



## The Mimeta Strategic Plan for 2024-2028

Meant to inform staff, partners and stakeholders.

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## **Introduction**

Mimeta was originally founded in 2006 as a project within the Norwegian international development organisation Strømmestiftelsen. In 2008, it became an independent not-for-profit organisation with Strømmestiftelsen as the majority owner and Vest-Agder County Municipality as a partial owner. In 2014, Strømmestiftelsen and Vest-Agder County Municipality withdrew from Mimeta due to strategic changes. However, Mimeta had already established itself as a strategic partner for the Norwegian Ministry of Foreign Affairs in the field of cultural development in foreign policy. The ministry became a financial contributor, and Mimeta, headed by the current director, started working on 3-year agreements with the ministry, implementing a rights-based strategy within the civil, and cultural sector. Mimeta's focus has always been on supporting organisations that work on behalf of cultural actors in Africa south of the Sahara and the Mena region, as intermediary organisations.

In 2022, Mimeta expanded its portfolio to include media partners and initiated targeted efforts to support organisations working specifically on artist protection. This decision resulted from Mimeta's established role in the field of artistic rights internationally. To further develop its mission and position, Mimeta opened for wider financial support than solely the ministry. From its well-established, international position, Mimeta had the potential to become a facilitator of specific initiatives related to cultural rights that require additional funding, structure, and attention.

Mimeta has a history of independent work in close collaboration with Norwegian authorities, contributing to policy development in the foreign cultural field. Mimeta actively partnered with like-minded European and American organisations within

philanthropy, international development, and cultural institutes. By providing early financial support to promising regional organisations, Mimeta has fostered long-term relationships and gained credibility in this field. The flexibility and independence have allowed Mimeta to navigate successfully between European government organisations, larger donor organisations, and cultural institutes while maintaining a strong presence in the field. Mimeta possesses valuable insights into different funding environments and is familiar with political processes at national and international levels. The well-established brand and attention are a result of our long history and comprehensive understanding of the sector.

The vision of Mimeta is to **GIVE PEOPLE THEIR RIGHT TO FREE CREATIVE EXPRESSIONS**, created on free terms and presented by independent institutions.

The mission is to support and protect those who want to enhance a culture by aesthetic or intellectual means. Both vision and mission highlight the impact arts and creativity have on developing open societies, including the culture itself. The long-term impact is to provide free artistic practice to individuals. To achieve the intended impact, Mimeta focuses on outcomes that ensure protection for artists, storytellers, producers, and their works against abuse, censorship, legal or social persecution, and outcomes that increase accessibility for people to participate in artistic practice. These two outcomes constitute Universal Artistic Rights (ref. art 27 of the Universal Declaration of Human Rights).<sup>1</sup>

Mimeta's Human Rights Approach is founded on three human rights, in addition to the Universal Artistic Right, which are necessary for achieving the abovementioned

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<sup>1</sup> Article 27 states,

“1. Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.

2. Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.”

<https://www.un.org/sites/un2.un.org/files/2021/03/udhr.pdf>

goals. Freedom of Assembly, Freedom of Association and Freedom of Expression are all interlinked in the work with artistic freedom and artists' rights.

On the strategic level, Mimeta is achieving results by supporting organisations and individuals who work on behalf of the arts and media, to improve the sectors' position on rights issues, in political and legal matters, professionalism and skills, the distribution of the free expression and - in the end - the sustainability of the sector.

Thus, Mimeta works with partners that address these issues on behalf of their sectors. At the same time, we see that changes cannot be achieved unless the need for change is understood, embraced, and advocated for by a community wider than the practitioners themselves, turning the stories into a widely adopted narrative for change. Storytelling is in this context also a tool for change. In this way, we work both for the universal rights that belong to the practitioners, and we see their free storytelling as a prerequisite for making change in societies.

Mimeta is particularly concerned with building capacity for the partners, contributing to the growth of strong and meaningful local institutions while remaining aware of the local context. The value of developing strong local partners is immeasurable. Mimeta's vision and goals of long-lasting effects are dependent on local ownership and knowledge. The capacity building includes reporting and knowledge building, which in turn drives learning and innovation. These concepts, coupled with Mimeta's experience and expertise in fund management and impact management position Mimeta uniquely in the sector. From the evaluation done in 2023 on the relationship between Mimeta and its partners, we learned that these capacity-building activities are highly appreciated by our partners and that they should explicitly form part of the formal agreements with the partners. Mimeta operates with a commitment to compliance, pro-activity, and an orientation towards continual learning. Our approach is characterised by a reputation for being knowledgeable and systematic doers, allowing us to navigate complex landscapes

with effectiveness and impact for the constituencies we serve. These are our values.

Mimeta's efforts are divided into three programs which will be further described in this document,

- **Realising Artistic Rights and Freedom of Expression**
- **Support for Safeguarding Artists**
- **Exploring Narrative Impact**

While outcomes from the three programs may differ, they share the overarching goal of strengthening artistic freedom and the freedom of artists. By separating these efforts into different programs and underlying projects, Mimeta and its partners are more able to study specific topics and projects comparatively. This allows for joint learning, efficiency and capacity building. The division of the three programs is a representation of different objectives, expertise, approaches and focuses by participants and projects in the respective programs.

### **Strategic Goal for this period**

Mimeta's main goal for this strategic period, building on the existing experience and expertise, is to continue and expand its work to strengthen artistic freedom in areas where artistic freedom and artistic rights are lacking or threatened. The safety of artists and the opportunity to participate in cultural life are under constant pressure because of the de-democratisation of societies and shrinking civic spaces.

Fundamentally, our programs reflect tendencies and focus among organisations in the constituencies we are present. Insights are gained in conversations, surveys,

initiatives and the reporting of our partners who are representing the civic organisational infrastructure of the regional and local art and culture sectors. Thus, the programs constitute a sound framework for the needs articulated locally to enhance the contextual position of the sector. The two proactive development programs, *Realising Artistic Rights and Freedom of Expression* and *Exploring Narrative Impact* are respectively focused on supporting new organisational initiatives and enhancing the social impact of the arts and culture initiatives. In addition, the program *Support for Safeguarding Artists* intends to support the more narrow and reactive sector of safeguarding artists, in terms of fundraising and attention to the growing issue. By gathering both private and public funders, Mimeta aims specifically to strengthen structures which benefit the entire sector concerned with artists at risk. One such example is strengthening the structures of monitoring and reporting on artistic violations. These structures have been weakened in recent years and are a necessity for advocacy and raising awareness of the issue. The need for more focused efforts in this sector has also been noticeable following the rise in autocratic tendencies in our operating areas. This is voiced by the recent initiatives taken by our regional partners in these areas. They pinpoint the poor network of emergency structures within the regions where violations of artistic rights happen the most.

### **The Sustainable Development Goals**

The 2030 Sustainable Development Goals (SDGs) are crucial to Mimeta's vision and approach to the idea of cultural development and artistic freedom. Precisely emphasising how Mimeta can promote democratisation and the implementation of human rights. The SDGs also influence the structures of monitoring and evaluating within programmes of Mimeta.

As seen in illustration 1.1 below from the 2022 UNESCO report, *Re|Shaping policies for creativity: addressing culture as a global public good*, Mimeta and the sector for artistic

freedom include many of the SDGs in their work. The illustration focuses on monitoring and evaluation based on the 2005 convention on the protection and promotion of the diversity of cultural expressions, one of the most important conventions for artistic freedom.<sup>2</sup>

Mimeta’s vision and impact through its programmes are also in line with the 2021 NMFA foreign policy strategy on freedom of expression, as well as several UNESCO publications and reports from special rapporteurs which emphasise the important role of culture and artistic freedom in development.<sup>3</sup>

MONITORING FRAMEWORK OF THE 2005 CONVENTION ON THE PROTECTION AND PROMOTION OF THE DIVERSITY OF CULTURAL EXPRESSIONS																								
GUIDING PRINCIPLES	Ensure the sovereign right of States to adopt and implement policies to protect and promote the diversity of cultural expressions, based on informed, transparent and participatory processes and systems of governance				Facilitate equitable access, openness and balance in the flow of cultural goods and services as well as the free movement of artists and cultural professionals				Recognize the complementarity of economic and cultural aspects of sustainable development		Respect human rights and fundamental freedoms of expression, information and communication as a pre-requisite for the creation and distribution of diverse cultural expressions													
GOALS	SUPPORT SUSTAINABLE SYSTEMS OF GOVERNANCE FOR CULTURE				ACHIEVE A BALANCED FLOW OF CULTURAL GOODS AND SERVICES AND INCREASE THE MOBILITY OF ARTISTS AND CULTURAL PROFESSIONALS				INTEGRATE CULTURE IN SUSTAINABLE DEVELOPMENT FRAMEWORKS		PROMOTE HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS													
SDG	4 Quality Education, 8 Decent Work and Economic Growth, 10 Reduced Inequalities, 17 Partnerships for Sustainable Development				8 Decent Work and Economic Growth, 10 Reduced Inequalities, 17 Partnerships for Sustainable Development				8 Decent Work and Economic Growth, 17 Partnerships for Sustainable Development		5 Gender Equality, 16 Peace, Justice and Strong Institutions													
EXPECTED RESULTS	National policies and measures support creation, production, distribution and access with regard to diverse cultural activities, goods and services and strengthen informed, transparent and participatory systems of governance for culture.				National policies and measures, including preferential treatment, facilitate a balanced flow of cultural goods and services and promote the mobility of artists and cultural professionals around the world				Sustainable development policies and international cooperation programmes integrate culture as a strategic dimension		International and national legislation related to human rights and fundamental freedoms is implemented and promotes gender equality and artistic freedom													
AREAS OF MONITORING	Cultural and creative sectors		Media diversity		Digital environment		Partnering with civil society		Mobility of artists and cultural professionals		Flow of cultural goods and services		Treaties and agreements		National sustainable development policies and plans		International cooperation for sustainable development		Gender equality		Artistic freedom			
CORE INDICATORS	Policies and measures support the development of dynamic cultural and creative sectors		Policies and measures support diversity of the media		Policies and measures support digital creativity, enterprises and markets		Measures strengthen the skills and capacities of civil society		Policies and measures support the outward and inward mobility of artists and cultural professionals		Policies and measures support balanced international flows of cultural goods and services		Trade and investment agreements refer to the Convention or implement its objectives		National sustainable development policies and plans include action lines to support diverse cultural expressions		Development cooperation strategies include action lines to support diverse cultural expressions		Policies and measures promote gender equality in the culture and media sectors		Policies and measures promote and protect freedom of creation and expression and participation in cultural life			
	Policy-making is informed and involves multiple public bodies		Policies and measures support diversity of content in the media		Policies and measures facilitate access to diverse cultural expressions in the digital environment		Civil society is involved in the implementation of the Convention at national and global levels		Operational programmes support the mobility of artists and cultural professionals, notably from developing countries		Information systems evaluate international flows of cultural goods and services		Other agreements, declarations, recommendations and resolutions refer to the Convention or implement its objectives		Policies and measures support equity in the distribution of cultural resources and inclusive access to such resources		Development cooperation programmes strengthen creative sectors in developing countries		Monitoring systems evaluate levels of representation, participation and access of women in the culture and media sectors		Policies and measures promote and protect the social and economic rights of artists and cultural professionals			
ACTIONS	Strategic decisions of the governing bodies implemented Information and data collected, analysed and shared Capacities and skills reinforced												Awareness raised Partnerships and networks established, strengthened and fostered Policy analysis, benchmarking and monitoring ensured Global reports produced Projects financed											

Illustration 1.1 Taken from the 2022 UNESCO report, *Re|Shaping policies for creativity: addressing culture as a global public good*, p.2<sup>4</sup>

<sup>2</sup> The Protection and Promotion of the Diversity of Cultural Expressions’ UNESCO Convention of 2005. <https://www.unesco.org/creativity/en/2005-convention>

<sup>3</sup> Ministry for Foreign Affairs Strategy for Freedom of Expression in its Foreign and Development Policies. [https://www.regjeringen.no/no/dokumenter/ytringsfrihet\\_strategi/id2866234/](https://www.regjeringen.no/no/dokumenter/ytringsfrihet_strategi/id2866234/), Rosario Soraide. 2023. Defending creative voices: artists in emergencies, learning from the safety of journalists. UNESCO Report, Paris, France: The United Nations Educational, Scientific and Cultural Organization (UNESCO), Farida Shaheed. 2013 Report of the Special Rapporteur in the field of cultural rights, The right to freedom of artistic expression and creativity, A/HRC/23/34, David Kaye. 2020. Research Report on Artistic Freedom of Expression – Report of the Special Rapporteur on the promotion and protection of the freedom of opinion and expression. A/HRC/44/49/ Add.2,

<sup>4</sup> <https://unesdoc.unesco.org/ark:/48223/pf0000380474>



Illustration 1.1 above is quite elaborate on how different actors work to implement the 2005 convention on the protection and promotion of the diversity of cultural expression. The illustration also has the added benefit of connecting the sector's efforts with the SDGs. Mimeta is involved in several of the included areas.

Fundamentally, Mimeta strives to promote artistic freedom as part of freedom of expression and a human right. This is realised in all of Mimeta's programmes, which in different ways seek to **improve artistic freedom and access to cultural life**. These efforts are intertwined with a focus on **gender equality**, not only in partner projects aimed at public participation but also with the partners we work with. Mimeta's current partner organisations are mostly women-led and often consist of a female majority. Mimeta's model of partnerships is based on the idea of capacity building in **partnering with civil society**. This model has several added benefits, one of which is the opportunity to build strong civil society organisations which ensures the sustainability of the intervention. While Mimeta aims to **support the realisation of policies and measures which would support the development of dynamic cultural and creative sectors**, its partners also represent such structures as civil society institutions, especially in areas where this is purposefully neglected by authorities.

Within the SDG framework, there are four major ways that Mimeta envisions amplifying its impact:

- 1) By strengthening our programmes, each of which is designed to support artists' rights and artistic freedom, we work with and strengthen civil society as well as the opportunities for cultural engagement that are provided through our partners.
- 2) Through the programme, Exploring Narrative Impact, Mimeta seeks to influence public opinion by supporting social movements for change strengthened by the voices of artists.
- 3) We seek to strengthen the fundraising aspects of the sector working with artistic freedom. This includes connecting funders for a coordinated and more substantial

effort, resulting in ample and stable funding for specific projects.

4) By focusing on developing knowledge in joint research with local partners, Mimeta and its partners will be able to improve initiatives and resource allocation.

**1) By strengthening our programmes, each of which is designed to support artists' rights and artistic freedom, we work with and strengthen civil society as well as the opportunities for cultural engagement that are provided through our partners.**

Mimeta's vision is closely linked to Article 27 which ensures participation in cultural life for all. As described above, Mimeta's efforts towards progressing artistic freedom are multi-faceted. This translates to its connection with the relevant SDGs as well.

Through its partners, Mimeta seeks to ensure participation in cultural life. Creating opportunities for people to engage and study culture can have long-term consequences for the democratisation and implementation of human rights. By supporting local opportunities to engage with culture, Mimeta is also supporting the development of the local cultural economy, building on the ideas of SDG 8, which focuses on economic growth. Mimeta's focus on capacity building in local partners should also be seen in the light of SDG 4 and of developing local cultural educational and training structures. Mimeta's programs are thus also connected with SDG 16, which focuses on peace, justice and strong institutions. Further, the explicit goal of capacity building, which permeates the Mimeta programmes' structure and ambition is in line with SDG 17.

**2) Through the programme, Exploring Narrative Impact, Mimeta seeks to influence public opinion by supporting social movements for change strengthened by the voices of artists.**

Exploring narrative impact is the Mimeta programme which seeks to support voices for social change, as such it is connected to several SDGs and human rights. All

outcomes of efforts are connected to strengthening the structures for artistic freedom. This is a human rights issue, but the arts and culture activities also often include the right to assembly, the right to association and the right to freedom of expression. The work related to narrative impact is in turn heavily connected with the alignment of SDG 5, seeking to ensure gender equality both in its partners and total outreach. Gender equality is a measurable goal that will permeate Mimeta's interventions. A further important point within both the programme of *Realising Artistic Rights and Freedom of Expression* and the *Exploring Narrative Impact* program is supporting partners in advocacy efforts. In line with SDG 16, the ambition of the programmes and partner advocacy efforts is to strengthen public institutions and systems related to artistic freedom, which in turn secures more rights for artists.

**3) We seek to strengthen the fundraising aspects of the sector working with artistic freedom. This includes connecting funders for a coordinated and more substantial effort, resulting in ample and stable funding for specific projects.**

Mimeta has recently initiated efforts for funders in the 'Artists at Risk' sector to jointly engage with projects. Both the immediate results described above and the long-term results will help develop this field of work. Mimeta's experience in the sector and with both public and private funders shaped this initiative and is in line with SDG 17, 'revitalise the global partnership for sustainable development'. To initiate these efforts, Mimeta launched a mapping report of the sector focused on 'Artists at Risk' in January 2024. By publishing such a report, Mimeta hopes to better inform on gaps, opportunities and potential partners in the sector.<sup>5</sup> This initiative centres on this, connecting resources to the ultimate benefit of the sector for artistic freedom resulting in a more holistic support than currently exists. SDG 16 underscores this initiative's efforts, the SDG which notes the need for 'institutional framework and international cooperation for sustainable development'. The

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<sup>5</sup> The mapping report, 'Safeguarding Artists', can be accessed here, <https://www.mimeta.org/safeguarding>

program, *Support for Safeguarding Artists*, represents an action plan for the recommendations presented in the 2023 UNESCO report, *Creative Voices*, although the initiative precedes this publication.<sup>6</sup> This highlights both the needs of the sector and Mimeta's close connection and agility in the sector.

**4) By focusing on developing knowledge in joint research with local partners, Mimeta and its partners will be able to improve initiatives and resource allocation.**

Investment in innovation, as well as in the development of capacity and knowledge will improve the impact and measurability of the intervention of Mimeta. An added benefit will be the development of the sector as a whole. In line with the SDGs, improving the programmes and projects through evaluation and knowledge building would ensure resources are used efficiently and effectively. Through monitoring and evaluation, making the programmes' efforts measurable and creating learning opportunities for Mimeta and partners. SDG 17, 'Partnerships for the goal', specifically highlights the need for capacity building and strong multi-stakeholder partnerships, an underscored focus in Mimeta's programmes. Mimeta believes improving the rights of artists or the environment for engaging with culture is dependent on strong local partnerships and ownership. This is equally built on SDG 16, 'Peace, Justice and Strong Institutions'. By prioritising capacity building for local partners, the longevity and sustainability of the intervention are secured as local partners become strong institutions in their own right.

While these methods are tailored to uphold artistic freedom, Mimeta places a strong emphasis on measuring these efforts with the aim of learning and enhancing its programs. Mimeta's dedication to continually generating evidence-based knowledge in collaboration with partners will not only fortify its programs and partnerships but also contribute to the advancement of the broader sector.

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<sup>6</sup> <https://unesdoc.unesco.org/ark:/48223/pf0000385265>

## **Mode of operation**

Mimeta is a small organisation headquartered in Arendal, Norway and conducts its interventions together with local partners. The board of the organisation appoint the managing director and approves the strategies of Mimeta. In addition to the managing director, Mimeta employs an Impact officer who is responsible for establishing and maintaining systems for Monitoring, Evaluation, Reporting and Learning within the programs of Mimeta, both within a capacity-building framework and as a knowledge management task for the programs of Mimeta. The other core officer in the organisation is responsible for establishing and maintaining systems for the management of financial assets, management of compliance and risk management. This position is also working within a capacity-building framework and as task owner for the programs of Mimeta.

Both positions serve as invaluable assets for participants within the programs and as essential management resources for Mimeta. Their objectives are to aid programs and their participants in cultivating thorough understandings and systems for aligning policies, endeavours, and objectives. They also ensure that these efforts adhere to the contractual agreements Mimeta, and other participants and partners have undertaken to effectively implement their initiatives.

## **Programs**

Mimeta is organising the societal change portfolio as programs where change and its effect (benefit or gain) is the ultimate delivery. A program's mission is to ensure that the desired gains are realised. Our program modality is a modification of the 'Managing Successful Programmes' (MSP) by Axelos.<sup>7</sup> Core personnel in Mimeta are certified by Axelos. Mimeta operates with a commitment to compliance, pro-activity,

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<sup>7</sup> Managing Successful Programmes (MSP) – 5<sup>TH</sup> edition, 2020, London England.

and an orientation towards continual learning. This is the mission statement of our organisation. Our approach is characterised by a reputation for being knowledgeable and systematic doers, allowing us to navigate complex landscapes with effectiveness and impact for the constituencies we serve. These are our values.

Programs distinguish themselves from projects through unique sets of principles, management themes, roles, and processes. Their design centres around achieving a specific purpose and a defined set of gains or effects. Unlike projects, the guiding factors for programs are not solely determined by the size of the assignment, allocated resources, or scope, but rather by a focused approach.

The set-up contains, and relates to, different initiatives, projects and efforts that adhere to the values, 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.

The programs' concentrated efforts extend to supporting both structural aspects and the refinement of activities that are performed. This entails not only strengthening the operational foundations of involved parties but also addressing the intricacies of their missions — providing guidance on navigating policy processes, optimising resource allocation, and ensuring the sustained impact of the program's collective endeavours. Mimeta is dedicated to fostering a robust ecosystem within the collective, enabling the program to play a significant role in the matter envisioned for the program.

Core staff are experts in change management, funds management and sociocultural research, and qualifies Mimeta as an excellent Impact Management partner. Within a program, modality-specific tasks may be delegated from the board of Mimeta to certain participants or outsourced to dedicated experts, and projects may be

organised outside of Mimeta's core organisation. However, the Impact and Fund management are tasks that will be organised by Mimeta's core staff.

### **The partnership model**

Mimeta has consistently collaborated with local partners in its efforts to promote artistic freedom and advocate for artists' rights. This model offers numerous advantages rooted in the value of local expertise. By partnering with local organisations, interventions are customised to fit the specific context, leading to increased effectiveness and efficiency. Additionally, local partners contribute invaluable knowledge and capabilities, which are further developed through collaboration with Mimeta.

Empowering local communities and fostering local ownership are primary objectives for Mimeta, with the potential to achieve sustainable solutions in the long term. Through partnerships with former and current allies, Mimeta has enhanced the resilience and impact of civil society organisations, enabling them to become self-reliant entities capable of weathering the transition as Mimeta gradually exits its involvement.

### **Exit strategy**

While Mimeta seeks a continuation of its contribution to strengthening artistic freedom, there will always be a need for a planned exit strategy. Mimeta has never been able to be financially engaged in contracts spanning more than three years. The financial support has also been limited and focused on supporting organisations or initiatives that are in a start-up phase. At the same time, Mimeta has been well-positioned in the donor community. From this position, partners or initiatives have been introduced to other funding organisations. Mimeta has also been guiding in exploring funding opportunities, assisted in application processes for their continuity and introduced partners to professional networks. When ending the former program

in 2023 Mimeta's financial support to all partners represented about five per cent of their total income.

Not only does this clarity about Mimeta's position as an impact and fund manager, not a fund in itself, provide transparency for its partners, but it also encourages the projects supported by Mimeta to seek sustainability from the beginning.<sup>8</sup> As such, exit strategies are considered in unison with partners in the early phases of planning partnerships. The planning of an exit strategy also necessitates the establishment of a framework describing how and when the desired results and the desired impact have been achieved. Even as these can further develop, so can the partnership. As the project progresses there might also arise reasons, and new initiatives with the existing partners, for continued cooperation, even as the desired outcomes are achieved. In these cases, evaluations should form the basis for these considerations. Mimeta has extensive experience collaborating with longstanding core partners, who have evolved alongside the cooperation. This wealth of experience is also crucial, not only for bolstering the capacity of local partners but also for cultivating and expanding joint initiatives.

### **Criteria for Partner Selection**

In addition to standard criteria, such as alignment with objectives and strategies of programs, financial and organisational due diligence (organisational capabilities), risk analysis (internal and external contexts), assessment of capacity building transfers and learning potential (innovation and change capabilities), considerations are being based on the OECD/DAC criteria which are used in evaluating development programs.<sup>9</sup> The six points of consideration are Relevance, Coherence,

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<sup>8</sup> The Norad document, "Norad's Support to Civil Society: Guiding Principles" 2018, there are several examples provided of how civil society actors can strengthen sustainability.  
<https://www.norad.no/en/toolspublications/publications/2018/norads-support-to-civil-society---guiding-principles/>

<sup>9</sup> <https://www.norad.no/evaluating/om-evaluating/>  
<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>



Effectiveness, Efficiency, Impact and Sustainability. While these topics inform the selection, the overall consideration might downgrade some of them in Mimeta's risk/benefit assessments, for example on achieving greater learning or considerations of the civic space within which Mimeta and partners work. These six criteria will also form part of the evaluation of the progress of the selected projects. The OECD/DAC provide the following definition of the criteria.<sup>10</sup>

*Relevance, is the intervention doing the right things?*

The extent to which the intervention objectives and design respond (is well-suited) to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

*Coherence, how well does the intervention fit?*

The compatibility of the intervention with other interventions in a country, sector or institution. To what extent do other interventions (particularly policies) support or undermine the intervention? Both internal and external coherence is also relevant here. How does the intervention harmonise rather than duplicate efforts in the country or sector?

*Effectiveness, is the intervention achieving its objectives?*

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

*Efficiency, how well are resources being used?*

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. Cost efficiency and management are central and merit a

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<sup>10</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

potential evaluation of chosen methods and/or changes which improve these considerations.

*Impact, what difference does the intervention make?*

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. This should address the significance and potentially transformative effects of the intervention. This includes identifying social, environmental and economic effects, going beyond the effectiveness criterion. This deals with the indirect and potential effects of the intervention. "Examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment."

*Sustainability, will the benefits last?*

The extent to which the net benefits of the intervention continue, or are likely to continue. Including an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Should consider analyses of resilience, risks and potential trade-offs, both in terms of the immediate effects and the longevity of the benefits.

Additionally, prospect program participants will be evaluated on their contribution to outcomes and outputs related to the cross-cutting issues of gender equality, environment and climate change, inclusion and anti-corruption. These issues will permeate Mimeta and its partner's initiatives and be measured by a framework of indicators at several stages in the project period.

Mimeta will together with its potential partner further discuss frameworks for developing knowledge and research, for measurable results frameworks and

indicators, as well as a framework for risk analysis and risk assessment. This will in turn be connected to Mimeta's frameworks and indications.

### **Target groups for intervention?**

The opportunity to participate in culture is enshrined in the Universal Declaration of Human Rights of 1948 and many subsequent declarations.<sup>11</sup> Unfortunately, the subject of artistic freedom is often excluded in both development and general efforts to ensure human rights.<sup>12</sup> Mimeta particularly seeks to improve the state of artistic freedom and artistic rights in developing countries. This means that Mimeta's targets for intervention are potential partners who are and will be concerned with promoting artistic freedom in countries eligible for Official Development Assistance (ODA) by the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC).

This narrowing of focus has several benefits. First and foremost, it can strengthen the impact of Mimeta's efforts, as artistic freedom and artistic rights are often neglected in terms of development. As such, there is huge long-term potential in focusing efforts on developing states. In addition, the focus is cost-effective. Just as in terms of impact, working in areas where artistic freedom and artistic rights are lacking, the value of the intervention increases. With such organisations being the target of cooperation, the impact will also reach artists and audiences affected by partner organisations' projects to strengthen artistic freedom and opportunities for cultural expression. Yet there are inherent challenges in operating within these areas which might threaten the effectiveness of the work. These considerations will be taken by

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<sup>11</sup> The 'Universal Declaration of Human Rights' of 1948.

<https://www.un.org/sites/un2.un.org/files/2021/03/udhr.pdf>

<sup>12</sup> <https://www.ohchr.org/en/documents/thematic-reports/a78213-development-and-cultural-rights-international-governance> A 2023 report from the UN Special Rapporteur in the field of cultural rights, Alexandra Xanthaki, discussing the lack of concern for including culture in international development.

Mimeta when considering applicants for programs.

Furthermore, Mimeta's programs and incorporated projects will prioritise the principle of "leave no one behind." This entails ensuring the inclusion of individuals with disabilities, ethnic minorities, and marginalised groups within the communities targeted for intervention.<sup>13</sup>

### **Results-Based Management (RBM)<sup>14</sup>**

The effectiveness of Mimeta is dependent on its ability to assess its result in a constructive framework, ensuring the quality of measurement and evaluations and in turn results-based decision-making. There are several benefits to establishing parameters for which to measure Mimeta and partners' results. Results-based management focuses efforts on the efficient and effective use of resources to reach results. In addition, these structures help hold Mimeta and partners accountable but also provide the stakeholders with information on which to learn and develop. The result-based management (RBM) approach is based on four pillars.

- “The definition of strategic goals which provide a focus for action;
- The specification of expected results which contribute to these goals and align programmes, processes and resources behind them;
- On-going monitoring and assessment of performance, integrating lessons learnt into future planning;
- Improved accountability, based on continuous feedback to improve performance.”<sup>15</sup>

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<sup>13</sup> The UN developed a shared framework for “Leave no one behind” 2017, <https://digitallibrary.un.org/record/1628748>

<sup>14</sup> Results-based management Handbook. 2011. <https://unsdg.un.org/resources/unsdg-results-based-management-handbook>

<sup>15</sup> UNDP note for implementing RBM, p.2 <http://web.undp.org/evaluation/documents/RBMConceptsMethodgyjuly2002.pdf>

This system ensures rigorous planning, analysis, and a framework for continuous monitoring and assessment. Each step building on the previous one, established standards for evaluation contributes to assessing the results and its use in decisions or improvements. This is paramount for Mimeta's desire for transparency and accountability. Mimeta provides a comprehensive reporting framework that serves as the foundation for assessing results and cultivating knowledge. Through meticulous reporting, Mimeta and stakeholders gain valuable insights into the impact of their support, fostering a culture of continuous improvement and informed decision-making in the pursuit of artistic rights globally. RBM has a structured methodology used to design, monitor and evaluate programs, namely its logical framework tool. This systematic results framework helps define key components like objectives, activities, outputs, outcomes and indicators. Structuring these components is especially important in the planning of the project or programme and are key in utilising results-based management.

Recognising the importance of strategic planning, result measurement, and utilisation, Mimeta adheres to a robust MERL (Monitoring, Evaluation, Reporting, and Learning) system that aligns with RBM principles and established frameworks. The MERL system serves as a structured framework for our organisation to gather and analyse data effectively. This facilitates the measurement of progress using predefined indicators and generates evidence-based insights that enhance both current and future interventions. Such a system is indispensable for strengthening accountability, demonstrating impact, and refining the efficacy of interventions.

While the MERL system provides essential structures for the aforementioned aspects, Mimeta collaborates closely with programme participants and partners to develop the frameworks integral to the system. This includes defining how monitoring is conducted and which indicators are used to measure results, ensuring alignment with local contexts and priorities.

Systematically monitoring and evaluation is also a measure of how interventions contribute to sustainable development results. Being able to monitor and assess interventions within a given framework allows for accountability, learning and innovation. Innovation, or the ability to be flexible and respond to changing circumstances, is essential. RBM should not limit projects and programmes but provide tools to reach goals, even with changing circumstances.<sup>16</sup>

## **Methodology**

Mimeta adheres to the Human Rights-based approach as outlined in the Universal Values. This approach seeks to further the realisation of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.<sup>17</sup> Mimeta fundamentally works with artistic freedom and the rights of artists as an extension of freedom of expression. This approach is well-suited to both Mimeta's strategies and Results-based Management.<sup>18</sup>

Guiding Human Rights principles in this approach include "universality and inalienability; indivisibility; inter-dependence and inter-relatedness; non-discrimination and equality; participation and inclusion; accountability and the rule of law".<sup>19</sup> The inclusion of these principles in development and cooperation with local partners will ensure the long-lasting impact of the intervention. Through this approach, the structures developed with local partners strengthen the rights of the

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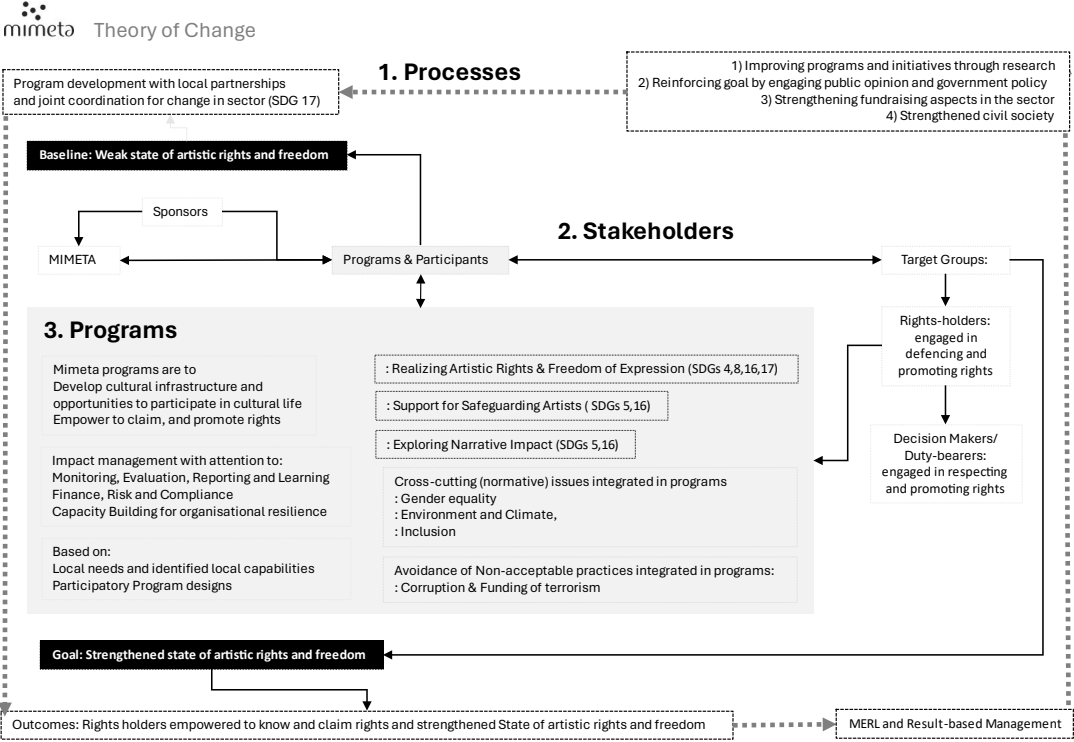
<sup>16</sup> UNDG Results-Based Management Handbook 2011. p.5 <https://unsdg.un.org/sites/default/files/UNDG-RBM-Handbook-2012.pdf>

<sup>17</sup> <https://unsdg.un.org/2030-agenda/universal-values/human-rights-based-approach>  
The Human Rights Based Approach to Development Cooperation Towards a Common Understanding Among UN Agencies. 2003. [https://unsdg.un.org/sites/default/files/6959-The\\_Human\\_Rights\\_Based\\_Approach\\_to\\_Development\\_Cooperation\\_Towards\\_a\\_Common\\_Understanding\\_among\\_UN.pdf](https://unsdg.un.org/sites/default/files/6959-The_Human_Rights_Based_Approach_to_Development_Cooperation_Towards_a_Common_Understanding_among_UN.pdf)

<sup>18</sup> Results-Based Management Handbook. 2011. p. 26 <https://unsdg.un.org/resources/unsdg-results-based-management-handbook>

<sup>19</sup> The Human Rights Based Approach to Development Cooperation Towards a Common Understanding Among UN Agencies. 2003.p. 2

target groups and empower these rights-holders. Mimeta’s model of local partnership and capacity building is equally important, given these structures and the ideas of Human rights should be sustainable after Mimeta’s intervention has ended.



**Programs and vision**

The three programs are designed to each work in different ways to improve the state of artistic freedom as well as the rights and safety of artists. These programs each manifest Mimeta’s goal of strengthening the sector as a whole,

1. **Realising Artistic Rights and Freedom of Expression**
2. **Support for Safeguarding Artists**
3. **Exploring Narrative Impact**

Given the topics all concern artistic freedom, they were all previously part of the singular program run by Mimeta. Dividing them into separate programs allows for more precise measurement and evaluation, as well as evidence-based learning and improvements in interventions.

The division and operational approach of Mimeta and its partners play a crucial role in advancing infrastructure and the sector. This strategic division is structured around three needs-based programs, specifically addressing areas of focus identified by the community and target groups. Together, these efforts significantly contribute to infrastructure development and sectoral growth.

The first and third programs are proactive, strengthening the development of the sector and the infrastructure which allows artistic rights and freedom to be strengthened. The third program specifically seeks to strengthen the voices of artists in the social contexts of their work.

The second program is reactive. Concerned with the safety of artists, the program was a result of observing the de-democratisation and closing of civic space which resulted in growing mistreatment of artists and deterioration of safety mechanisms for artists in the regions in which Mimeta operates.

The programs, although through different approaches, all seek to strengthen the position of artists' rights and freedom and ensure the safety of artists. The programs strive for the goal of facilitating artistic expression, enhancing the idea of artistic expression and protecting the practitioners.

### **1. Realising Artistic Rights and Freedom of Expression**

The purpose of this program is to establish a secure foundation for creativity by



fostering a resilient supportive sector.

"Fostering a resilient supportive sector" is not only a key element of our vision but can also be considered a strategic approach to achieving the broader goal of establishing a secure foundation for creativity. This strategy implies creating an environment where the sector as a whole is not only robust and adaptable (resilient) but also actively supportive of the individuals and organisations within it. By fostering such an ecosystem, we are addressing both the internal strength of organisations and the external support they receive, which aligns with the vision of providing a secure foundation for creativity.

**Proposed interventions:**

The Realising Artistic Rights and Freedom of Expression Program focuses on building robust and thriving arts- and media sectors, by supporting organisations, fostering collaboration, enhancing education and skills, advocating for favourable policies, and facilitating networking within the sectors.

The following are indicative interventions for the Realising Artistic Rights and Freedom of Expression program. All interventions will have a system of aligned reporting metrics:

- **Strengthening Sector Development Organisations:**
  - Allocate support to organisations dedicated to the overall development and sustainability of the sectors.
  - Foster initiatives that contribute to growth, innovation, and collaboration within the sector.
- **Collaborative Initiatives for Sector Growth:**
  - Facilitate and support collaborative initiatives that amplify the impact of sector development efforts.

- Encourage partnerships and networking to create cohesive and interconnected artistic and media communities.
- **Supporting Education and Skill Development:**
  - Provide resources and support for education and skill development programs that empower artists, journalists, and other professionals within the sectors.
- **Advocacy:**
  - Support advocacy campaigns focused on promoting policies and initiatives that contribute to a thriving ecosystem.
  - Support advocacy for the recognition of the broader professional communities at local, national, and international levels.
- **Supporting and Facilitation of Networking and Collaboration:**
  - Establish platforms and events to facilitate networking and collaboration among artists, journalists, organisations, and stakeholders.
  - Encourage information exchange and joint initiatives that contribute to a dynamic and interconnected sector.
  - Support educational initiatives aimed at raising awareness and empowering artists about their rights.
  - Support the development of programs that provide artists and media professionals with the knowledge and tools to navigate legal frameworks.
- **Promotion of Legal Frameworks:**
  - Advocate for and promote robust legal frameworks that safeguard and uphold the freedom of expression and the artistic rights of creators.

- Support work towards the establishment and reinforcement of legal structures that protect creative expressions.
- **Combatting Censorship and Restrictions:**
  - Provide active resources and engage in advocacy efforts to combat censorship and dismantle restrictions on freedom of expression.
  - Highlight the removal of barriers that impede journalists and artists from expressing themselves freely.
  - Support initiatives targeting artists at risk.
- **International Collaboration for Policy Influence:**
  - Support the collaboration with international organisations to influence and shape policies that globally safeguard and promote freedom of expression and artistic freedom.
  - Work collaboratively on policy advocacy initiatives to ensure a unified, impactful voice on a local, regional and international scale.

## **2. Support for Safeguarding Artists**

The purpose of this program is to strengthen organisations that are safeguarding artists by enhancing sector operations and attracting support from authorities and private funds. This programme follows the Mimeta strategy of enhancing sector operations through international cooperation. This will not only secure financial support but also improve the efficiency, effectiveness and overall functionality of the sector. Through this programme, Mimeta will seek external backing from both governmental bodies and private entities, diversifying the financial support. This strategic choice aligns with the overall vision of fortifying organisations and creating

a more sustainable and resilient sector for organisations that are supporting artists at risk.

The limitations of this program lie in its focus on organisations dedicated to safeguarding artists, rather than directly the artist. This can create difficulties in meeting the specific needs of individual artists. The programme's effectiveness is also heavily reliant on the supported organisations in translating resources into tangible benefits for artists.

However, the program design extends opportunities for participation to individual artists, managers, and stakeholders within the sector. Participants can engage in various capacities, including attending annual meetings and other events of the Program as private contributors, participating in capacity-building initiatives, and taking part in more formal processes. This involvement encompasses activities such as nominations for the Jury of the granting mechanism for project support and inclusion in the Program Assurance Group.

The Safeguarding Artists Program centres its efforts on strengthening the sector of organisations working for artists at risk. Through targeted support, advocacy, and collaborative initiatives, this program aims to fortify the infrastructure that ensures the safety of artists.

The following are indicative interventions for the Safeguarding Artists Program. All interventions will have a system of aligned reporting metrics:

- **Support for Organisations Safeguarding Artists:**
  - Support to organisations dedicated to the safeguarding of artists.
  - Support for initiatives that foster collaboration and strengthen the operational capacities of these organisations.

- **Advocacy Campaigns for Awareness:**
  - Support and actively engage in advocacy campaigns to raise awareness about the challenges faced by artists in need of safeguarding.
  - Promote a collective understanding of the importance of protecting artists at risk.
  
- **Monitoring and Reporting on Artists at Risk:**
  - Support, coordinate and conduct ongoing monitoring initiatives to identify and address risks faced by artists.
  - Support, coordinate and conduct reporting initiatives to document and communicate the situations faced by artists at risk.
  
- **Contributions to Sector Learning and Knowledge Sharing:**
  - Actively contribute to the learning and knowledge-sharing within the sector.
  - Facilitate platforms for information exchange, collaboration, and best practices to enhance the sector's collective understanding.

### **3. Exploring Narrative Impact**

The purpose is to enhance the capacity of civil society organisations to transform narratives and utilise them for social change. Storytelling and narrative play crucial roles in influencing social change. Effective storytelling has the power to shape and amplify narratives around social issues, mobilise public opinion, and inspire action. Narratives contribute to the construction of meaning and interpretation of events, influencing how individuals perceive and engage with societal challenges.

Simultaneously, we recognise that meaningful change cannot be realised unless there

is widespread awareness, acceptance, and advocacy for the necessity of these transformations. It is imperative to cultivate a community that extends beyond practitioners alone—a community that embraces these narratives, transforming them into widely adopted agents of change. In this context, storytelling emerges as a potent tool for effecting change. Through compelling narratives, the expected impact of this program is the improvement of the standing of the universal rights for practitioners, acknowledging that their freedom of expression is not only inherent but also a catalyst for transformative societal change appearing in different forms:

- **Storytelling as Advocacy:** Storytelling can be a powerful tool for advocacy and activism. Personal stories, experiences, and narratives can humanise social issues, making them relatable and compelling for a broader audience.
- **Shaping Perceptions:** Narratives, whether conveyed through storytelling, media, or cultural expressions, can shape public perceptions and attitudes. They contribute to the discourse surrounding social issues and influence how society understands and responds to these challenges.
- **Cultural Narratives:** Cultural narratives, embedded in literature, art, and media, contribute to the broader narrative landscape that informs societal values and beliefs. These cultural narratives can both reflect and drive social change.

### *The process*

1. Creative storytelling expertise: drawing on the wealth of expertise within the creative sector that specialises in harnessing the power of compelling narratives. Within projects, there are collaborations of storytellers, artists, and content creators who craft narratives that captivate, inspire and resonate with audiences.

2. Targeted productions for narrative change: partners design and produce targeted creative productions aimed at initiating narrative changes within specific societal areas. Whether it's addressing social issues, human rights, environmental challenges, or public health concerns, our productions are strategically crafted to influence perspectives and provoke meaningful conversations.

3. Behavioural Impact Assessment: go beyond storytelling, as committed to measuring the real-world impact of narratives on behaviours. Through rigorous assessments and data analysis, you gauge the effectiveness of productions in prompting positive behavioural shifts among target audiences.

4. Policy advocacy through narrative influence: recognising the interconnectedness of storytelling and policy development, you actively advocate for changes by strategically influencing narratives. The approach involves engaging with policymakers, stakeholders, and the public to shape narratives that align with progressive policies and societal advancements.

5. Cross-sectoral collaborations: facilitation of cross-sectoral collaborations, bringing together creative minds and experts from various fields. By uniting storytellers with professionals in areas such as education, human rights, healthcare and governance, synergies are created that amplify the impact of narratives on a broader societal scale.

### **Implementing cross-cutting issues into our programs**

Integrating cross-cutting issues such as Gender Equality, Environment and Climate, Inclusion and Anti-Corruption into Mimeta's programs is important for ensuring a sustainable and positive impact of interventions in line with Mimeta's vision. From planning to implementation and monitoring and evaluation, considerations of these

issues will be emphasised.

### **Gender Equality**

Mimeta is dedicated to combating gender inequality within its structure and beyond, recognising the need for active measures. Mimeta seeks to integrate gender considerations into all aspects of the program design, implementation, monitoring and evaluation. This will include ensuring or seeking to ensure equal participation and representation of men and women in all decision-making processes. Further, through our programs and partners, measures should be implemented which focus on gender inequality where needed. The 'Exploring Narrative Impact' programme has the possibility of focusing efforts on gender equality as a social issue well beyond the confines of Mimeta.

### **Environment and Climate**

Mimeta is determined to make sure that its work is not dependent on the detriment of future generations' opportunities. As such, the environment and climate should be a concern which permeates Mimeta and its partners' efforts and decision-making. This includes considering the environmental impact of the intervention's activities as well as measures to minimise potential negative effects. Through its 'Exploring Narrative Impact' program, Mimeta can support social movements which include the aspect of climate change.

### **Inclusion**

Mimeta adheres to the shared framework of "Leave no one Behind", in line with the Sustainable Development Goals and seeks to combat inequality and discrimination.<sup>20</sup>

*"The commitment to leave no one behind calls for greater granularity of data, quantitative*

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<sup>20</sup> <https://unsdg.un.org/2030-agenda/universal-values/leave-no-one-behind>  
[https://unsceb.org/sites/default/files/imported\\_files/CEB%20equality%20framework-A4-web-rev3.pdf](https://unsceb.org/sites/default/files/imported_files/CEB%20equality%20framework-A4-web-rev3.pdf)



*and qualitative analysis, to design evidence-based interventions that identify, empower and support the most vulnerable and address root causes.”<sup>21</sup>*

For Mimeta and its partners, this includes identifying who is excluded from their intervention and establishing measures which successfully address this issue. Progress reports should also contain data as Mimeta and partners continuously work to improve their measures and ensure equal opportunities for participation. Article 27 guarantees the right for EVERYONE to participate in cultural life and is a fundamental part of Mimeta’s vision. Both through our local partnerships and focus on narrative change, Mimeta works toward highlighting issues of inequality and discrimination. The aspect of narratives and who is presenting them goes to the heart of inclusion and is integral to Mimeta’s work. In the past, Mimeta and partners have focused on telling the story of underprivileged groups, such as refugees.

### **Anti-Corruption**

Mimeta has a zero-tolerance policy regarding corruption and has established clear and rigorous policies and mechanisms which ensure that corruption does not take place at any level. Ethical considerations such as clear codes of conduct and opportunities to report discrepancies, are essential practices for Mimeta and its partners, and a system is set in place for notifications of behaviour that is contrary to the policies.

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<sup>21</sup> UN Cooperation Framework Internal Guidance. 2022. p.18 <https://unsdg.un.org/sites/default/files/2022-06/UN%20Cooperation%20Framework%20Internal%20Guidance%20--%201%20June%202022.pdf>