



**THE
FESTIVAL
ACADEMY**

Atelier Programme

Atelier Kampala

21 – 27 March 2022

EXPERTS

Coordinator

- **Tom Creed** – Theatre and opera director, festival director and independent producer – Ireland

Facilitators

- **Edima Otuokon** – Co-Founder Ladima Foundation - Nigeria
- **Mike Van Graan** – Playwright and Project Manager at Sustaining Theatre and Dance Foundation (STAND) – South Africa

Mentors and working group facilitators

- **Edima Otuokon** – Co-Founder Ladima Foundation - Nigeria
- **Faisal Kiwewa** – Founder Bayimba Festival and Foundation – Uganda
- **Jonathan Holloway** – International speaker, writer, coach and consultant, Artistic Associate of the Charleston Gaillard Center, Former Artistic Director Melbourne and Perth International Arts Festivals, Former Creator and Creative Director Elemental France, Former Director of the Watch This Space Festival – Global
- **Luiz Coradazzi** – Arts manager and cultural strategist, global programming & content manager at Shared Studios, Former Artistic Director Advisor at Teatro Municipal de São Paulo – Brazil
- **Sharon Cooper** – Sponsorship and Business Development Head for Active Imagination, Representative AFROPUNK LTD, CTEMF and the Soweto Wine & Lifestyle Festival – South Africa

Speakers in loco

- **Elizabeth Mbabazi** – Program Officer Kuonyesha Arts Fund – Uganda
- **Kenneth Kimuli** – Co-Founder Tebere Arts, Kampala International Theatre Festival – Uganda
- **Sarah Nsigaye** – Director Celebrating Womanhood Festival – Uganda
- **Teesa Bahana** – General Director 32^o East – Uganda

Speakers from the African continent (engaging ONLINE)

- **Brahim El Mazned** – Founding Director Visa For Music, Artistic Director Timitar Festival of World Music – Morocco
- **Jessica Hagan** – Program Lead Arts & Culture, Africa No Filter – Ghana
- **N’Goné Fall** – General Commissioner of the Africa2020 Season - Senegal
- **Dr. Vicensia Shule** – Senior Culture Officer African Union – Tanzania
- **Yusuf Mahmoud** - CEO Busara Promotions, Director Sauti za Busara festival, Chairperson Music in Africa Foundation – Tanzania

Speakers from other continents (engaging ONLINE)

- **Alvin Sparks** – Director Equality Team, Open Society Foundations – United States of America
- **Eckhard Thiemann** – Former Artistic Director Shubbak – United Kingdom
- **Dr Kate Craddock** – Founder and Festival Director of GIFT: Gateshead International Festival of Theatre – United Kingdom
- **Rashmi Dhanwani** – Founder The Art X Company – India

Alumni Leader of The Festival Academy

- **Rosette Nteyafas** – Creative Producer, Line Producer of Kampala International Theater Festival and Tebere Arts Foundation – Uganda

University Research observers

- **Brett Pyper** – Associate Professor and Former Head of the Wits School of Arts at the University of the Witwatersrand, Johannesburg, former CEO of the Klein Karoo National Arts Festival (Absa KKNK) – South Africa

Artists

- **Emma Dragu**
- **Ndere Cultural Troupe**
- **The Winders Band**
- Others to be confirmed

PROGRAMME

This programme (dated 18/03/2022) can change prior to and during the Atelier as it considers the needs of the participants.

DAY ONE: Monday, 21 March

09:00 – 12:00	Arrivals at hotel
12:00 – 13:00	Registration / Meet and greet at hotel lobby
13:00 – 14:30	Lunch
14:30 – 17:00	Introductory session Each attendee introduces her/himself, and mentions one negative and one positive experience, item or learning from the COVID-19 pandemic and related lockdowns.
17:00 – 17:30	Tea Break
17:30 – 18:00	Departure to Kampala National Theatre (15 minutes' walk)
18:00 – 18:30	Opening Reception Welcome from Atelier, Co-organisers, Partners Guests' arrivals
18:30 – 19:30	Plenary and Opening Keynote Towards the New Abnormal: The arts and festival-making in a COVID/Post-COVID world Speakers: Edima Otuokon, Sharon Cooper, Jonathan Holloway, Tom Creed
19:30 – 21:00	Cocktail / Dinner Guests Speeches
21:00	Performance by The Winders Band - featuring Emma Dragu

DAY TWO: Tuesday, 22 March

08:20 – 09:00	Departure to Alliance Française (40 minutes' walk)
09:00 – 10:30	Plenary: Context Matters Towards an overview of the African context as a premise for artmaking Speaker: Mike van Graan
10:30 – 11:00	Tea Break
11:00 – 13:00	Plenary panel: Existential Matters Do the arts and arts festivals REALLY matter? Speakers: Luiz Coradazzi, Elizabeth Mbabazi, N'Goné Fall, Dr. Vicencia Shule, Eckhard Thiemann
13:00 – 14:00	Lunch
14:00 – 16:00	Working Groups: Making contextual arguments for the arts and for arts festivals in a COVID/Post-COVID world
16:00 – 16:30	Tea Break
16:30 – 17:30	Introductions to Festivals Each attendee has five minutes to present her/his festival/organisation
17:30 – 18:30	Break – Sign up with mentors and roundtables
18:30 – 20:00	Dinner
20:00	Free evening

DAY THREE: Wednesday, 23 March

- 08:50 – 09:30** Departure to Alliance Française (40 minutes' walk)
- 09:30 – 10:30** Consolidated presentation: Making Contextual Arguments for the Arts in a COVID/Post-COVID world
- 10:30 – 11:00** **Tea break**
- 11:00 – 13:00** Plenary panel discussion
Physical, online and hybrid festivals: The Good, the Bad and the Never Again!
What are the positives to have emerged from festivals going 'online'? How has the online experience shaped the arts and festival-making? What do audiences think of online or hybrid festivals?
Speakers: Kenneth Kimuli, Kate Craddock, Brahim El Mazned, Jonathan Holloway
Participants' responses to the panel
- 13:00 – 14:00** **Lunch**
- 14:00 – 17:00** Roundtables
Each roundtable runs for 90 minutes. Participants may choose two of the four topics, with each roundtable repeated.
1. Curating physical, online and hybrid festivals: What is curation (as opposed to programming)? What are different models for curating festivals? How do artistic directors/committees interface with the CEO/business committees of festivals?
 2. Festivals and festival-making in a global context: towards fairer international cultural collaboration. What is cultural diplomacy and whose interests does it serve? What are some of the key challenges in international cultural cooperation? How may festivals address these?
 3. Measuring the impact of festivals: Why? For Whom? Which metrics to use? How to do it?
 4. Managing risk in festivals: What are potential risks associated with festivals in different contexts? What are tools to identify external and internal risks? How to mitigate these risks?
- 17:00 – 17:15** **Tea Break**
- 17:15 – 18:30** Introduction to festivals
Attendees introduce their festivals/organisations/areas of work to each other.
- 18:30 – 20:00** **Dinner**
- 20:00** **Cultural Programme**

DAY FOUR: Thursday, 24 March

- 08:20 – 09:00** Departure to British Council (35 minutes' walk)
- 09:00 – 13:00** Plenary and presentations with the full morning devoted to the theme: The Sustainability of Festivals in a time of COVID/Post-COVID, and as physical, online and hybrid festivals
Discussion: The ethics of funding
Presentation: What is sustainability?
Panel discussion: Business models: sharing of ideas to build sustainable festivals
Questions to be addressed: What do sponsors want? How to deliver value to sponsors through online activities? How much influence to give sponsors in shaping the programme and/or mission of the festival? How to monetise online festivals and artwork?
Regional discussion: sharing information and ideas
Speakers: Sharon Cooper, Rashmi Dhanwani, Faisal Kiwewa, Brett Pyper, Sarah Nsigaye
Participants' responses to the panel
- 13:00 – 14:00** **Lunch**
- 14:00 – 15:30** Plenary: Festivals and contemporary discourses: how do they respond/embrace/react against contemporary themes? How can they contribute to shifting old narratives and behavioral patterns? Decolonisation of the arts and festivals. Black lives matter. #MeToo.
What do these themes mean for festivals, if anything? Does context matter?

Can festivals facilitate social change? Should they be obliged to? Where are festivals located in contexts of inequality (globally and locally)? How can festivals more effectively serve artists? And the arts? And society more broadly? How do these aims interface/conflict with each other?

Speakers: Luiz Coradazzi, Jessica Hagan, Yusuf Mahmoud, Alvin Starks

Participants' responses to the panel

15:30 – 17:00 One-on-one sessions with mentors/speakers

17:00 – 19:00 Introductions to festivals (final session)

19:00 – 20:30 **Dinner**

20:30 Cultural programme

DAY FIVE: Friday, 25 March

08:50 – 09:00 Gathering at hotel lobby

09:00 – 09:30 Departure to 32nd East | Ugandan Arts Trust

09:30 – 10:30 Visit to 32nd East | Ugandan Arts Trust with Teesa Bahana

10:30 – 11:00 Departure to Alliance Française

11:00 – 13:00 Roundtables: Introducing - and extending - the Atelier's Toolkits
Participants select one roundtable:

1. Using Technology in Festivals
2. Audience Development and Retention -
3. Climate change and Festivals
4. Caring for Artists

13:00 – 14:00 **Lunch**

14:00 – 17:00 Open Space sessions

Participants and mentors list themes they would like to raise/discuss. Participants vote on these themes and the most popular/urgent themes are allocated slots for discussion.

17:00 – 18:30 One-on-one sessions with mentors/speakers

18:30 – 20:00 **Dinner**

20:00 Atelier Concert

Participants and mentees perform/present creative work

DAY SIX: Saturday, 26 March

06:45 – 07:00 Gathering at hotel lobby

07:00 – 09:30 Departure to Lunkulu island – location of Bayimba Festival

09:30 – 10:30 Arrival and welcome at Lunkulu island
Presentation on the Future of the space with Faisal Kiwewa

10:30 – 12:30 Plenary: Festivals and the environmental crisis: informal session
Speakers: Faisal Kiwewa, Anaiz Dessartre Mendonça
Experts and Participants share about their experience on the topic

12:30 – 13:30 **Lunch**

13:30 – 15:00 Plenary: Needs and Offerings

Each participant shares what they most need at this time (as practical as possible). Each participant also shares what they can offer, either to the group or for the group to be aware of, to pass on to others.

15:00 – 16:00 Free time for visits

- 16:00 – 16:30** **Tea Break**
- 16:30 – 17:00** Gathering for return
- 17:00 – 19:30** Return
- 19:30 – 21:00** **Dinner**
- 21:00** Free evening

DAY SEVEN: Sunday, 27 June

- 09:30 – 10:00** Departure to Ndere Cultural Center
- 10:00 – 12:00** Towards a manifesto for festivals in our contemporary times
Participants work in groups to prepare a manifesto on what the group believes a festival should be in the world today
- 12:00 – 13:00** **Lunch**
- 13:00 – 14:00** Groups share their manifestos
- 14:00 – 16:00** Group evaluation and feedback
Includes online completion of evaluation forms
- 16:00 – 21:00** Closing performance: Ndere Cultural Troupe
Closing dinner/event and party
- 21:00 – 21:30** Return to hotel

ORGANISER



The Festival Academy believes festivals are bridging platforms with a direct link to people and civil society structures. We believe a critical reflection between artists, arts and cultural managers worldwide and cross-sectoral stakeholders 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 1100 festival managers from 95+ countries today.

ORGANISING PARTNERS



[Bayimba](#) is a multiple-branched organization that focuses on uplifting arts and culture in Uganda through cultural exchange and creativity. Hosting high quality arts festivals, offer training and workshops for aspiring artists, and facilitate creative development Bayimba is unique in its multidisciplinary approach combined with its engaging efforts to “explore and experience”. Bayimba takes credit for having established the Bayimba Festivals as important benchmarks for the consumption of Uganda’s finest arts. Every season, Bayimba travel along a number of towns in Uganda that host the one-day Bayimba Regional Festivals and climax the season with the internationally acclaimed Bayimba International Festival of the Arts.

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](#).

With the support of Open Society Foundations



Thanks to the support of the [Open Society Foundations](#), The Festival Academy is 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.

SUPPORTING PARTNERS

The following partners support participants in the Atelier Kampala 2022:



Africa No Filter supports the development of nuanced and contemporary stories that shift stereotypical and harmful narratives within and about Africa.

Through research, grant-making and advocacy Africa No Filter aims to build the field of narrative change-makers by supporting storytellers, investing in media platforms and driving disruption campaigns.



The DOEN Foundation believes that it is possible to achieve a green, socially inclusive and creative society. We are seeing many people using entrepreneurship to actively work towards innovative solutions for a better world. They are at the forefront; they dare to take risks and they bring about change. They break through old structures and create new perspectives on existing problems. These pioneers are also a source of inspiration for others. DOEN's role is to support these pioneers in the very first phase in order to give initiatives a flying start, and thereby stimulate innovation. Where possible, DOEN subsequently transfers the initiatives to other parties to increase their impact.



**AFAC ARAB FUND FOR
ARTS AND CULTURE**

الصندوق العربي
للثقافة والفنون

Per training programme two Festival Managers working in selected countries of the Arab Region can receive support in the framework of the partnership between the Arab Fund for Arts & Culture (AFAC) and The Festival Academy to give more festival managers from the Arab region the chance to participate in the Ateliers for Young Festival Managers.

**FONDS
PODIUM
KUNSTEN**
PERFORMING
ARTS FUND **NL**

The Performing Arts Fund NL is the national culture fund for music, music theatre, dance and theatre in the Netherlands and the Caribbean part of the Kingdom of the Netherlands. On behalf of the Dutch government the Fund provides support to all forms of the professional performing arts.