



**THE
FESTIVAL
ACADEMY**

Atelier Guide

**Atelier for Arts and Production Managers Elefsina-
Beirut**

Module I | 24 – 28 February 2021

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Welcome by 2023 ELEVSIS

Dear participants, mentors, speakers, guests, colleagues,

2023 ELEVSIS European Capital of Culture welcomes you to the first regional edition of the Atelier for Arts and Production Managers, hosted virtually by the city of Elefsina, in collaboration with The Festival Academy, Drosos Foundation, ArtLink Young Talents' Festival and Zoukak Theatre Company.

We wish we could welcome you all physically in the city of Elefsina, but due to the COVID 19 crisis, we unfortunately have had to shift *Module I* online as a physical Atelier is not possible at the moment. Yet, the need for connection and exchanging best practices is more critical than ever for festivals to deal with and survive this crisis. We believe that these times ask for flexibility on many levels and the digital format provides the best opportunity for a qualitative exchange and capacity building efforts, taking into account the current reality.

2023 ELEVSIS and The Festival Academy's partnership takes place in the framework of the long-term strategy of 2023 ELEVSIS programme "Culture 2030", which aims to strengthen regional cultural policy and skills of cultural professionals. Our collaboration started in 2019 with the Atelier for Greek Festival Managers and the first edition of The Festival Readings. Through this collaboration, we aim for Elefsina to become a meeting point and networking place for cultural professionals in a field that is of particular interest and development in the region – that of festivals. The first tailor-made atelier experience was the source of inspiration for The Festival Academy and 2023 ELEVSIS to expand the field of activity, focusing on training professionals in specific geographical areas that share similar challenges and opportunities.

We invite you to participate actively and creatively in the five-day peer learning programme, to grasp the opportunity of becoming part of a network of art organisations and festivals, and to contribute your own unique experience to our common search for sustainable models for the curation and organisation of festivals in the Balkan, Mena Region and the Mediterranean.

On behalf of 2023 ELEVSIS – the etymology of which is symbolically significant for your presence here today, since the definition of the word ELEVSIS is "*the arrival of a notable person, thing, or event*" – I would like to welcome you virtually to the city of Elefsina. This is a city that is seeking to gently unveil the invisible side of itself through its MYSTERIES of TRANSITION, marking an era of change to a new model of development within the area, focusing on Elefsina's dynamic cultural assets and reflecting the contemporary challenges both Elefsina and Europe are facing.

Although you will not have the opportunity to experience Elefsina physically, we do hope that you explore it through the parallel cultural programme, showcasing some of the long-term projects that got inspired by the city of Elefsina working closely with the local community.

Welcome!

Michail Marmarinos
Artistic Director
2023 ELEVSIS, European Capital of Culture

Welcome by The Festival Academy

The Festival Academy, an initiative of the European Festivals Association (EFA), is delighted to welcome you to the **Tailor-Made Atelier for Arts and Production Managers Elefsina-Beirut**, organised in partnership with 2023 ELEVSIS European Capital of Culture, Drosos Foundation, Zoukak Theatre Company, ArtLink Young Talents' Festival and Creative Europe. **26 talented, emerging arts and production managers coming from Albania, Bulgaria, Cyprus, Greece, Jordan, Lebanon, Macedonia, Morocco, Palestine, Serbia, Tunisia and Turkey** will gather for modules throughout the year with international mentors, speakers, festival leaders, colleagues and experts, starting with Module I from 24 – 28 February, 2021.

Since its establishment in 2012, The Festival Academy incorporates extended partnerships with networks, cultural institutes, embassies and festivals, a large geographical outreach and new training formats in festival management addressed at more diverse target groups. In recent years, The Festival Academy has worked on creating a more **equal global conversation** through its partnerships supporting participants from less-resourced areas and also in the diversity of its speakers and mentors which has shifted the perspective of the dialogue.

The Festival Academy is aiming for diversity on all levels, in its participants (geographically, art disciplines, socially etc.), its mentors and its programming, with the presence of emerging and expert festival managers, cultural activists coming from the Balkans, Mediterranean, and Middle East. Module I of the Atelier for Arts and Production Managers Elefsina-Beirut will allow managers from diverse backgrounds to **critically reflect for 5 days on the role of festivals in today's world**. Issues addressed all stem from the essence of festivals - the arts, the artist and the audience – and will address questions like why we are doing what we are doing, for who and with whom. It also addresses the 'how' we do things which relates more to the production side of a festival or art event.

The Festival Academy builds bridges between the arts, the world, and people coming from different geographical and social backgrounds, and this programme is supported under the cooperation projects 2019 of the **Creative Europe** programme of the European Union for the project entitled '**Act for Global Change: A Global Conversation from the Arts to the World**' (ACT). ACT - amongst others - gives artists and producers the opportunity to take part in the training programmes organised by The Festival Academy.

The development of structural partnership to support participants is and will remain high on the agenda of The Festival Academy as for this Atelier we highlight our collaboration with ELEVSIS 2023 European Capital of Culture and Drosos Foundation, who have also granted participants to take part in this programme.

For the next generation of festival managers, the Atelier represents an outstanding occasion to **imagine innovative, pioneering, and creative projects and festival formulae, to exchange ideas and to explore future cooperation possibilities**.

In this Atelier, you have the opportunity to meet renowned, trailblazing festival leaders, cultural and social actors and international and local guest speakers representing a range of different cultural associations.

Participants of this atelier will also become part of our global **Alumni Network** which counts today **787 young artistic festival and production managers from 90+ countries** and **100+ high-level festival leaders working worldwide**. We are thrilled to welcome you to this network and invite you to become an active member of it through your participation in this Atelier.

In the meantime, we are already preparing the **upcoming Ateliers for Young Festival Managers** to take place in **Düsseldorf/ Germany** (16 – 22 June 2021) in partnership with ITI Germany and Theater der Welt and in

Kampala/ Uganda in partnership with Bayimba Cultural Foundation/ Bayimba International Festival of Arts (7 – 13 August 2021).

We would like to sincerely **thank** The Festival Academy's initiator, the **European Festival Association**, our main funding partners **Open Society Foundations** and **Creative Europe**, and our supporting partners in this Atelier, **2023 ELEVSIS European Capital of Culture**, **Drosos Foundation**, **Zoukak Theatre Company**, and **ArtLink**, to make this Atelier possible.

Special thanks goes to our outstanding festival and cultural leaders who will stand as mentors and guide participants through the Atelier. Last but not least, we would like to thank **Mike Van Graan**, who has been developing Atelier programmes together with The Festival Academy since the Johannesburg edition in 2018 and who will facilitate the 5 days.

We are looking forward to spending these 5 days together, to discover the artistic and cultural lives of you participants and to broaden our perspectives and knowledge, and overall to get inspired by one another!

Inge, Anaïz and Katie

The Festival Academy team

Programme

INTRODUCTION

This programme (dated 19/2/2021) can change prior to and during the Atelier as it takes into account the needs of the Atelier participants.

The Atelier starts from the very essence of festivals - **the arts, the artist and the audience** - and all issues tackled during the Training in one way or another relate to this essence, why we are doing what we are doing, for who and with whom. It also addresses the 'how' we do things which relate more to the production side of a festival or art event.

26 Arts and production managers from Albania, Bulgaria, Cyprus, Greece, Jordan, Lebanon, Macedonia, Morocco, Palestine, Serbia, Tunisia and Turkey have been selected to take part in this unique training programme.

Module I focuses on the exchange between expert and emerging art and production managers on different ways of programming and producing artistic work and arts organisations. This is a great occasion to meet peer colleagues, working in different contexts and disciplines, to explore the cultural scene of where the Training takes place, and most importantly an opportunity to spend five intense days together, guided by experienced professionals, to learn from and exchange with each other during in-depth presentations and discussions about the topics that concern participants in their development and work as an arts organisers, curators, or production managers.

MENTORS AND SPEAKERS

Mentors and speakers are festival experts as well as cross-sector experts (foundations, social movements, education, etc.) who have knowledge and expertise in the region. The programme will be facilitated by **Mike Van Graan** (*Playwright, project manager at Sustaining Theatre and Dance Foundation [STAND] - South Africa*) who has developed the programme together with our partners and us. We will also work with a group of facilitators whom we worked with for our other Online Training sessions, who will lead you through the roundtables and smaller working groups.

FORMAT

The main sessions will take place on **Zoom** and some of the cultural programme and social times on alternative virtual platforms. We will use a **WhatsApp** group for communication and tools such as **Mural**, **Stickynotes**, **Mentimeter** and others.

ATELIER PROGRAMME

Please note that all times indicated below are in **CET/Brussels Time**. If you need to convert times to your time zone, please find a tool for this [here](#). For reference, 12:00 pm CET/Brussels Time is 1:00 pm in Beirut and Greece and 2:00 pm in Turkey.

Experts

Facilitator

- Mike Van Graan – Playwright, project manager at Sustaining Theatre and Dance Foundation (STAND) – South Africa

Mentors and group leaders

- Lina Attel – Founder, Director General The National Center for Culture and Performing Arts and Rania Kamhawi, Senior Programme Development Manager and Director Amman Contemporary Dance Festival – Jordan
- Roy Luxford – Production Manager Edinburgh International Festival – UK
- Yolanda Markopoulou – Director and Creative Producer Greece / Polyplanity Productions, Mind the fact - Greece
- Biljana Tanurovska- Kjulavkovski – Co-curator Lokomotiva Festival for contemporary art and performance in Skopje – Macedonia
- Eckhard Thiemann – Artistic Director Shubbak Festival – London/ Mena

Speakers

- Omar Abi Azar – Theatre Director and founder Zoukak Theater Company – Lebanon
- Serhan Ada – Professor Cultural policies and management, Cultural diversity, Art practice and criticism Istanbul Bilgi University – Turkey
- Ouafa Belgacem – Founder and CEO Culture Funding Watch – Tunisia
- Hamza Boulaiz – CEO and Artistic Director "Spectacle Pour Tous" – Morocco
- Christos Carras – Executive Director Onassis Cultural Centre – Greece
- Bogdan Cotirta – Timisoara 2023 - Romania
- Ellada Evangelou – Artistic and Cultural Director Buffer Fringe Festival and member of IMPACT's Leadership Circle – Cyprus
- Erifili Giannakopoulou - Opera singer/director/teacher - Greece
- Carole Gürtler – Head Department Levant, Drosos Foundation (Zurich) – Switzerland
- Michail Marmarinos – Artistic Director 2023 ELEVSIS – Greece
- Dijana Milošević – Theatre director, co-founder and artistic director DAH Theatre – Serbia
- Hooman Nassimi - Founder of Society in Motion and the New Faces toolkit - The Netherlands
- Mety Panagiotopoulou - Performing arts researcher and practitioner - Greece
- Ahmed Tobasi – Artistic Director The Freedom Theatre – Palestine
- Konstantinos Tzathas – Programming Research Coordinator ONASSIS Foundation – Greece
- Dea Vidović – Director Cultura Nova – Croatia

Artists/ Artistic Programme:

1. **Motorway65**, Evi Kalogiropoulou's short film, accepted in the Official Selection for Competition, Cannes 73rd edition. <http://eleusis2021.eu/motorway-65-by-evi-kalogiropoulou-goes-to-cannes-festival/?lang=en>
2. **I_LEFT ASIA MINOR**, a site-specific performance of Yolanda Markopoulou at Synikismos Festival 2019
3. **Mourning Rock**, an emblematic documentary for Elefsina by Filippos Koutsafitis.
4. **Shipwrecked**, documentary filmmaker **Marianna Economou** and photographer **Myrto Papadopoulos** investigate the upperworld and underworld in Elefsina. <https://www.shipwrecked.gr/>

Prepare in advance:

- For the **Introductory session**, you will be asked to say your **name, country, festival/organisation and display a piece of art you feel is relevant to the time we are living in**. Please email us a **short personal biography and photograph** so we can share it with the other participants and on our website! Email: info@TheFestivalAcademy.eu
- **Working Group**: In small working groups you will discuss what you do in your respective countries, the curation/production model your organisation uses or one that you admire, and have a broad discussion about the condition of the arts generally, and particularly during COVID-19. You will discuss the most significant challenges your organisation faces right now with regard to curation/programming and producing, and share your prognosis for the future. Papers are used as the basis for this session and can be presented here – 10 minutes each.

Keep in mind:

- All times announced are following the **CET / Brussels Time Zone**. Please let us know if you have time issues with particular sessions.
Day 1 programme starts at **12pm Brussels-Belgrade / 1pm Athens-Beirut / 2pm Ankara**
Day 2-4 programme starts at **11 am Brussels-Belgrade/12 pm Athens-Beirut / 1pm Ankara**
- This programme (dated 19/2/2021) can change prior to and during the Module as it considers the needs of the participants.

Contacts

The Festival Academy team

Inge Ceustermans, *General Director*: (inge@thefestivalacademy.eu)

Anaiz Dessartre Mendonça, *Project Manager* : (anaiz@thefestivalacademy.eu)

Katie Trencheny, *Trainee Project Manager*: (info@thefestivalacademy.eu)

2023 ELEVSIS team

Angeliki Lampiri, *Director of Cultural Strategy*: (angeliki.lampiri@eleusis2021.eu)

Schedule in CET/ Brussels times

DAY ONE: Wednesday, 24 February

- 12:00** Welcome by 2023 ELEVSIS: CEO Maria Panayides; BoD President Despina Geroulanou; and Artistic Director Michail Marmarinos
Welcome and introduction by Inge Ceustermans, General Director The Festival Academy
- 12:30** Introductory session: Participants will introduce yourselves shortly through an art work (painting, photograph, poetry, etc.) you feel is related to the times we are currently living in – 5 minutes each.
- 14:30** *[Lunch Break]*
- 16:00** Working Groups: In small groups you will discuss what you do in your respective countries, the curation/production model your organisation uses or one that you admire, and have a broad discussion about the condition of the arts generally, and particularly during COVID-19. You will discuss the most significant challenges your organisation faces right now with regard to curation/programming and producing, and share your prognosis for the future. Papers are used as the basis for this session and can be presented here – 10 minutes each.
- 17:30** *[Break]*
- 19:00** Keynote Speaker/Panel – Panelists representing the different regions identifying challenges (social, cultural, political, economic etc.) of that specific region and formulating some provocations for participants to reflect upon in next days – Ouafa Belgacem, Serhan Ada, Michail Marmarinos, Omar Abi Azar and Dea Vidović
- 20:30** Cultural Programme
1. The Greek festival managers network reflects upon the current situation in Greece and the rise of new networks with Mety Panagiotopoulou and Erifili Giannakopoulou
 2. **Motorway65**, Evi Kalogiropoulou's short film, accepted in the Official Selection for Competition of Cannes 73rd edition. <http://eleusis2021.eu/motorway-65-by-evi-kalogiropoulou-goes-to-cannes-festival/?lang=en>

DAY TWO: Thursday, 25 February

- 11:00** Panel discussion: The challenges and possibilities of international and regional cultural collaboration with Rania Kamhawi, Christos Carras and Carole Gürtler
- 13:00** *[Lunch Break]*
- 14:30** Working Groups: Regional and international collaboration, and solidarity – what do these mean practically? With Erifili Giannakopoulou, Mety Panagiotopoulou and Konstantinos Tzathas
- 16:00** *[Break]*
- 16:30** Presentations: Analogue, digital and hybrid festivals: the good, the bad and the ugly – festival and business models for the 'new normal' with Eckhard Thiemann, Roy Luxford, Hamza Boulaiz, Yolanda Markopoulou
- 18:00** One-on-one sessions with mentors
- 19:00** *[Break]*
- 20:00** Cultural Programme
- Mourning Rock**, an emblematic documentary for Elefsina by Filippos Koutsitis.
- Talk with the artist**
- Open bar for informal networking

DAY THREE: Friday, 26 February

- 11:00** Plenary: The role of festivals in dealing with contemporary issues: gender-based violence, inequality, racism, social cohesion, decolonisation, post-conflict etc.
Ellada Evangelou, Ahmed Tobasi, Dijana Milosovic and Hooman Nassimi
- 13:00** *[Lunch Break]*
- 14:30** Roundtables on Festival Academy Toolkit themes (all participants to choose **two** roundtables out of the six themes below) – all themes are considered from both the artistic and production side:
Participants reflect on the information and models proposed in the toolkit related to the topic of their choice. They can reflect upon these from each other's festivals or organisations in light of the toolkit's topic, taking into account the specifics and regional context/ conditions each of their organisations operates in. What works for one festival, may not be an option for another. They can propose new models for the toolkit or best practices to be added to it.
1. Art organisations/ Festivals and Climate Change
 2. Art organisations/ Festivals: Audience Development and Maintenance and their responsibility in caring for Artists
 3. Information Technology and how it could benefit Art organisations/ Festivals
 4. The Sustainability of Art organisations/ Festivals
 5. Programming and Curating Art organisations/ Festivals
 6. Social inclusion of people in exile
- 17:30** One-on-one sessions with mentors
- 18:30** *[Break]*
- 20:00** Cultural Programme
1. **I_LEFT ASIA MINOR**, a site-specific performance of Yolanda Markopoulou at Synikismos Festival 2019
Shipwrecked, documentary filmmaker **Marianna Economou** and photographer **Myrto Papadopoulos** investigates the upperworld and underworld in Elefsina.
<https://www.shipwrecked.gr/>
Talk with the artists

DAY FOUR: Saturday, 27 February

- 11:00** Plenary: Managing key cultural and political differences in the region: what, how and why?
Participants' panel with, Lina Attel, Bogdan Cotirta, and Biljana Tanurovska-Kjulavkovski
- 13:00** *[Lunch Break]*
- 14:30** Roundtables with mentors: Confronting the questions and challenges currently facing art organisations/ festivals
- 16:30** *[Break]*
- 17:00** Thematic discussions proposed by participants
- 18:00** One-on-one sessions with mentors
- 19:00** *[Break]*
- 20:00** Online DJ/Party

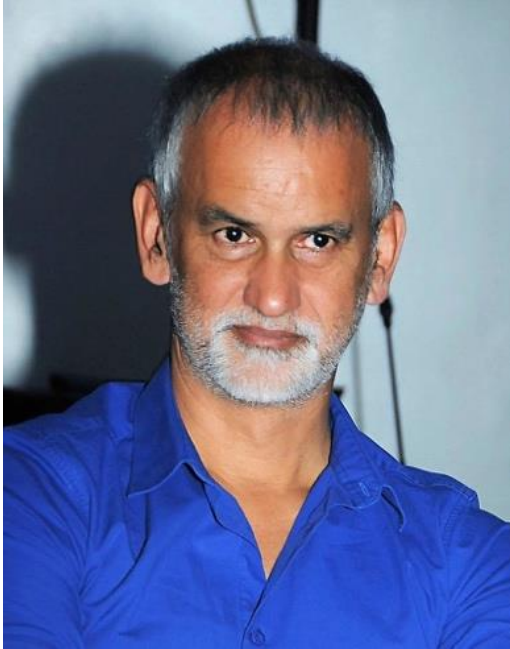
DAY FIVE: Sunday, 28 February

- 11:00** Plenary: Reflections by mentors and one person from each region
- 13:00** *[Lunch Break]*
- 14:00** Individual and group evaluations
- 15:30** Closing speaker
- 16:00** Closure

Facilitator, Mentors and Speakers Biographies

Mike Van Graan

Playwright, project manager at Sustaining Theatre and Dance Foundation (STAND) – South Africa



Mike van Graan, founder of the African Cultural Policy Network, has served in leadership positions in a variety of anti-apartheid cultural organisations such as the Congress of South African Writers and the National Arts Coalition of South Africa. He is also an award-winning playwright, who has written thirty plays to this date. He was appointed as Artscape's Associate Playwright from 2011-2014 and is considered one of South Africa's leading contemporary playwrights.

He is the 2018 recipient of the Sweden-based Hiroshima Foundation for Peace and Culture Award in recognition of his contribution to the fight against apartheid, building a post-apartheid society, and the interface of peace and culture both in South Africa and across the African continent.

You can read his full [bio here](#).

Ahmed Tobasi

Artistic Director The Freedom Theatre – Palestine



Ahmed Tobasi is an accomplished actor, director and educator with experience working in Palestinian & International theatres. Born in Jenin refugee camp in Palestine, restricted and frustrated by the occupation, Tobasi joined the armed resistance and was in prison before his 18th birthday. Four years later upon his release, Ahmed began his career and training as an actor and director.

After 2 years studying at The Freedom Theatre, Tobasi undertook further education in Norway, followed by a 3- year professional career abroad predominately working in The Nordic Black Theatre's professional company.

Tobasi is currently working as an actor, director and teacher at The Freedom Theatre, Palestine and continues to act in international productions sharing the Palestinian experiences and narrative with new audiences.

Biljana Tanurovska-Kjulavkovski

Co-curator Lokomotiva Festival for contemporary art and performance in Skopje – Macedonia



Biljana Tanurovska-Kjulavkovski is a cultural producer, curator and researcher, an active part of the independent art and culture scene in North Macedonia. She is a co-founder and executive director of Lokomotiva – Centre for New Initiatives in Arts and Culture, co-founder of Nomad Dance Academy (NDA), Locomotion festival for contemporary dance and performance (2008-2015) and Kino Kultura (KK) - project space for contemporary performing arts and culture. With Lokomotiva she also co-founded Jadro - Association of the Independent Cultural Scene. Tanurovska-Kjulavkovski is committed to initiating, curating and managing diverse projects and programs.

Some of her latest projects include “Dissonant (co)spaces”; “Cultural Spaces for Active Citizens” (see publication), the “Art, Politics, Institution, Body” curatorial program and ongoing research on issues of cultural workers’ rights, public spaces and institutions in culture. She has worked as a consultant of the European Cultural Foundation and European Commission.

Tanurovska-Kjulavkovski is the author of various texts, (co)editor of numerous publications, journals and books. She has been a guest lecturer at different programs, as well as universities. From 2011-2020 she has been working as visiting professor at the Faculty of Music Arts in Skopje. She holds a BA in the History of Art and Archaeology, an MSc in Interculturalism, Cultural Management and Cultural Policy from the University of Arts in Belgrade, and PhD from the Faculty of Drama Arts in Belgrade. In 2019, she won the ENCATC International Research Award on Cultural Policy and Cultural Management for her doctoral thesis.

Eckhard Thiemann

Artistic Director Shubbak Festival – London/ Mena



Eckhard Thiemann is a programmer, specialising in contemporary Arab culture, dance, internationalism and festivals. He is Artistic Director & CEO of Shubbak, London’s largest festival of contemporary Arab culture and recipient of the 2019 UNESCO Sharjah Prize for Arab Culture. Shubbak 2019 presented over 60 events in over 30 venues, reaching an audience of more than 50,000 people. He is also is Programming Associate – Dance for The Lowry.

Eckhard chaired the selection committee of Surf The Wave UK Showcase 2019. He is recipient of the One Dance UK Award 2019 for Outstanding Dance Programming Award. Previous positions include Associate Artistic Curator for CODA - Oslo International Dance Festival, Creative Producer for Siobhan Davies Dance, producer for the London 2012 Festival, curator for Liverpool Arabic Arts Festival 2011. He curated OUTSPOKEN – NEW PERFORMANCE FROM ARAB ARTISTS in Birmingham in 2010, African Crossroads for Dance Umbrella in 2009 and the opening season of Pavilion Dance.

Lina Attel

Founder, Director General The National Center for Culture and Performing Arts – Jordan



Lina Attel is recognised for her pioneering role in introducing drama into mainstream education and the enhancement of the performing arts movement in Jordan, where she established the first National Interactive Theatre Troupe (NITT) in 1989. NITT produces issue-based plays focusing on audience participation related to Women Empowerment, Reproductive Health, Gender-Based Violence and Radicalisation of Vulnerable Youth.

She has expanded the access to theatre by developing programs with national and international organisations with public authorities and working at the grassroots level. The programs have brought theatre to education, fostered understanding between people of diverse backgrounds, and emphasised the role of theatre in opinion and impacting social change.

She has conceived and directed several musicals and plays, including "Walking the Winds: Arabian Tales" which was co-produced with the John F. Kennedy Center for the Performing Arts Washington DC. In 2006, she directed "Opera Abu Hassan" by Carl-Maria Von Weber with artists from France, Lebanon, Moldavia & Jordan.

She designed the Theater Arts Curriculum for the Arts & Design College of Jordan University in 2002 as well as Drama in Education guidebooks for teachers for the Ministry of Education. Currently, she serves as a member of the Higher Committee for developing National Curriculum in performing arts for public schools.

Rania Kamhawi

Senior Programme Development Manager and Director Amman Contemporary Dance Festival – Jordan



Rania Kamhawi is the Senior Programme Development and International Relations Manager at the National Centre for Culture and Arts (NCCA) of King Hussein Foundation since 1997. During this time, she has been responsible for creating and developing sustainable arts programs, attaining grants to maintain the financial sustainability of NCCA and developing long term partnerships with donors and organisation working within the fields of social development, culture and arts.

She has also been the Director of the Amman Contemporary Dance Festival since 2008, an annual regional festival of MASAHAT Dance Network, encompassing Lebanon; Palestine, Syria and Jordan. She is the Director of NCCA Dance Department and artistic director of MISK Dance Company.

Rania holds an advanced degree specialising in teaching from the Royal Academy of Dance and the Imperial Society of Teachers of Dance in the UK with Distinction and is credited with establishing professional dance training in Jordan.

Roy Luxford

Production Manager Edinburgh International Festival – UK



Roy Luxford ran three of the UK's foremost producing companies Cheek by Jowl, Michael Clark Company, and DV8 Physical Theatre, and produced the European premiere of Tony Kushner's *Homebody/Kabul* in London, and the world premiere of Tim Supple's *One Thousand and One Nights* in Toronto.

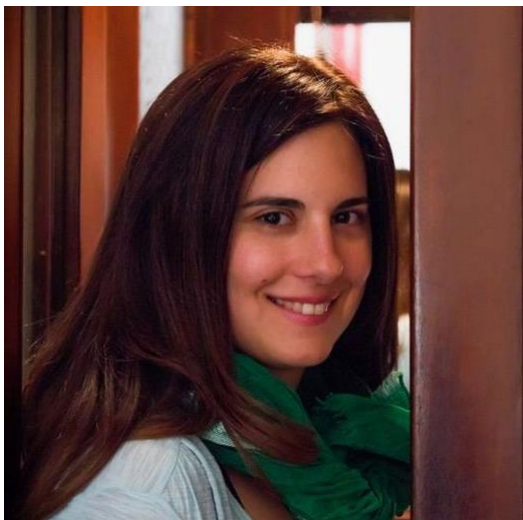
He then worked as a London based independent producer of dance, theatre and music-theatre. Working mainly on international productions, he has collaborated with leading London venues, the Barbican and Sadler's Wells Theatre and

numerous presenters around the world, including Brooklyn Academy of Music, the Lincoln Center, Sydney 2000 Olympic Arts Festival, Chekhov Festival Moscow, and the Venice Biennale.

Roy is Programme Director at the Edinburgh International Festival. In this role he is responsible for producing and delivering the annual three-week multi art-form festival. He is a member of UK Theatre (formerly TMA) and the International Society for the Performing Arts.

Yolanda Markopoulou

Director and Creative Producer Greece / Polyplanity Productions, Mind the fact - Greece



Since 2007, **Yolanda Markopoulou** has directed over twenty plays and short films. Since 2008, she is the director of the refugee and immigrant theatre group Station Athens. The performance *We Are the Persians!* (Athens Festival, ISPA NYC, International Theatre of Finland) was presented internationally and the site-specific performances *I_LEFT* and *I_LEFT ASIA MINOR* were presented as part of the Eleusis 2021 Cultural Capital of Europe program, with which she maintains a steady artistic collaboration until 2023.

She is the co-founder and curator alongside with Ioanna Valsamidou of *Mind the fact*, a cultural initiative aiming to present "true stories told by the people who have experienced them". Since spring of 2020, she is the creative

producer and artistic partner for Greece of the international artistic project/festival *The Walk*. She has run POLYPLANITY Productions since 2007, a production company for theatre, film and interdisciplinary projects.

She was the co-producer in Asia's Argento's *The Heart is Deceitful Above All Things* (Cannes Festival, Director's Fortnight) and the producer of Spyros Stathoulopoulos' *Meteora* (Berlinale 2012, Official Competition). She collaborates with the Onassis Cultural Center, Greek Festival and other major cultural institutions and has produced Homers' *ILIAD* by Stathis Livathinos, a Greek large-scale theatre production that toured internationally.

In 2011 she was nominated for the Eleftheria Sapountzi Prize for 'best woman theatre professional'. She has a degree in Film from Boston University's College of Communication.

Carole Gürtler

Head Department Levant, Drosos Foundation (Zurich) – Switzerland



Carole Gürtler joined Drosos Foundation in 2009 and since 2013 she has been the Head of the Department Levant. She is currently in charge of Jordan and Lebanon and closely follows the transformation of the civil societies through an important network of around 35 partners in both countries.

She studied history of arts and cultural management, and has extensive experience in the support of arts/cultural and media initiative in Europe and the Arab World.

If you want to know more about her, click this [link](#).

Christos Carras

Executive Director Onassis Cultural Centre – Greece



Christos Carras was born in London (UK) in 1962. He read philosophy at Cambridge University and then at the Sorbonne where he earned his PhD.

From 2000 onwards, he has been working in the cultural sector, initially as the Project Manager of the EU funded MediMuses network. In 2006 he became General Manager of the B & M Theodorakis Foundation for the Fine Arts and Music.

In 2009 he joined the Onassis Foundation as the Executive Director of the Onassis Cultural Centre. He is responsible for the music program and other interdisciplinary projects, developing European networks and the overall coordination of the Centre.

Dea Vidović

Director Cultura Nova – Croatia



Dea Vidović is a Director of Kultura Nova Foundation, a public foundation dedicated to civil society organisations in Croatia's contemporary arts and culture scene.

She graduated in Comparative Literature and Indian Studies and earned a PhD in 2012 from the University of Zagreb's Faculty of Humanities and Social Sciences.

For more of twenty years of her professional engagement in culture & cultural policy, civil society and philanthropy, she worked as a manager, editor, journalist and researcher.

She is currently an ENCATC Board member, Vice-Chair of Arts & Culture Thematic Network of EFC – European Foundation Centre as well as Advisory Board member of OpenHeritage project.

Dijana Milošević

Theatre director, co-founder and artistic director DAH Theatre – Serbia



Dijana Milošević is an award-winning theatre director, writer and lecturer. She co-founded DAH Theatre Research Center in Belgrade, Serbia and has been its leading director for thirty years.

She was the Artistic Director for theatre festivals, was the president of the Association of the Independent Theatres and president of the board of BITEF Theatre, and a board member of national ITI. Being involved with several peace building initiatives and collaborating with feminists - activists groups she also serves as a member of the Leadership Circle at IMPACT

She has directed theatre shows with her company and toured them nationally and internationally as well as directed the work with other companies all over the world.

She is a well-known lecturer and has taught at prestigious Universities, writes articles and essays about theatre. She is recipient of prestigious fellowships (Fulbright, Arts Link) and is the Professor at Institute for Modern Dance in Belgrade.

Ellada Evangelou

Artistic and Cultural Director Buffer Fringe Festival and member of IMPACT's Leadership Circle – Cyprus



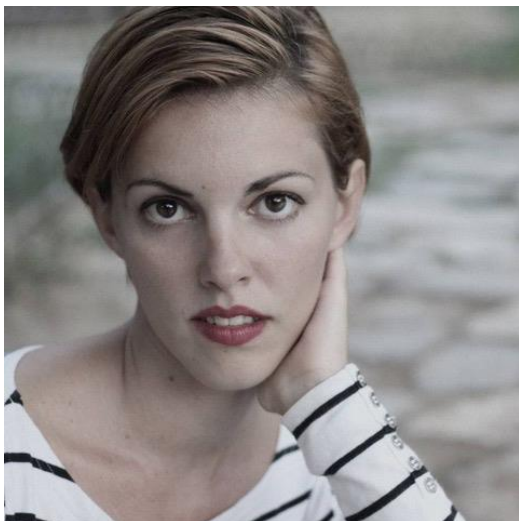
A native of Cyprus, **Ellada Evangelou** has studied in Cyprus and the United States (BA in English, MFA in Dramaturgy, PhD in Theatre Studies / Cultural Studies). She has worked as a dramaturge, theatre director, workshop facilitator, and independent consultant, in collaboration with theatre companies, NGOs and international organisations. She teaches theatre and dramaturgy in higher education in Cyprus and the USA. She is interested in the relationship between theatre and identity and works in the intersection of aRtivism and scholarship in post-colonial, post-conflict communities.

She is co-founder of Rooftop Theatre, member of the Leadership Circle of the IMPACT Project, a global platform for Arts, Culture and Conflict Transformation, and the 2019 and 2020-21 Artistic and Executive Director of the Buffer Fringe Performing Arts

Festival, in Nicosia, Cyprus.

Erifili Giannakopoulou

Opera singer, Director, Teacher, founder WOM.A-Women in Arts initiative – Greece



Born in Athens, at the age of eighteen **Erifili Giannakopoulou** moved to Munich Germany to study opera with Kammer-sänger Joseph Metternich and Marilyn Schmiede. She continued her studies in opera in Paris at the Ecole Normale de Musique de Paris where she graduated in 2007 as a mezzo soprano. On the meantime she studied musicology at the universities Sorbonne Paris IV and Paris 8.

In 2008 she returned in Athens and created the company oper(o), one of the first independent opera companies in Greece. Their most recent performance was in January 2018 in the Alternative Stage of the National Opera of Greece, with the contemporary operatic creation "Orpheus". In 2011 she received the Fulbright Artists Scholarship and went in New York at the Manhattan School of Music to continue her work

on opera. From 2011 to 2016 she directed the theatre company of the KETHEA rehabilitation centre and since 2015 she teaches theatre in the International Baccalaureate of the Hellenic American Educational Foundation in Athens. In June 2016 she received a scholarship from the university of Barcelona to participate in "Sobre la Memoria" of the company La Fura Dels Baus in Barcelona. Since 2017 she runs and directs two community theatre companies of amateur actors. She is a founding member of the WOM.A - Women in Arts initiative, for the support, empowerment and fight against gender discriminations of women in the arts in Greece.

Hamza Boulaiz

CEO and Artistic Director "Spectacle Pour Tous" – Morocco



Originally from Tangier, **Hamza Boulaiz** is a graduate of the Regional Institute of Dramatic Art and Cultural Animation in Rabat, CEO and artistic director of the company "Spectacle Pour Tous". Hamza transmits his art to several private and public institutions, and is the former drama teacher at school group: "The Irises Present: Hassania," School of Governance and Economics of Rabat.'

Hamza is actively involved in finding solutions to make theatre accessible to all.

Thus, in 2016, he developed a mobile theatre truck that now allows him to travel throughout the country. The establishment received an L-type ERP of the fifth category.

In 2018 he participated in the Avignon festival with the same truck. Hamza has been invited to speak at the United Nations in New York and has been involved in the Teatro Piccolo de Milan, Sundance New York, Arab Theatre Festival in Sharjah, Lyric in London, Royal Theatre of Aman and Aji Tfarej workshops in Tangier. Following these experiences, Hamza opted for a new theatre.

For Hamza everything is played out from childhood. School and education are key solutions Spectacle Pour Tous focuses on, which is why it is particularly aimed at children and adolescents and offers workshops in primary and high schools.

Konstantinos Tzathas

Programming Research Coordinator ONASSIS Foundation – Greece



Konstantinos Tzathas was born in Athens in 1991. He holds a BA in Political Science and an MBA in Cultural Marketing. Currently, he serves as assistant to the Artistic Director of Athens & Epidaurus Festival. His job description entails research on local and international artists, production budget calculation, and the overall supervision and coordination of individual departments of the Festival. His previous work experience includes being employed as production manager in many Athens-based artistic productions, and collaborations with local and international artists and producers.

Mety Panagiotopoulou

Researcher, Choreographer, Director, Founder of Metaxoto – Greece

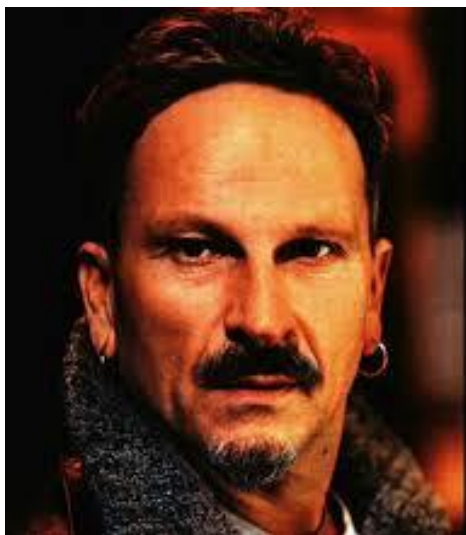


Mety Panagiotopoulou is a performing arts researcher and practitioner. The main subject of her work is the improvisation methods and interactive processes. She holds a B.A. in Dance, a Legal Law Bachelor from the University of Athens and an MA in Research of Performing Arts from the University of Strasbourg.

For the last 15 years, she has worked as a choreographer, artistic programmer, performer and teacher for numerous cultural and non-for-profit organisations, dance-theater groups and schools. From 2007 to 2018, she directed «Allahoo Performing Arts Company» [Allahoo means elsewhere] with which she created various projects. Since 2016, she is organising the artistic events of «Giortes Rokkas» a festival that take place in the villages Rokka and Kera of Chania Crete every August. Last year she founded «Metaxoto» in Chania Crete, a cultural space dedicated to research and practice performing arts.

Michail Marmarinos

Artistic Director 2023 ELEVSIS – Greece



Michail Marmarinos is the Artistic director of 2023 ELEVSIS. He was born in Athens and has studied biology and Theater. His work is underpinned by two prime realisations: a) Theater is the art of mankind's history; b) There isn't a single moment of everyday life that isn't theater, once the proper gaze is present.

Outside Greece, productions of his have been staged—or traveled to international festivals—in Austria, Belgium, Venezuela, France, Germany, Georgia, Spain, Italy, Korea, the Netherlands, Poland, Russia, Serbia and elsewhere.

Highlights include: “Die Hamletmaschine” (Heiner Muller, Thessaloniki—National Theatre of Northern Greece), “Camera degli sposi” (Yiorgos Veltsos), “Romanticism: Electra” (Sophocles, Epidaurus), “Hamlet—the snake bite” (Shakespeare),

“Agamemnon: a ghost sonata” (Aeschylus, ATHENS/ Caracas/ Seoul/ Tbilisi/ Zurich), “Stalin: a conversation about Greek theatre” (with Akyllas Karazisis, ATHENS—National Theatre / Cologne), among others.

He has been invited to teach, conduct workshops and to participate in symposia with presentations and talks in around the world. Since 2006, he has been teaching in the School of Fine Arts at the Aristotle University of Thessaloniki.

Omar Abi Azar

Theatre Director and founder Zoukak Theater Company – Lebanon



Omar Abi Azar is a theatre director and founding member of Zoukak Theatre Company. He was the dramaturge and director of several of Zoukak's performances that toured around the world. Since 2013 he co-curates "Zoukak Sidewalks" an international performance festival, and "Focus Liban" a platform showcasing and supporting the work of artists residing in Lebanon.

He was commissioned by international festivals, theatres and universities to create original work: NYUAD's Performing Arts Center, Cynthia Woods Mitchell Center, University of Houston, Texas, Theaterfestival Schwindelfrei Mannheim, Williams College, Massachusetts, among others. He was artist in residence with Zoukak at the Lift Festival, London, Sundance Theatre Lab, Utah among others.

Since 2008, Omar leads psychosocial interventions with Zoukak, targeting various communities in different regions of Lebanon and abroad (in Serbia and in Calais' Migrants' Camp, France); giving drama-therapy workshops and creating collective performances.

Ouafa Belgacem

Founder and CEO Culture Funding Watch – Tunisia



Ouafa Belgacem is an expert in Resources Mobilization and sustainability, and a researcher in topics related to arts and culture funding, cultural policies and art financial engineering. She is the founder and CEO of Culture Funding Watch, the leading Cultural and Creative Industries financing intelligence platform in the MENA and Africa regions. She is also the initiator of the www.cciboost.com the cultural and creative enterprises global index.

She holds four Masters degrees in History, Archaeology, MBA and Heritage Management. She has work experience in the Middle East, Africa and Asia. Prior to founding Culture Funding Watch, she worked with Oxfam GB as Regional Funding Coordinator in Myanmar and West Africa. Previously she worked with SNV in Laos as Senior Business Development Advisor and as Assistant to the Head of Finance and Contract Section for the European Commission Delegation in Cairo. Ouafa was also assigned as head of fundraising unit within the Supreme Council of Antiquities of Egypt.

She is the writer of several global reports: UNESCO special report on creative economy 2013, Compendium of cultural policies in the Arab region 2010, CS report on 2005 convention 2019, Cultural policy in the MENA region (UNESCO) 2019. She is a board member of the CS interim steering committee for the UNESCO 2005 convention and Vice President of Tunisians startup association.

Serhan Ada

Professor Cultural policies and management, Cultural diversity, Art practice and criticism Istanbul Bilgi University – Turkey



Assoc. Prof. **Dr. Serhan Ada** is the Head of Art and Cultural Management Department, and Director of Cultural Policy and Management Research Center at İstanbul Bilgi University.

He is also the Head of UNESCO Chair in Cultural Policy and Cultural Diplomacy of the same university. Ada has been a visiting professor in various universities in Paris, Barcelona, Lyon, Beirut, Turin Hildesheim, Venice, Warwick and New Jersey.

Ada is the chief editor of *Cultural Policy Yearbook* and the editor and writer of the book entitled *Turkish Cultural Policy: A Civil Perspective* (2011) focusing on the civil society's perspective on cultural policy in Turkey as an alternative to the National Report. He works as an expert of the Culture Committee of UCLG. He also writes poetry and essays.

Cultural programme and performances

Motorway65 | Wednesday, 24 February 20:30

“In a greek industrial town, social, racial and gender divisions give rise to hostility and distrust, reflected in the booming local amateur sports scene and two siblings’ antagonistic relationship.”

Two siblings, Sima and Isaac, live and work in a Greek industrial town neighbourhood mostly inhabited by Black-Sea Greek immigrants, which stands opposite an area inhabited by immigrants of varied backgrounds. The two communities never cross over to the other side - only Sima who prefers to hang out with people from the opposite side of the bridge, including her best friend, Ksenia. The only thing they have in common is the bridge Motorway 65 that runs between them. Social, racial and gender divisions give rise to hostility and distrust, reflected in the booming local sports scene and the siblings’ antagonistic relationship.

Evi Kalogiropoulou’s short film was accepted in the Official Selection for Competition of Cannes 73rd edition.



I_LEFT ASIA MINOR | Thursday, 25 February 20:00

The descendants of Asia Minor refugees from upper Eleusis participate in a site-specific performance within the unique neighbourhood of Synikismos. It is the tiny refugee houses and the dead-end alleys that bear witness to the memories of the destructive uprooting, while the reminiscence of personal experiences composes the nexus of the performance.

By intertwining fiction and a documentary approach, the personal testament of the individual becomes collective history for the community. Participants and audience relive the experiences of the locals listening to a radio, a television, discovering long forgotten images and entering old yards filled with memories. A live transmission silently maintains their everlasting legacy entrusted to future generations. Behind the flaking walls, the abandoned terraces and the new-builds, a hidden facet of the story is revealed and articulated for the first time.

Presented as a site-specific performance of **Yolanda Markopoulou** at Synikismos Festival 2019.



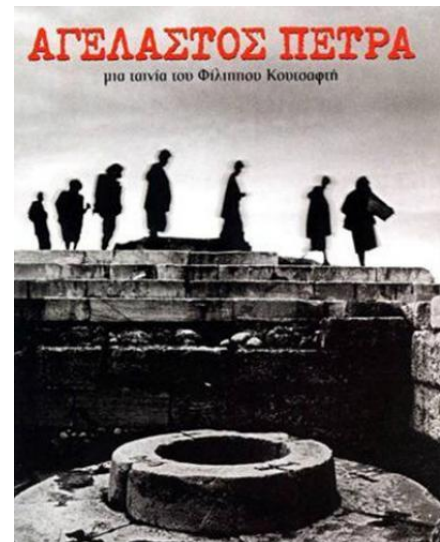
Mourning Rock | Friday, 26 February 20:00

Elefsina is a small industrial town 20 km west of Athens. Since prehistoric times the favorite myth of the ancients, the myth of the goddess Demeter, goddess of Agriculture and the euphoria of the land and of her daughter, Persephone, has been associated with this city. The Eleusinian mysteries that have been practiced for two millennia were associated with the cycle of life itself and gave the mystics hope and bliss to face death.

It is here, where according to the legend the gifts of the goddess - the cereals - were first cultivated, that developed the biggest industries of Greece, with catastrophic consequences for the region and the sanctuary.

We have been filming about this city for ten years, on the part of the pilgrim, we have watched the daily humble and majestic, discovering bounties from its ancient face embedded in contemporary life. Elefsina is west, a sacred place and a border where one can see the world around him as well as himself.

A documentary by Filippos Koutsaftis.



Shipwrecked | Friday, 26 February 20:00

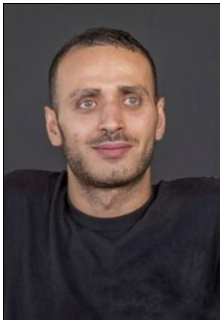

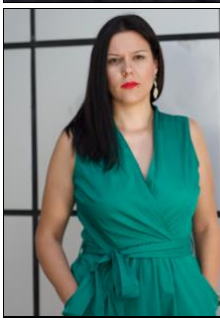


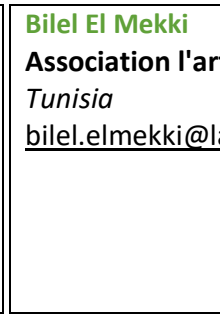




The ancient Greek coastal town of Elefsina was chosen to be the cultural capital of Europe in 2023.




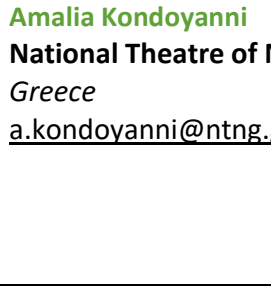


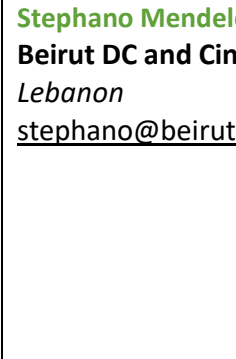



Home to a major part of Greece's industrial activity, the city's profile consists of a hybrid of the typical greek natural beauty with the rich mythological background, infused by the cinematic images of abandoned ships and smoky chimneys across its costal line.

Using film and photography, filmmaker **Marianna Economou** and photographer **Myrto Papadopoulos** investigate this dystopian city, through the stories of its residents, historical monuments, culture and even its sea bottom.



Participants

	<p>Anas Abu Nahleh Studio 8 <i>Jordan</i> anas.n.studio8jo@gmail.com</p>		<p>Amjad Al-Mestarihy MedeArts (The City Artists Network) <i>Jordan</i> amjadmst@gmail.com</p>
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	<p>Denizhan Çay Istanbul Fringe Festival <i>Turkey</i> denizhan@fringeistanbul.com</p>		<p>Bilel El Mekki Association l'art rue (dream city festival) <i>Tunisia</i> bilel.elmekki@lartrue.org</p>
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	<p>Stephano Mendelex Beirut DC and Cinema Al Fouad <i>Lebanon</i> stephano@beirutdc.org</p>		<p>Rouissi Naoures Freelancer <i>Tunisia</i> naouresrouissi.icc@gmail.com</p>
	<p>Nikolay Neykov ACT Association for Independent Theater/ACT Festival for Independent Theater <i>Bulgaria</i> niki.neykov@gmail.com</p>		<p>Christina Skarpari Xarkis NGO <i>Cyprus</i> christinaskarpari2@gmail.com</p>



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The Festival Academy

Artists, Art & Culture – World – Festivals – Conversation – People - ACT

Who we are?

The Festival Academy believes festivals are bridging platforms with a direct link to people and civil society structures. We believe a critical reflection between arts and cultural managers worldwide can bring about positive change, informed awareness, ideas and proposals for actions through personal human relations and based on knowing, respecting and tolerating different value and belief systems. We are a global community of today 787 festival managers from 90+ countries.

What we do?

We offer various training formats and peer to peer exchange on festival management to emerging, dynamic and passionate festival makers worldwide coming from all art disciplines and from very diverse geographical, cultural and social backgrounds.

Vision & Mission: Global change through arts and culture

Vision

We envision a world where all people regardless race, gender, social background, sexual orientation can equally enjoy and participate in cultural life and festivals; where festivals can reflect - through incorporating human rights values - the real world experience of all of us, furthering social and economic justice and human dignity and catalysing positive change on a local, regional, national and even global level.

Mission

Enable and facilitate a global inclusive conversation and critical reflection between festival managers from different art disciplines, origins, generations and social backgrounds on the role that arts, culture and more particularly festivals, can play in a fast changing world.

- Upskilling and informing festival managers on the state of play in the world today.
- Global Community Building: Build bridges between different fields of actions, being the artistic, social, political and business world.
- Developing a knowledge center to be shared with a broad (festival) community.
- Provide innovative tools to policy makers based on the knowledge gathered from the field and guidelines on the implementation of these.
- Enable, empower and encourage a global network of festival managers, a peaceful movement of activists, who can catalyse change in their communities on a local, regional, national and even global level.
- Engage in global partnerships to set a joint agenda taking into account the different realities of different regions and continents.

Capacity Building: Exchanging and constructing know-how

The Festival Academy shares, exchanges and constructs know-how on festival management. Through empowering a new generation of emerging leaders and generating new professional opportunities for festival makers, it develops and sustains a network of festival leaders of the future wherein capacity building and internationalisation are key. The training programmes within The Festival Academy are one of EFA's core activities. The Festival Academy considers the art and the artists as the essence of festivals. The different training programmes start from this conviction but focus on topics and issues raised by the participants: artistic vision, political and social responsibility in relation to the cultural and artistic significance of a festival in its community or region, as well as engaging with migrant communities, accessibility and inclusivity, sustainability, political and social responsibility, freedom of speech and (more) equal international collaborations.

Unique training formats

All training formats create opportunities by connecting local and international professionals, foster the development of new and long-term collaborations, and encourage an exchange of know-how. All programmes are designed in close exchange with the local partner, thanks to which participants get to know the local cultural sector, the visibility of the city increases, and local artists are supported.

- Atelier for Young Festival Managers: This intense training programme offers the opportunity to up to 35 passionate festival makers of all kinds of artistic disciplines, coming from all over the world to spend 7 days together with a group of young and experienced festival leaders, cultural activists and artists to have a global conversation about today's challenges and the role art and culture can play in these. The Atelier is about: gaining new perspectives, exploring the essence of the why and how of (your) festivals in a global context, share and exchange experiences and reflect on the topics that concern you. Mentors and guest speakers share their rich experience and answer participants' questions along the way, passing on knowledge to the next generation of festival makers.
- Festival Production Management Training: This three-module programme selects up to 20 participants and focuses especially on production management in terms of realising and implementing the vision of the artistic director. The training is set up as a long-term programme which explores all phases of producing an artistic work: It consists of an introductory and concluding workshop as well as a hands-on placement at a festival worldwide.
- Festival Readings: During three days high-level speakers from the festival sector give lectures on their experience in managing festivals. The readings take place during a festival and are addressed at the professional audience attending a festival. Speakers are present during the three days and exchange with the participants.
- Digital (R)evolution: Communication and New Technologies Training is a new training format of The Festival Academy that addresses various fields of festival management (communication, marketing, social media, community building, educational outreach programmes, artistic choices...). During the 4-day programme 25 participants from across the globe will take part, inspired by and guided

through the programme by an international group of experts from the festivals field, the technological world, and civil society experts.

- **Online trainings:** As a response to COVID 19 The Festival Academy began experimenting with online Ateliers, in the first instance with the aim to strengthen its alumni community and offer new ideas and discussions during these challenging times. Following the success of 4 online Ateliers taking place between September-December 2020, The Festival Academy is delighted to continue hosting online topic-based trainings, focusing on different themes. These trainings aim not only to address the ongoing need for festivals and training during COVID 19, but also to provide participants who may not be able to attend in-person Ateliers due to geography or cost the opportunity to gain valuable experience and knowledge from the wide range of speakers, mentors, and festival leaders from around the world.
- **Tailor Made Ateliers:** The Festival Academy has a proven expertise in organising training programmes for very diverse and international groups of cultural and festival leaders of the future, which turn out to be - more than often - life-changing experiences for the participants. Parallel to these activities, with a global scope on all levels, the organisation is delighted to take on opportunities to develop tailor made programmes, focussing on participants from a specific region, and the topics and challenges they encounter, guided by festival directors, artists and cultural professionals from the region and abroad.

“In a time that sees the world moving towards separation and building walls, an active attention and commitment to connect and create communities is ever more pressing. The Festival Academy offers a platform to meet and make connections with a diversity of creative minds creating a growing young community of festival makers worldwide. The training programmes provide a space and time to think collectively and to reflect on the role of festivals in a society in transition and the ways how to deal with this.”

Inge Ceustermans, General Director The Festival Academy

Facts and figures 2006 - ongoing

- Atelier for Solidarity – first online Atelier June 2020
- Online Ateliers: 1. New Business Models (September 2020), 2. Festivals and the mitigation of Climate Change (October 2020), 3. On Curating (November 2020), 4. Festivals and Social Cohesion (December 2020)
- Online Hotspots: Beirut (September 2020); Nigeria (November 2020)
- Artists changing the world online sessions (December 2020)
- Alumni network online sessions on specific topics (bi-monthly from March 2020)
- Informal online networking sessions: Atelier reunions: Beirut (September), Johannesburg (October), concerts and informal chats.
- 16 Ateliers for Young Festival Managers since 2006 in Africa, Asia, Europe and the MENA region: Görlitz, Germany (2006); Varna, Bulgaria (2009); Singapore (2011); Izmir, Turkey (2011); Ljubljana, Slovenia (2012); Edinburgh, UK (2014); Poznan, Poland (2014); Beirut, Lebanon (2015); Gwangju, South Korea (2015); Budapest, Hungary (2016); Chiang Mai, Thailand (2016); Merano, Italy (2017); Johannesburg, South Africa (2018) Gothenburg, Sweden (2018) and Valletta, Malta (2019); Next Atelier; Kortrijk (2019)
- Tailor-made Ateliers: Atelier for Young Festival & Cultural Managers, Shanghai, China (2017); Atelier for Greek Festival Managers, ELEUSIS, Greece (2019) and a network for Greek Festivals
- Pilot Edition Digital Revolution: Communication and New Technologies Training (2020)
- 4 editions of the Festival Production Management Training with Modules in Antwerp, Belgium (Module I in 2016, 2017, 2018 and 2019) and Module III taking place in Istanbul, Turkey (2016) and Santarcangelo, Italy (2018).
- 11 Festival Readings since 2013 in Sibiu, Romania (2013, 2014, 2015); Yerevan, Armenia (2015); Bari, Italy (2017), Sochi, Russia (2016, 2017, 2018, 2019), Mechelen (2018), Sochi (2019).
- A growing network of 787 Alumni from 90+ countries and all continents and 100+ experts from all over the world
- Distinguished international festivals and institutions hosted training programmes including, amongst others, Edinburgh International Festival, Asia-Europe Foundation, Ljubljana Festival, Beiteddine Art Festival, Sibiu Performing Arts Market, Asia Culture Center Gwangju, Malta Festival Poznan, Shanghai International Arts Festival, deSingel International Art Campus, the Market Theatre Johannesburg, International Arts Festival Next.
- A structural 3 year grant by Open Society Foundations New York (2020-2022) and a 2-year Subvention Creative Europe (European Commission) (2020-2021)
- Project grants from DROSOS Foundation and Doen Foundation. Numerous sponsors and partners supported activities and the organisation. including, amongst others: the British Council, Goethe-Institut, Institut Français, Pro Helvetia, Arts Council Korea, the Arab Fund for

Arts and Culture, Africalia, Icorn, Wijhat, EU Japan Fest, Cultural Diplomacy Platform, the high Level People-to-People Dialogue China-EU and the Flemish Community.

- Numerous local artists and cultural venues have benefited.
- 3 inspiring publications: 2 editions of the “Cahier de l’Atelier” (2008 and 2016) and “Inside/Insight Festivals” (2012), including texts by renowned festival directors on what’s at stake in the festival field, have been distributed worldwide.
- Knowledge center: media page on our website with keynotes, content reports of specific topics, after movies Ateliers etc.
- Long reads by alumni and mentors and newsletters
- Knowledge Toolkits are being developed and shared with a broad community on e.g. Sustainable Festivals, New technologies, Curating Models, Inclusive Community Building, Fair collaboration etc.

The Festival Academy Alumni Network

A worldwide network

The Festival Academy sustains and further develops the Festival Academy Alumni Network that unites the participants from the Ateliers for Young Festival Managers, the Festival Production Management Training and the Festival Readings. Today, it includes 787 young festival leaders from 90+ countries worldwide.

Activities

The Alumni are involved in the further development of The Festival Academy and its network by engaging them in Alumni Network meetings, The Festival Academy Board and EFA activities. They identify the key elements that the Alumni Network should address and give feedback on the training formats and activities The Festival Academy is developing. Being an alumni means lifelong learning opportunities by online exchanges via social networks and platforms; information updates through newsletters; access to materials, speeches, presentations and knowledge shared during and beyond the respective programmes.

Legacy and impact

The Alumni Network is continuously growing with each training programme and allows young festival managers to connect to participants and presenters from other activities and supports them in their personal and professional development. The Network aims to facilitate extended cooperation, networking and career opportunities. Examples of these collaborations can be found on The Festival Academy website.

Pool of Experts

Mentors involved in the training formats of The Festival Academy are festival experts, cultural activists and artists coming from all over the world. Guest speakers come from the art field as well as from other fields of action such as philanthropy, social movements, politics, business etc. During their participation mentors and guest speakers not only act as lecturers as they engage in one-on-one discussions with the participants and mentors are present for the whole period of the training. They all allow participants an honest and open insight into their careers including both success stories and failures, share their motivation and explain their (artistic) choices.

Host & co-organisers

The Atelier for Arts and Production Managers Elefsina-Beirut is supported by its organising partners [Drosos Foundation](#), [2023 ELEVSIS](#), [Zoukak Theatre Company](#) and [ArtLink](#).

drosos (...)

Drosos Foundation is committed to enabling disadvantaged children, young people and young adults to take control of their lives and make a positive contribution within their community.

The Foundation promotes skills and creates living conditions which enable these people to fulfil their responsibilities. Drosos Foundation is convinced that life and technical skills are key elements in personal development. These skills help children, young people and young adults to be independent in the way they manage and take responsibility for their own lives.



2023 ELEVSIS European Capital of Culture *Fostering and development of the tangible and intangible Economy of the city through culture and research.*

Elefsis is the fourth European Capital of Culture hosted in Greece. Drawing inspiration from the rich history of the city, 2023 ELEVSIS forms a comprehensive artistic, research and educational program, under the title “MYSTERIES of TRANSITION”, moving in four strategic areas: Culture, People, City and Environment. Accordingly there are three distinct and interconnected central themes of the programme: People / Society, Environment and Labor, reflecting the unique features of the city and the contemporary challenges both Elefsis and Europe are facing.



Zoukak Theatre Company was created in 2006 as a non-hierarchical structure, dedicated to theatre practice as a social and political involvement, with a belief in theatre as a space for common reflection and in collectivity as a position against marginalising systems.

They position themselves outside the dominating discourses in their context through direct action within communities: making psycho-social theatre interventions through a special approach to drama therapy, taking place in emergency situations and beyond, working with incarcerated youths, children with multiple disabilities, women subjected to domestic violence, migrant domestic workers and other marginalised fractions of our society, while continuing to work with people affected directly and indirectly by war.



The purpose of the **ArtLink Young Talents' Festival** is to bring together and link national and international musicians of the younger generation so as to support and promote their work.

The purpose of this “linking” and interaction of artists is both the presentation of the human potential and promotion of the most valuable and authentic art content within the Balkan region and for the Serbian society, thus helping to revive the musical and cultural drive of a modern Serbia – but also outside of it – reaching out international audiences.

Moreover, through cooperation with institutions and organisations of the public and the private sectors from the European Union area, it also seeks to establish regional and international fora through which art cooperation can transcend national borders, enriching the various audiences and helping further the reform, transition as well as the European integration processes.

Structural Partners



The Festival Academy's initiator, European Festivals Association



The Festival Academy is an initiative of the European Festivals Association (EFA) which unites distinguished music, dance, theatre and multidisciplinary arts festivals from Europe and beyond since 1952. It connects about 100 festivals and festival associations in 40 countries. EFA's activities are implemented with the support of the [Creative Europe Programme of the European Union](#).

The Festival Academy's main funding partners



Co-funded by the
Creative Europe Programme
of the European Union

The project entitled 'Act for Global Change: A Global Conversation from the Arts to the World' (ACT) has the ambitious goal to build bridges between different fields of actions, being the artistic, social, political and business world. ACT is implemented with the support of the [Creative Europe Programme of the European Union](#).

OPEN SOCIETY FOUNDATIONS

Thanks to the support of the Open Society Foundations, The Festival Academy will be able to further extend its activities geographically as well as its global community of festival makers. More people worldwide will have the chance to participate in its programmes and will become part of its growing community.

<https://www.opensocietyfoundations.org/>