



project

The Divadelná Nitra International Festival 2011
20th jubilee year

23 – 28 September 2011
(don't)tell your secret

December 2010

■ contents

1. description of the project	3
<i>characteristic</i>	3
<i>idea 2011</i>	4
<i>aims and objectives 2011</i>	5
<i>key words</i>	6
<i>vision</i>	6
<i>mission</i>	9
<i>meaning</i>	9
2. programme structure	11
<i>main programme</i>	13
<i>accompanying programme</i>	14
<i>working programme</i>	15
<i>educational programme</i>	17
3. target groups	19
<i>young people – the main group</i>	19
<i>the public – Nitra and satellites</i>	20
<i>professionals</i>	20
4. public relations	22
<i>information</i>	22
<i>media promotion</i>	22
<i>promotion</i>	22
<i>documentation</i>	22
5. execution	26
<i>preparation and organization</i>	26
<i>creators and participants</i>	26
6. financing	28
<i>introduction</i>	28
<i>principles</i>	29
<i>sources</i>	30
<i>costs</i>	34
7. time schedule	36
8. effectiveness	39
<i>quantitative parameters</i>	39
<i>qualitative parameters</i>	40

1.

description of the project

characteristic

idea 2011

aims and objectives 2011

key words

vision

mission

meaning

■ characteristic

- The Divadelná Nitra International Festival is the biggest theatre festival and one of the most important international activities in the cultural field in Slovakia. It is also a respected event within the European context.
- It has been held annually since the autumn 1992 at the end of September in Nitra.
- It is a selective non-competitive showcase of top European drama, but it is also open to dance, musical, puppet and visual theatre.
- It seeks untraditional, innovative and inspiring stage performances, introduces new tendencies and new names of creators, offers an eventful accompanying and working programme, gives room to other kinds of art and presentation of regional cultural activities; it purposely focuses on informal education and work with the audience.
- It is characteristic by its programme attractive for a demanding viewer as well as the general public, by the professional organization and pleasant atmosphere, by the interest of the media and professionals from Slovakia and from abroad.
- The atmosphere of openness, freedom and productive exchange of views is appreciated mainly by young people who are the main target group of the festival. Another important group includes professionals – critics, publicists, directors of festivals, artists from Slovakia and from abroad. By its wide-ranging offer of programmes, number of partners and well-provided media coverage the festival opens itself also to the general public.
- As for the concept and organization, the festival is roofed by the non-state subject named the Divadelná Nitra Association, the preparation and execution during the year is maintained by 5 main co-organizers and more than 100 institutions and companies.
- In 2011 it will be the 20th edition of the festival.

■ idea 2011

The **20th anniversary of the Divadelná Nitra International Festival** is an ideal opportunity to look back to its history, continue in its best tendencies and tradition and find a new shape of the festival through the main aims of its conception.

- **Europe** – an orientation to the EU countries as well as to the cooperation with third countries, occasional presentation of works from other continents and an exploring in new territories with a potential chance of presenting a country that has never partaken in the festival.
- **Between the East and the West** – a systematic support of a mutual exchange of stimuli and inspiration of artists and cultural managers, as well as other forms of cultural exchange.
- **Fix Stars and New Faces** – a presentation of productions by distinguished artists who have been creating the European theatre and have been recognized stars in their countries as well as in Europe, then those artists who set the direction and new trends in performing arts, and discovering young artists and ensembles and their introduction to the professionals.

The idea concept of the 20th edition of the Divadelná Nitra Festival, as well as the three following ones, is based on the long-term tendency of dramaturgy of the festival to draw attention to serious social and political phenomena through performing art, reflect the positives and negatives of the past and to **“remember the memory”**. History, memory, dealing with one's own past, private fates / history of individual people, every-day life with its dilemmas, decisions and fails of ordinary people of the 20th century showed by historical facts and moments. This focus will be present while selecting productions into the main programme, partially during the process of compiling the accompanying programme, and mainly during the execution of the co-production project.

In the 20th edition we will try to look back to the 20th century: What were the other lives of the 20th century like? How did we really live and how did we live under the regime and the secret police? What were the lives of ordinary people and what of those who stood out from the crowd? The answers to these questions will be searched for in the next few years through:

- exploring private fates and stories – year 2011 – theme: *(don't) tell your secret*
- admitting the general traumas – year 2012 – theme: *Guilt and Innocence*
- searching for the answer to the question whether it is possible to purge one's self by learning about the past – year 2013 – theme: *Purged?*

The aim of this creating of a new platform (the dramaturgy of the festival's programme and debated of European theatre) is also the preparation of a co-production project: **The 20th Century Parallel Lives – 20th Century Trough the Eyes of the Secret Police** (execution during three years 2011 – 2013). The project will offer a dramatic point of view on every-day lives and fates of people of the 20th century as we find them in records and written documents of the secret police. These documents offer a particular view on lives of people. Their observations are focused on various aims – among suspected persons and persons dangerous for the regime, the secret police often followed ordinary people who lived their conformist lives and had no ambitions to stand up to the regime.

These records are of a specific form which includes documentarily irreplaceable data. On one side, they are interesting as a record of memory put down from a certain point of view, on the other as a record of memory which is today a subject of various political and social strategies. This enables us to watch not only the every-

day life in the period of *the dictatorship of the proletariat* – the life of a number of prominent persons, as well as those “anonymous” – it also observes how we treat historical and documentary data, how we deal with our own past, how we create our historical, national and collective identities.

This process is especially interesting in those countries whose societies transformed after 1989. It has been more than 20 years since then and there is a new generation growing in Europe who does not remember the time before 1989. The every-day life of ordinary people with their dilemmas, decisions and fails enables us to study the “great” history, historical decisions and fails.

When studying every-day stories we got partially inspired by the tradition of modern Central-European and European novel and theatre. Tadeusz Kantor, Andrzej Wajda, Robert Musil, Hermann Broch, Milan Kundera and many other great authors composed the picture of the period through analysis of every-day situations and set existential questions which form the life and identity of an European of the 20th century. European theatre of the second half and the end of the 20th century often used documentary material and dealt with it by its means.

One of the key topics of the jubilee 20th edition of the Divadelná Nitra Festival is also the **phenomenon of volunteering**. It is just right time to mention it because of the 20th anniversary of the festival which has been dealing with volunteering since its beginnings, and also because there is **The European Year of Volunteering – 2011**. The festival has the ambition to execute various special activities emphasising the phenomenon of volunteering at the Divadelná Nitra – informal education, workshops, social events and publishing a publication entitled *20 Years of Volunteering at the Divadelná Nitra*.

■ aims 2011

Following the essential mission the Divadelná Nitra International Festival 2011 sets the aim:

- to present first-rate European theatre – untraditional, searching, inspiring
- to make works, personalities and tendencies of Slovak contemporary theatre more familiar
- to discover and present new names of creators – “rising stars”
- to bring current themes, attractive forms, new tendencies
- to carry on in the execution of the consequent dramaturgy of the main programme and clearly articulated and medially attractive topic based on it
- to cross boundaries of genres, involve in the programme works of other kinds of art (film, literature, music, visual art, radio)
- to give opportunity to present regional culture – for adults and children
- to continue in the long-term programme of informal education for young people and volunteering education.

■ objectives 2011

Following its essential mission the Divadelná Nitra International Festival 2011 will follow objectives:

- to develop the cultural exchange in Europe
- to be inspiring in Slovak theatrical and cultural field, contribute to the development of opportunities to present Slovak theatres and Slovak culture in general
- to spur and provoke artists, cultural operators as well as festival's visitors
- to support the diversity of artistic kinds, methods of artistic creation and its perception
- to cultivate taste, imagination, empathy, fondness of beauty, tolerance and otherness

- to focus on young people, seek for the minority audience, but at the same time to “open the shrine of art” to the majority and by this to increase the interest of the general public and the media in culture and art
- to constantly create the counterpoint to the consuming culture, strengthen the reputation of the festival as an important polemic platform opposing the traditional and commercial art
- to contribute to the development of the personality of a person and increase the quality of his/her life

■ key words

- creativity, innovation
- current themes, attractive forms, new tendencies
- untraditional expressive means, provocative discourse
- rising stars as well as renowned artists – fix stars
- diversity (of forms, genres, approaches, opinions, styles, mentalities)
- colourful programme offer
- presence of more kinds of art – multi-art
- international cultural exchange
- service to professionals as well as the public
- informal education by art towards art
- new elements of the programme and organization
- development of volunteering, work with young people
- support of participation of people and artists in cultural and social processes
- transformation of traditional thinking about the form of a theatrical presentation
- clear target groups
- friendly atmosphere
- knowledge, moral, joy

■ vision

- **Excellent local and international reflection** || The status of the Divadelná Nitra in the national environment, the relationship of representations, sponsors and professionals to it depends considerably on the character of its media image and profundity of critical reflection. For partners from abroad, such as donors, representations of countries and foreign ensembles, the media reactions, including those from the specialised media, are an important feedback and a proof of meaningfulness of their presentation at the Divadelná Nitra. The lack of critical reflection in Slovakia or, in better case, its quantitative and qualitative absence, creates in this field a deficit which directly has effect on the festival. Sometimes there is no critical article to be sent to an ensemble from abroad as its name was not mentioned in articles about the festival. This is why one of the basic presumptions of the festival's existence in future is a quality reflection. It is essential for the Divadelná Nitra to participate in the development of this phenomenon, e.g. by entering the system tools for the development of specialized reflection, creating its own media space and creating new forms of collaboration with local journalists and theatre critics. By this it can carry on in its initiatives from the past, such as two years of a seminar called *The Death of Slovak Theatre Critique* or the participation in an international project called Mobile Lab (Festivals in Transition). In favour of keeping, or broadening the international reflection it is essential to carry on in mutual international projects and strengthen the relationship with foreign periodicals.

- **The Divadelná Nitra as an inspirer of local artistic work** || Since its establishing the ambition of the Divadelná Nitra Festival has been to inspire and motivate the Slovak theatrical environment. However, 19 years of its existence have not been reflected in the overall level of Slovak performing art at all. Quite otherwise – to find a good quality production from Slovakia, which would be able to compete within the international context the festival creates, has been a bigger and bigger problem. Slovak theatre professionals do not generally visit the festival, Slovak critique does not nurture any discourse about the impulses the festival brings. The role of the Divadelná Nitra is to become a popular place of encounters of professionals, to create for theatre professionals from all over Slovakia conditions for accommodation, to make the format of common discussion forums more attractive. Furthermore, to make Slovak theatre professionals to participate into the projects of new creative work. The strategy of collaboration with the local theatrical environment is the design for upcoming years and it should bring a revitalization of creative work regarding new tendencies and themes search. And more interesting Slovak productions into the programme of the Divadelná Nitra.
- **The highest quality and many-year programming** || During the recent years the income of the Divadelná Nitra has been gradually on decrease. The participation of some productions or countries at the festival depends on the ability of co-financing from the side of the countries the ensembles come from. If the financial support is not provided from the country in a given period or in adequate amount, it causes that the production, or even the country, is dropped out from the programme (in 2010 it were Germany, Great Britain etc.). The festival's budget cannot cover more top productions in one edition without the help from abroad. The programming, depending on the amount of finances, is therefore becoming a random process without the possibility to affect the result. Not to mention that approval of the volume of donation from the main source, which is the grant system of the Ministry of Culture, is decided for at the time when there is unreal to make a contract with some selected ensembles. The vision for the future is therefore a many-year project with the possibility of a many-year programming, i. e. a subsidy which would enable planning in a longer time-span. A significantly higher amount from local sources would also enable us to invite a higher number of really excellent productions.
- **An original face and a prestigious event in Europe** || It would remain the ambition of the Divadelná Nitra International Festival to seek and present works of outstanding European performing art, untraditional by their feature, which bring new issues, set disturbing questions, express a clean-cut opinion of creators, experiment with form, innovate expressive means, discover new names of artists and new methods of expression, and which are, in general, the vanguard of contemporary performing art and pre-design its possible directions in the future. The attractive character of the festival, confirmed by the high number of renowned individual guests from abroad, is the only way how to keep the original face and strong position in the European theatrical world.
- **The educated and satisfied viewer** || In consequence of the progressing commercialization of Slovak public space – including the cultural sphere – it is more and more hard to promote the dramaturgical tendencies of the main programme of the Divadelná Nitra. The petit-bourgeois spirit of the society, affecting also the Slovak theatrical environment, its personalities and works, directly affects the taste of the public who refuses artistic works that are less traditional, provocative or innovatory, i. e. those presented at the Divadelná Nitra in its main programme. The result is seen in the composition of the audience or in the difficulty to sell some productions to the standard viewer. The Divadelná Nitra has no access to the systemic tools, however, it may use the accessible methods and experience from abroad in order to increase the preparedness of the viewer to receive unknown ensembles, unexpected themes, and unusual expressive means. Therefore, the projects of informal education will be extended by a systemic work with young audience as well as the standard adult viewer.
- **Professional development** || The duties and commitments of the Divadelná Nitra towards local and foreign partners require the all-year-round activity of working teams, advisory bodies and collaborators, and a high level of professionalism of all the concerned. By this, the Divadelná Nitra presents not only the

project but it also creates an institutional ad hoc background for the execution of the project (all spaces, works and services are included in the budget of the project) Therefore, the responsibility of the executive management of the festival, or the Association, is to create professional working conditions, and this does not include only the rewarding but also technical equipment and the possibilities for selecting the programme and the communication with partners. The important fields of professionalism are the communication strategies, publicity and marketing, digitalization of archives, technical equipment of working places. The most important task is to keep the professionalism of the staff and selectors by engaging highly disposed personalities (including people from abroad) as well as by adequate rewarding. The fact that the non-standard and the flexibility, language skills and energy demanding work is performed by people for often inadequate low wages does not help the result. The solution of the situation is complicated by the fact that standard grants accessible in Slovakia do not cover the mentioned developing investments.

- **International collaboration** || The adulthood of the Divadelná Nitra International Festival was reached by the participation in international projects of collaboration in years 2005 – 2008, supported by the EU. It is essential to develop similar activities in the upcoming period. The step forward is the participation in international co-production projects or own production of new works. Such ambition presumes an adequate staff at the festival and adequate volume of finances. The Divadelná Nitra already has a credit of a responsible and interesting partner, which is the first condition for participating in such projects. It also has the particular idea objective of the co-production project for years 2011 – 2013 entitled **The 20th Century Parallel Lives – 20th Century Trough the Eyes of the Secret Police**.
- **The platform for experience and opinion exchange** || The profile of the event such as the Divadelná Nitra includes working events of an international character, e. g. international conferences, seminars or workshops. There is a lot to carry on in; the conferences – *Theatre and the Viewer – Experience or Culture – A Burden or Capital*, and mainly the annual meeting of the International Network for Contemporary Performing Art IETM Bratislava 2009, dealing with the theme of culture and education, which was roofed by the Association as the main organizer, confirmed the ability of the executive teams to attract attention by well organized and thematically attractive programme. In future the Divadelná Nitra could serve as a platform for a free movement of ideas and thoughts, and could give opportunity of permanent debate on important aesthetical and social issues, to create an idea counterpoint to the commercial culture and devaluation of values in society. In 2011, within the intentions of this objective, there will be a symposium held entitled *The Festival as a (Creative) Industry*, in collaboration with the Theatre Institute in Bratislava.
- **The Divadelná Nitra not only in Nitra** || The ambition of this project's objective is to give the opportunity to people from other places in Slovakia to make profit from the presence of excellent productions from abroad, connect the institutional base of the festival in Nitra with institutions in other cities and by this to make the Divadelná Nitra an event impacting a larger circle of the public. The problem of such expansion is not only the increased financial demands but also the acceptance of untraditional dramaturgy of the festival by the audience who does not have any experience with such kind of events. In this sense, this solution means a great challenge for the broader circle of cultural collaboration partners.

mission

- The Divadelná Nitra International Festival intentionally profiles itself as a platform initiating the movement of ideas, creative thinking and expression. As such it serves as a counterpoint to commercial and conventional art.
- Every culturally developed country has a big international theatre festival. In Slovakia it is the Divadelná Nitra. Therefore, its basic mission is to enrich the cultural offer in Slovakia through excellent art from abroad, to deepen the awareness of the Slovak public about the diversity of European culture and to give impulses to the local professional environment for its further development as well as the possibility of international presentation.
- During 19 years of its existence the Divadelná Nitra became an important point on the map of European festivals, a place of interesting offer from Central and Eastern Europe, mainly for managers of festivals and cultural houses from the West. By its programme tending, it helps the international cultural exchange and development of international cultural encounters. For many European countries it is the only platform presenting their artistic work in Slovakia. For many foreign theatre ensembles it is a prestigious event from where the journey leads to other, more important European forums.

It is important to keep this status of the Divadelná Nitra in the future too.

- The meaning of the existence of the Divadelná Nitra is to contribute to the deepening of the bond of Slovakian people and its presentations to art. This is why the festival and the Association focus on presenting various kinds of arts as well as bringing values of art to the public, teaching the audience to perceive more demanding creative approaches and to understand the message of works and artistic discourse, supporting the awareness of diversity of cultures, widening creativity, emotionality and ethical values. The ground for such activity are mainly projects of informal education but also new forms of communication with the public, collaboration with representations and partners from cultural and business field, new challenges for creators and the media.
- The mission of the Divadelná Nitra is to bring knowledge that art may serve as an important impulse to thinking of man, society, the world, as a place of discovering values inside ourselves, as an opportunity to purify and enrich the soul. In the end of the day, the Divadelná Nitra International Festival contributes to the higher cultural level of society, to the better image of Slovakia in abroad, to the increase of quality of people's lives.

meaning

- The Divadelná Nitra acts as an important platform of a cultural exchange in Europe, chiefly between the West and the East. For many European countries it often means the only possibility to present their performing art in Slovakia.
- During 19 years of festival's existence the main programme presented 175 productions from 26 European countries and 3 countries from other continents, and 124 productions from Slovakia. The total number of all presented productions is 368.
- The systematic discovering and presenting of less known personalities (conceptual objective: "rising stars") has earned appreciation not only among theatrical circles abroad but also at official places such as ministries of culture of a number of countries, embassies and foreign cultural institutes in Slovakia, which has been reflected by the long-term effective collaboration of these subjects with the festival.

- The role of the Divadelná Nitra in Europe is to be a contact and information point in Slovakia for foreign countries, a promoter of Slovak theatre and a partner of other important European festivals and national projects. This position was strengthened after the successful IETM Meeting Bratislava 2009, which was visited by 341 foreign performing art professionals from 40 countries.
- The Divadelná Nitra develops a broad background of relationships with theatres, professional theatre institutions, foreign institutes, grant sources, partners from culture, entrepreneurial and media sphere.
- The Divadelná Nitra has an ambition to instantly develop the mutual synergy of various kinds of art, not only the performing one, to initiate and present regional cultural activities, including works by children for children.

2.

structure of the programme

main programme

accompanying programme

working programme

educational programme

sections	items
main programme	<ul style="list-style-type: none"> • EU theatre – presentation of productions from European countries (9 – 11 countries) • SK theatre – presentation of productions from Slovakia (3 – 5 ensembles) • Dosky – critics' award ceremony
accompanying programme	<ul style="list-style-type: none"> • Festival for Children • Theatre Fair • White Night • Night with Literature • EU Film – showcase of contemporary European film • Czech and Slovak Street Theatre • AU Inter-media – inter-media projects and visual-art actions • events of poetry, music, visual art, education etc. EXTRA 20 – special events of the 20th edition of the DN • exhibition 50 Treasures of the Theatre Institute; • re-installation of an exhibition – PQ 2011 Intersection / Intimacy and Spectacle
working programme	<ul style="list-style-type: none"> • Breakfast with... – discussions with the creators of the productions, guests from abroad, representatives of partner festivals and institutions, presentation of projects • Projections of recordings of productions • Presentation of Slovak and international cultural projects • Networking of Slovak and foreign theatre professionals EXTRA 20 – special events of the 20th edition of the DN • A Festival as (Creative) Industry – an international symposium • Forum – The 20th Century Parallel Lives – 20th Century Trough the Eyes of the Secret Police – the co-production project initiation meeting • Publication activity – a publication and a CD-ROM entitled <i>DN + 4</i>; a publication entitled <i>20 Years of Volunteering</i> • Processing and digitalising of the archive of the Divadelná Nitra Association

<p>educational programme</p>	<ul style="list-style-type: none">• A Tulip for You – a many-year project of integration of disabled children• How to Understand Theatre – an informal educational project dealing with the perception of a theatre production (Students line) executed as an independent project of the Divadelná Nitra Association• Other events of the accompanying programme focusing on education <p>EXTRA 20</p> <ul style="list-style-type: none">• How to Understand Theatre – an informal educational project dealing with the perception of a theatre production (Students line) executed as an independent project of the Divadelná Nitra Association
------------------------------	---



MAIN PROGRAMME

It includes foreign and Slovak productions chosen from the production of the partaking countries or the productions developed in the co-production with the festival.

It presents high-quality, representative and valuable results of artistic production of European theatres. To the participants and visitors of the festival it introduces new tendencies and names in the performing art field; presents interesting results of creative process, tendencies, personalities of Slovak theatre and the possibilities of communication of Slovak creators with other countries; develops cultural exchange, mobility and collaboration in Europe.

■ EU Theatre: 9 – 11 European countries

- presentation of works by progressive artists from selected European countries, a selection of interesting works developed in these countries in recent seasons
- approx. 10 productions from European countries: preferring Great Britain, France, Spain, the Czech Republic, Hungary, Poland, Germany, Russia and other countries – Belgium, Switzerland, the Netherlands, Slovenia, Lithuania, Latvia, Finland, Austria
- presentation of foreign productions in Nitra, but also in satellites – Bratislava and Trnava
- the selection of productions is executed in the collaboration with the team of selectors and by the help of the Consultants' Body – an informal network of advisories from abroad (theatre critics, theoreticians, theatre editors, festival directors from the countries of focus – altogether 35 consultants from 25 European countries)
- an important element of quality, confirming the rightness of the selection of productions from abroad, are the pieces of advice by these consultants, received awards in local competitions and participation in festivals
- in order to make access to the values of the programme to various target groups, all the productions from abroad which are based on text (except for the Czech language) will be simultaneously interpreted into Slovak, and all the Slovak and Czech productions as well as productions from abroad (instead of productions in English) will be interpreted into English using headphones or by subtitles

■ SK Theatre

- presentation of selected works of theatres from the latest season in Slovakia; 3 – 5 ensembles.

The Slovak section of the programme follows these aims:

- to present interesting productions of the latest season,
- to present works corresponding with the theme of the festival and confronting the international part of the programme,
- to present works that can be exported and that can represent internationally.

The first meeting of the IETM Network in Bratislava (April 2009) showed that contemporary Slovak theatre in its variability and originality, based on the national and geographically-political specifications, is quite interesting for the foreign professional audience, but still quite unknown. This is why Slovak productions at the Divadelná Nitra should be presented in a natural synergy with the programme of productions from abroad. The

inner connection of the two lines of the main programme can be reached by the change in selecting productions into the programme as well as by a more significant participation of Slovak theatrical environment in the projects, working programme and other programme sections of the festival.

The Slovak theatrical environment needs to realize:

- the importance of presenting its works at the well-established European festival with the potential of a further presentation
- the importance of following current trends in European theatre in order to develop the content and forms in Slovak theatre.

The Divadelná Nitra 2011 will create new platforms and will support the active participation of Slovak professionals in the festival:

- **changes in selecting productions from Slovakia** (creating a network of consultants and following curator's selection of the personality of Slovak theatre in the common Committee for Foreign and Slovak Theatre);
- **more possibilities for Slovak theatre professionals** to participate in the festival (individual invitations as well as representation of institutions – festivals, schools, institutes), creating a platform for reflection (Critical Forum, Nitrafestník)

■ **Dosky 2011 (16th edition)**

It has become a tradition that at the end of the first day of the Divadelná Nitra International Festival there is the Dosky Award Presenting ceremony held. The Divadelná Nitra Association as a co-organiser of the opinion-poll-based Dosky has been organizing the poll since 2010. The connecting of the festival and the opinion poll serves not only as the PR support of the following festival, it also strengthens the significance of the festival in the eyes of professionals.

■ **ACOMPANYING PROGRAMME**

Includes classical and attractive formats of presentation of regional activities, collaboration projects with cultural institutions and schools not only from Nitra, other artistic events for adults as well as children, and from 2010 there is a small showcase of street theatre from the Czech Republic and Slovakia.

Activates the cultural doings in the city and the region; provides opportunity to be presented during the festival; cultivates diversities of artistic forms and expressions; gives information on cultural events in the region to the international and local audience; draws the attention of people to the festival; helps in creating of the atmosphere of a celebration of art; gives opportunity to create a contact with art to all groups of people including children; nurtures the relationship of the people of the city and region to art and improves the quality of their life.

■ **EU Film – showcase of European film**

- encounters with contemporary European feature film – from Slovakia and Europe
- work of young directors and screenwriters, or the newest works by renowned film producers, untraditional themes, trends, expressive means
- the selected films (approx. 4 - 5) dramaturgically correspondent with the main programme productions

■ **Theatre Fair**

- connecting **culture, contemporary art and community activities with tradition and fun**

- street events focusing mainly on forms of contemporary inter-active art – exhibitions and visual art events, theatres, concerts, young design and fashion
- sale of folk-craft goods
- fun, attractive shows, plays and refreshments for children and adults during three introductory days of the festival on the square in front of the Andrej Bagar Theatre
- support of the community life of citizens of Nitra and the region, room for mutual communication, encounters, active leisure, pleasant fun and relax with family and friends or relatives..., supporting the awareness of relationship to their city and to the activities which are executed in it as well as the active participation of the citizens in cultural events, making the cultural happening during the festival more interesting, communication of the festival with the public, attracting attention to the festival.

■ **White Night (7th edition)**

- a night excursion to the exhibitions and exhibitory spaces of the Nitra Gallery, Nitra Museum and the Synagogue, with an interesting and attractive events in these institutions and in the streets of the city's centre
- presentation of cultural institutions of the region and their activities for the public – citizens of the city of Nitra and the region (children, young people) as well as the guests of the Divadelná Nitra International Festival

■ **Night with Literature**

- night reading at the same time in various places of Nitra's cultural institutions
- organized within the EXTRA 20 project – events dedicated to the 20th anniversary of the Divadelná Nitra Festival in collaboration with the Bratislava Czech Centre and Andrej Bagar Theatre

■ **Festival for Children**

- an eventful programme full of events for children and families – theatre and film productions, presentation of children's theatre groups, listening to a radio play, educational concert, poetry by children, visual art and theatre workshops, competitions, plays, creative events, attractive shows and street productions
- every year there are approx. 15 co-organizers participating in the execution of the Festival for Children – cultural and educational institutions in Nitra and the Nitra Region as well as various youth and children's groups and civic associations

■ **Czech and Slovak Street Theatre**

- small forms theatres and street theatres, a traditional fair theatre, theatre on stilts, traditional marionette and glove-puppet theatre, clown shows, juggler and acrobatic art
- the programme of the *Czech and Slovak Street Theatre* line is created upon special announcement and a selection of offers

■ **AU Intermedia**

- inter-media projects; visual art events; performing art shows; inter-active installations and multi-media; projections
- in collaboration with students of the Academy of Arts in Banská Bystrica

■ exhibitions

- exhibition – *50 Treasuries of the Theatre Institute* – an exhibition marking the 50th anniversary of the Theatre Institute, included in the EXTRA 20 project
- exhibition – *Intersection – Intimacy and Spectacle* – re-installation of the international project at the Prague Quadrennial 2011

■ other

- theatrical productions presenting works from the region
- a presentation of the laureates of the Poděbrady Days of Poetry
- untraditional forms of presenting poetry and prose by young authors

■ WORKING PROGRAMME

It offers workshops, trainings, seminars, conferences, discussions, meetings, presentations, publications. It develops communication, information exchange, reflection; it gives knowledge and information from abroad dealing with communication, reflection and fundraising; enables the experience exchange through discussions and networking; activates Slovak theatre critique; creates conditions for communication, cultural exchange and development of critical reflection.

■ A Festival as a (Creative) Industry – an international symposium

- a symposium of theoreticians and performers from European countries dealing with the issue of creative industry and creative economy, their effects on the festival culture and impact on cities and regions

aims: to discuss the issues European festivals must cope with, examine their status among the key players of a creative industry, increase the awareness of the incomes and values a festival creates for the region it is held in

theoretical part: speeches of lecturers on the creative industry and creative economy (DE, UK, CZ, SK)

practical part: case studies of particular theatre festivals in Europe and their influence on the economy of the city and region they are held in (DE, UK, FR, CZ, RU, BG, AT, FI, PL, UA, SI, SK)

■ Forum “The 20th Century Parallel Lives – 20th Century Through the Eyes of the Secret Police”

- an initiation, preparatory meeting of coproducers, partners and creators from the post-communist countries (HU, DE, CZ, PL, RU, BY, UA, RO), who will partake in the preparatory co-production project called *The 20th Century Parallel Lives – 20th Century through the Eyes of the Secret Police*, which will be opened at the Divadelná Nitra 2013

■ publication projects and their presentation

- a CD-ROM and publication called *DN + 4* as an appendix to the issued publication about 16 years of the festival
- publication called *20 Years of Volunteering at the Divadelná Nitra*

■ **Breakfast with...**

- an additional activity of the main programme – discussions with invited persons (directors and other creators of the main programme productions, personalities of cultural life)
- place for meetings of festival visitors and guests with the presented artists and critics
- dialogues presented by outstanding European critics (number of events 5, time: 10:00 – 13:00, place: the Meeting point at the Andrej Bagar Theatre)
- reflection of theatre performances of the previous day, the final day – a reflection of the whole festival

■ **processing and digitalizing of the archives of the Divadelná Nitra Association**

■ **networking – encounters**

- a series of informal encounters of the participants and guests from abroad with Slovak theatre professionals

■ **screenings, presentations**

- presentations of the activities of the Bratislava Theatre Institute and other cultural institutions
- screenings of the productions from the previous editions of the Divadelná Nitra upon request of the DN participants

■ **EDUCATIONAL PROGRAMME**

Includes events based on projects of informal education of children, young people and the general public. It develops communication with the most important target group – young people; makes them to join the cultural events, nurtures their relationship to art; keeps the tradition of volunteering and relationship to volunteering, works with volunteers and prepares for them educational activities; brings new forms of work with children, includes children into a creative process, integration of disabled children; collaborates with elementary, artistic and secondary schools and universities; executes informal education for other groups of people; contributes to higher education of the audience in the fields of art, culture, management and collaboration with foreign countries.

■ **A Tulip for You**

creativity – integration – solidarity

- a project of the Divadelná Nitra Association in collaboration with the Primary Boarding School for the Visually Impaired and Blind in Bratislava (ZŠI), Nitra Count Pribina Primary School and St. Francis of Assisi Primary School
- in 2011 this event is designed to be held as a year-round and systematic activity which helps visually impaired children together with sighted children to join various creative, cultural and artistic activities
- the regular cultural and creative activity of these children is to contribute to the long-term positive change, support meaningful free time spending, integration of children into the standard environment, possibility of equal expression and equal participation in cultural and creative activities, as well as the possibility to present their talent and skills in public.
- Activities of the project in 2011:

- regular visual art workshops and activities in the A Tulip for You Children's Club with a pottery workshop in the Primary Boarding School for the Visually Impaired and Blind in Bratislava (ZŠI), led by sculptor Elena Kárová
- regular theatre and music workshops in the A Tulip for You Children's Club
- children's A Tulip of You weekend plain air
- an integrated workshop for visually impaired and sighted children during the Divadelná Nitra International Festival 2011
- a benefit exhibition of the works by the children from the workshops and the Children's Club in Nitra and Bratislava
- a preparation and execution of photographic and video-edition of the activities from the Children's Club during the integrated workshop in Nitra

■ **How to Understand Theatre**

how to think of theatre, how to understand theatre, how to make theatre, how to go to theatre

- a project of informal education dealing with the perceiving a theatrical production – executed as an independent project of the Divadelná Nitra Association, one part is held during the festival

3.

target groups

young people – the main group the public – Nitra and satellites professionals

■ young people – the main target group

the structure of the target group

the audience of the age from 16 to 30 years; young large-minded people who are not afraid of risking, who are interested in new, untraditional adventures :

- students of secondary schools and universities in general, from Slovakia and foreign countries
- students of humanities and art from collaborating departments of Constantine the Philosopher University in Nitra
- students of dramatic art schools – VŠMU in Bratislava, Academy of Arts in Banská Bystrica, conservatoires in Nitra, Bratislava, Topoľčany and Košice
- volunteers – students working for the festival

aims

- to give young people an opportunity to learn and understand the basic problems of man and society, as well as to tolerate various attitudes to these problems
- to strengthen the relationship of young people to non-commercial culture, cultivate their relation to art
- to develop those abilities of young people which would help them to recognize the values of a theatrical work
- to give young people information on management of cultural events
- to encourage young people to a direct action in the sphere of organizing and executing cultural activities
- to cultivate the relation of young people to volunteering, to offer young people a sense of community
- to enable young people to meet other cultures, cultivate their tolerance and understanding of cultural diversity and increase their inter-cultural competences

benefits for this target group

- participating in informal education
- intended focusing of the programme on young people – assorted offer, adequate character of events
- numerous and significant discounts of the main programme tickets
- simple accreditation and access to the festival events
- offer to book cheap accommodation
- a year-round specialized practical class for humanities and art students in the Divadelná Nitra Association, references for merit credits
- consultation and collaboration in projects or student theoretical works dealing with organization and preparation of a cultural event, mainly of a theatre festival

- collaboration during preparation of various events of the accompanying programme of the festival
- access to the information databases of the Divadelná Nitra Association
- using youth media for informing about the festival and its promotion
- educational and entertaining events for volunteers for free
- productions for volunteers for free

In order to reach the objectives of the Divadelná Nitra Association in 2010, schools and students joined the preparation of their collaboration with the festival in an adequate advance in the form of establishing an official collaboration with departments.

■ the public – Nitra and surroundings + satellites of the festival (Bratislava, Trnava)

the structure of the target group

- people of Nitra and the Nitra Region – people from Nitra and the Nitra Region interested in culture, mainly in theatre
- families with children as the recipients of events of the accompanying programme mainly
- the public as the participants in the educational programme
- people from Bratislava and Trnava, the satellites, as the main programme productions are presented in these cities as well

the benefits for this target group

- the possibility of cultural experience and development of cultural education
- getting familiar with different styles, untraditional stage designs, interesting themes and personalities of European theatre, high-quality works from Slovakia and cultural activities from Nitra and the Nitra Region
- valuable free time spending
- free time spending by cultivating activities with family
- an opportunity of pleasant social gatherings
- deepening the relationship to art, non-commercial culture, increasing quality of one's life

■ professionals

Slovakia

The festival instantly searches for the forms of how to increase the interest of Slovak theatre professionals and theatre critics in the festival's events. This is why it offers to the theatre professionals from Slovakia discounts on tickets to the main programme productions, participation in working events and the accompanying programme, the opportunity to gain new contacts with representatives of managements of foreign theatres, festivals and other specialized theatre institutions, representatives of embassies and cultural institutions. In 2011 the festival offers to Slovak theatre professionals and critics an above-standard opportunity of their staying at the festival.

abroad

Festival's guests from abroad are in fact divided into two groups – the first one includes those invited by the festival, which also covers their costs for their stay. The second group includes "self-payers", i.e. managers and publicists who show their interest in the festival by their own initiative.

The selection of the guests follows their professional status and geographical origin, i.e. the country they represent. The first, automatically invited group includes consultants from abroad (for whom the invitation is a reward for their work for the festival), then there are the representatives of the selected specialized periodicals

and also the representatives of the reciprocity and other important festivals. It is taken care of the keeping the proportion of representatives of European countries, i.e. to invite professionals from as many various countries as possible. The main objective of the inviting the guests is to get mediators of information about the Divadelná Nitra in specialized journals and other media abroad, to enable the guests from abroad to get familiar with the context and creation of other countries, but mostly of Slovakia, to contribute to the mobility of artists and cultural exchange in Europe, to open the room for selecting Slovak productions for festivals or guest performances abroad.

the structure of the target group

- theatre artists, performers from Slovakia and abroad
- theatre critics, publicists, theoreticians, historians from Slovakia and abroad
- managers and artistic directors or editors of other festivals and theatrical or cultural houses

the benefits for this target group

- to get familiar with the trends, working methods, development of European theatre-making, with new names of artists mainly from central and eastern Europe
- to find at the festival many inspiring sources for one's own creative work and stimuli to develop the opinion about theatre
- to find impulses for an international exchange of productions
- to confront the presented theatre works within the international context and the Slovak creative works with the foreign ones
- to gain new working contacts, communicate with local and foreign professionals participating in the festival, networking
- an international mobility of artists, performers, critics and managers by which the mobility of information on theatre and works of theatre is increased
- to get knowledge of the development of managerial abilities needed for the operation in an organization and for the development of new international cooperation projects.

4.

public relations

information

media promotion

promotion

documentation

The festival promotes its events on its own carriers and in its own printed matter, including the website, and through accessible print and electronic media, including internet portals. In 2011 the festivals intends to keep working with its extensive marketing and communication activities which focus on mediating some news about the festival to all the three mentioned target groups.

The basic element of the promotion is the visual design which is created every year. In 2011 it will come from the public tender for visual artists and graphic designers, announced by the Divadelná Nitra Association according to Article 847 – 849 of the Civil Code in collaboration with the Slovak Centre of Design.

1. Informing and promoting by own products

■ printed matter

In 2011 the ADN plans to issue printed matter of the same type as in the last four years. Every year the number of this printed matter is adapted to actual needs: the planning of the volume is based on the examination of the last year's usage of it. The majority of the prints is issued in two languages (SVK, EN). Only the poster is issued in one, Slovak language. In 2010 we issued an individual poster for the accompanying programme (in the Slovak language only) in order to replace the great number of leaflets copied in a less attractive way with poor-quality design. We would like to carry on in this trend in 2011, i.e. we will issue a poster for the accompanying programme, but unlike the previous year with a significantly lower number of prints. We decided about this fact after realizing that if the accompanying programme is to be promoted in the festival's brochure (unlike the last year when the brochure gave information only about the main programme), the lower number of posters than in the previous year is sufficient.

The scheme of numbers, previous years are presented too for comparison:

Printed Matter	execution 2007	execution 2008	execution 2009	execution 2010	plan 2011
headed letter	electronically	electronically	electronically	electronically	electronically
New Year's card	electr. + 400 pcs	elect. + 400 pcs	elect. + 400 pcs	–	electronically
advance note	–	–	electronically	electronically	electronically

					ly
2 % campaign	4 000 pcs	4 000 pcs	–	–	electronically
programme brochure	13 000 pcs	12 000 pcs	10 000 pcs	10 000 pcs	12 000 pcs
ideological poster	850 pcs	850 pcs	450 pcs	–	600 pcs
programme poster general	850 pcs	850 pcs	450 pcs	700 pcs	600 pcs
accompanying programme poster	–	–	–	2300 pcs	500 pcs
citylights	120 pcs	120 pcs	–	–	100 pcs
outdoor banners					20 pcs
ticket	6500 pcs	8000 pcs	6500 pcs	5000 pcs	7000 pcs
catalogue	2500 pcs	2500 pcs	2300 pcs	1500 pcs	2000 pcs
Newsletter – SK (10 issues to approx. 2300 addresses)	electronically	electronically	electronically	electronically	electronically
Newsletter – EN (6 issues to approx. 1000 addresses)	–	–	–	electronically	electronically
DVD and the jubilee publication “+ 4“	Jubilee 15+1 1500 pcs	–	–	–	800 pcs
jubilee publication “20 Years of Volunteering at the Divadelná Nitra“	–	–	–	–	600 pcs

Among the printed material we distribute most of the information by **copies** (photo/Xerox). We will carry on in this well-established method of spreading information among the public (see the table of kinds and numbers of the copied material in the previous year and the plan for 2011).

printed matter (copied)	execution 2008	execution 2009	execution 2010	plan 2011
Festival Guide (SK + EN)	150 A4 pcs approx. 14 pages	200 A3 pcs approx. 8 sheets	150 A4 pcs approx. 4 sheets	150 A4 pcs approx. 4 sheets
Information leaflet of the conference Festival as a (Creative) Industry	–	–	–	300 A4 pcs approx. 2 sheets
Breakfast with... / Meeting point (leaflet)	300 A4 pcs SK+EN both pages	300 A4 pcs SK+EN both pages	200 A4 pcs SK+EN both pages	250 A4 pcs SK+EN both pages
Nitrafestník – festival daily	–	–	4 x 150 pcs	6 x 150 pcs
Festival for Children (leaflet SK)	200 A4 pcs; 40 A3 pcs; 50 A5 pcs	200 A4 pcs; 40 A3 pcs; 50 A5 pcs	–	–

Theatre Fair (leaflet SK)	400 A4 pcs; 70 A3 pcs; 100 A5 pcs	400 A4 pcs; 70 A3 pcs; 100 A5 pcs	–	–
poetry (leaflet in the form of invitation)	100 A4 pcs	100 A4 pcs	–	–
White Night (leaflet SVK)	200 A4 pcs; 70 A3 pcs; 200 A5 pcs	200 A4 pcs; 70 A3 pcs; 200 A5 pcs	–	–

■ billboards

In 2011 it is essential to provide (by purchase or leasing) bearers of the billboard advertisement – modern, fitting today's European trends of advertisement and promotion chiefly of international events, and at the same time to increase the number of the areas which can be used for the promotion of the project.

■ other advertisement products

- t-shirts with the festival's logo – 300 pcs
- bags with the festival's logo – 300 pcs
- merchandising extended to other articles on sale and the articles of the special projects of the festival including the 20th jubilee

■ website www.nitrafest.sk

It is not just one of the most important media tools but also a means of communication with the public, the space of publishing festival's events during the year and during the time before the festival as well as the place of registration and ticket booking. In August 2010 the website was visited by persons from 58 countries in 6183 original accesses, and around 320 people a day. This fact is an obvious motivation for further increasing of quality of the website, its content, graphical design, user environment, updating, i.e. everything that brings more visitors and, in the end of the day, increases the awareness of the festival and its components. The development of the website is enabled mainly because the fact that in 2010 it was re-created – with new structure and functionality as well as editing system.

■ social networks

For informing and promotion the festival uses also social networks such as Facebook (865 fans), Youtube, Twitter. These tools are planned to be used more frequently in 2011.

2. Informing and promoting via the media

In 2010 there were 262 information articles in the media (13 international, 249 Slovak / 11 TV, 20 Radio, 47 print and 180 internet media).

Further information from the media campaign:

- number of published ads: 9
- number of 30 sec. spots: 432 on TV and 100 in Radio
- number of banner placements: 11 internet addresses
- reflection in the media abroad: 20 articles from 9 countries

In 2011 we will carry on in the trend of informing the public via various media. Public relations, media promotion and advertisement of the Divadelná Nitra International Festival 2011 will be based on experience from 2010, and in its PR it will use the phenomenon of its 20th jubilee. It will also be

mentioned in press conferences and regular sending of press releases via the newsletter to approx. 2000 addresses.

The media campaign will probably (according to signed contracts) be held in the following media:

presumed print media

SME, The Slovak Spectator, Pardon, Kod, MY – Nitrianske noviny

presumed electronic media

TV: TV Central, STV – RTVS, TVA, Filmbox, CS TV

Radio: SRO – RTVS, Radio Hey,

presumed internet media

webnoviny, Zoznam.sk, Moja Nitra, Topky.sk, podujatie.sk, Festivaly.sk, Kam do mesta, Martinus

other

Euro 26

3. objectives for 2011

- to collaborate with the well-established media
- to develop the collaboration with the public media in order to increase the quality of documentation and reflection in them;
- to present the DN in all new media and to open it to the general public;
- to increase the quality and quantity of the expert reflection of the festival;
- to keep the high number of responses from abroad, to improve the collaboration with specialised periodicals abroad;
- to keep the regularity and contents of the newsletter, increase the number of newsletter in English
- to increase the number of visits of the www.nitrafest.sk
- a more extensive and more effective using of communication via social networks (Facebook, Youtube, Metoo, Twiter etc.), internet TVs on websites of Slovak print media;
- to carry on in the successful methods of media promotion, but also to search for new impulses supporting the development of specialised publishing in Slovakia as well as the methods supporting the feedback on the festival from the professional environment abroad.
- use new, untraditional and unconventional – guerrilla forms of promotion

5.

execution

preparation and organization creators and participants

■ preparation and organization

In 2011 we expect the same or similar composition of the organizations, institutions and partners participating in the preparation and organization of the festival by various forms

- **main organizer** – Divadelná Nitra Association
- **main co-organizers** –
 - Theatre Institute, Bratislava
 - Andrej Bagar Theatre, Nitra
 - Karol Spišák Old Theatre in Nitra
 - Nitra Self-governing Region
 - City of Nitra
- **co-organizers** – around 40 subjects
- **donors and sponsors** – around 50 subjects
- **media partners** – approx. 20 subjects
- **advisory bodies** – dramaturgical boards, team of consultants – around 50 people
- **staff** – more than 20 people
- **collaborators** – more than 50 people
- *volunteers* – around 150 people
- **individual guests and participants of the festival** – approx. 50 people from abroad and 100 from Slovakia (30 of them journalists)

■ artistic creators and participants of the projects

- **main programme** – members of the ensembles – together approx. 250 people
 - *from abroad (around 12 productions:* Hungary, Poland, the Czech Republic, Belgium, Switzerland, Germany, Russia, the Netherlands, Slovenia, France, Spain, Great Britain, Lithuania, Latvia, Finland, Austria etc.
 - *from Slovakia (3 – 5 ensembles)*
- **accompanying programme** – theatre groups, music bands, visual artists, writers, photographers, artistic craftsmen and artisans, cultural institutions operators, members of leisure civil associations, artistic schools, elementary and other schools – together approx. 500 people
- **working programme** – young theatre critics from European countries, young Slovak critics, presenters of discussions, Slovak theatre managers, theatre professionals from abroad and from Slovakia, representatives of specialized theatre institutions from Slovakia and from abroad,

experts of different disciplines from Slovakia, conferences and workshops lecturers from abroad, representatives of festivals, together approx. 100 people

- **educational programme** – humanities and art students of Constantine the Philosopher University in Nitra, students of Nitra secondary schools, teachers of the partner departments and secondary schools, general public persons interested in informal education, elementary schools and artistic schools students – approx. 150 people



6.

financing

introduction

principles

sources

costs

■ introduction

- The quality of an international festival is directly proportional to the amount of the finances used for the organization of the festival.
- The quality is reached by:
 - an interesting and eventful programme offer in the whole structure of the event,
 - outstanding internationally renowned works,
 - developing elements, i.e. the coproduction or own production,
 - influencing individual international guests,
 - professional organization and executive teams,
 - high-standard services,
 - strong promotion and media promotion.

All this mentioned is characteristic for the Divadelná Nitra International Festival. In 2011 it enters the 20th edition of its existence with a reputation of a high-quality event which:

- has highly diversified sources,
- knows how to import outstanding works of European performing art with a relatively low amount of finances – unlike other top European festivals.

Some levels of professionalization and Europeanization of the festival, as well as the changes in the economical environment in course of years, have increased some cost items of the festival's budget. The most important ones were: Slovakia's joining the EU, rise of the price of tickets, energy, material and services in Slovakia, as well as the fees for theatres from abroad (including those from central and eastern Europe) and, last but not least, the Euro adoption.

The problem of the Divadelná Nitra is that the incomes in the last years have not increased proportionally to these changes. It is otherwise – in 2009, comparing to 2008, they dropped significantly, in 2010 it was worse than in 2009. This incomes drop-off in 2010 resulted in shortening of the duration of the festival from 6 to 4 days. Despite all of this, we were successful in composing an interesting programme, create an attractive atmosphere, address the audience and gain reactions in the media – i.e. to keep the level of seriousness and arose an international interest.

In 2011 it is important to count with the increase of some cost items, also because of the 20th anniversary and the activities related to it. Chiefly, it is important to guarantee the sufficient amount of finances for covering a high-quality programme from abroad; then the projects of new billboard advertisement and new PR methods have to be executed. The anniversary and the relating activities commonly named as EXTRA 20 – such as the festival symposium called *A Festival as an (Creative) Industry*, jubilee publications *DN +4* and *20 Years of Volunteering at the Divadelná Nitra*, or the preparation of the own production for 2013 called *The 20th Century Parallel Lives – the 20th Century through the Eyes of the Secret Police*. Moreover, the Divadelná Nitra develops its years-long projects of informal education. It is also necessary to make changes in rewarding the executive branch.

On the other side – the financial crisis caused that there is quite possible to expect a drop of some incomes – mainly from the business sphere (2 %). The positive news is that the strategic partners such as the Nitra Self-governing Region and the City of Nitra kept the item for the Divadelná Nitra in their budgets. We have to carry on in the direction leading to the change of the status of the Divadelná Nitra at the Ministry of Culture – to be placed in a different grant category, i. e. different model of financing, and try to establish such financing which will extend the period of one year.

■ principles

- The Divadelná Nitra International Festival is financed by an independent non-state subject who legally represents it and is its main organizer – the Divadelná Nitra Association.
- The preparation of the festival is performed during the whole year which means that it is essential to keep the continuity of working performances and the institutionalized environment, including the communication with the partners.
- Every year the execution of the festival requires composing ad hoc teams, as well as renting of venues, rooms and services regarding the preparation and execution of the festival.
- Every year, from the very beginning the Association get finances for the execution of the festival from various, public and private sources.
- From the beginning of the festival's existence in 1992 the Association fully uses the multi-source financing, i.e. the diversity of sources. During the year it sends applications to various grant systems in Slovakia and in abroad, it searches for new sources and possibilities of financing.
- The proportion of the sources participating in the financing of the festival varied in different stages of the festival's development – it depended on the status of the festival in its home environment and its meaning for international partners, on the general economical and political situation as well as on the accessibility and possibility of the sources. The most serious aspect in this field was the re-structuralization of the sources from abroad, or their leaving Slovakia at the end of the 1990s, the increase of the festival's costs by Slovakia's joining the EU, or by heightening of the quality level after 2003, as well as the changes of the shares of various sources caused by the changes of the state constitution – following the principle of subsidising, decentralization, strengthening of the role of regional governments, changes of orientation caused by political changes in the country, personnel changes on the highest posts of the Ministry of Culture in particular electoral terms.
- The Divadelná Nitra uses the gained finances efficiently, economically and transparently. The proof of this is the results of audits in recent years controlling the financial subsidy from the Ministry of Culture (a resort control of the Ministry of Culture, a control of the Supreme Audit Office and the Office of Financial Audit).
- The proof of viability of the festival is the ability to gain some part of the goods, services and material by a non-financial way. The in-kind, i.e. non-financial items based on the barter agreements of collaboration create every year an important part of the planned budget (around 25 % of the total

of financial and non-financial incomes), save public finances and prove the maturity of the festival's organizers as well as the general environment.

- As any generously structured cultural event, the festival does not “spend” the money but it properly invests it. Some of it returns back to culture, contributes to the mobility of artists and cultural operators, brings new experience, keeps and develops minority genres, and specific professions, supports the improvement of technical equipment and new technologies, activates the sphere of services, contributes to the spreading of education and quality of life, creates permanent and temporal working opportunities.
- The importance of the festival is reflected in the number of subjects who are interested in any participation in its existence. The bigger the circle of the subjects willing to participate (ensembles and groups, organizers and co-organizers, institutes and ministries from abroad, sponsors, media, guests), the higher is the value of the festival. In 2010 the direct and indirect financial support of the Divadelná Nitra was provided by 50 subjects, and dozens of the partners provided the non-financial, i.e. in-kind support.
- The festival brings benefits mostly to the local that is why the majority of finances should come from local sources. The considerable majority of foreign grant programmes, EU programmes and funds does not support international festivals however excellent they may be, if there is something supported then it is common “new” projects of festivals such as co-productions or networks. Institutes and ministries of culture abroad support only “their” ensembles presented at the festival. Therefore, the Divadelná Nitra applies for local and foreign sources – in 2005, for the first time it became the partner of an important international project supported by the Culture 2000 project, the same situation appeared also in 2008, in 2011 it sent an independent application to the European Commission asking for a three-year grant to support the festival.

■ sources

The overview of the proportion and development of the sources of the Divadelná Nitra International Festival in 2006 – 2010 in the following table:

The overview of the proportion and development of the financial sources of the DN 2006 – 2010:

source	SR	SR	abroad	SR	SR	own
source	public sources	non-state funds	direct - indirect	sponsors	2% from tax	incomes from tickets sale
2006	76,37 %	–	17,64 %	2,41 %		3,58 %
2007	51,89 %	25,06 %	12,23 %	4,86 %	2,49 %	3,47 %
2008	59,61 %	17,54 %	14,85 %	4,50 %		3,50 %
2009	68,2 %	9,15 %	13,37 %	4,12 %		5,16 %
2010	58,21	3,12	17,13	3,95		4,87

As for the **development of the sources**, the following aspects are important:

- **year 2006** was quite exceptional by the high subsidy from the Ministry of Culture because of the 15th anniversary of the festival.
- **in 2007**
 - the incomes in 2008 compared to 2007 in absolute numbers were higher by 7%;
 - however, the grant from the Ministry of Culture radically dropped (to the level from 2003);
 - on the other side, the per cents from public sources from Slovakia significantly decreased also because of the entering of a non-state subject (Central-European Foundation and Slovnaft) as the general partner of the festival and because of ADN's membership in the international project Festivals in Transition (F.I.T.) supported by the European Union.

- **in 2008**

- the contribution of the Ministry of Culture as the general partner dropped a little;
- but the contribution from abroad increased and the financing from the F.I.T. project continued;
- subsidy from the Ministry of Culture compared to year 2007 rose and reached in order the amount similar to 2004.

- **in 2009**

- the incomes compared to 2008 dropped by 19 % which caused that the proportion of individual sources changed;
- the contribution of the strategic partners from private sphere dropped significantly, mainly because of the financial crisis (to 15 % of the sum from 2008, but the contribution of all the sources in the total was expressed by the drop-off by more than 8 %);
- although there still existed the income from the participation in the FIT project, the contribution from abroad dropped because of inviting less expensive ensembles;
- comparing to 2008 the contribution from the Ministry of Culture decreased by 14 % (in absolute numbers it expresses a high sum, but in the overall proportion of all the sources the item by the Ministry of Culture paradoxically rose because of the considerable decrease of the source from private foundations and funds);
- on the other side, the incomes from tickets sale rose (and not only pro rata but absolutely – comparing to 2008 by approx. 17 %, in the total ratio by 1,7 %).

- **in 2010**

- the amount of the allowance from the Ministry of Culture dropped repeatedly, not only pro rata but also in absolute numbers (comparing to 2009 by 10 % by which it reached the level from 2003), and that caused the decrease of the total contribution of public sources;
- the incomes from non-state funds from the Slovak Republic dropped as well, although the amount of the co-financed subjects arose;
- the income from the international sources decreased (the grant from the European Union for the F.I.T. project ceased);
- on the other side, the contribution of countries in financing ensembles increased;
- the income from the enterprise sphere dropped as well;
- despite the shorter duration of the festival the incomes rose, as expressed by absolute numbers, but their ratio to the rest of the incomes dropped too;
- the 12,72 % deficit of the expenses, which remained on the ADN's side, is not included in the table.

The most important item of income of the Divadelná Nitra is created by public sources. The biggest one is the grant system of the **Ministry of Culture of the Slovak Republic**. Despite the systematic endeavour of the ADN to diversify the sources and to become less reliant on the state in covering the budget of the Divadelná Nitra festival, the state budget is still the most important and one of the few relevant sources for events of this type and volume, and therefore it is impossible to keep decreasing the amount of the grant, especially when there are no serious reasons for it.

The table of the share of the Ministry of Culture in the real expenses of the Divadelná Nitra – the self-sufficiency of the Association:

<i>The project</i>	% share MK SR	share of other sources of the ADN
MF Divadelná Nitra 2004	63,70	36,30
MF Divadelná Nitra 2005	60,60	39,39

MF Divadelná Nitra 2006 15 th jubilee year	73,00	27,00
MF Divadelná Nitra 2007	47,60	48,68
MF Divadelná Nitra 2008	54,26	45,74
MF Divadelná Nitra 2009	56,52	43,48
MF Divadelná Nitra 2010	50,87	49,13*

* the share of the AND includes the deficit of incomes in 2010

The fact that the state source, i.e. the grant system of the Ministry of Culture of the Slovak Republic creates the most important part of the incomes, does not slow the endeavour of the Divadelná Nitra Association to gain new sources of financing; it is otherwise – in 2011 we will try to keep the amount of the sources which will be used for financing of the Divadelná Nitra Festival as well as the financing of the Association's projects (in 2010 it was together 22 sources, whereas the applications for grants were sent to more 15 places).

As for the public sources in Slovakia, the positive signal is the keeping of the systemic change which took place in 2008 – the joining of the **Nitra Self-governing Region** with its subsidy granted directly from the budget (thus not in the form of grants). However, this allowance slightly dropped in 2010 compared to 2009. The Nitra Self-governing Region contributes to the Divadelná Nitra Festival also indirectly, by a non-financial contribution in the form of a collaboration of cultural organizations it is the operator of (Andrej Bagar Theatre, Nitra Old Theatre, Nitra Gallery, Nitra Museum, Regional Educational Centre etc.). It includes the free of charge or cut-price providing of staff, services, technical equipment, material, venues. The account of this help moves above the sum of 30 000 €. For 2011 the expected financial contribution will reach the level of 2010.

According to the long-term Agreement on Cooperation from 2004, the **City of Nitra** includes the allowance for the Divadelná Nitra in the proper city's budget approved by the municipality, which ascertains the subsidy granting, as well as granting of other benefits. The dotation of the City of Nitra in 2008 dropped; in 2009 it rose again to the level of 2007. For 2010 the subsidy was the same as in 2009, the expectation for 2011 is similar. Except for the financial support provided according to the possibilities of the budget, the City of Nitra as one of the main organizers contributes also by other commodities in the form of human resources help, renting of venues and spaces, services of the organizations it is the operator of (Municipal Services, Synagogue, Nisys etc.). The value of this help generally exceeds 3 000 €.

The important sources of incomes are **local sources** which generously participated in specific sub-projects of the Divadelná Nitra Association. Especially positive fact was the increase of the dotations from Slovak funds and foundations for the *A Tulip for You* project. A similar trend is expected in 2011.

The financial direct and indirect incomes from **abroad** create in average 15 % of the overall incomes. This support usually consists of two components:

- registered financial contributions of the partners – the contributions of the countries represented by theatres presented in the main programme. What is important here is the intensive year-long collaboration with embassies and institutes in the territory of the Slovak Republic, as well as with the important bodies of particular countries (ministries of culture, ministries of foreign affairs etc.);
- direct incomes to the bank account of the ADN – grants from funds from abroad on the basis of applications. The participation of the ADN in the F.I.T. project ended in 2009, but as usually, the ADN got the support from one of the most important funds (IVF – International Visegrad Fund).

A similar trend to the one from 2010 will be applied also in 2011, but the ADN sent application already in November 2010 to one of the most important EU funds called Culture (a three-year project 2011 – 2013 in the Festivals section).

The important part of the fundraising campaign is the **2 % of tax liability** of physical and legal entities. The incomes from the entrepreneur sphere get concentrated into the 2 %, but the financial crisis caused the decrease of the incomes from this source in 2010. For 2011 there is a new way of fundraising planned, and there is an expectation from the positive aspect of the fact that the ADN again became the 2 % receiver (after a longer period of exclusion from the system as a result of a formal error when giving information details).

Exceptionally important are the own incomes in the form of tickets sale, i. e. **income from tickets sale**. This source fulfils the role of a direct financing tool (it helps to financially support the activities and expenses which cannot be covered from specified subsidies, e.g. the general expenses) and it partially serves as an indicator of the interest of the public motivating the inner environment of the festival's management. The amount of these incomes, or its ratio comparing to other incomes reflect the objectives regarding the target groups, i.e. with the categories dealing with the prices of the tickets and the number of cut-price tickets of the overall number of the offered ones.

Although the amount of own incomes from the tickets sale usually does not exceed 3,5 % of the incomes, in 2010 it was 4,87 % of the own incomes, which meant not only the percentage but also the absolute increase – even higher when considering the shorter duration of the festival by two days which meant it presented less performances than usual.

The amount of the income from tickets sale of the Divadelná Nitra International Festival reflects the following factors: a low price of the tickets regarding the insufficient purchase power of the people of the region, a high number of cut-price tickets for dominant target groups (young people, theatre professionals, journalists etc.) and distributed tickets for the VIP, guests from abroad and the partners, higher endeavour to sell the artistically demanding performances of the programme (causing the offer of cut-price tickets compared to a similar repertoire at different festivals, and in other countries). In 2010 the discipline of a ticket distribution to partners improved as well as of the keeping the same amount of tickets in particular price categories.

The submitted DN budget does not state (neither in incomes nor in expenses) the value of the non-financial, i.e. the **in kind** contribution of the partners or the value of the volunteer work. This is the value of the media collaboration, services and human resources help from the co-organizers, material help from the sponsors, the value of the work of 143 volunteers during 8 ~~to~~ 10 days. The non-financial (in kind) contribution of all the subjects is quite an important factor in the execution of the event – it significantly unburdens the item of costs and it proves the interest of the collaborating subjects in the event.

Except for the discounted media space, volunteer work or renting of places there are contributions of a material or technical character – borrowing of the computers, equipment, vehicles, or discounts on their renting, video document procession, free consumer goods, food, fruit and drinks for social occasions or for the staff and volunteers, office stuff, utility material, presents and sweets for children's and other competitions, t-shirts for the participants, help in the form of cheaper services or discounts – providing advertisement surfaces, print, copying, accommodation etc. The essential item is also the support of institutions and organizations in the form of executive and human resources contribution etc. A qualified estimation of the in-kind contributions in 2010 included almost one fourth of the financial incomes of the festival.

■ costs

- The detailed budget of the Divadelná Nitra 2010 (an independent appendix to of the project) **states all the costs planned for the preparation and execution of the project**, including those the covering of which is not included in the grant application to the Ministry of Culture.
- **The budget is balanced**, i.e. the expenses entry does not exceed the incomes entry.
- **The ADN guarantees its own contribution** (co-financing) not only of the obligatory 5 % height, but considerably higher.
- The expenses part of the budget consists of individual expenses items **following the methodology of the Ministry of Culture** for the year 2010. In the appendix, i.e. the detailed budget, there are included even the units of a calculation of the amount of the item (persons, months, days, kilometres, standard pages etc.). The items which are covered by the requested subsidy from the Ministry of Culture respect the schedule of the permitted cost items according to the conditions by the Ministry of Culture for the grant system 2011.
- The aim for the year 2011 remains the same, **to keep the high standard and the reputation of the Divadelná Nitra** and the related adequate costs.
- The key dramaturgical objective of the festival is to list in the programme **top European productions** again – following the fulfilling of this aim there was calculated the amount of costs for the participation of guests from abroad. These costs include all items connected with the guest appearing. The items presumed to be covered by some of the sources from the country of origin of the ensemble are stated in the incomes entry (indirect financial incomes). There is a plan for 9 – 11 productions from 9 – 11 countries.
- Te ADN will be continuing in the conception line of executing its **own production** – in 2011 the first preparation stage of the project is to take place.
- The ADN will also be continuing in the execution of the theory event projects – in 2011 it will be an **international symposium** dealing with a creative industry theme.
- The costs for guest appearance of theatres include also the **renting technical equipment** from specialised companies (lights, sound equipment) and not only for non-theatrical, i.e. site-specific spaces but also for regular theatrical halls in Nitra whose technical parameters are unsatisfactory for such top performances.
- The re-establishment of the **satellite performances** in Trnava and Bratislava will require the costs for renting the venues, the costs for accommodation and fees will increase too (ther are in fact extra performances added to the actual festival programme).
- The budget includes also the costs for **interpreting of all productions** into two languages (Slovak, English), or a better access of the presented performances to the guests from abroad, which can increase their interest in the festival and Slovak theatrical environment
- **The educational projects** (*How to Understand Theatre, A Tulip for You* etc.) are considered the development elements, some of them are set aside as independent from the festival budget (*How to Understand Theatre*)
- The **contacts with foreign countries** will develop too, as well as the cooperation with schools and the informal and communication value of the www.nitrafest.sk.
- In the budget there are calculated also the costs regarding the **selection of the productions** – journeys in search for productions; a great advantage and saving mean the invitations to various international forums, which reduce the costs for the trips (organizers usually pay accommodation, transport and tickets, sometimes food).
- The important costs item is the **promotion of the event**, informing and documentation. In 2011 this item will include the costs for two jubilee publications, with digitalization of the ADN archive for the

preparation of the 20th anniversary of the festival. Documentation through a video-document about the festival is a necessary output of the event.

- In the year commemorating the 20th anniversary of the festival there is a plan of the long awaited purchase or renting of the new bearers of **billboards**.
- The **travel expenses** are calculated in the expected amount, they are usually covered by sources from abroad (the indirect financial incomes entry). Further costs cover the trips of selecting teams connected with the selection for the programme.
- Each of the **organization activities** in preparing of the Divadelná Nitra International Festival 2010 requires top staff background. These costs are not stated independently with other kinds of activities (e.g. those organized by state institutions) because they belong to the standard items related to the operation, i.e. the existence of an organisation. In the case of the Divadelná Nitra International Festival they are essential for a professional performance of the important activities executed during the year or during several months. The ADN has only one employee and its activity is exclusively to execute its projects (it does not perform a so-called associational activity)
- The conclusion of the budget belongs to **“not approved” items** (food etc.) and items relating to general expenses and are usually covered from ADN's own incomes (grants for operation of the subjects organizing cultural activities, i.e. their general expenses related to executing of projects practically do not exist in Slovakia). This entry of costs includes also the costs for technical equipment maintenance and network and website operation (the ADN purchased new computers, software and a printer in 2010, and it also performed the reconstruction of its website).
- **The basis of the budget development** for 2011 was the reality of the year 2010 or 2009. Until the programme of festival is not completed and prices for individual components (demands of theatres, contribution of countries, advertisement prices etc.) agreed upon by contracts, the costs have to be calculated in expected standard amount based on experience, outputs and qualified estimation.
- During the year the budget will be **continually updated** and proportionally adapted to the possibilities, i.e. the gained incomes. The long-term experience of the festival management approves the factualness of the primary plans.

7.

time schedule

■ **January 2011**

essential evaluation of the Divadelná Nitra International Festival 2010, annual account of 2010, collecting documentation and reflection of the 2010 edition, conception and budget of the Divadelná Nitra 2011, selection of participating countries, addressing consultants for the Committee of Consultants, addressing ministries and embassies regarding financial support, applications to foreign and local funds, fundraising strategy – sponsors, hotel bookings and agreements upon prices, plans of trips to festivals and theatre home and abroad, trips to Slovak theatres, theatres abroad, processing of offers, selection of suggested tips and beginning of selection of productions for presentation in 2011, conception of processing and digitalizing of ADN's archives, conception of the 2 % of tax liability of physical and legal entities campaign, design of the educational events conception: *A Tulip for You* and *How to Understand Theatre*, beginning of fundraising for the educational projects.

■ **February 2011**

continuing in sending applications to funds in Slovakia and abroad, continuing in fundraising, negotiations with universities and secondary schools about the educational programmes, begin with addressing volunteers, addressing the collaborators of the festival for 2011, development of international contacts, trips to Slovak and foreign theatres, selection of a visual artist of the visual design of the Divadelná Nitra 2011, conception of the collaboration of the Slovak Centre AICT, Theatre Institute, VŠMU Theatre Faculty, Faculty of Philosophy of Comenius University and the Academy of Arts in Banská Bystrica, a conception of publishing activity marking the 20th anniversary – CD-ROM and publications entitled "*DN + 4*" and "*20 Years of Volunteering at the Divadelná Nitra*", working on processing and digitalizing of the ADN archive, distribution of letters asking for 2 % from tax of physical and legal entities, regular creative workshops in the *A Tulip for You Club*, preparation of the 1st Newsletter 2001, continuing in updating the DN website.

■ **March 2011**

continuing in the selection of productions for the main programme, conception of discussion matinees Breakfast with..., conception of the international conference named *A Festival as a (Creative) Industry*, conception of the FORUM *The 20th Century Parallel Lives – the 20th Century through the Eyes of the Secret Police*, conception of other activities connected with the 20th anniversary of the festival and the accompanying activities of the festival, looking for site specific localities for presenting selected productions, continuing in contacting the partners, applications to international funds, participation in festivals abroad, negotiations with the satellites (Bratislava, Trnava), preliminary works on the CD-ROM and publications "*DN + 4*" and "*20 Years of Volunteering at the Divadelná Nitra*", continuing in updating the DN website and an e-mail communication with the target groups (newsletters), processing and digitalizing the archive of the Divadelná Nitra Association, trips to Slovak theatres, discussions about the media collaboration, preparation of the advance note with the preliminary programme, continuing in the 2% campaign, gradual addressing of volunteers, regular execution of activities and workshops of the *A Tulip for You* project, organizing of *A Tulip for You* weekend plain air.

■ April – June 2011

continuing in and in June finishing with the selection for the main programme, negotiations with co-organizers, conception and composition of the accompanying programme, collaboration on the BOARDS (DOSKY) 2011 project, preliminary invitations for guests from abroad, preparation of printed material (a programme brochure, accreditation material, poster), providing data and translations for creating editorial texts of the festival, beginning of the active media campaign, signing contracts with theatres, participating in festivals abroad, trips to Slovak theatres, selection of films for the accompanying programme, continuing in works on the CD-ROM and publications "*DN + 4*" and "*20 Years of Volunteering at the Divadelná Nitra*", updating the website, newsletters, carrying on in processing and digitalizing of the ADN archive, organization works of the *A Festival as a (Creative) Industry* international conference, preparation works on the FORUM – *The 20th Century Parallel Lives – the 20th Century through the Eyes of the Secret Police*, regular execution of creative activities and workshops for the children participating in the *A Tulip for You*, preparation and execution of *A Tulip for You* weekend plain air, preparation of the *A Tulip for You* integration workshop during the festival in Nitra.

■ July – August 2011

providing technical conditions for presentation of theatres, printing promotion material (festival brochure, idea and programme poster, accompanying programme poster, tickets), distribution of the brochure, 1st press conference in Bratislava, gathering of applications from the festival participants and tickets ordering, creating and editing of the festival catalogue, preparation of subtitles, accommodation bookings, the second part of the media campaign, development of a clip for electronic media, preparation of tickets sale and ticket bookings, poster distribution, purchasing or renting of bearers of billboards, trips to festivals abroad, continuing in preparation of the CD-ROM and publications "*DN + 4*" and "*20 Years of Volunteering at the Divadelná Nitra*", updating the DN website, digitalization of the ADN archive, continuing in addressing volunteers, preparation of *A Tulip for You* creative activities and workshops during the festival

■ September 2011

educational seminars for volunteer workers of the Association, establishing the press centre, shooting a video-documentary, starting with tickets sale for the public, big distribution campaign (promotion material), billboard advertisement installation, graphical processing and print of the catalogue and festival guide, final organization and technical works on the main, accompanying and working events, third part of the media campaign, press conferences in Nitra and Bratislava, big presentation of the festival for the public, updating the DN website, organization of guests' arrivals, hauling of technique films and books, technical equipment of the festival sites, halls, site specific, arranging places, constructing first performances of the festival, preparing the creative activities and a workshop of the *A Tulip for You* project

■ 23 September – 28 September 2011

The Divadelná Nitra International Festival – 20th Edition

the main festival programme, accompanying programme, working and educational events, satellite performances in Trnava and Bratislava. Discussions, conferences, other creative activities, workshops, social gatherings, receiving diplomatic guests; social and working activities concerning the 20th anniversary of the festival, the *How to Understand Theatre* activities, execution of the *A Tulip for You* activities, intensive collaboration of the volunteers during the festival

■ october – december 2011

transport of material and technique, acknowledging the co-organizers, donors, media partners and important guests, collecting documentation material and composing archive, sending promotion and documentation matter, covering financial commitments, preparation of the annual account for 2011, essential assessment of the Divadelná Nitra International Festival 2011 and its individual projects, preparation of the strategic plan of the Divadelná Nitra Association for the year 2012, contacts and signing contracts with partners, composing the budget for 2012, preparation of applications to local and international funds, fundraising, hotel bookings, planning contacts and excursions to international and local events, gathering of documentation material, sending promotion and documentation matters to the partners of the project, continuing in the processing and digitalising of the Divadelná Nitra Association archive, evaluation of individual projects of the ADN, getting the feedback from all the participants and collaborating subjects, updating the DN website

8.

efectivity

quantitative parameters

qualitative parameters

Undoubtedly one of the most important part of any project is the assessment of its effectiveness, especially when it is an event of significant effect and volume in the cultural context not only of the city it takes place in but also of whole Slovakia and Europe, even in the volume of the used financial means. This fact leads the organizers of the festival for many years to a thorough analysis of the executed activities, assessment of the execution of the events, analysis of the effectiveness of using the gained financial means. These analytical activities are composed as the essential segment of the projecting. The qualified assessment of the project affecting as many aspects of the event as possible requires sophisticated establishment of qualitative as well as quantitative criteria. Among this feedback there is an effectiveness of using the public financial sources evaluated by regular audits of the state (Ministry of Culture, Supreme Audit Office and the Office of Financial Audit)

■ quantitative parameters

number of executed events	<ul style="list-style-type: none"> • theatre performances of the main programme (including satellites) • accompanying programme events • working programme events • educational programme events
number and capacity of the venues the events took place in	<ul style="list-style-type: none"> • in the main programme • in the accompanying programme • in the working programme • in the educational programme
other parameters of the main programme	<ul style="list-style-type: none"> • number of presented countries • number of directors and ensembles presented at the DN for the first time
number of presented theatres, ensembles, groups, teams and individuals, participants of the events	<ul style="list-style-type: none"> • in the main programme • in the accompanying programme • in the working programme • in the educational programme
number of visitors	<ul style="list-style-type: none"> • main programme • accompanying programme • working programme • educational programme
number of sold and	<ul style="list-style-type: none"> • in the main programme (in price categories normal, profi and maxi

distributed tickets	discount) <ul style="list-style-type: none"> • in the accompanying programme
number of participants and guests	<ul style="list-style-type: none"> • from Slovakia • from abroad
number of accommodation providers	<ul style="list-style-type: none"> • for ensembles and presenters • for individual participants and guests
number regarding the media promotion and promotion	<ul style="list-style-type: none"> • media partners • media campaign • media monitoring – Slovakia • media monitoring – abroad • accredited journalists • number and types of promotion materials and outputs • distribution spots, boards • website visitrate
number of collaborating persons	<ul style="list-style-type: none"> • staff, dramaturgical boards, consultants • young people - volunteers • collaborators
number of collaborating subjects	<ul style="list-style-type: none"> • main organizers • co-organizers including cultural institutions, educational institutions, civic associations and others • enterprise subjects (financially and in kind) • institutes, foundations, funds, grant institutions,
overview of the sources participating in the financial and non-financial operation of the festival	<ul style="list-style-type: none"> • % of financial incomes (public sources from Slovakia, non-state sources from Slovakia, foreign countries, sponsoring, own incomes) • proportion of financial and non-financial (in kind) • outline of co-organizers' contribution • proportion of used means and achieved economical effect (i.e. for the city, region...)

■ qualitative parametres

The fulfilment of the aims and objectives of the project is followed through the qualitative parameters of the festival's effectiveness and it creates the core of the evaluation of all the staff members and members of the dramaturgical boards, which are the basis for processing a complete report on the festival. Individual parts of the report give information on the fulfilment of the followed qualitative parameters of one edition, with regard to the development tendencies (comparison with the previous editions etc.):

fulfilling the aims and objectives of the project	<ul style="list-style-type: none"> a) creating a quality foreign theatre programme approved among the theatre professionals b) amount of strengthening various forms of presentation of Slovak theatre at the festival c) strengthening the perception of theatre production within broader relations (discussions about performances, seminars, workshops)
--	--

	<p>d) volume of presentation of regional works of various genres (theatre, music, visual art)</p> <p>e) providing space for making contacts between European and Slovak theatre</p> <p>f) number and quality of the educational activities</p> <p>g) quality of the reflection of the festival</p>
preparation of the festival, conception, selection, programming, collaboration with theatres and ensembles	<ul style="list-style-type: none"> • in the main programme • in the accompanying programme
organization maintenance of the festival (including technical equipment, translations, promotion and distribution)	<ul style="list-style-type: none"> • main programme (including the satellite performances) • accompanying programme • working programme • educational programme
evaluation of the visitrate and reflection of the festival events	<ul style="list-style-type: none"> • main programme • accompanying programme • working events including discussions about performances • educational events • young audience participation
evaluation of the management and collaboration	<ul style="list-style-type: none"> • co-organizers and partners • standard of services • advisory bodies • staff • business subjects • institutes, foundations, funds, grant institutions
evaluation of the management and collaboration	<ul style="list-style-type: none"> • importance of the collaboration and participation of young people in preparation and execution of the festival • amount and meaning of the participation of young people in the festival • amount of increasing the share of the activities preferably focusing on young people • amount and meaning of participation of young people in educational programmes
promotion and media promotion	<ul style="list-style-type: none"> • collaboration and communication with the media partners • media outputs (print., electr. media / Slovakia and other countries) – quality and volume • forms, way of promotion and advertising, prom material, billboards, other bearers • solution suggestions for the future
fundraising	<ul style="list-style-type: none"> • overview and proportion of the sources (public, non-state, private, general partner, 2%, own incomes) • effectiveness / collaboration evaluating • strategic suggestions

feedback	<ul style="list-style-type: none"> • media reactions • collaborating subjects • young people - volunteers • Slovak theatrical and cultural public • presented artists • reactions from abroad • educational events participants
course of the collaboration, communication and the contribution of the collaborating subjects	<ul style="list-style-type: none"> • main organizers • co-organizers including a) cultural institutions b) educational institutions c) entrepreneur subjects, d) civic associations etc. • collaborators

■ contact

Asociácia Divadelná Nitra
 Svätoplukovo nám. 4, 950 53 Nitra
 tel./fax: +37 65 24 870, mobil: +903 55 44 75
nitrafest@nitrafest.sk, www.nitrafest.sk

