

## **FESTIVAL MANAGEMENT TRAINING**

### **Background**

The Festivals programme is a programme aimed at connecting UK and West African (WA) festivals for artistic exchange, skills development and networking. The programme has two main strands: Festival Management Training for skills development and Festival Mobility Fund to facilitate reciprocal artist programming of young artists in UK and WA festivals and travel, exchange and collaboration between festival managers of UK and WA festivals.

The training programme was designed as a result of a research conducted in three cities in Nigeria which identified skills gaps as a key obstacle to the growth and sustainability of both public and privately funded arts and culture festivals in Nigeria. A subsequent Memorandum of Understanding ( MoU) between British Council and the Federal Ministry of Information and Culture set out an agreement for both organisations to work together to develop festival management skills across Nigeria to enhance the capacity of the festival sector to contribute to overall cultural and creative economy growth.

The Festival Management Programme was designed to have the following objectives:

- Increase the artistic, technical and management skills of arts and culture festival management teams in Nigeria.
- Provide networking opportunities for festival managers from Nigeria and the UK to enhance the sharing of best practice and collaboration
- Strengthening of the festivals sector in Nigeria to enhance their capacity to create opportunities for engagement with the international sector, while achieving economic and social impact for their host communities.

### **Project Activities**

#### **Festival Management Training**

- **Workshop 1**
  - Date: 1 & 2 March, 2017
  - Training content: Principles of festival management, advocacy and partnerships to support fundraising, programming from the perspective of audience management, audience engagement, marketing and communications, collaboration, networking and tools for peer support
  - (Report attached as Annex 1)
- **Workshop 2**
  - Date: 8 – 10 November, 2017
  - Training content: Fundraising and Sponsorship, Business planning, Budgeting, Risk Management and Evaluation

- (Report attached as Annex 2)
- **Secondments, residencies and study visits between UK festivals and West African festivals**
  - Festival Director, Abuja Carnival, Ms Grace Isu Gekpe in Momentum 2017, the Edinburgh Festivals International Delegate Programme
  - Festival Director, SPANFest, Ms Sarah Boulos in Momentum 2017, the Edinburgh Festivals International Delegate Programme
  - Festival Director, Ake Arts and Book Festival in Momentum Literature 2017
  - Festival Director, Freetown Music Festival in Ake Arts and Book Festival 2017
- **Programming of young emerging artists in UK and West African festivals reciprocally**
  - 5 artists at Lagos Photo Festival
  - 2 UK artists at Lagos International Poetry Festival
  - 5 artists at Ake Arts and Book Festival

## ANNEX 1 – REPORT FROM 1<sup>ST</sup> WORKSHOP

### The Project

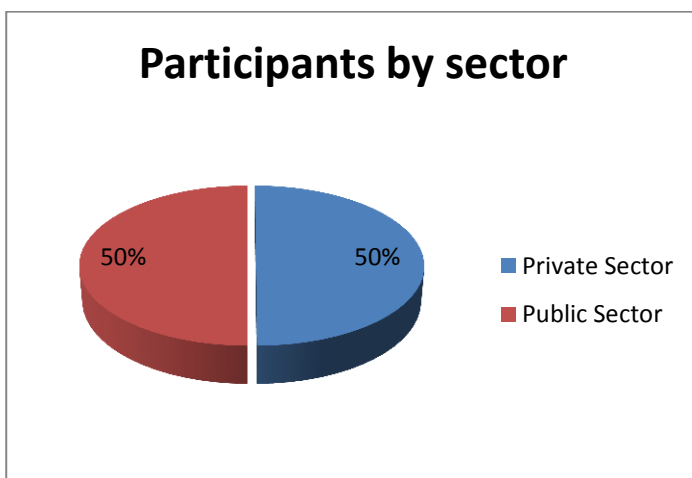
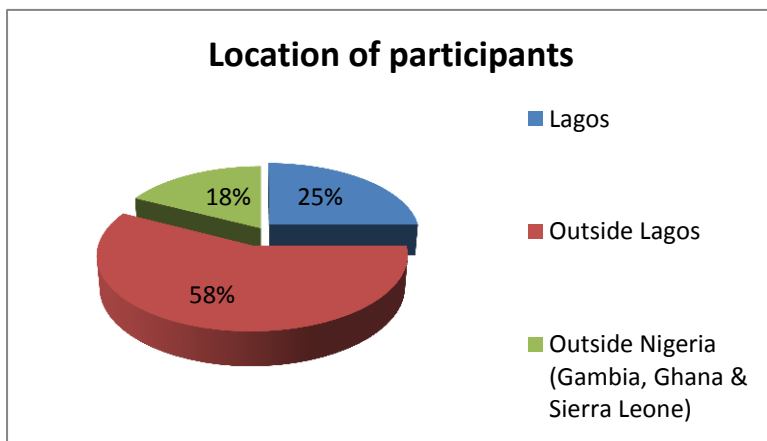
The first stage training was held on March 1 and 2, at the National Theatre in Lagos. On March 3, participants attended Lagos Theatre Festival going on in the same week.

The training was facilitated by trainers from the following institutions:

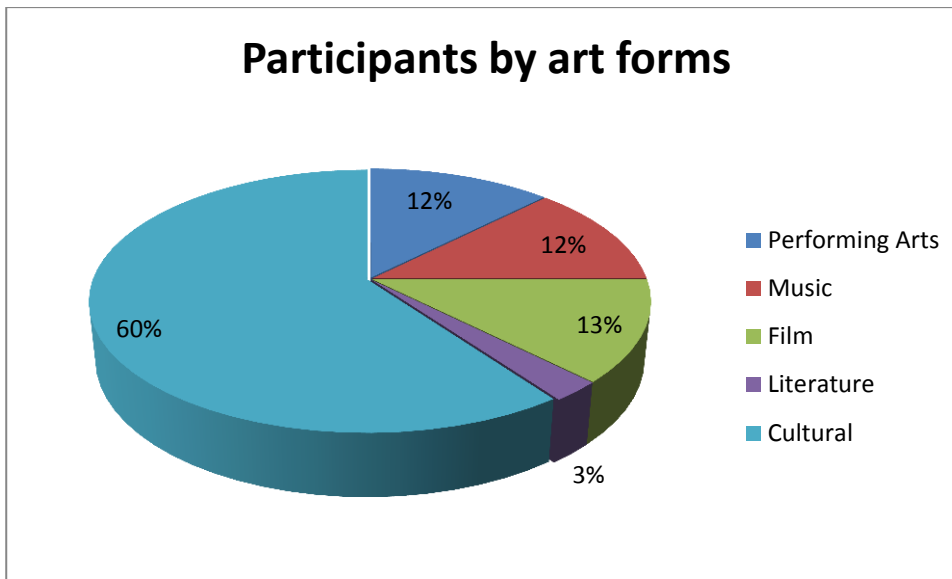
- Walk the Plank – an arts and culture event and festival management company in the UK
- London International Festival of Theatre – an established performing arts festival in London
- National Theatre Wales – a long-time partner and production advisor of Lagos Theatre Festival
- Edinburgh Napier University – a university with an established festival management programme based on the city being home to the largest performing arts festival in the world

### Workshop Participants

40 participants were selected to take part in the Festival Management workshop. The charts below show the composition of the workshop participants by location, gender, sector and art form:



We had an equal representation of public sector and private sector festivals



### Training Content

The training covered:

- the principles of festival management
- advocacy and partnerships to support fundraising
- programming from the perspective of audience management
- audience engagement,
- marketing and communications,
- collaboration, networking and tools for peer support etc.

### Funding Model

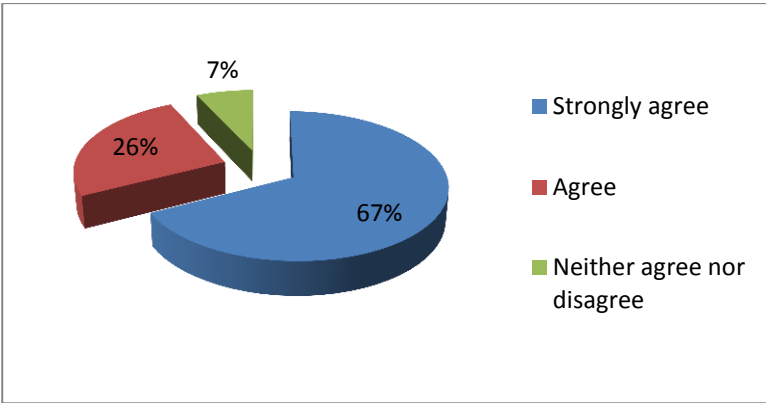
British Council covered the costs of

- Accommodation for all participants outside Lagos (public and private)
- Travel for private sector participants from outside Lagos

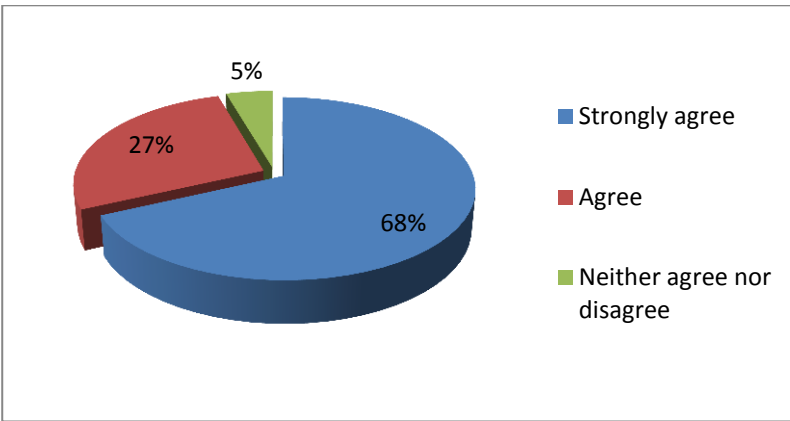
### Feedback from Participants

Surveys were issued at the end of the workshop and feedback is as summarised below:

**Q1. As a result of participating in this workshop, I have learned more about international best practices in the festival sector**

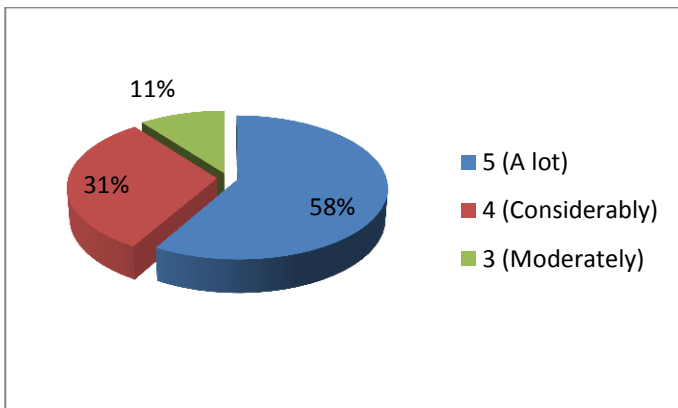


**Q2. As a result of participating in this workshop, my professional network has now been expanded**

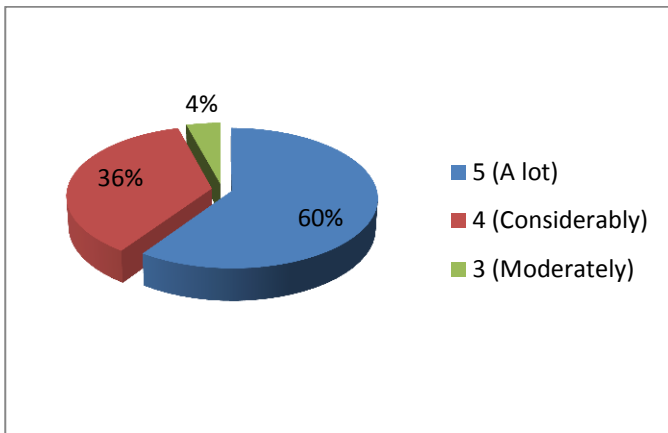


**Q3. As a result of participating in the workshop, to what extent has your knowledge increased in relation to the following sub-topics of the event in a scale of 1 (Not at all) - 5 (A lot):**

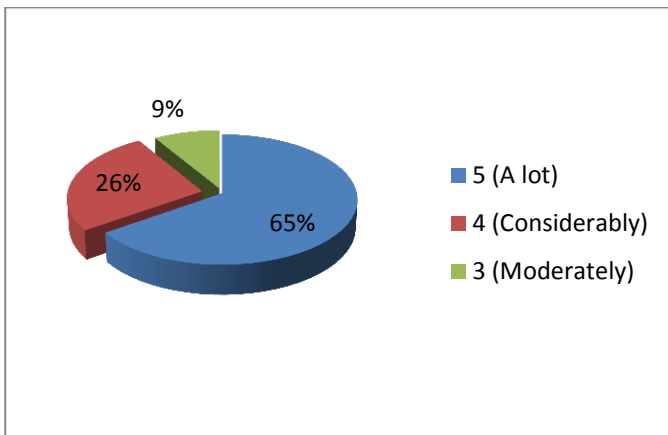
a. Partnership Development



b. Audience Development



c. Sponsorship and Fundraising



**Sampling of Participants’ Comments**

Below is a sample of comments from the workshop participants:

*“The exercise afforded me the opportunity to meet and interact with festival and carnival managers from different backgrounds. I also drew from the rich fountain of knowledge of the facilitators on the area of partnership, sponsorship and audience growing” – Mr Abiodun Abe, Artistic Director, Abuja Carnival*

*The training left me better informed and more endowed, I gained better perspectives on festival management, I made better networks that will be helpful. The training made me more determined to succeed at festival management putting the knowledge acquired here to use, I will definitely step down this training in Kaduna State – Emmanuel Akut, Kaduna State Festival of Arts and Culture*

*I personally think that this training has made a huge impact in my professional development. It has given the opportunity to network and share ideas with other people in the region. I will like to see this continue so that festivals within the region can grow and be able to attract international audience – Valona Taylor, King Dus Art Festival*

*I appreciate the awesome opportunity that British Council has given me to learn more about packaging festivals, particularly in the area of attracting sponsorship as well as audience engagement and feedback. It will certainly help in future festival packaging in Lagos State – Mrs Olutana, Director, Lagos State Council for Arts and Culture*

*The training has improved my professional approach in organising a film festival especially in the area of partnership, funding, sponsorship and how to increase my audience. And more importantly, making the film festival more attractive to my audience. – Mr Hope Opara, Eko International Film Festival*

*I am so pleased to say that my experience has been amazing and educative. I have met new amazing persons and learnt from their experiences. I have learnt new professional strategies and creative ways of selling my festival and making it more attractive – Amarachi Attamah, OJA Cultural Festival*

### **Post Workshop Activity**

After the workshop, British Council and the workshop facilitators held consultations and focus group discussion with training institutions and skill providers in the Nigerian arts sector to explore how to move things forward.

### **Next Steps**

The possible next steps in the programme will include:

- Further workshops with the same group of 40 participants
- One on one support for each festival to develop business plans, fundraising plans and evaluation plans
- Placements for selected festival managers in festivals in the UK to witness festival management and festivals in the UK context
- Training of local trainers to cascade the training
- Possible accreditation of the training by a UK university or training provider

## ANNEX 2 – REPORT FROM 2<sup>ND</sup> WORKSHOP

### The Project

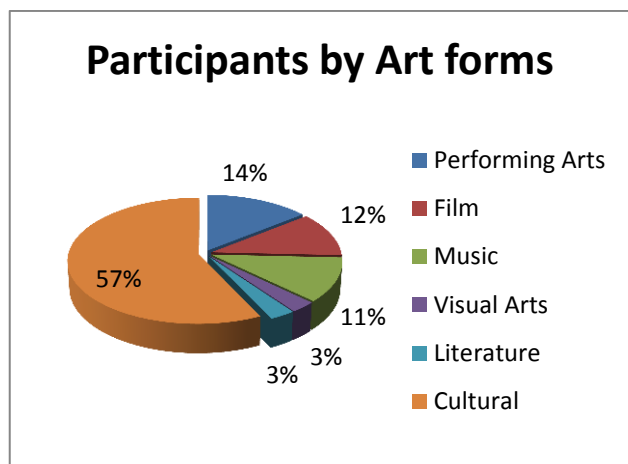
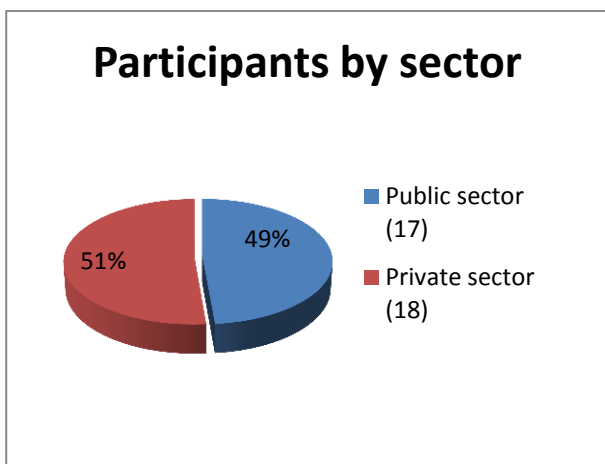
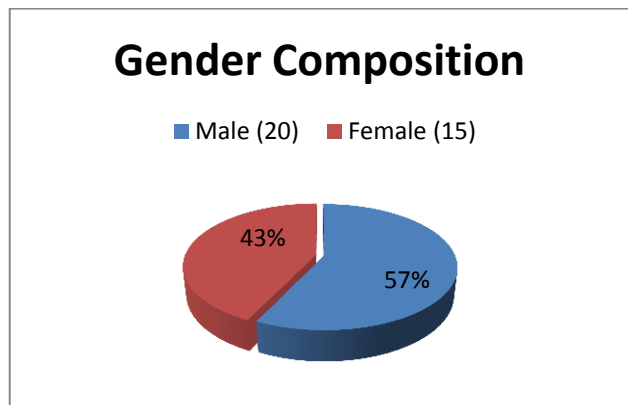
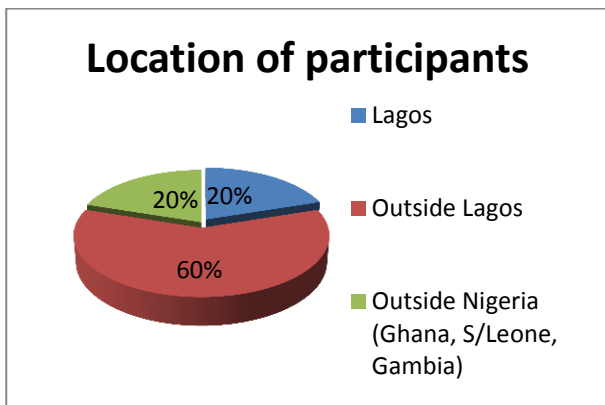
Following the first stage training was held on March 1 and 2, the second stage held from November 8 – 10 at the Great Hall, British Council, Abuja.

The training was facilitated by trainers from the following institutions:

- Walk the Plank – an arts and culture event and festival management company in the UK
- Lake of Stars Festival – an annual three-day international festival held on the shores of Lake Malawi.
- Ake Arts and Book Festival - a yearly festival of Arts and books held in the city of Abeokuta, Nigeria

### Workshop Participants

35 participants took part in the second stage of the Festival Management workshop. The charts below show the composition of the workshop participants by location, gender, sector and art form:



### Training Content

The training covered:

- Fundraising and Sponsorship
- Business planning
- Budgeting
- Risk Management and
- Evaluation

### Funding Model

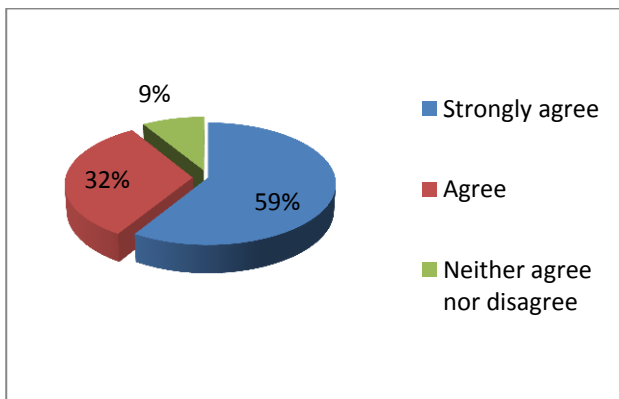
British Council covered the costs of

- British Council covered the costs of travel and accommodation for the independent festivals
- The Federal Ministry of Information and Culture covered costs for travel and accommodations of participant from the public sector festivals

### Feedback from Participants

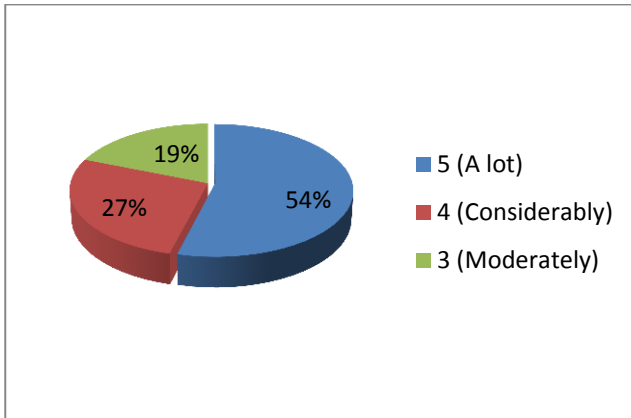
Surveys were issued at the end of the workshop and feedback is as summarised below:

**Q1. As a result of participating in this workshop, I have learned more about international best practices in the festival sector**

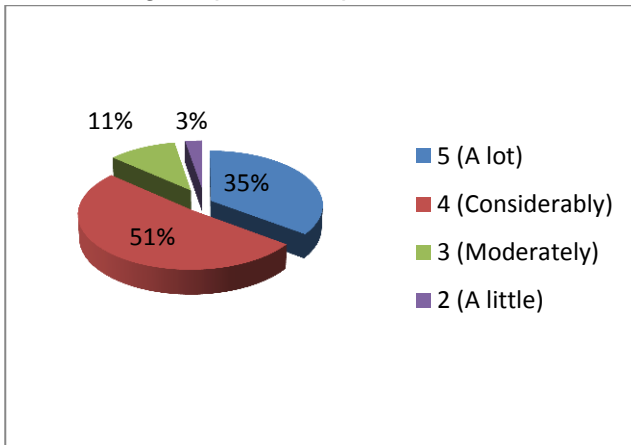


**Q2. As a result of participating in the workshop, to what extent has your knowledge increased in relation to the following sub-topics of the event in a scale of 1 (Not at all) - 5 (A lot):**

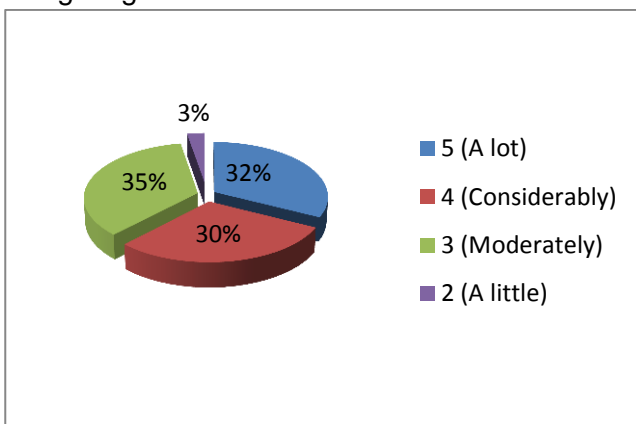
d. Developing business plans



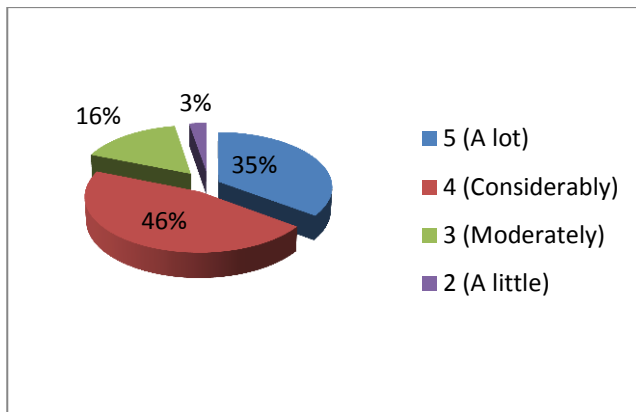
e. Fundraising & Sponsorship



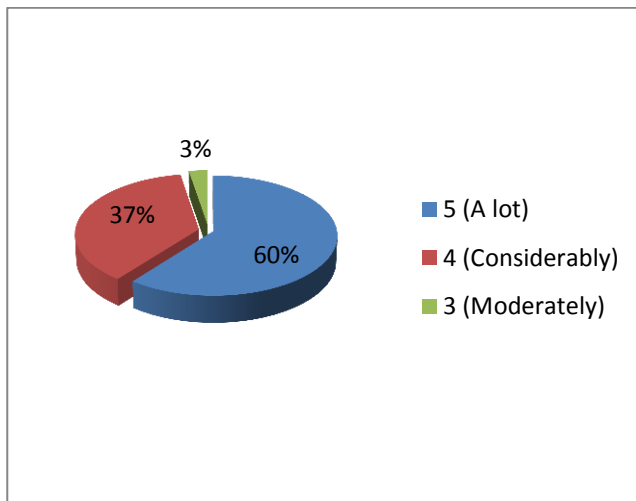
f. Budgeting



g. Managing Risk



#### h. Evaluating my festival



### Sampling of Participants' Comments

Below is a sample of comments from the workshop participants:

*"The workshop has really impacted in the area of strategies for fundrising, budgeting and audience growing. Interacting with fellow participants from other countries also opened a window to other cultures "* – **Mr Abiodun Abe, Artistic Director, Abuja Carnival**

*"Very resourceful. The topics treated were very relevant. The facilitators were great and the participants were generally engaged... Knowledge from this will prove essential as I redesign my festival for 2018"* – **Abdul Moomen Muslim, Heritage Theatre Series**

*This workshop has been very engaging, informative and impactful in terms of skills development and knowledge sharing. Knowledge gained will be deployed to improve my festival. I will also share with my team all the knowledge gained for ample benefit* – **Mrs Otulana, Director, Lagos State Council for Arts and Culture**

*The training has been very insightful, touching on critical aspects of our festivals that need to be improved, teaching new skills in Business planning, funding and evaluation* – **Mr Ikenna Ezenyirioha, Africa International Film Festival**

**ANNEX – FESTIVALS REPRESENTED**

S/N	Festival	Location	Summary on Festival
1	SPANFEST	Lagos	SPANfest (organised by the Society for the performing Arts in Nigeria) is a combination of workshops and presentations with various medium of the performing arts to achieve memorable music, dance, spoken word, visual art, theatre and comedy.
2	AFRIFF	Lagos	AFRIFF is an annual film festival that takes place in Nigeria. Its vision is to raise awareness about African Cinema, its vast potentials and the tremendous socio-economic impact it has not only on African economies but other third world and developing economies as well.
3	Unilag-AfriCaribbean Carnival	Lagos	The UNIQUE platform for the showcase of the real AFRICAN and CARIBBEAN identity.
4	Taruwa Festival of Performing Arts	Lagos	Taruwa festival aims to be the largest and most consistent performing arts festival in Nigeria, attracting visitors from all over the world, thereby making it a festival of National importance, highly valued as a catalyst for cultural and community development. It will be a meeting hub for creativity and will broker international partnerships
5	Amethyst Dance Festival	Uyo	Festival showcasing the movement of people from various Nigerian tribes
6	Abuja International Film Festival	Abuja	The Abuja film festival offers a contemporary and liberal platform for the filmmakers of the World to exhibit the excellence of the film art form. The aim is mainly to contribute to the understanding and appreciation of cultures of different nations.
7	Eggon Carnival Festival –Carn (EGGON)	Nassarawa	Eggon Carnival is an annual social-cultural event, organised by Ame Wo Ba Eggon, a Non-governmental socio-cultural group of the Eggon people in Nassarawa
8	International Festival of Contemporary Dance (IFCOD)	Port Harcourt	International Festival of Contemporary Dance (IFCOD) a platform set up to create social-cultural awareness of our environment and also serve as a medium for economic diversification through dance, music and drama.
9	Oja Cultural Festival	Enugu	The Oja Cultural Festival takes place in Enugu is an event which seek to reawaken and promote Igbo cultural heritage among the youths
10	Dance-A-Ganda Festival	Uyo	Festival showcasing the movement of people from various Nigerian tribes
11	International Roots Festival	Banjul	The Gambia's bi-annual Roots International Festival commemorates the forced enslavement and shipment of millions of Africans to the Americas and the Caribbean region
12	Asa Baako	Accra	Live Music-led experience bringing people together from across Ghana and the world to meet, relax, celebrate, have fun and experience some of the best music, culture and arts coming out of Africa

13	Heritage Theatre Series	Accra	a project to re-enact the entire history of Ghana through a series of theatre productions to be later adapted into film
14	Igue Festival of Benin Kingdom	Benue	The Igue festival is the biggest and most flamboyant of all the festivals celebrated by the Oba and people of Benin Kingdom. It is normally celebrated with a lot of pomp and pageantry during the first half of the month of December of every year
15	Nigerian Drums Festival	Ogun	The 4-day Festival is expected to be the destination for African drummers displaying their talent in drumming
16	King Dus Art Festival	Freetown	An annual art festival to further promote and encourage artistic endeavours, education, and appreciation in Sierra Leone
17	Freetown Music Festival	Freetown	The festival showcases the best live music of Sierra Leone. A celebration of Sierra Leonean culture and its resilience in the aftermath of Ebola, the festival showcases some of the most exciting performers in Sierra Leone.
18	MOPPAN Film Festival	Kano	A festival to celebrate the Nigerian motion picture industry
19	Daura Sallah Durbar Festival, Sallar Gani in Daura Emirate.	Katsina	The annual Sallah Durbar festivals in the Northern part of the country is perhaps one of the most spectacular events in which the culture and heritage of the Hausa-Fulani people are displayed, with the event said to date back several centuries
20	African Drums Festival	Ogun	The 4-day Festival is expected to be the destination for African drummers displaying their talent in drumming
21	Kaduna State Festival of Arts & Culture (KADFEST)	Kaduna	This is an annual festival organized by Kaduna State Ministry of Culture and Tourism. It is a forum where all the 23 Local Government Areas of the State and private cultural organizations, show case their culture, expose talent and through these, promote unity and encourage tourism in the State
22	Pategi Regata	Kwara	Pategi Regatta is an annual festival featuring boat displays, fishing and swimming competitions
23	Abuja Carnival	Abuja	Abuja carnival is a yearly program that holds in Abuja, the capital of Nigeria most in the month of November. It feature road shows, music, cultural dances, masquerades, durbar and lots more with participants from all the states of Nigeria
24	Lagos State Council for Arts & Culture	Lagos	Manages Festivals in Lagos State
25	One Lagos Fiesta	Lagos	A celebration of culture, art and people residing in Lagos - the commercial nerve centre of Nigeria and Africa's mega city
26	Ogori Ovia Osese Festival	Kogi	The festival is a week-long event, involving initiation rites that prepare young Ogori maidens for the journey into womanhood.
27	Rivers State Carnival	Rivers	The Carnival is an annual festival, held in Port Harcourt, Nigeria. It starts few weeks before Christmas, and lasts for seven days. During this time several ceremonial events are held, most of which hold some cultural and or sacred significance.

28	National Festival of Arts and Culture	Abuja	The National Festival for Arts and Culture was established in 1970, after the end of Nigeria's civil war, to help promote national unity. The festival coordinates, preserves, promotes and presents the very best of the country's arts and culture.
29	Argungun Fishing festival, Uholo Fishing Festival, Huttungo and Rigata Festival	Kebbi	The Argungun Fishing festival is one notable festival that is domiciled in the northern part of Nigeria. It is an annual 4-day event that is held in Argungun Council in Kebbi State between February and March after the conclusion of all farming works
30	Durbar Festival	Kano	Kano State Durbar is a royal parade of thousands of men on horses adorned with garments and regalia. It is a colourful display of culture full of pomp and pageantry. A spectacular traditional concert of and bazaar of African music.
31	Ebonyi State Council for Arts&Culture	Ebonyi	Manages Cultural events in Ebonyi
32	Ofala Festival	Anambra	Ofala symbolises a period of re-emergence of Obi, the traditional ruler, from an enforced isolation of community mourning. It also marks the beginning of a new year for the Onitsha people. It is seen as a period of thanksgiving to God for bringing to an end the season of starvation and the beginning of harvest which translates to the period of plenty.
33	Port Harcourt Book Festival	Rivers	The Port Harcourt Book Festival is an annual literary event in Port Harcourt organised by the Rainbow Book Club. It began as the brainchild of the then Rivers State Governor Chibuike Amaechi, who thought it up as a means to propel tourism numbers and heighten literacy awareness in the city of Port Harcourt and its neighbouring areas
34	Oyarore Salt Festival	Nassarawa	Oyarore salt festival stems from the discovery of salt in Keana land. The celebrative events are pertinent to strengthening communal harmony as people from all walks of life interact and form lasting bonds and it is not unusual for young people to get engaged during them.
35	Calabar Carnival	Cross Rivers	Carnival Calabar also tagged "Africa's Biggest Street Party" was created as part of the vision to make Cross River State the number one tourist destination for Nigerians and tourist all over the world. The event begins on every 1st of December and lasts till the 31st December.
36	African Students Film Festival	Lagos	The African Student Film Festival is an annual Pan-Africa festival for emerging filmmakers and students.
37	Eko International Film Festival	Lagos	Eko International Film Festival (EKOIFF) is an annual film festival which takes place in the coastal megacity of Lagos in southwestern Nigeria. It's mission is to promote the appreciation of Arts and Culture through the motion picture arts and sciences and increase tourism in the global village.