-based activity

Developing partnerships with others (at home and abroad)

Recommendations are on the increase for cultural organisations to partner up, either with each other or with other sectors, civil society, and governmental bodies...but what makes the difference between a successful partnership and something that is mere 'window dressing'? How can partnership-working be most effectively developed in contexts and circumstances that might not seem supportive to it?

In this interactive workshop we will explore the following:

- Why develop partnerships in cultural work...what's the point?
- The importance of context in partnership-working
- Developing a practice of partnership



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- Addressing obstacles and barriers
- 'Putting your money where your mouth is': making partnerships real...

Monday 18th July

Teamwork: focussing on processes to foster organisational change, by Hatem Hassan Salama

This session will use two different methods to go deeper into the processes of collaborative work, rather than focussing on the result. It will begin with the Dugnad method to explore how participants act in teams and which roles they take. This experience aims at contributing to give a clearer insight to the participants of the way they build their collaborations, being aware of the roles they can take in their teams and the tasks they may need to outsource. It is one step towards the "perfect team mixture".

The second part of the session aims at getting inspired by success stories on the topic of organisational change. This will be done through two coaching techniques: appreciative questioning and witnessing. The appreciative questions will help participants to dig deeper through the layers of a successful change project in their organisation ('find the gold'). The witnessing can help provide new insights and internalise some of the lessons learned.

Tuesday, 19th July

Developing intercultural projects, by Alia Rayyan

Intercultural interaction is hardly a new phenomenon. Indeed, for centuries, flows of people, goods, and ideas have traversed regional, national and intercontinental boundaries, as communication technologies and innovations in the field of transportation have brought geographically dispersed populations into social and economic contact.

In our digital time, we assume that communication got easier and faster. This is of course a myth. We imagine that all what we write will be decoded as we intended the message to arrive. We tend to forget that we talk with partners whose communication practices reflect their varied backgrounds, traditions, and practices of social relations. This is true not only when communicating with partners abroad, but as well within our own country and culture.

As partnerships build upon communication, the first part of the workshop will focus on intercultural communication, its challenges, rules and possibilities. We will raise the awareness and ability to reflect about your own habits, behaviours and skills when it comes to intercultural communication. We will focus on:



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- What is intercultural communication?
- What are the main challenges?
- How can we train ourselves to communicate better?

The second part of the workshop will move to intercultural partnerships, exploring the ways cultural operators design and manage initiatives gathering partners, stakeholders, and/or audiences with different cultural background (including immigrants and refugees) – either within one country or in cooperation with organizations located in different countries (cross cultural projects). In other words, we will see how the flexibility, sensitivity and inventiveness of cultural operators should turn the challenging variety of perspectives to implement a project into an asset. The analysis of examples will include dialogue projects (visiting programs, cross cultural projects with artists from different countries) and empowerment projects (especially with refugees and immigrants).

We will engage in discussions and exercises, reflect on a variety of examples, and think critically about our way of working with each other.



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Sue Kay has over thirty years' experience in arts management and cultural administration – within performing arts organisations, funding bodies, development agencies and higher education. She has worked as a producer, programmer, venue manager, planner, project coordinator, senior lecturer (Subject Director: Cultural Management, Dartington College of Arts) and now operates as a freelance consultant, educator and trainer. Her most recent substantive post (Executive Director, Culture South West) enabled her to focus on regional cultural development, capacity building and high-level advocacy and facilitation. She has a particular interest in cross-sectoral working; cultural policy and organisational development; and curriculum design, teaching and learning in the field. She has a PhD in Leadership Studies from the University of Exeter. Formerly a board member of the European Network of Cultural Administration Training Centres, she teaches abroad (in Central and Eastern Europe and Nordic-Baltic countries) on a regular basis.

Hatem Hassan SALAMA has 12 years of experience in the cultural field mainly in Egypt and on the international scene. He has implemented several projects as a project manager, curator, trainer, and theatre director. He has a BA in Theatre studies, and followed a programme in cultural management with the Goethe Institute. Since 2014, he works in Berlin as the project manager for the Tandem Shaml exchange programme with cultural operators from European and Arab countries, focusing on the process of teamwork. He also contributes to the content of the programme through mentorship and support for the participants.

Alia Rayyan has a M.A. in political science, history of art and sociology. She is a creative producer, filmmaker, project manager, journalist and writer. She has a particular interest in social responsibility and cultural work, intercultural dialogue and development, as well as academic interaction. Since 2001, she worked for a number of intercultural projects in the art field like the literature exchange programme “West-Eastern Diwan”, Berliner Festspiele, an Arab-German exchange of culture journalists for the Heinrich Boell Foundation, and for the contemporary Arab culture programme “DISorientation”, House of World Cultures, Berlin. Then she moved to Palestine, where she worked as consultant and culture manager in Ramallah and in Amman, for organisations like UNESCO, Heinrich Boell Foundation and GIZ. In 2008, she was a committee member and artist of “Masarat- Palestinian Contemporary Arts”, Brussels. Since 2013, she is executive and art director at the Al Hoash Gallery in Jerusalem, where she is responsible for creating the new creative industry program as well as the social engagement program with urban interventions in public spaces for Palestinians in Jerusalem.



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