

# **Übermorgen – New Models for Cultural Institutions**

## **FAQs**

### **What is the funding programme “Übermorgen” about?**

The funding programme “Übermorgen – New Models for Cultural Institutions” allows individual cultural institutions, consortiums of several organisations or local authorities responsible for cultural organisations to develop pioneering innovation plans for their future institutional work.

### **What is an innovation plan?**

An innovation plan is a roadmap for fundamental change processes within one or more cultural institutions. It aims to transform and reorganise the institutions, for example by prioritising values such as participation, institutional flexibility, better workflows or the sustainable use of resources. Alternatively, an innovation plan may focus on new collaborative structures, for example with a city’s independent art scene or with different communities. Details of the innovation plan will be worked out by the organisation during the programme’s pilot phase.

### **What topics should the innovation plan focus on?**

Applicants can choose their own topics and priorities. They may respond to challenges in their local area or sector, build on existing skills and potentials, or develop new approaches in collaboration with a variety of stakeholders. The innovation plan should aim to raise the organisation’s profile in its local context and make it more recognisable.

### **What does not count as an innovation plan?**

We do not fund ideas for artistic projects or for initiatives that are solely aimed at improving efficiency or optimising processes. We also do not fund the development or implementation of municipal cultural policy plans.

### **Who develops the innovation plan?**

The innovation plan is developed by one or more cultural institutions together with their public funding body. We expect employees from the cultural institutions’ various departments to be involved in the creation of the innovation plan, in addition to participation by external cultural policy experts, government representatives and members of the local community.

### **How are funded projects supported in the creation of their innovation plans?**

To support to the funded cultural institutions, consortiums and local authorities in the creation of their innovation plans, the programme will organise regular future forums (see below) and research trips (see below).

The funding will also enable organisations to hire experts or process facilitators, or to organise workshops or events.

### **Should the innovation plan be implemented during the pilot phase?**

No, the pilot phase is for developing the innovation plan, not (yet) for implementing it.

The German Federal Cultural Foundation plans to provide additional funding from 2027 onwards to continue the programme and implement selected innovation plans. This implementation phase will be open to new applicants as well as to projects that were funded as part of the pilot phase (provided they successfully complete the application process).

### **What happens during the pilot phase?**

- Creating a detailed analysis of the organisation's current situation
- Developing an innovation plan in collaboration with different stakeholders (i.e. staff from various departments, cultural policy experts, representatives of local government, members of the community)
- Designing change processes
- Participating in future forums
- Participating in research trips

Applicants decide on the exact course their project will take, in line with their objectives.

### **Will the innovation plan be presented publicly?**

Yes, all the innovation plans will be presented at the final future forum at the end of 2026.

### **Who is eligible to apply?**

Cultural institutions, consortiums of cultural institutions and local authorities as carriers of cultural institutions are eligible to apply.

### **Who is not eligible to apply?**

Institutions primarily or predominantly concerned with training, education or outreach are not eligible to apply. Special interest groups, academic libraries and organisations that only receive project-based funding are also not eligible to apply.

### **What kinds of cultural institutions can apply?**

To be eligible to apply, a cultural institution needs to:

- be based in a town or city with more than 100.000 inhabitants (see below)
- be active in the fields of performing arts, visual arts, literature or music, or be an interdisciplinary arts centre, local library, or a museum of art or cultural history
- be a flagship organisation in its city or region
- have its own venue and a regularly occurring artistic programme (see below)
- have the necessary technical infrastructure and personnel

- be publicly funded, or alternatively be institutional funded by or under the ownership of local, state or federal government institutions (see below). The legal structure of the organisation (whether privately owned, non-profit, foundation or limited liability company) is irrelevant in this context.

### **Can several cultural organisations apply jointly as a consortium?**

Yes, several cultural organisations can form a consortium to apply. A consortium is understood as a group of several cultural organisations, either within a local area or across regional or state borders. A consortium can include organisations in small or medium-sized towns, as long as one of the partner organisations is based in a large city. Consortiums can also include collaborations between a cultural institution and its city's independent arts scene.

If a consortium does not have its own legal form, it should designate one of the partner organisations based in a large city as its lead partner and main applicant.

Otherwise, the same requirements that apply to cultural organisations also apply to consortiums.

### **Can local authorities apply?**

Yes, local authorities of more than 100.000 inhabitants who are responsible for cultural institutions are eligible to apply. They will apply on behalf of the cultural institution or cultural institutions they support, with the goal of creating an innovation plan for – and in collaboration with – these cultural institution(s).

### **Can members of the independent arts scene apply?**

Members of the independent arts scene can apply if they meet the criteria for eligible cultural institutions laid out in the funding principles (see above).

Collaborations with the independent arts scene are also welcomed as part of applications by consortiums.

### **Can several independent applications be submitted by organisations based in the same city?**

Yes, this is possible.

### **What counts as a “large city” or a municipality with more than 100,000 inhabitants?**

The criterion of a “large city” (Großstadt) is based on the practice used by the German Association of Cities and Towns (Deutscher Städtetag) of number of inhabitants (> 100,000) and social function as a regional center. The BBSR's reference tables for spatial classification are used as a basis.

### **What does institutional funding mean?**

Institutional funding (institutionelle Förderung) means a funding to cover all or a non-defined part of the expenses of the funding recipient. Accordingly, funding is provided for an institution and its activities as a whole.

### **What is meant by a regularly occurring artistic programme in a venue?**

The artistic programme of a cultural institution that is eligible to apply takes place in recurring, not too long intervals, at a permanent location and is verifiable over a longer period of time. The cultural institution has a model effect on the city/region due to its continuous programme.

### **What is a future forum?**

During the pilot phase, Bureau Ritter, the executive partner for Übermorgen, will offer five two-day future forums in collaboration with the Institute for Arts and Media Management at the Hamburg University of Music and the German Federal Cultural Foundation. They will provide professional support for the funded projects and offer networking opportunities and the chance to exchange ideas. Future forums impart methodological skills, expertise and examples of best practice. Participants discuss topics such as future-proofing, inclusion and participation, new organisational models, cultural leadership, spaces for culture, infrastructure, self-image and the role of cultural institutions in urban society.

### **Who takes part in the future forums?**

Future forums are generally not open to the public. Participation is mandatory for the project manager of each organisation and at least one other person in a leading position (i.e. artistic director, dramaturg, curator or head of department).

### **When do the future forums take place?**

The future forums will take place between September 2025 and December 2026. Successful applicants will receive the exact dates together with the notification of their grant.

### **Who covers the costs of the future forums?**

Only the travel and accommodation costs for participation in the future forums are covered by the projects. It is possible to account for the expenses by means of the funding.

### **What are research visits and inspiration trips?**

Successful applicants will have the opportunity to visit inspiring cultural centres in Germany and Europe. The three-day group trips will focus on different topics and open new perspectives on the potential work, mission and organisation of cultural institutions. They are opportunities for decision-makers in the cultural sector, government and politics to explore pioneering initiatives all over Europe, discuss their own issues and challenges, and develop new strategies together.

### **Who can take part in the research visits and inspiration trips?**

Only participants in funded projects can join these excursions.

**When will the research visits and inspiration trips take place?**

Trips will last three days and are expected to take place between September 2025 and October 2026. Successful applicants will receive details regarding destinations and organisation together with the notification of their grant.

**Who covers the costs of the research visits and inspiration trips?**

The projects cover the travel costs to and from the joint starting point of the inspiration trip. It is possible to account for the expenses by means of the funding.

**When is the earliest start date for projects?**

The project period begins when funding is approved in June 2025. Grant agreements are usually signed six weeks after the submission of all necessary documents by the applicant. Grants can only be paid once the grant agreement has been signed.

As all funding depends on the successful completion of the grant agreement, we advise applicants that any activities prior to the start date and any costs incurred before the signing of the grant agreement are at their own risk.

**How long can projects run for?**

Projects must begin in June 2025 and end on 31 December 2026. The project period will be the same for all funded projects to enable all those involved to participate in the future forums and research trips.

**What is the grant amount?**

The grant amount per project in the pilot phase is 50,000 euros.

**What costs are eligible?**

Direct costs related to the project and personnel costs are eligible for funding.

**Can you give examples for eligible personnel costs?**

Eligible costs can include additional personnel costs, costs for consulting experts or for hiring process facilitators.

**Can contributions in kind and/or voluntary staff contributions be included in the budget?**

Contributions in kind and services that are covered by an institution on an ongoing basis (such as the provision of event spaces, technology, accommodation, permanent staff, etc.) or voluntary/unpaid work – i.e. services that are not remunerated – cannot be included in the budget.

### **What costs are ineligible?**

Costs for construction projects and other investment-based activities are ineligible.

### **Do I need to provide co-financing for the project?**

No, there is no requirement for co-financing.

However, applying institutions must contribute their own resources to develop the project during the project period. A letter of confirmation to this effect must be submitted with the application form.

### **How is the grant paid?**

In order to simplify the funding disbursement and review process, we enable the reimbursement of project-related costs after expenses by the project by way of the verification of the use of funds (Verwendungsnachweis). However, it is still possible to apply for funds to be disbursed during the project.

### **What is the legal basis for funding?**

The provisions outlined in the grant agreement, along with §§ 23 and 44 of the German Federal Budget Code (BHO) and the associated administrative regulations, govern key aspects including the approval, payment, and financial reporting of the grant. They also cover the verification of proper use, potential withdrawal from the grant agreement, and the reclaiming of granted funds if necessary. Additionally, the Federal Court of Auditors has the authority to conduct audits in accordance with §§ 91 and 100 of the German Federal Budget Code (BHO).

### **What resources do cultural institutions, consortiums or local authorities need to provide during the pilot phase?**

- A project manager
- A cross-departmental project team
- Time and personnel for the process (i.e. by seconding staff to the process, or by temporarily reducing the organisation's regular programming schedule)

### **Do these resources need to be described as part of the application process?**

Yes, applicants are asked to list their available resources. They are also required to submit a letter from the organisation's senior management confirming that they will commit these resources and put in place a project team.

### **How do I apply?**

To apply, you must complete the online application form, which is available to download from the Bureau Ritter website from 3 December 2024.

Visit the dedicated application portal [here](#).

### **When is the deadline for applications?**

The deadline for applications for cultural institutions, consortiums and local authorities is **14 March 2025 at 20:00**. The submission timestamp of the online application form counts as your time of submission.

Your application will be evaluated solely based on your submitted documents. Applications that are not submitted on time or are incomplete cannot be considered.

We strongly recommend that you submit your application in good time before the deadline to avoid possible overloading of the data server. Please allow for waiting times during data processing at peak times.

### **Can I save changes in the online application form?**

Yes, the application form can be saved and edited continuously until the application deadline.

### **What information is included as part of the application form?**

- a) Short profile of the applicant or applicants (cultural organisations or local authorities)
- b) Description of the organisation's current situation and motivation for change, taking into account the following questions:
  - What challenges do you currently face and what challenges are you expecting in five to ten years?
  - What do you hope to achieve by participating in the pilot phase? What is your motivation?
  - How do you intend to inspire the participants' imagination and visions of the future?
  - How are you planning to structure the 18-month funding period?
  - What kinds of resources (i.e. time, personnel) are you planning to commit to the pilot phase?

### **What supporting documents do I need to submit alongside the application form?**

- a. Signed declaration
- b. Budget
- c. Letter of confirmation from the senior management team regarding the allocation of resources
- d. optional: Letter of intent from collaborators
- e. optional: Dossier with profiles of partner organisations and collaborators
- f. optional: Letter of support from one or more strategic partners

### **Where can I find templates for the supporting documents?**

Templates for the budget and signed declaration can be found in the [Downloads](#) section of the website. Please note that templates need to be saved on your device before they can be edited. All other documents can be uploaded in the portal as PDFs.

### **Where can I get advice about the application process?**

The team at Bureau Ritter will be happy to advise you by phone or, on request, via video call. The team can be reached by phone on +49 30 40 20 33 26 0 from Monday to Friday between 10am and 3pm, or by emailing [kontakt@programm-uebermorgen.de](mailto:kontakt@programm-uebermorgen.de).

### **Are there information events about the programme and application process?**

Online information events and Q&As will take place on the following dates:

5 December 2024, 15–16:00

10 December, 13–14:00

16 January, 11–12:00

14 February, 11–12:00

5 March, 15–16:00

Please use the following link to join: <https://us02web.zoom.us/j/83490942974>

### **What are the selection criteria used by the panel of experts?**

An independent panel of experts appointed by the German Federal Cultural Foundation will decide which projects are selected for funding. They are expected to make a decision in May 2025.

Assessment criteria include the following:

- Quality of the analysis of the organisation's potentials, weaknesses and challenges, both currently and in the future
- Coherence of the planned change processes, and their demonstrable necessity for the organisation's future viability
- Transferability of the identified challenges and solutions
- Evidence of motivation and willingness to engage in the desired change processes.

### **When can I expect a decision?**

The panel of experts will consult in private in May 2025. Applicants will be informed of their decisions by email once the session has concluded.

### **In what cases will funding be refused?**

Institutions primarily or predominantly concerned with training, education or outreach are not eligible to apply. Special interest groups, academic libraries and organisations that only receive project-based funding are also not eligible to apply.

Funding will also be refused if:

- The project does not comply with the funding principles
- The deadline for applications was missed
- The application is incomplete or was not submitted via the online application portal



- The applying institution is not based in Germany
- The project has begun before the panel of experts has made its decision, costs have been incurred or contracts concluded.

**Is there a legal right to funding?**

There is no legal right to funding.

“Übermorgen – New Models for Cultural Institutions” is an initiative by the German Federal Cultural Foundation. It is delivered in collaboration with Bureau Ritter as the executive partner. The German Federal Cultural Foundation is funded by the Federal Government Commissioner for Culture and the Media.

