



TRANS- FORMATIONS

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Deliverable

D1.3

Project: 101054022 – TRANSFORMATIONS – CREA-CULT-2021-NET

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WP1-D1.3-D3

Annual report - Year 1

Date: 31.08.2022

Description: Combined annual reports of all 6 WP assessment reports that demonstrate:

- member theatres' self-reported level of expertise on questions of sustainability, equality and diversity, digitisation
- targets have been reached or in case of adjustments, the call priorities and overall objectives are still met.

They include networking (D2.2), training (D3.2), advocacy (D4.1) and communication reports (D6.1) + Our Stories (D5.9).

(minimum 5 pages + WP assessment reports in annex / digital/ EN)

Successful delivery of: Combined annual report on Year 1 of TRANSFORMATIONS for all six work packages, demonstrating that the project is on track to reach its targets and the call priorities and overall objectives of the project are being met.

Networking (p. 13), Training (p. 25), Advocacy (p. 35), Our Stories of Change (p. 42) and Communication (p. 45) reports enclosed

Annual Report - Year 1

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With TRANSFORMATIONS, ETC set out in September 2021 to recharge the European theatre sector following the first shocks of the now ongoing covid crisis. ETC's three-year programme of activities considers the sector's artistic output, its structures and teams, and its audiences. It prepares the sector for the challenges of the future, thus ensuring it remains relevant and influential in European societies.

After the first year of the project, it can already be said that the strategic vision laid out in TRANSFORMATIONS is answering the needs of ETC's membership, as participation and engagement are high in all strands of activities, the different kinds of grants find their intended audiences and participation in ETC International Theatre Conference increases noticeably.

The internal ETC structure is also proving to be successful for the management of the project, as Project Milestones have been achieved on time, Deliverables uploaded as agreed upon, success indicators have either already been achieved or are projected to be successfully achieved or exceeded by the end of the project.

In addition, TRANSFORMATIONS has shown that it offers enough flexibility to ETC and to its membership to respond to urgent, unforeseen events: following the Russian invasion of Ukraine on 24 February 2022, ETC immediately reacted – lobbied global leaders for continuous support to continue cultural collaboration, offered additional visibility and support to Ukrainian artists and cultural workers, especially through mobility and co-creation grants for artists and performances, contacts facilitating and last but not least by dedicating large parts of the programme of its Prague Conference in May 2022 to the situation in Ukraine and solidarity measures from the European theatre community. This has allowed Ukrainian ETC members to create new partnerships and projects and keep working artistically, Ukrainian ETC alumni and colleagues who took refuge outside of Ukraine to find jobs and/or daily support in new countries, and overall, the voice of the Ukrainian artistic community to keep being heard despite the war.

This show of flexibility, readiness and solidarity highlights the relevance of the project, and more widely of theatre as a community-based arts form for the twenty-first century.

Update on Milestones

MS1 ETC International Theatre Conference Malta: Project launch – 29 October 2021

The first project meeting with the ETC Membership took place, as initially planned, during the ETC International Theatre Conference in Malta, on 29 October 2021. The ETC Team launched and presented ETC's 3-year programme of activities TRANSFORMATIONS, incl. presentation of the communication campaign & visual identity (see flyer here), announcements and calls for collaboration for year 1 (as of Nov 2021 – Aug 2022). 78 participants (incl. 29 ETC Member theatres present) took part in the meeting.



TRANSFORMATIONS Presentation at ETC International Theatre Conference in Malta 2021 © Lindsey Bahia

MS2 ETC International Theatre Conference Prague: Setting the stage – 20 May 2022

The second Project Meeting took place during the ETC International Theatre Conference in Prague on 20 May 2022, and presented an in-depth look at the next six months of activity at ETC to the Membership, with a focus on key events and travel opportunities, a presentation about the upcoming ETC Roadshow to the CINARS Biennial, the performing arts fair in Montreal, Canada (November 2022), an introduction to the ETC Study on Digital Theatre, and updates on sustainability progress and the ongoing evaluation of the network.

Presentations by:

- Heidi Wiley, ETC Executive Director
- Christy Romer, ETC Communication Manager
- Gilles Doré, Executive Director of CINARS
- Misa Rygrova, Environmental Activities Coordinator, National Theatre Prague (Czech Republic) / Representative of ETC Green Theatre Committee
- Matina Magkou, Cultural Manager and Researcher/ Representative for ETC's evaluation
- Teresa Pfaud, ETC Project Manager & Paulien Geerlings, ETC Vice-President, Head Dramaturge at De Toneelmakerij / Representatives of ETC Young Europe Programme
- Michael Eickhoff, Dramaturgy and International Networking, Akademie für Theater und Digitalität / Representative of ETC Digital Study



TRANSFORMATIONS Presentation at ETC International Theatre Conference in Prague 2022 © Jan Hromádko

Update on the network

Current membership:

- Number of Members: 55 (53 Member Theatres, 2 Honorary Members)
- Number of countries: 30
- Number of EU countries: 21

New members

- **13 new members:**
 - Opera Theatre of Tunis (Tunis/Tunisia)
 - Teatro Municipal Sá de Miranda (Viana do Castelo/Portugal)
 - Schauspielhaus Salzburg (Salzburg/Austria)
 - Théâtre National de Bretagne (Rennes/France)
 - National Theatre of Greece (Athens/Greece)
 - National Theater of Kosovo (Pristina/Kosovo)
 - Dailes Theatre (Riga/Latvia)
 - Royal Theatre 'Zetski Dom' (Cetinje/Montenegro)
 - Het Zuidelijk Toneel (Tilburg/The Netherlands)
 - Royal Lyceum Theatre Edinburgh (Edinburgh/United Kingdom)
 - Young Vic (London/United Kingdom)
 - Tbilisi International Festival of Theatre (Tbilisi/Georgia) – Associate Membership
 - Left Bank Theater (Kyiv/Ukraine) – Associate Membership
- **Increase since the start of the project (1 September 2021): 14,6%**



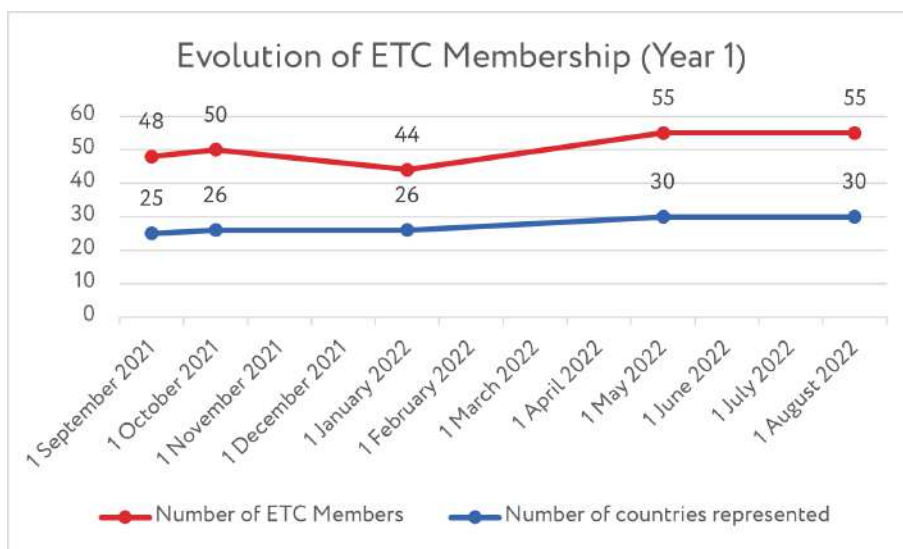
- Main reasons quoted for ETC membership:
 - internationalisation of own productions,
 - new cooperation and co-productions,
 - inspiration and learning from peers,
 - exchange on structuring topics (gender equality and diversity, digital technologies, sustainability),
 - political representation on the European and international scene,
 - international visibility

Departures of members on 31 December 2021

- Teatro Koreja (Lecce/Italy)
- Weöres Sándor Színház (Szombathely/Hungary)
- Alexandru Davila Theatre (Pitești/Romania)
- TEO (Odessa/Ukraine)
- Kote Marjanishvili State Drama Theatre (Tbilisi/Georgia)
- CDN Nancy-Lorraine, La Manufacture (Nancy/France)

Reasons quoted for ending the membership:

- financial issues
- especially financial issues resulting from the coronavirus crisis (including decreased national funding for cultural organisations)
- change of artistic direction with a more local orientation



Evolution of ETC Membership graphic

Update on project objectives and success indicators

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The project milestones have been achieved as planned.
All deliverables for the first year of the project have been uploaded as planned.

The project is on track to successfully reach or even exceed its objectives and success indicators, as set out in the evaluation strategy (see deliverable D1.2-D2):

- All quantitative targets defined by the project are reached:

As demonstrated in the annexed reports for each work package, the quantitative targets can already be projected to be either successfully reached or exceeded by the end of the project.

- In case of adjustments, the call priorities and the overall objectives are still met:

In response to the Russian invasion of Ukraine on 24 February 2022, ETC immediately offered additional visibility and support to Ukrainian artists and cultural workers, through the setting up of a web platform (www.voicesforukraine.eu) to amplify Ukrainian voices, through mobility grants and finally by dedicating large parts of the programme of its ETC International Theatre Conference in Prague in May 2022 to the situation in Ukraine.

While this was of course not planned during the preparation of the current project, the project proved to be flexible enough to accommodate these efforts and the changes are fully in line with the overall objectives of the project, to:

Provide a clear strategic vision on global issues and priorities for the public theatre sector [...] to remain relevant and influential in Europe's society.

Enhance the capacity of European theatres to face common challenges

and nurture talents

Advance a notion of diversity and inclusion in European theatre.

- ETC membership increases by 10%:

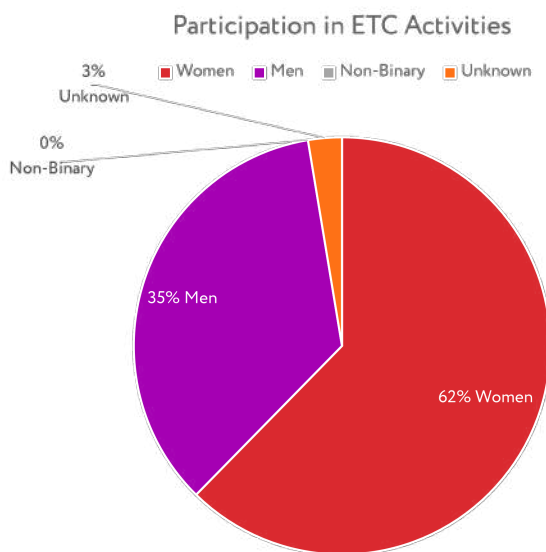
ETC membership has increased by 14,6% in year 1 – maintaining the network, further nurturing it and allowing it to grow in a sustainable manner will be the focus in the remaining two years of the project.

- ETC theatre members feel empowered on the questions of sustainability, equality and diversity:

Participants in the Year 1 trainings dedicated to sustainability unanimously agree that the programmes have increased their general knowledge on the issue, helped them push for change in their organisations and the international exchange has been beneficial in their daily, local work (see deliverable D3.2-D14).

The accent will be set on equality and diversity in the two next years of the project to achieve similar results.

- The representation of women in ETC network activities (participation, support for artistic collaboration, meetings, etc.) is consistently at a minimum of 50%:



Participation in ETC Activities graphic

About ETC

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Founded in 1988, the European Theatre Convention (ETC) is the largest network of public theatres in Europe. It is an arts organisation that promotes European theatre as a vital platform for dialogue, democracy and interaction that responds to, reflects and engages with today's diverse audiences and changing societies. ETC's programme of grants and events support networking, professional development and artistic collaborations for theatre staff across Europe – championing theatre as a key European art form for the 21st century.

ETC has 54 members from 30 countries and is supported [by the Creative Europe Programme of the European Union](#).

ETC Team

Heidi Wiley, *Executive Director*

Hélène Gauthier, *Project & Network Manager*

Teresa Pfaud, *Project Manager*

Christy Romer, *Communication Manager*

Luzie Laufenberg, *Projects and Communications Assistant*

Magda Stergiou, *Intern*

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Annex

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Networking Assessment Report - Year 1

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About the activities



European Theatre Academy during Festival d'Avignon 2022 © ETC 2022

This report offers an assessment of artistic collaboration and networking activities offered and coordinated by ETC as part of TRANSFORMATIONS during the first year of the project. The stated objectives to recharge European public theatres, artists and theatre professionals as well as engage with new, wider, diverse and young audiences and artists across borders run through all activities introduced in this report: international collaborations and co-creation, various networking formats, peer-to-peer exchange of knowledge.

The combined **number of artistic collaboration and networking events** highlighted in this report is 35 (initially planned: 25), including:

- 7 Young Europe IV partner meetings
- 3 International Co-creations of new dramatic narratives by 9 ETC Member Theatres
- 1 discussion event on the artistic collaboration “Pipelines”
- 2 European Drama Committee meetings
- 4 Green Theatre Committee meetings
- 2 ETC International Theatre Conferences

- 2 TRANSFORMATIONS Membership meetings
- 4 Women Directors Networking Group sessions
- 2 ETC Alumni Group sessions
- 1 ETC Roadshow reception at the Festival d'Avignon/France
- 3 Staff Exchanges
- 4 Regular International Networking "Coffee Breaks"

A **total of 528 participants** (initially planned: 300+) has, so far, directly benefitted from ETC's networking events, innovative new international collaborations and meeting formats, knowledge exchange and joint co-creations.

Young Europe IV

The 3-year programme Young Europe IV, dedicated to developing a new, diverse European drama repertory for young audiences kicked off with a first online meeting in December, confirming partner organisations and setting the stage for the multi-folded project. 8 ETC member theatres commissioned 8 emerging authors to co-operate in international pairs in the frame of this project, with a focus on writing and producing new 'classroom' plays, which will be seen by the most diverse and inclusive audiences possible: school classes. The project focuses on the non-dominant voices in European societies and on stories that aren't told or haven't been told enough. Throughout year 1 of the international artistic collaboration, partners meetings were held to develop a 1,5-year Writers Lab (playwrights trajectory), the partners commissioned 4 international professional mentors who accompany the emerging writers in the Writers Lab, a 3-day kick off meeting with playwrights, mentors, in-house dramaturges and project managers took place in Prague (Czech Republic) incl. a masterclass with workshops on "Diversity & Unconscious Bias" and "Writing for the classroom", group and individual mentoring sessions. [Find out more about YE IV, the theatres & artists involved.](#)

International Co-creation of new dramatic narratives

Pipelines

As part of the international artistic collaboration project 'Pipelines', 5 theatres from 5 countries commissioned a local author to work on the subject of

pipelines and energy supply in Europe more generally, with the aim to circulate words instead of oil, drawing energy from cultural exchange rather than fossil fuel. It also showcases how European collaboration and political engagement can foster visibility for burning issues - highlighting local perspectives on global issues, and helping to solve commonly-shared problems together. The project culminated in a live-discussion event with the five authors as part of the playwright's festival 'Dramatikerinnenfestival' of Schauspielhaus Graz (Austria), which was recognised as an official side event of the New European Bauhaus festival. The authors discussed the similarities and differences in their texts as well as the challenges of writing about the climate crisis. [The event can be watched in full-length here: Pipelines - New European Bauhaus Festival.](#)



„Was zündet, was brennt“, a Pipelines performance © Lex Karelly

ETC Development Grants

The first 3 of 9 ETC's Development Grants for innovative international theatre collaborations have been awarded to 9 ETC Member Theatres cooperating in groups of three, to co-create new narratives, commission new international theatre works tackling social and environmental sustainability (17 SDG's of the UN) and pioneer new cooperation concepts:

- *The Judges*
A big international coproduction with ETC Members and non-member theatres. Set in a fictional International Theatre Awards festival where the artistic director and an international jury try to pick the prize winners, this

piece will represent a platform where the creators can reflect on their own positions towards the theatre trends, politics, different issues and scandals in the European theatre ecosystem. The performance will present around 7-10 live English speaking actors on stage (preferably from 5-7 European countries). Grant awarded to: SNG Nova Gorica, Teatru Malta, Teatr Opole

- *Exile. Look in. Look out.*

Dakh Theatre – Center of Contemporary Art, Volkstheater Wien and Deutsches Theater Berlin will present a scenic reading of two new texts from the Ukrainian authors Lyuba Yakimchuk and Pavlo Arie, who live in exile, and from the material produced by the CCA Dakh team now based in various parts of Ukraine and Europe. Grant awarded to Volkstheater Wien, Deutsches Theater Berlin, DAKH Theatre

- *Innovative Ways of Inclusive Talent Development*

A project to share knowledge and exchange best practices of talent development of the theatre-makers of the future, with a particular view to working inclusively and supporting makers from diverse and historically under-represented backgrounds. The ETC Development Grant will be used to visit each other with a small delegation of each theatre, to get to know each other's programs better and exchange best practices. In addition, to research other theatres in Europe with inspiring examples. Grant awarded to De Toneelmakerij, Young Vic, Det Norske Teatret

European Drama Committee & Translation Grants

Supporting the international trajectory of contemporary text-based theatre plays is at the core of ETC's artistic work. In addition to larger-scale artistic projects, ETC offers two translation grants into English for full-length theatre plays each season.

9 ETC theatre from 8 countries proposed a text for translation and two were selected by ETC's European Drama Committee (composed of nine representatives from ETC members from 8 European countries) for their playwriting quality and European relevance and awarded a grant:

- **Evangelos Kosmidis – Alaska** (Dakh Theatre – Centre of Contemporary Arts, Ukraine)

Alaska, by Greek stage director and author Evangelos Kosmidis, is a play and work in progress performance created as part of Dakh Theatre/ Gogolfest’s Marathon of International Residencies in Mariupol (Ukraine) in 2021. While the play’s idea originated in Greece, it is only after arriving in Mariupol that the author managed to realise it, through research, interviews and devising work with his actors, members of the first theatre school-studio of Mariupol. While written before the Russian invasion of Ukraine in February 2022, Mariupol has been a city marked by war, near the front zone since 2014.

The play includes real thoughts and comments from Mariupol children and teenagers, combined with texts by Roland Barthes, John Green, Sibylle Berg, Elise Wilk, Jorge Bucay, Maria Polidouri, Kostas Kariotakis, Pinelopi Delta and Evangelos Kosmidis himself. The author adds: “Alaska can be a message of peace and a warning to the world”.

The ETC Drama Committee especially enjoyed the rhythm of a “vibrant, organic and heartfelt” play, and praised the mixture of fiction and documentary, made unquestionably more relevant and burning by the Russian invasion of Ukraine in 2022 and the horrific siege of the city Mariupol – a truly European theatre text as a powerful answer to a theatre being bombed while being used as shelter by its local community.

- **Simona Hamer – Everything OK** (Slovensko Narodno Gledalisce Nova Gorica, Slovenia)

Everything OK, by Slovenian playwright Simona Hamer, completes the selection. In this play, Simona Hamer explores the topics of (un)employment, (im)migration, discrimination and racism, patriarchy, mental health, ageism, and loneliness through three intertwined storylines. The author explains: “For me, the play *Everything OK* is an x-ray of all the broken bones of today’s society and an invitation to recovery.”

The ETC Drama Committee commented on the play’s political dimension and praised its exploration of different figures and parts of society, especially young adults, without losing on the quality of the structure, of the writing and the language.

Those two texts were then shared with the wider ETC membership in the form of participatory readings during the ETC International Theatre Conference in Prague.

Green Theatre Committee

The green theatre committee, set up in 2021 and composed of specialists from 5 different theatres within the network and external experts, encourages the sharing of knowledge, analyses, and guidelines. It met four times during the season 2021/2022 and has developed an “ETC green toolkit” (see deliverable D5.16-D39), based on prior experiments and worldwide knowledge-sharing, and analyse progress made with an external expert group.



ETC International Theatre Conference in Prague 2022 © Jan Hromádko

ETC International Theatre Conferences

ETC organised two conferences in Year 1:

‘*Envisioning the Future*’, organised in partnership with Teatru Malta from 28-31 October 2021: one of the first opportunities since the pandemic began for European theatres to meet in person and discuss what the past two years have really meant for their activity. Beyond the closed stages, the postponed performances, and the logistical challenges – what is the emotional and artistic legacy of the pandemic, and what do theatres need to be able to thrive again? What role does in-person theatre have in a society so used to online cultural

experiences? How can we continue to build theatre as a public space that is sustainable, inclusive, and nurturing of artistic freedom and expression? This conference offered the base for ETC's contribution to the Conference on the Future of Europe (see deliverable D4.1-D17). The conference was attended by 78 participants from 46 organisations and 29 countries. [Read more here.](#)

'Diver-cities & Diverse Theatre for Europe's local communities', organised in partnership with Národní Divadlo – National Theatre Prague (Czech Republic) from 19-22 May 2022: a deep dive panel discussion to interrogate what is driving the working culture in European theatre organisations and how we can make every aspect of theatre a safe, diverse space for art, artists, local communities and cities. The conference also introduced a brand new 'Talent Market' session, a chance to meet the next generation of European theatre talent, and the 'In Focus: Ukraine 2022' event, a vital opportunity to come together as a community to support Ukrainian artists and theatres who are at war. This largest ever ETC conference was attended by 134 participants from 51 organisations and 25 countries, offering incredible networking opportunities within the European theatre community. Ten European theatres joined the network on this occasion, further highlighting that recovery from the pandemic and readying the European theatre sector for the future will happen through international collaboration and exchange. [Read more here.](#)

Women Directors Networking Group

Over the course of four networking meetings during the season 2021/2022, a strong community of women directors has emerged, offering each other peer-to-peer support, knowledge exchange, inspiration. The networking group (with close to 20 female artists from all over Europe) has already created concrete working opportunities for the participants, especially through the Talent Market organised during the ETC Conference in Prague in which they took part, thus actively participating in making the European theatre sector more equal, and is now expanding to female artistic directors and leaders from ETC theatres.

ETC Alumni Group of Artists and Theatre Professionals

The ETC alumni network has been a loose group for the past few years, as it steadily increased in numbers. ETC has now supported close to 150 emerging artists and theatre professionals in Europe and is structuring the network to further support the intercultural and international professional development

of the ETC alumni careers through networking, sharing of opportunities and publicity for their work and skills. Two networking meetings as well as the opportunity to jointly watch online performances of the renowned “Fast Forward Festival for Emerging Directors” of Staatsschauspiel Dresden (Germany) in November 2021 and exchange with the festival curator afterwards have increased the alumni’s sense of belonging to a larger group, which will be brought even further with the launch of the ETC alumni platform (see deliverable D2.1-D6).

ETC Roadshow at key international industry events in Europe and beyond

ETC is increasing its presence at key international industry events in Europe and beyond, with the first edition of a new yearly networking event in Avignon (France) during the Festival d’Avignon, the largest contemporary theatre festival in Europe, which hosted 60 guests from 37 organisations on 15 July 2022.

The first delegation travel as part of the Roadshow programme, to the CINARS Biennale in Canada (7-12 November 2022), a key worldwide event in performing arts touring, is currently being organised, with participants from 9 ETC members confirmed and two co-designing meetings between ETC members and the CINARS meetings since May 2022.

Mobility Programme: Staff Exchanges

ETC supported 3 staff exchanges, during which staff members from an ETC member theatre worked for up to 1 month in a hosting ETC member theatre. The programme encourages networking, sharing of best practices & knowledge, peer learning, on-the-job training, development of personal, professional & intercultural skills & competences:

- Nina Jacques (Dramaturge at National Theatre Prague/Czech Republic) spent 30 days at Folkteatern Göteborg/Sweden.
- Daniel Grünauer (Dramaturge at Schauspielhaus Graz/Austria) spent 16 days at Théâtres de la Villes de Luxembourg.
- Anna Wawrzyniak (Artistic administrator at Staatstheater Braunschweig/Germany) spent 21 days at National Theatre in Belgrade/Serbia.

All participants and hosting theatres agree that the Staff Exchanges have been

useful to increase their general knowledge and brought new and valuable perspectives to their work locally. They noted “the huge opportunity to take the time to discover, to meet new people, reflect on one's own practice, create new links and come back to the theatre’s everyday life enriched and with new perspectives”, the value of “observing [a different] process, understanding the background and recognising the difference for future cooperations with foreign theatres” as well as the importance of a “safe space” and “great trust and openness” created by the programme.



ETC International Theatre Conference in Prague 2022 © Jan Hromádko

Regular International Networking

Initiated at the beginning of the Covid-19 pandemic, the ETC Coffee Breaks were a (virtual) place for ETC members to take a short moment to reflect, discuss and exchange with international peers from the network, raising important topics regarding the pandemic and its consequences, but also look into the future and shape common projects, and above all, remain connected across borders. The hourly meetings, including speed-dating sessions took place 4 times in the first half of year 1. As recovery from the pandemic progressed over the course of the season and their daily workload increased, theatre teams became less available for open networking formats. The ETC team decided to switch from a monthly networking meeting to thematic networking, project-related meetings where needed (Young Europe project meetings, Green Theatre Committee, European Drama Committee...), as well as increase the networking component of training activities (peer-to-peer exchange in small groups during workshops for instance).

Quantitative Analysis and Statistics

Success indicators:

The following success indicators have been set for WP2 of ETC's 3-year programme of activities TRANSFORMATIONS and are regularly monitored by the ETC team:

- ETC members take part in at least **40% of the international networking opportunities** provided (60% for the ETC international conferences).

By the end of Year 1, ETC members had taken part in 27% of the international networking opportunities provided – 72% for the ETC International Theatre Conferences.

It can be projected that this success indicator will be successfully reached.

- At least 60% of ETC members take part in programmes presented by the project (international co-creations, translation grants, etc.) **and/or** are supported by **development grants**.

By the end of Year 1, 23 ETC Members (42%) are taking part in at least one international co-creation programme and/or have benefitted from artistic collaboration grants. As further grants and new international co-creation programmes will be available in the remaining two years of the project, it can be projected that this success indicator will be reached or exceeded.

- At least **20% of ETC members actively take part in ETC Committees** (Drama and Green Theatre):

Currently 12 of 55 ETC Members (21,8%) actively take part in ETC Committees).

European Drama Committee: Volkstheater Wien (Austria/Vienna), Croatian National Theatre Zagreb (Croatia/Zagreb), La Mousson d'Été (France/Pont-à-Mousson), National Theatre Prague (Czech Republic/Prague), Schauspielhaus Graz (Austria/Graz), Slovak National Drama Theatre (Slovakia/Bratislava), De Toneelmakerij (The Netherlands/Amsterdam),

ETC honorary members Christa Müller (Germany) and Ola Bø (Norway).

ETC Green Committee: Teatro Stabile di Torino (Italy), Schauspielhaus Graz (Austria), Staatsschauspiel Dresden (Germany), Théâtre de Liège (Belgium), National Theatre Prague (Czech Republic)

- At least **30% of ETC members take part in international art fairs / roadshows**
27% of ETC Members took part in the first edition of a new yearly networking event in Avignon (France) during the Festival d'Avignon.
- ETC members are highly engaged in the project – **on average engaged in at least 30% of all the proposed activities** of the network

ETC members' average engagement rate is currently at 16%, with several highly engaged members engaged in more than 50% of the activities. Members having joined ETC in the last year are, on average, already engaged in more than 20% of activities, showing a clear dynamic and strong commitment to the project.

- **ETC alumni are active and connected** with more than 150 professionals and artists involved
As of 31 August 2022, 133 artists and theatre-makers are connected on the alumni platform. This number is expected to grow by about 20 persons per year.
- More than **45 new artistic collaborations** are supported by the project
22 new artistic collaborations have been supported by the project in year 1:
 - 4 Young Europe Writers Lab groups
 - 8 Young Europe classroom plays (in development)
 - 3 artistic collaborations as part of the Development Grant scheme
 - 3 Staff Exchanges
 - 4 international Performance Exchanges

Assessment Report on Content and International Reach of Training Programme - Year 1

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About the activities

Young Europe IV mentoring programme - Diversity & Inclusion in European Theatre:

As part of the Young Europe IV Writers Lab, ETC between Dec 2021-May 2022 developed a mentoring programme for the emerging playwrights selected to write new European dramatic texts, and hence contribute to diversifying the narrative voices of European dramatic literature for young people. Four 2-day mentoring sessions took place on 18 & 19 May 2022, in which mentors and mentees set the ground rules for the shared playwriting process, exchanged about the concepts of each playwright, took part in a workshop about “Diversity & Unconscious Bias” and followed a master class on the topic of “Writing for the classroom”.



Young Europe Kick Off Meeting In Prague © Jan Hromádko

For more details about the Writers Lab see deliverable WP3-3.1-D13.

1. Mentoring session: Patty Kim Hamilton (US/DE) with Emel Aydođdu (DE/TUR) & Olga Voronkova (BLR/UK)
2. Mentoring session: Mohammad Al Attar (SYR/DE) with Tomer Pawlicki (NL/POL) & Zoe Apostolidou (CY/UK)
3. Mentoring session: Dounia Mahammed (BE) with Matin Soofipour Omam (IRN/DE) & Kurt Gabriel Meli (MLT) & Alex Weenink (MLT)
4. Mentoring session: Dino Peřut (HR) with Jaka Smerkolj Simoneti (SI) & Tereza Trusinová (SK)

European Theatre Academy - Masterclasses, Mentoring and Networking

The ETC European Theatre Academy took place during the Festival d'Avignon in France, from Wednesday 13 to Sunday 17 July 2022. 14 theatre professionals at the beginning of their careers, who have already had various experiences in the field and with potential and ambition to grow internationally, were selected from 124 applicants for the Academy. The programme offered masterclasses focusing on the different aspects of curating and managing international theatre collaborations, networking opportunities with other young theatre professionals, and the opportunity to work on own projects with mentor Dubravka Vrgoć (Artistic Director and General Manager of Croatian National Theatre Zagreb). The Academy furthermore provided an overview of different theatre systems, dealing with artistic as well as administrative, financial and legal questions in the European context. Participants received expert lectures on funding and support, production and curating, sustainability in theatre, touring and accessing foreign theatre markets (see detailed programme enclosed in annex).



Professional development: Online Webinars and Workshops

During Year 1, the professional development programme has been book-ended by two webinars dedicated to the climate crisis and theatre's role(s) and challenges in tackling the (ecological) sustainability issues in the sector: a webinar introducing the three volumes of the **Theatre Green Book** on 25 November 2021, with 30 participants from 13 ETC theatres, and a webinar and official side event of the New European Bauhaus festival under the title "**The Drama of the Climate Crisis – Tools for the Future**" on 9 June 2022, with 25 participants, during which representatives of ETC theatres presented case studies and toolkits to colleagues and peers. A webinar on the "**Fundamentals of Digital Theatre**" on 21 April 2022 introduced the second main topic structuring the TRANSFORMATIONS programme to 21 participants from 11 ETC theatres. Finally, the topics of cultural leadership, gender equality and diversity were discussed in the workshop series "**Leadership Programme for Women in the Cultural Sector – shift_culture**" in which the ETC Executive Director participated, feeding into the preparation of ETC's Conference on 'Diver-Cities & Diverse Theatre for Europe's local communities' organised in Prague (Czech Republic) in May 2022 as well as the training programme for the coming years of the project.

Artist residency programme

The artist residency programme supports emerging theatre artists by offering new perspectives and professional artistic experiences in a European public theatre. The programme aims at establishing a generation of European artists who will shape Europe's artistic and social future. During the season 2021/2022, six artist residencies were planned and four took place:

- **Claudia Benkő** (Hungary) joined the team of National Theatre Prague (Czech Republic) as Assistant Director from 3 January to 17 February 2022
- **Emma Rogerson** (United Kingdom) joined the creative team of Slovak National Theatre (Slovakia) from 26 January to 26 March 2022
- **Magrit Coulon** (Belgium) joined the dramaturgical team of Schauspielhaus Graz (Austria) from 18 April to 19 May 2022
- **Ivan Orlenko** (Ukraine) should have joined the team of National Theatre Belgrade (Serbia) as Assistant Director from 15 March to 15 April 2022. Due to the Russian invasion of Ukraine on 24 February, Ivan Orlenko was prevented from leaving the country and taking part physically in the residency. However, as exciting artistic exchanges and discussions had already started with Boris Lijesevic, director of the production of 'War and Peace' Ivan Orlenko was going to join, the creative team organised a digital residency for him – thus ensuring he could take advantage of this opportunity as well as keep in touch with the artistic community outside of Ukraine.
- **Loreta Vaskova** (Lithuania) should have joined the team of Kyiv National Academic Molodyy Theatre (Ukraine) as Assistant Director from 2 to 26 March 2022. As a consequence of the Russian invasion of Ukraine on 24 February, the residency was cancelled, though regular exchanges have taken place between Loreta Vaskova and the team of the theatre. Should it be possible under safe circumstances for all involved in the near future, ETC will strive to make this residency happen.
- **Anna Himali Howard** (United Kingdom) was planned to join the

team of Cyprus Theatre Organisation (Cyprus) as Second assistant director from 1 March to 10 April 2022 but had to cancel her participation for personal reasons shortly before the start. Another scholar could not be invited at such short notice.

All scholars were invited to the ETC international theatre conference in Prague in May 2022 (Ivan Orlenko contributed digitally), providing them with networking opportunities and the possibility to present themselves and their work to the European theatre community during the newly introduced “Talent Market”, increasing their access to professional opportunities. They have also joined the ETC alumni network.

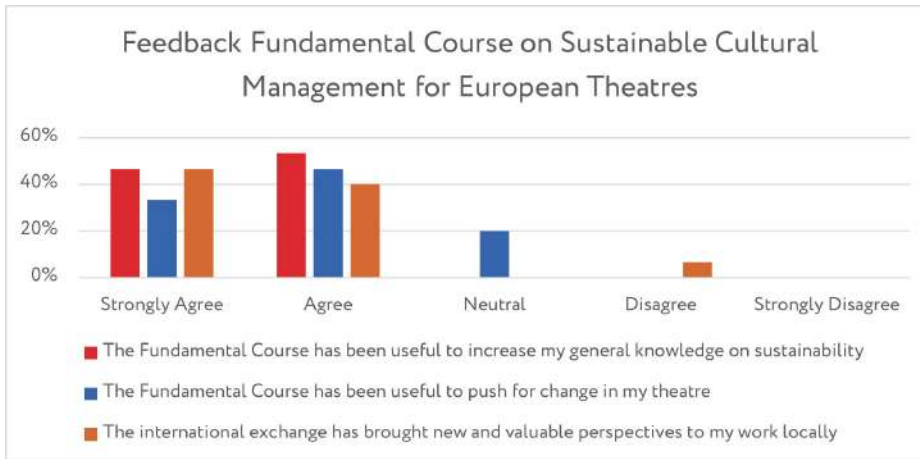
Online training sessions focusing on sustainability:

- Online Sustainable Cultural Management Course for European Theatres, in collaboration with mitos21

This **six-session course** aimed at offering the fundamentals of sustainable cultural management and artistic creation processes. 73 European theatre professionals from 30 theatre organisations were empowered to obtain basic knowledge for tackling the transition to create a greener, more environmentally conscious and mindful just future, considering the most recent sectoral developments around the world. The course was organised in six sessions, each with renowned international experts, break-out learning sessions and Q&A rounds, which built on each other and culminated in a best practice exchange with theatres leading the sustainable transformation in Europe:

- 27 January – **Introduction to Creative Climate Leadership and Embedding Sustainability**, in partnership with Julie's Bicycle
- 24 February – **Artistic Visions for a Greener and More Just Future**
- 31 March – **Tools for Sustainable Transformations in Theatre Buildings and Operations**
- 28 April – **Green Theatre Productions and Fair Collaboration & Touring**
- 2 June – **Communication, Digitalization & Creation of Public Debate**
- 30 June – **Practice What You Preach - Learning from Each Other**

The participants described the content of the course and its impact on their organisation very positively, as shown by the feedback collected at the end of the course:

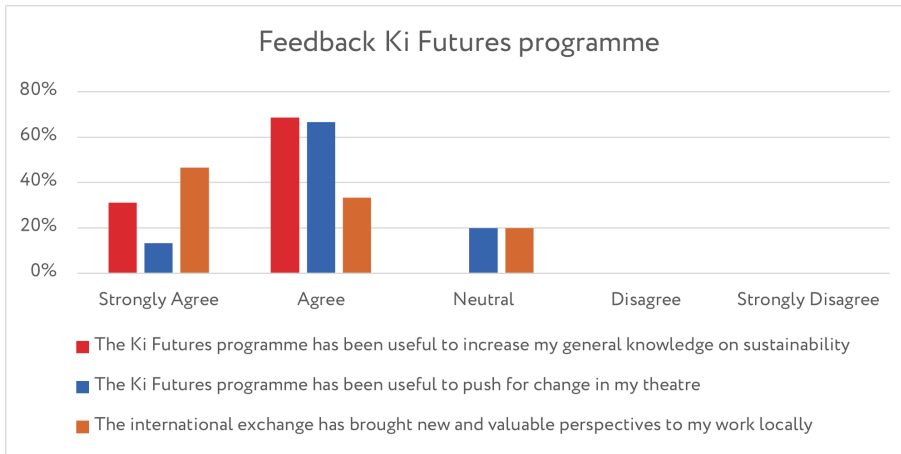


Graphic of feedback from the Fundamental Course on Sustainable Cultural Management © ETC 2022

The full programme of the course and full list of speakers is enclosed.

- Ki Futures: Individualised in-house capacity building on sustainability

Over the course of **16 sessions and three and a half months** (from 19 January to 4 May 2022), 64 participants from 10 ETC theatres and the ETC organisation itself (up to ten participants per theatre) met weekly to jointly explore all aspects of ecological, economic and social sustainability with leading experts of the field. This weekly training, tailored to the theatre sector’s needs, was complemented by one-to-one meetings between each organisation and a dedicated coach to discuss the organisation’s impact, challenges and concrete path forward. The participants unanimously described the content of the course and its impact on their organisation very positively, as shown by the feedback collected at the end of the course:



Graphic of feedback from the Ki Futures Programme © ETC 2022

The full programme of the course is enclosed.

Quantitative Analysis and Statistics

Open Calls 2022: Applications, international reach, and selection rate

	Number of applications	Number of countries	Number of selected participants	Selection rate
Artist Residency Programme	171	43	6	3,5%
European Theatre Academy	122	20	14	11,5%

Success indicators:

The following success indicators have been set for WP3 of ETC's 3-year programme of activities TRANSFORMATIONS and are regularly monitored by the ETC team:

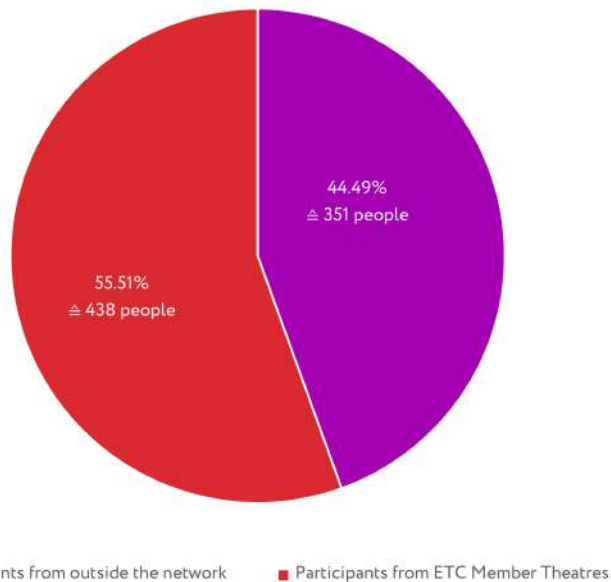
- ETC members take part in **at least 40% of the training sessions** conceptualized by the project (including the mentoring programmes)

By the end of Year 1, ETC members had taken part in 24% of the training sessions offered as part of the project. In addition, a noticeable and positive trend is that multiple staff members from each theatre are taking part in the training sessions, showing that ETC and its offers are well-known throughout the member theatres,

not only on the higher levels. It can therefore be projected that this success indicator will be successfully reached.

- **More than 80 theatre professionals outside the network** take part in ETC mentoring / training programmes

As the Fundamental Course on Sustainable Cultural Management for European Theatres was conducted in partnership with another organisation, and ETC has made other programmes accessible to non-members, 351 persons exterior to the network have already taken part in ETC mentoring/training programmes by the end of Year 1. This success indicator will therefore be exceeded.



Proportion of training event participants from inside and outside of ETC © ETC 2022

- ETC is **more recognised for its mission in strengthening the capacity of the theatre sector** to deal with shared challenges with local impacts.

A growing number of speaking invitations for ETC representatives on a variety of topics (especially sustainability in theatre, gender equality and diversity, digital technologies in theatre) as well as prominent press articles (see Deliverable D6.1-D40) show that ETC is increasingly recognised for its mission in strengthening the European theatre sector.

Annual Advocacy Report - Year 1

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Our activities in Year 1



ETC Executive Director Heidi Wiley (top left) speaks at the Theatres Trust Conference panel

This report offers an assessment of policy meetings, representation activities, position papers and statements, that ETC addressed, coordinated, or participated in between September 2021 – August 2022. The combined number of **policy/advocacy activities and meetings** highlighted in this report is 15 (initially expected: 5):

- Conference on the Future of Europe, participation of ETC in the EU Initiative
- International Campaign - Solidarity with Ukraine
- European Theatre Forum
- ETC at New European Bauhaus Festival
- 4 ETC Green Theatre Committee Meetings
- ETC Representation in “Making Theatre Sustainable - Theatre Trust Conference 2021”, Lyric Hammersmith, London UK
- ETC Representation in “(Re)-Engaging digital audiences in the cultural sectors. Improving audience data.” Voices of Culture, Structured Dialogue between the European Commission and the cultural sector
- ETC Representation in “Making Theatre in Times of War. Think Tank

Polis180”, online debate

- ETC Representation in “PerformEurope” Advisory Board
- ETC Representation at UrbanHealth – future themes workshop & research process by Berlin University Alliance
- ETC Representation in “International Conference ‘Culture, Territory and Development 2022 – Local approaches to global challenges’, Montemor-o-Velho, Portugal
- ETC Representation incl. a conference on sustainability at one of the world’s leading theatre festivals - the Festival d’Avignon and Festival d’Avignon Off in France

What we did:

- ETC designs an Advocacy Roadmap.
- ETC invests in year 1 in six key activities to lead the way for a stronger European theatre sector in a post-covid world as set out in the roadmap.

1. Conference on the Future of Europe

We designed a strategic approach to lobby for European theatres in Europe and released our policy document for the Conference on the Future of Europe initiative in February, pledged to all European political key stakeholders. [Read our policy document and watch the conference](#)

2. Solidarity with Ukraine

A week after Russia invaded Ukraine and war broke out in Europe, we called upon the world leaders to continue support for cultural collaboration with Ukraine. Our open letter was co-signed by 70+ European and international cultural organisations and over 1300 individuals of Europe’s cultural community. We created the Voices for Ukraine page to give Ukrainian artists a place in Europe, ETC theatres offered artistic residencies. [Read more on the international petition and campaign](#)

3. European Theatre Forum 2022

Anchored in the European Commission's Creative Europe Work Programme, the 2nd European Theatre Forum shall take place. ETC was invited to curate the programme, consult with the sector and advise the European Commission on the key sectorial needs. We submitted a programme proposal for the event. A sectoral meeting was organized in December 2021. In July 2022 the European Commission announced the New European Theatre Initiative, presenting the first study on European theatres and declares to organize a regular European Theatre Forum in 2023.



Promotional image for ETC's New European Bauhaus event © Lex Karelly

4. ETC at New European Bauhaus Festival

Selected and invited for the New European Bauhaus Festival side programme! ETC has developed a sustainability-focused programme for inclusion in the NEB Festival, split into two complementary events: a high-level political / policy debate to create practical new tools for reducing carbon in the theatre and the performing arts, and an artist-led discussion about creating new work to address the urgency of the climate crisis from a local and global perspective. These events constituted the hybrid nature of the programme: the debate was held virtually on 9th June, 3-5 pm CET., anticipating a reach of representatives from theatre institutions in more than 25 European countries; and the discussion event featuring ETC's artistic collaboration project PIPELINES that took place on site in Graz, Austria, as part of the Schauspielhaus Graz's flagship Dramatikerinnen Festival on 10 June, 4.-5.30 pm CET. The public were invited

to both. [Find out more about the ETC events at the New European Bauhaus Festival](#)

5. ETC Green Theatre Committee

The green theatre committee, set up in 2021 and composed of 5 specialists within the network, continued to encourage sharing of knowledge, analyses, and creating guidelines to achieve our long-term goal to become climate-neutral by 2030: Michaela Rýgrová (Prague), Solenn Koç (Liège), Frank Holldack (Graz), Silvano Catufa (Torino), Joachim Klement (Dresden) and Heidi Wiley (ETC). It set out to develop over the Transformations project period (2021-2024) a sustainability strategy and action guidelines for theatres, develop a framework to measure sustainability impact of international collaboration (sustainability label for European theatres), based on prior experiments and worldwide knowledge-sharing, and analyse progress made with an external expert group. We are proud to announce that Paddy Dillon, Co-ordinator of the Theatre Green Book joined ETC's committee. 4 meetings took place in spring 2022, with the result to present ETC members in Prague the ETC Green Toolkit toolkit published in August [on the ETC virtual library](#).



ETC Reception during the Festival d'Avignon, France

6. Representation of ETC's expertise - Joining and Shaping European Debates

ETC's work and expertise is widely and increasingly recognised in Europe and on a global level. Speaking requests and engagements have noticeably increased over the past years and ETC's presence at global key industry events, panel discussions and roundtable talks, as well as at sectoral, cross-sectoral

and member state and EU-level policy meetings. We attended by invitation the following events:

- 4 November: [Making Theatre Sustainable - Theatre Trust Conference 2021](#), Lyric Hammersmith, London UK. Heidi Wiley was panelist and presented ETC's Sustainability Action Code at closing panel
- Dec – April: [\(Re\)-Engaging digital audiences in the cultural sectors. Improving audience data](#). Voices of Culture. Structured Dialogue between the European Commission and the cultural sector. Teresa Pfau presented ETC in at least 3 meetings
- Jan, May: PerformEurope. Heidi Wiley attends 2 Advisory Board meetings
- 9 May: [Making Theatre in Times of War. Think Tank Polis180](#), online debate. Christy Romer presented ETC
- 9 June: [New European Bauhaus Festival Side Event: The Drama of the Climate Crisis - New Narratives and Tools for the Future](#): ETC organized, curated and delivered webinar
- 13 June: Perform Europe's Impact: for a more sustainable way of touring in Europe. Heidi Wiley represents ETC at BOZAR event in Brussels
- 14 June: [Urban Health - future themes workshop & research process](#) by Berlin University Alliance. Heidi Wiley represents ETC
- 7 July: International Conference "Culture, Territory and Development 2022 – Local approaches to global challenges", Panel: Montemor-o-Velho, Portugal. Heidi Wiley presents ETC's work at discussion panel online "How to promote and change the sector from within?"
- 13 July: Panel discussion by CINARS at Festival d'Avignon Off, France: Nouvelles perspectives, nouveaux vocabulaires et nouveaux concepts pour exporter les arts vivants. Heidi Wiley represented ETC's work as panelist
- 15 July: [ETC Conference Sustainable Development and Theatre in Europe](#) & Reception at Festival d'Avignon, France



ETC Executive Director Heidi Wiley speaking during the Festival d'Avignon, France

Success Indicators

ETC's 3-year programme of activities TRANSFORMATIONS aims to achieve by the end of the project that:

- ETC takes part in more than 15 advocacy and representative events and conferences at European and national levels. **ETC took part in 13 advocacy and representative events and conferences at European and national levels in year 1**
- ETC is represented in at least 3 major events and fairs at an international level reaching more than 500 people. **ETC was represented in 3 major events and fairs at an international level reaching more than 500 people in year 1**
- ETC positions and policy recommendations are featured or mentioned in at least 5 documents (policy papers, research, etc.) **ETC positions and policy recommendations were featured or mentioned in 5 documents (policy papers, research, etc.) in year 1**
- The European Theatre Forum becomes a key event for the sector and an advocacy platform for the theatre sector

It is with pride that we can state having already achieved already in year 1 nearly all of our objectives.

Our Stories of Change - Year 1

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Our Stories of Change

Our Stories of Change is a new annual publication by ETC. It features five stories from artists and ETC member theatres that had participated in an ETC activity during 2021-22, as part of the TRANSFORMATIONS project. The publication highlights the impact of this activity on them as individuals and organisations.

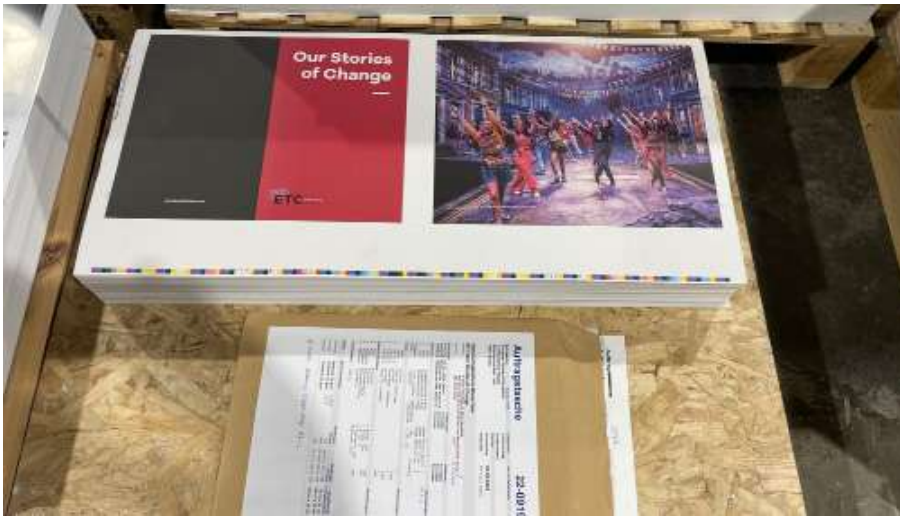
The stories include:

- How participating as a host theatre in the ETC Artist Residency Programme has helped Schauspielhaus Graz remain open to new ideas, people and audiences



Our Stories of Change

Cover page on digital publication of Our Stories of Change © ETC 2022



An image of the printing process for Our Stories of Change © ETC 2022

- The personal and professional impact on Ukrainian director Natasha Syvanenko of travelling to work at Schauspielhaus Graz
- How ETC's sustainability courses shifted mindsets and organisational thinking at Cyprus Theatre Organisation (THOC)
- Similarly, how these training programmes helped Teatro Nacional D. Maria II structure their sustainability work and put it in an international context
- Why participating in Young Europe IV is having a big impact on Teatru Malta and the young playwrights it works with.

[The publication can be read in full on the ETC Online Library, here.](#)



An image of the printing process for Our Stories of Change © ETC 2022

Communication Report - Year 1

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Communication and PR



© Dailes Theatre, Latvia

This report sets out the Communication Strategy developed at the start of TRANSFORMATIONS, which has been a key component in ETC's continued growth and influence across digital channels, press, and as a membership organisation. The strict adherence to the strategy has resulted in:

- Press coverage in 28 countries
- In-depth articles shared by news organisations with millions of social media followers
- More-than 20% growth on ETC's social media channels

These factors have been a large contributor to the unprecedented expansion in ETC membership in 2022, with 10 theatres from across Europe discovering and joining the network.

Three-year vision

The first objective in 2021 was to make ETC's work clearer and more visible. ETC offers over 25 different activities for the theatre sector, which are a combination of theatre performances, training events, academies, publications, lobbying and advocacy. Some events are open for the general public, while others are restricted to member theatres.

ETC therefore worked with a graphic designer to visualise the TRANSFORMATIONS programme across the three-year period (2021-21). Simple graphic elements were displayed via two resources (a digital presentation and a printed flyer) to highlight and structure ETC Activities, which are split into three strands:

- Artistic Collaborations
- Professional Development
- Theatre Advocacy



The TRANSFORMATIONS flyer © Lindsey Bahia

In turn, three potential key themes were selected for each activity:

- Gender Equality and Diversity
- Sustainability
- Digital Readiness

about ETC and ETC activities across Online, print and radio. These stories emerged in 28 countries – including several news stories published in India and the USA, which suggest a strengthening of ETC as the source for news on European theatre.

The increased connections between ETC and ETC members has reaped benefits in internal communication. The average open rate for ETC newsletters in the first year of TRANSFORMATIONS was 47%, up a staggering 14.6 percentage points from 32.4% the previous year. The average click rate for the content, which includes ETC news and activities, was up from 4.2% to 12.6% in one year. Newsletter subscribers, website users and website page views all had a healthy increase of at least 10% year on year increase too.

Increased presence on social media

ETC is well-established on Facebook, which continues to have a large user base in the cultural sector but particularly in Eastern Europe. But likes were still increased by more than 13% in the 2021-22 season. On Twitter, the growth was 26%, which was dwarfed by an 88% increase in followers on Instagram, which now counts more than 1000 followers. This growth is accompanied by a more conversational, two-way approach to social media management, which has seen increased interaction during and after in-person events. In total, social media followers increased by 24%, to 6421.

Social media is also a major driver in disseminating research, studies and articles on European theatre, in order to give a voice to inform, mobilise and inspire the theatre sector, as well as policymakers and media.

Placing ETC at the forefront of current affairs

An additional strategy has been to make use of ETC's unique position between policy makers and the European Union, and theatres of varying sizes around Europe and crucially individual artists, to give ETC a strong voice on cultural and political topics.

The strongest example is the Open Letter in support of Ukraine devised and released by ETC in the wake of the Russian invasion of Ukraine in February 2022. This letter was created and published within days of the outbreak of war and issued a call to politicians and policymakers to “protect European cultural collaboration with Ukraine at all costs.” As the letter was perhaps the

first to express the will of the European cultural community as a whole, an accompanying online petition was signed by over 1000 people and coverage was received on prestigious newspapers such as The Stage, in the UK. Backers included major European cultural networks - which collectively represent thousands of music venues, theatres and art galleries – alongside ETC member theatres and high-profile cultural professionals such as Rufus Norris, Artistic Director of the National Theatre in London, and Niklas Neinass, the MEP with perhaps the loudest voice in European culture.

Added to this has been a new focus on CEO positioning, to ensure ETC Executive Director Heidi Wiley has an increased voice and influence on the theatre discussion. More detail is available in the deliverable on the advocacy roadmap. This has also been used to promote members of the ETC board, and in turn, ETC. A statement by the ETC Board on Artistic Director of the Croatian National Theatre in Zagreb Dubravka Vrgoc's departure from her role was picked up by some of the largest newspapers in Croatia, with a combined social media reach of 3 million followers. This compares to ETC's projected ambition to reach 1.5 million media impressions across all combined communication channels by 2024.



Image from the ETC International Theatre Conference in Malta. Used to accompany an ETC press release © Elisa von Brockdorff

Success Indicators

ETC has been successful in achieving the objectives for communication and dissemination in Year 1 of TRANSFORMATIONS, from 2021-22.

- Visitors on ETC's communication channels increase by 20% a year. As a result of enacting ETC's communication strategy, social media followers up 24% in 2021-22 on the previous season.
- ETC's visual and communication tools are recognisable. ETC's name recognition has been further cemented with large-scale international press coverage in a total of 28 countries
- ETC's website is increasingly recognised to promote theatre talents and work, and as a window into Europe's theatre landscape. The most-visited webpage on ETC website was the open call for the ETC Artist Residency, which has a specific focus on talent development and increasing awareness about theatre artists across Europe.