EUROPEAN FESTIVALS ASSOCIATION

ADIRALS OF THE ARTS,
CONNECT YOUR SHIP
TO THE EUROPEAN FESTIVALS ASSOCIATION.
TAKE A BERTH IN EFA’S LIVELY HARBOUR
TOGETHER WITH SO MANY OTHER
AMBITIONs FESTIVALS.
TO INFLUENCE EUROPE’S DIRECTION,
EFA NEEDS A LARGE AND IMPRESSIVE FLEET.
LIFT EFA’S FLAG AND SAIL OUR WAY.
EFFE – Europe for Festivals, Festivals for Europe
The Festival Academy, an initiative of the European Festivals Association
Global Festival Network
585 festival leaders 80 countries
The Festival Academy

- Ambitions to facilitate an equal/inclusive global conversation

- Gathers people from far corners in out of the box encounters

- Reflects critically on the role of festivals today
informed, skilled leaders and activists with global perspectives acting in solidarity to effect change locally, nationally, regionally and internationally and globally

contribute to make international artistic collaborations more equal, meaningful and enriching

distribute knowledge gathered through a broad festival/ arts community

contribute to the discussion between policy-makers and funders based on knowledge gathered from the field of festivals/ art practice
Atelier for Young Festival Managers
Johannesburg, 23-29 March 2018
1st Atelier in Africa & the Global South
25 Participants, 13 different countries

- A shift of perspective GS/GN – a global conversation
- Key issues formulated by the participants.
- Protocols for fairer international collaborations between Global South and Global North
- Toolkit on sustainable festivals
Mike van Graan, *Beyond Curiosity and Desire: Towards fairer international collaboration in the arts*, IETM 2018

Available here:
Collaborations take place within and are influenced by two key fault-lines: structural inequalities and cultural differences.

Few countries have global or regional political power, economic muscle, military strength and cultural reach via the media and audio visual industries; most countries – and their citizens – have relatively little of these types of power, which influence the way reality is perceived in different parts of the world.

Particularly in contexts characterised by inequality between partners, collaborations are impacted upon in terms of skills, resources, infrastructure, opportunities, working conditions, networks, experience, artist’s fees and benefits, inequality in mobility etc.
Toolkit aims

- aims to promote fairer, better-informed and more sustainable artistic collaborations across cultural, national, class, gender and other boundaries.
- Based on knowledge of the context and political, economical, social aspects one operates in
- Case-studies
Sustainable Arts Festival Toolkit

- A guide to planning and running a sustainable arts festival -

[ Compiled by Atelier for Young Festival Managers - Johannesburg 2018 participants ; Presented by Thuthukani Ndlovu ]
You can navigate through the 5 different steps of the festival interactive cycle by clicking on the respective step you would like to visit. Once you arrive at the page that introduces the step, you can continue to navigate the toolkit with the arrows next to each heading.
A Sustainable Arts Festival: Building the capacity for a festival to continue functioning well over a long period of time.

Questions you need to answer:
• What is driving you?
• What is your intention?
• Who are your audience?
• Is it relevant to: Environment, etc.?
• Do you know your competition?
• What are your goals and objectives?

[Read about “Culture as the 4th Pillar of Sustainable Development here]
2. INVESTIGATE & PLAN

Identify External and Internal Factors: PESTEL Analysis
Includes Political; Economical; Social; Technological Environmental; Legal Factors.

PESTEL is a framework used to analyse and monitor the macro-environmental (external environment) factors that have an impact on an organisation. The results are then used to identify internal factors: Strengths, Weaknesses, Opportunities and Threats (Which form part of the SWOT Analysis).

[ The following PESTEL lists are of generic factors based on Global North and South conditions. You can add on to the existing lists, but first it’s important to answer the following questions... ]
Questions you need to answer:

• Who are your stakeholders?
• Is there interest from the stakeholders?
• Where and how will it happen?
• What are the opportunities / resources?
• How to curate?
• Who is in your team?
• Who are your current /potential sponsors and partners?
• What organisation structure will you use?
• Is there a risk management plan?
• What size festival can you manage?
• How will you manage the art/ artists? ie. Do they relate to the festival’s vision?

[ Wikihow and Funding Centre are some platforms that have information on obtaining sponsorship ]
[ The following PESTEL lists are of generic factors based on Global North and South conditions ]
### Social Factors

<table>
<thead>
<tr>
<th>Demographics, Diversity &amp; Trends:</th>
<th>Corruption; BREXIT; Cultural Diplomacy / Boycotts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime Rate/ Illegal activity &amp; Local Conflict:</td>
<td>Censorship &amp; Funding regulations; Red tape; Mobility (Visas)</td>
</tr>
<tr>
<td>Community Engagement / Buy in:</td>
<td>Political leaders pushing their own agenda</td>
</tr>
<tr>
<td>Location:</td>
<td>Artist alliance; Festival Identity</td>
</tr>
<tr>
<td>Ethics:</td>
<td>Funding, Support &amp; Partnerships</td>
</tr>
</tbody>
</table>

### Technological Factors

<table>
<thead>
<tr>
<th>Access to Internet &amp; Digital devices:</th>
<th>Marketing, Audience Engagement &amp; E-Commerce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure:</td>
<td>Access to information / Data; Automation of buying tickets</td>
</tr>
<tr>
<td>Cost:</td>
<td>Equipment</td>
</tr>
</tbody>
</table>
Upcoming Activities

- **Atelier Valletta**, Malta, 23-29 March 2019 in partnership with Festivals Malta

- **Festival Production Management Training**: Module II, Placements at Festivals around the world, Module III Santarcangelo Festival, Santarcangelo (IT), 23-25 November 2018 and Module I, deSingel International Arts Campus, Antwerp (BE), 16-19 January 2019

- **Festival Readings** to be announced soon!
Add your arts festival and embark on EFFE’s new adventure

festivalfinder.eu
EVER GROWING NEVER ENDING

EFFE is an initiative of the European Festivals Association (EFA)
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