



Illustration by Khlaïd AlBaih

Funders Initiative for Safeguarding Artists mobilizes resources by fostering collaborative efforts that increase funding for organisations involved in the protection of artists at risk

Background:

Mimeta, active in culture and development internationally since 2008, focuses on protecting cultural rights and fostering culture sector development through financial support, knowledge building, and professional advice. Registered as a Norwegian limited company with charitable statutes, Mimeta operates globally from Arendal, directing support to intermediary organizations working on behalf of practitioners in arts and media, particularly in the Middle East and Africa over the last decade.

The urgency for the initiative arises from the increasing risks faced by artists globally, threatening their voices and lives. Artists, akin to human rights defenders, are often targeted for revealing wrongdoing and speaking truth to power. Despite this, safety and security for creatives are frequently overlooked in discussions on the needs of human rights defenders. Reports from watchdog organizations reveal a rising number of artists and their families facing harm due to their work, depriving the world of diverse perspectives.

In Norway, momentum for artist protection gained traction with the launch of the Strategy for Freedom of Expression in Foreign and Development Policy in 2021, which for the first time included artists. This breakthrough, influenced by Mimeta and others, positioned artistic expression under freedom of expression in Norway's foreign policy, providing artists with the same level of protection as journalists or political dissidents. In May 2023 the UNESCO report *Defending Creative Voices* elaborated on the need for action in the protection of artistic expressions.

However, significant challenges persist in artist protection work, primarily the scarcity of resources. Many committed organizations locally, regionally, and internationally struggle to meet the rising needs of the sector, including artist rights education, alert mechanisms, legal aid, cooperation with the human rights sector, safe havens, family liaison, urgent grants, advocacy, and public campaigning.

The overarching challenge calls for immediate action to establish stronger structures for coordination, cooperation, advocacy, and resource mobilization. It necessitates long-term policy

efforts to recognize artistic expression as integral to the international fight for freedom of expression, alongside grassroots initiatives to swiftly mobilize resources for artists at risk.

From Initiative to Program

The initiative was launched in Brussels in 2023 and is from January 2024 operating as a program. It is organized by Mimeta and named *The Funders Initiative for Safeguarding Artists* (formerly Funders Initiative for Artist at Risk). The objective is to release support and increased funding for entities involved in Safeguarding artists. The program's goals include collectively building a robust Artist Rights Protection system with strong regional footholds in the locations where violations occur and a powerful international presence. The strategy is to enhance more stakeholders and existing competencies, explore new organizational approaches, and firmly position artistic expression in the global fight for freedom of expression.

The program encompasses roles such as Sponsors, Participants, and Task Managers, along with those associated with Program Ownership.

The program's responsibilities include:

- executing an advocacy plan to secure increased funding for organizations devoted to protecting artists at risk,
- implementing a re-allocation mechanism for initiatives aligned with the program's objectives and strategy, and
- organizing an annual meeting for involved parties.

Furthermore, the program has outlined two projects:

- contributing to the development of monitoring and reporting instruments within the sector and
- placing special emphasis on heightened engagement from the arts and culture sector, human rights stakeholders, and cultural sector development organizations in vulnerable regions as part of the Advocacy Campaign.

The mapping

The response to the initiative has been promising, and Funders Initiative for Safeguarding Artists is currently utilizing mapping as a foundation for shaping the subsequent strategic priorities. **The mapping** of organisations involved in the protection of Artists at Risk gives actual insight in who they are, where they are and what they do, and, to certain extent, their recourses and funding sources. It unveils a sector characterized by entities engaged in diverse and not necessarily interconnected efforts for emergency preparedness and advocacy, most of them grappling with insufficient resources. They are nevertheless doing impressive efforts in a sector that is still in its infancy. The mapping is available as background for this presentation, that is outlining a program design for organizing the future activities.

Program Outline

The program suggests a Core group consisting of Program Manager, Impact Manager and Financial, Compliance and Risk Manager, for coordinating progress, process, control, and change.

There will be three main actions organized by external Task managers:

- A re-granting mechanism for initiatives with aims and activities that are aligned with the purpose of the initiative.
- An Advocacy Campaign towards decision makers in politics and private funding institutions.
- The Annual meeting

And two projects:

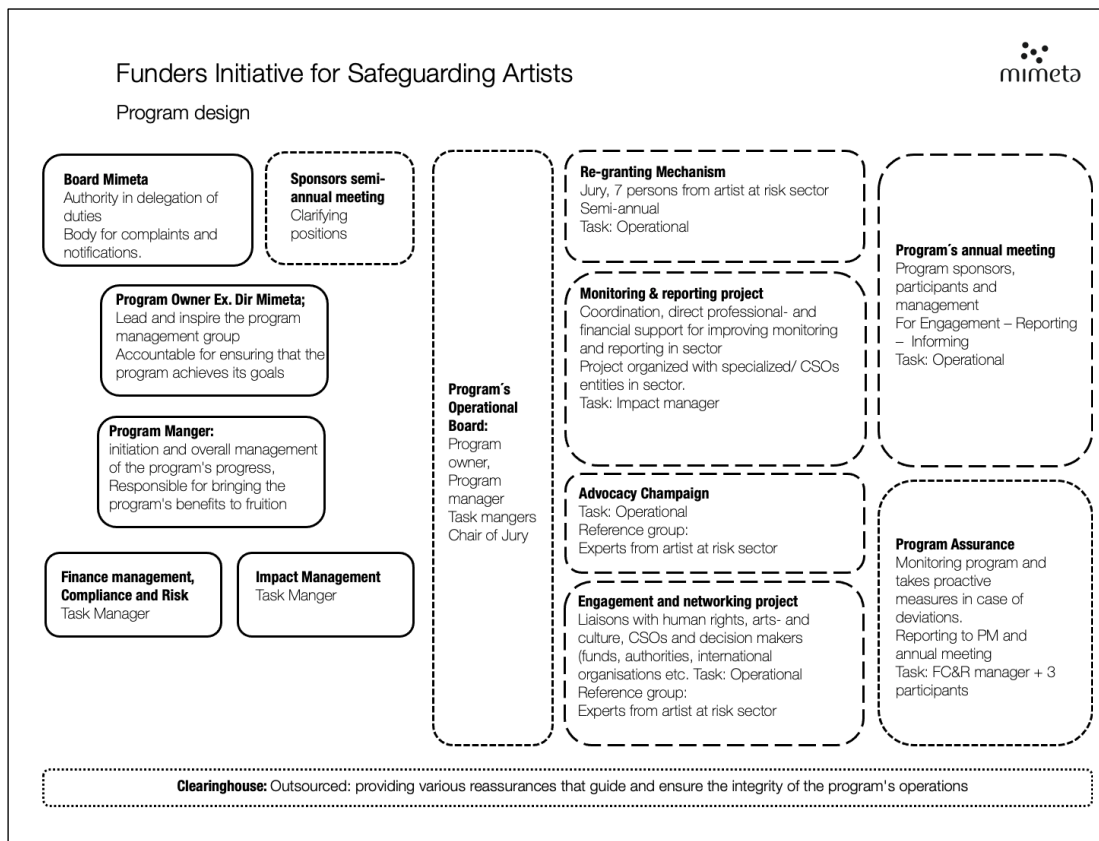
- For bettering the monitor and reporting structure within the sector, to be organized by the Core group.
- For bettering the relations with adjacent sectors (human rights, media in particular), to be organized by the Advocacy Campaign Task manager.

To bolster this funding effort, there is a crucial necessity for

- knowledge development,

- advocacy targeted at decision-makers within authorities and funding institutions,
- and heightened engagement from: not only the arts and culture sector itself, but also from stakeholders in the human rights domain and cultural sector development organizations situated in vulnerable regions.

The Program will be using project funding as a tool for making engagement and achieving the Initiative’s objectives, thus a solid re-granting mechanism is essential for the credibility of the Initiative. In addition, the Initiative itself is engaging directly in the knowledge development and advocacy processes to further the main objective of the Initiative, which is to *release increased funding for the efforts of the organisations involved in the protection of artists at risk.*



What is the Program:

Funders Initiative for Safeguarding Artists is set up as a program for a facilitating where change and its effect (benefit or gain) is the delivery. The program's mission is to ensure that the desired gains are realized. Programs have a different set of principles, management theme, roles and processes than projects. It is designed to achieve a purpose and a set of gains (effects). It is not the size of the assignment, resources or scope that is leading. It is the focus. The set-up contains, and also relates to, different initiatives, projects and efforts that adhere to the objectives and strategies of the program.

Even efforts that are running independently from the program may be included in the measures of delivery, if significant. Still the program has different roles, whereas the main ones are:

- sponsors,
- participants, and
- management,

and task may be organized in a distributed manner, involving different expertise and entities.

Roles, Sponsors:

These organizations play a pivotal role by providing essential financial resources for the Program. Each sponsor actively participates with the shared goal of realizing the Funders Initiative for Safeguarding Artists 's objectives in an informed, cooperative, effective, and coordinated process. Their commitment is grounded in trust and is emphasizing principles of good governance and sound financial management. Sponsors recognize the value of impact management, encompassing robust reporting, the generation of new knowledge, and a culture of continuous learning, as significant and beneficial outcomes arising from their active participation in the initiative. They also have trust in the synergies derived from cooperation. Sponsors have the opportunity to make direct investments in various facets of the program, such as the re-granting scheme, the advocacy campaign, knowledge development, program management, impact management or specific activities like organizing annual meetings. Another level of engagement involves sponsors identifying proposals for direct funding, independently of the program's mechanisms and services. However, while participating in the

program and thus align with its objectives and strategy, it is essential that sponsors are open for reporting requirements from the program also in such instances.

Clarifying the sponsors' position at the start and keeping this clear throughout the program period is central to program management.

Roles, Participants:

These are organisations and individuals worldwide that share the ideas of the Initiative and are willingly to invest in making it stronger. The initiative seeks engagement especially from not only the arts and culture sector itself, but also from stakeholders in the human rights domain and cultural sector development organizations situated in vulnerable regions.

Participants are eligible for project funding from the re-granting scheme; they may be nominated as members of the jury that is making decisions on funding of projects, and they take part as members of the program assurance committee. In addition to activities designed for engagement and coordination of efforts, the program will provide capacity-building support, training programs, networking opportunities and mentorship initiatives.

Participants is the main group included in the process leading up to defining the Initiative and its present design and priorities. The continuous engagement of participants is central to the Initiative's success.

Roles, Program Management:

Board of Mimeta

The board of Mimeta is involved as a responsible party for the good governance aspects of the Funders Initiative for Safeguarding Artists. They have the authority in delegation of duties and the board constitutes the body for complaints and notifications within the Program.

Program Owner:

The executive director of Mimeta assumes the crucial role of program owner, being primarily accountable for ensuring that the program achieves its goals. Possessing deep roots within the artistic rights sector, the program owner brings experience, professional competence, and the authority required to lead and inspire the program management group throughout the entire lifecycle—from the initiation phase to the realization of results and gains.

Program Board:

Comprising the program owner, the program manager, and designated task-owners, the Program Board serves as an operational management group dedicated to supporting the program owner in successfully delivering the program.

Program Manager:

Tasked with the initiation and overall management of the program's progress, the program manager is responsible for bringing the program's benefits to fruition. This includes managing dependencies, coordinating activities, and resolving resource conflicts among the various projects and measures implemented by the program.

The roles of Program owner and Program manager is with Mimeta and will see to processes like (e.g):

1. **Alignment with the objectives of the initiative:** Ensuring that the program aligns with the broader strategic objectives of the Initiative and delivers the intended value.
2. **Synergies and Dependencies:** Identifying and managing synergies between projects within the program and addressing dependencies to ensure a smooth and coordinated delivery.
3. **Resource Management:** Optimizing the allocation and utilization of resources across multiple projects to maximize efficiency and effectiveness.
4. **Risk and Issue Management:** Proactively identifying and addressing risks and issues that may impact the overall success of the program.
5. **Stakeholder Management:** Engaging and managing stakeholders at both the project and program levels to ensure their expectations are met, and their concerns are addressed.

6. Benefits Management: Ensuring that the intended benefits of the program are realized and that the overall impact is positive for the Initiative.
7. Communication and Reporting: Communicating effectively about the program's progress, impact, and changes to keep stakeholders informed and engaged.
8. Financial Management: Run the accounts, transactions, auditors' reports, regulatory compliance issues and risk management of the Program.

Roles, Task Managers:

These are operational resources in the facilitation of:

- 1) Finance, compliance, and risk
- 2) Impact management + the monitoring and reporting project
- 3) Advocacy Campaign + the Engagement and networking project
- 4) Re-granting Mechanism and finally 5) the Annual meeting.

Task management may be subject to delegation from the Board of Mimeta, except for the 1) Finance, compliance, and risk and the 2) Impact management (held by Mimeta)

Roles, Program Assurance:

This role focuses on overseeing the processes within the program to provide management with confidence that the program is on the right track, while also issuing warnings if deviations occur. This is an independent role of the elements it safeguards. Program assurance integrates its activities into plans and coordination right from the outset. Linked to key decision points, especially during periods of uncertainty, this role actively engages in interventions to ensure the program's success and takes proactive measures in case of any deviations.

The program Assurance will be designated to a group of 3 experts from the participants and is reporting to the program management board and the annual meeting.

Impact Management for measuring changes:

The Impact Manager will perform regular monitoring and evaluation, including feedback mechanisms and periodic reviews, and help ensure that the initiative remains on track and can adapt to changing circumstances. Additionally, The Impact Manger will perform and share qualitative insights from stakeholders through surveys, interviews, and case studies that can provide a deeper understanding of the initiative's impact.

The Impact Management will be based on the following indicative indicators:

Funding:

Total Funding Raised: Quantify the amount of funding secured for organizations dedicated to safeguarding artists. This provides a clear quantitative measure of the initiative's financial objective.

Funding Growth Rate: Evaluate the rate at which funding for these organizations has increased over specific periods. This metric demonstrates the initiative's contribution in generating financial support.

Knowledge Development:

Knowledge Dissemination: Measure the dissemination of knowledge regarding safeguarding artists. This can include the creation and distribution of reports, publications, or educational materials.

Training and Capacity Building: Assess the extent to which the initiative contributes to the knowledge development of stakeholders, including decision-makers, through training programs, workshops, informational sessions, dissemination of publications etc.

Engagement:

Stakeholder Engagement: Track the level of engagement from various stakeholders, including arts and culture sectors, human rights organizations, and authorities. Increased collaboration and support signify successful engagement.

Advocacy Impact: Measure the impact of advocacy efforts towards decision-makers, funding institutions, and relevant authorities. Assess policy changes or increased awareness that can be attributed to the initiative's advocacy work.

Process:

Program Participation: Monitor the number of organizations, individuals, and entities actively participating in the initiative's processes. Increased participation indicates a growing network of support.

Timely Implementation: Evaluate the timeliness of implementing key processes outlined in the initiative. Delays may indicate potential challenges in achieving the main objective.

Outcomes:

Number of Supported Organizations: Quantify the number of organizations benefiting from increased funding as a direct result of the initiative's efforts.

Impact on Artists: Assess the impact on artists at risk, considering factors such as increased safety, improved working conditions, and enhanced opportunities for artistic expression.

Strategic Alignment:

Alignment with Main Objective: Evaluate the degree to which the initiative's processes align with and contribute to the overarching main objective of releasing increased funding for organizations involved in safeguarding artists.

Strategic Priorities Mapping:

Assess how the initiative's processes align with the strategic priorities identified through mapping activities, ensuring a coherent and focused approach.

Responsibility: The Impact Manager has the operational responsibility for the Impact assessments and reporting and of designing, follow-up, reporting and publishing the assessments.

Financial management:

Program Owner will assume responsibility for the financial management of the program, ensuring its efficient execution. Concurrently, it will monitor mechanisms aligning with the program's objectives, even if beyond the scope of financial oversight.

While certain funders may express reluctance to reallocate their assets through the program, they express eagerness to engage actively in and derive benefits from the program's objectives, discussions, working methodologies, and the ideas, initiatives, and proposals identified by the Program. In such cases, these funders are obligated to provide reports back to Mimeta, serving as a criterion for their ongoing participation. The financial aspects of the program include accounting, allocations, transactions and reporting in line with best practices for financial management and compliance.

Operational responsibility: Finance, Compliance and Risk manage – Clearinghouse (Outsourced)

Program's Activities

Activities: The re-allocation mechanism of the Program:

The decision-making body of the re-allocation mechanism will consist of a seven-persons jury. The jury members are appointed by Mimeta's board following an open nomination process from the concerned community and consultations with relevant stakeholders in the field (participants). While this approach may face criticism, it has been chosen due to the challenges associated with implementing alternatives within a professional environment lacking representative organizations. It is noteworthy that Mimeta's board is not directly engaged in the artists at risk sector, and Mimeta itself does not operate as one of the organizations directly working with artists at risk, as it is specialized in civil society sector development.

Establishing a clear and effective governance structure for the allocation of funds is crucial for accountability, and fair distribution. Robustness ensures that the allocation of funds is fair, transparent, and aligned with the mission. Regular reviews and adjustments to the governance model will contribute to its ongoing effectiveness.

The Jury structure have the following design:

Jury: The jury will be responsible for determining the framework of an annual thematic venture, if needed, and it will decide on the specific proposals eligible to receive financial support within the scope of the objectives. The jury will consist of representatives from the concerned artists (2), artist at risk sector (2), arts- and culture development organisations in exposed regions (2) and sponsors (1). The chairperson is to be elected from the jury. The term of the jury is for two years. A representative from Program Owner has status of observer.

Chairperson:

This individual will lead discussions, ensure fairness, and guide decision-making processes. Elected by the jury.

Allocations:

Program allocations will occur semi-annually, reflecting the dynamic nature of the sector and allowing for timely adjustments to the ever-evolving conditions. This approach ensures the program remains responsive and relevant within the fluid landscape it operates in.

Clear Guidelines and Criteria:

The Task Manager will put forward explicit and all-encompassing guidelines and criteria for fund allocation. These will encompass eligibility prerequisites, assessment metrics, and key performance indicators in line with the campaign's goals.

The jury will be responsible for deciding on these guidelines and criteria, with a scheduled review every two years to ensure ongoing relevance and effectiveness.

Application Process:

The Task Manager will present a proposal outlining a transparent and accessible application process for organizations seeking funding. This includes the responsibility for communicating the criteria, application deadlines, and necessary documentation. The jury will have the authority to decide on the proposed process, subject to scheduled reviews every two years, ensuring its continuous relevance and effectiveness.

Review and Evaluation:

The Task Manager will design a review and evaluation process for submitted applications. This may involve a combination of internal and external experts to assess the organizations' impact, financial stability, and alignment with campaign goals.

Scoring System:

To facilitate the allocation process, The Task Manager will institute a scoring system to aid the Jury in objectively evaluating applications. This system will consider factors such as the organization's track record, the significance of their work, and their proposed utilization of funds. The Jury will actively contribute to and possess the authority to decide on the proposed scoring process, with scheduled reviews every two years to maintain its ongoing relevance and effectiveness.

Responsibility: A Task manager for organizing all activities relating to the re-allocation activities and processes. The task manager will be part of the Program board and be operational lead in development of proposals for systems organizing the re-granting activity.

Activities: Annual meeting:

An annual meeting within the Funders Initiative for Safeguarding Artists brings together key groups, including sponsors, participants, management, and stakeholders, along with individuals from related sectors. Notably, there are established annual gatherings in the field, such as the ICORN Network and SHIFT, as well as conferences like the World Expression Forum, which could serve as an organizational platform for this event. An effective approach could be to organize it as a one-day summit aligned with an existing event.

The core focus of the meeting would revolve around program reporting, communication among involved stakeholders and launching of results and plans from the activities (Re-granting mechanism and Advocacy Campaign) and projects (Monitoring and Reporting and the Engagement and Networking). This would be complemented by sessions led by the Program assurance group, addressing the need for improvement etc. Thematic discussions would shed light on specific challenges within the program or external situations impacting the broader work in the sector. Structured as part of an existing event, this approach maximizes efficiency and

engagement, providing a dedicated platform for strategic conversations and collaborative initiatives.

Responsibilities: Task Manager will have the operational responsibility. Program Assurance Group is reference. Task Manager is part of the Program Board.

Activities: Fundraising advocacy plan:

A core task of the program is organizing a fundraising advocacy campaign for artists at risk and the free artistic expressions. It involves careful planning, strategic communication, and active engagement with a diverse range of stakeholders. The first, preliminary advocacy plan will either be defined in cooperation between the Program Owner and representatives from participants and advocacy experts or by the designated Task Manager. Revision of the plan will be based on input from annual meetings of the program, feed-back mechanisms to be developed, and findings from the Impact management.

The Fundraising advocacy plan should answer the following inputs (indicative):

Define Clear Objectives:

- *Clearly articulate the goals and objectives of the campaign.*
- *Specify the amount of funds we aim to raise and how these funds will be utilized to support artists at risk.*

Identify Target Audience:

- *Define your target audience, including potential donors, philanthropic organizations, art enthusiasts, and supporters of human rights. Tailor your messaging to resonate with their interests and values.*

Craft a Compelling Narrative:

- *Develop a compelling and emotionally resonant narrative that highlights the challenges faced by artists at risk. Use real stories and examples to personalize the cause and create a sense of urgency.*

Create Engaging Content:

- *Develop multimedia content, including videos, infographics, and testimonials, to communicate your message effectively. Utilize social media platforms to share compelling stories and updates.*

Leverage Online Platforms:

- *Establish an online presence through a dedicated website or campaign page.*
- *Utilize crowdfunding platforms, social media, and email newsletters to reach a wider audience and facilitate online donations.*

Host Virtual Events:

- *Organize virtual events such as webinars, panel discussions, or live-streamed performances to engage your audience and convey the importance of supporting artists at risk.*
- *Encourage donations during these events.*

Implement a Multichannel Communication Strategy:

- *Deploy a multichannel communication strategy to reach different segments of your target audience. Use email, social media, press releases, and traditional media outlets to maximize your campaign's exposure.*

Highlight Impact and Transparency:

- *Clearly communicate how the funds will be used and the impact they will have on artists at risk. Transparency builds trust and encourages donors to contribute to a cause they believe in.*

Set Clear Milestones:

- *Break down fundraising goals into manageable milestones. Regularly update your audience on progress and celebrate achievements to maintain momentum throughout the campaign.*

Establish a Follow-up Strategy:

- *Develop a plan for post-campaign engagement, including updates on how funds are being utilized and the impact achieved. Keep donors informed and engaged to foster long-term support.*

Legal and Ethical Considerations:

- *Ensure compliance with legal and ethical guidelines related to fundraising. Clearly communicate how funds will be used and maintain transparency to build trust with donors.*

Evaluation and Learning:

- *After the campaign, conduct a thorough evaluation to assess what worked well and areas for improvement. Use these insights for future campaigns and initiatives.*

Responsibilities:

A designated Task manager is responsible for the development of the document and later revisions, for development, implementation, follow-up on the activities and reporting. The task manager is part of the Program board. Program Owner has a particular role in the following-up on prospects and the representation of the program, in partnership with the Task manager.

Projects:

Project: The engagement and networking project:

Building a strong community around the cause is crucial for sustained support. This Fundraising Advocacy plan also includes responsibility an integrated engagement and networking project to specifically target affiliated sectors and groups, e.g. parts of the arts sector is not involved in the international work for artistic rights, the human rights system may offer more attention to the artists and their right to free expression, the media sector has developed a more elevated protecting system for journalists than the arts and, etc.

The UNESCO report *Defending Creative Voices* (Mai 2023) points out that journalists are better protected than artists. They are better structured, both in their own organizations and by employers who have taken responsibility for their protection. It is also pointed out that the political understanding of freedom of expression is often linked to the freedom of the media. Here, the report claims that unions and employers in the arts and culture sector have not been aware of artists' universal rights. They also point out that the cooperation between media organizations and the human rights sector is well developed, while the cultural sector has very few links with this sector. There is also no solidarity platform between artists in the Global North and South. Therefore, artistic expressions are not included in the common understanding of freedom of expression. There is a lag in international normative instruments, obligations, and

jurisprudence in the area of artistic freedom, compared to the freedom of the media. The same applies to laws, policies, and rulings at national level.

Development of the protection structures for artistic freedom of expression is in an early phase and should benefit from the experience gained within the media sector. The report's series of concrete actions is long. It also puts forward proposals about what can be done at UN level, and how the actors in the arts and culture sector should approach this system. At the same time, they are clear that the cultural sector's own awareness of their rights in the field must be developed, and that the organization of international protection structures must be given priority by unions and established organizations in cultural life.

The project should answer the following inputs (indicative) and more:

Build a Diverse Coalition:

- Collaborate with a diverse range of stakeholders, including artists, cultural organizations, human rights advocates, and influencers. A coalition with varied perspectives can enhance the campaign's reach and impact.

Engage Influencers and Ambassadors:

- Collaborate with influencers, artists, and public figures who are passionate about the cause. Their endorsement and support can significantly boost the campaign's visibility and credibility.

Responsibility:

The project is part of the Advocacy Campaigning, and the Task is responsible for project management, development, implementation, follow-up on the activities and reporting.

Project: The monitoring and reporting project:

A critical area within the sector that demands focused attention is the oversight of violations against the freedom of artistic expression. Although a few organizations already address this issue on an international scale, the current structures, and models for monitoring exhibit a degree of uncertainty.

A noteworthy case illustrating a potential monitoring model is that of Arts Equator. This organization successfully developed a regional report documenting violations of artistic expression in Southeast Asia from 2010 to 2022. In addition, Arts Equator established a comprehensive database containing quantitative data, enhancing the accessibility and traceability of information.

Numerous reports, policy documents, and research papers turn to the annual Freemuse Report as a primary source of information. Freemuse relies on an expansive global network of monitoring reporters to gather and supply data. Operating in diverse and challenging contexts, these reporters often work under conditions that necessitate anonymity. This unique network, coupled with Freemuse's authoritative position as a source, constitutes invaluable assets.

Given that monitoring forms the cornerstone of much of the sector's activities, particularly in advocacy and reporting of needs for artistic protection, the dissemination of a monitoring approach including technology would significantly fortify the sector. This can be achieved by either creating a new model or leveraging an existing standardized framework through a collaboration of regional partners in the field. By cultivating this capability across various regions and fostering partnerships, the monitoring system and standards can be enhanced and give needed regional insight and attention in addition to the work done internationally.

Monitoring abuses against artists and their works in the context of broader political events poses another significant challenge, especially when these events involve threats targeting artists collectively. In situations where artists become targets within the broader political landscape, conducting credible monitoring becomes increasingly complex.

Efforts to establish effective monitoring mechanisms must also grapple with the intricacies of such situations, recognizing the interplay between artistic expression and political dynamics. Enhancing the sector's ability to respond to these challenges necessitates a nuanced approach.

The enhancement of effective monitoring and reporting systems holds paramount importance for both advocacy endeavors and the broader activities within the sector. Consequently, this advancement will be structured as a dedicated project, leveraging existing expertise within the

sector to ensure a comprehensive and informed approach. By integrating proven experience, the project aims to fortify the sector's capacity for systematic monitoring and reporting, aligning with the overarching goal of fostering positive development within the program.

The project will have financial support from the program, based on a call for proposals, and be headed by the Impact Manager of the Program.

Impact and capacity building.

The program operates through two distinct lines of intervention: advocacy and a financial support scheme. The support scheme requires meticulous oversight and follow-up, a responsibility that will be undertaken by the Impact Manager.

Regular reporting updates and comprehensive reports will be provided for the broader constituency of the program. This sharing of updates will occur consistently and be a focal point during the annual stakeholder meeting of the Program.

The Impact Manager will be implementing a system for regular reporting from funded organizations. This will include financial reports, progress updates, and impact assessments, fostering accountability and transparency. Both task manager for Impact and Financials, Compliance & Risk will be operationally responsible for this process including capacity building and the communication with sponsors and participants.

The Impact Manager will continually monitor and assess the impact of the allocated funds, evaluating their effectiveness in enhancing the sector's position and ability to provide protection for artists at risk. Program Owner will play a dual role — both in leveraging the program's own professional resources for monitoring and as commissioner for evaluations and research.

Capacity Building:

The program will provide capacity-building support to funded organizations, encompassing training programs, networking opportunities, and mentorship initiatives aimed at enhancing their

effectiveness in financial management, compliance, and risk as well as impact management. In this endeavor, Program Owner will play a dual role — serving as both a coordinator within the program and leveraging its own professional resources to contribute to this capacity-building effort.

Progress:

The initiative will undergo continuous development, guided by the availability of existing resources, collaborations, and engagement from stakeholders providing financial support, expertise, or influence. In the initial phase, the basic structure of the core organization has been established in Mimeta together with the program approach as the organizational choice.

Prior to the full operationalization of the program, including the implementation of projects and activities, the development of impact management strategies, management systems, and the foundations for the projects and activities must take precedence. These endeavors will also be informed by potential program partners that wants their adherence to the program.

Concurrently, efforts will be directed towards milieus that can actively participate as responsible partners in the activities and projects. These environments are not only crucial for the successful execution of the program but will also play a vital role in contributing to the development of the financial basis required for sustaining these activities. This phase emphasizes the establishment of a solid groundwork and strategic partnerships necessary for the initiative's long-term success.

Envisaging specific future partners who can play crucial roles in this collaborative program is within our purview, guided by their ongoing activities. In these instances, the challenges may not primarily revolve around financial considerations but rather hinge on fostering a shared commitment to aligning objectives and strategies, facilitating knowledge production, and enhancing communication. The success of these partnerships will depend on a collective willingness to coordinate efforts, ensuring a harmonized approach toward achieving common goals.

Next step is to identify lead partners for organizing the re-granting mechanism, the advocacy campaign including the engagement and networking project, and the Program's annual meeting.

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