

**Evaluation of the
TANZPAKT Stadt-Land-Bund
funding programme**

Summary of final report

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on behalf of the
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1 Object of evaluation: TANZPAKT Stadt-Land-Bund funding programme

The TANZPAKT Stadt-Land-Bund (hereinafter referred to as TANZPAKT) funding programme is the result of a joint initiative of municipalities, federal states and the Federal Government Commissioner for Culture and the Media (BKM) to promote excellence in dance. The objective of the funding programme is to facilitate the realisation of substantial projects that help strengthen and raise the profile of dance as an art form in Germany as well as contribute to its artistic and structural development.

TANZPAKT is aimed at established artists, ensembles and production structures with an international appeal. The programme also targets institutions that develop nationally outstanding and innovative development concepts. Applicants must have their place of residence and/or production in Germany.

The programme provides selected projects with matchfunding, which consists of federal government funding and co-funding of at least the same amount from municipalities, federal states and, if applicable, other sponsors. To date, each project has been co-funded by at least one public body (municipality or federal state). In most cases, projects were co-financed by both a municipality and a federal state. The federal government has approved funds in the amount of approximately 10.6 million euros for the implementation of the TANZPAKT Stadt-Land-Bund initiative between 2018 and 2025. These federal funds were matched by a total of 11.6 million euros in non-federal funding. This figure does not include funds allocated to cover additional costs due to the pandemic. In the first and second funding rounds, the amount of funding applied for from the federal government was to amount to at

least 90,000 euros and no more than 600,000 euros. In the third funding round, applicants could seek a maximum amount of 250,000 euros to expand the pilot projects.

The maximum funding period was three years and six months in the first funding round (March 2018 to October 2021), two years and six months in the second funding round (April 2019 to October 2021) and three years and three months in the third funding round (January 2022 to March 2025). Recipients from the first and second funding rounds were eligible to submit an application in the third funding round for funding to enable them to further develop their projects. The programme is jointly organised by the Dachverband Tanz Deutschland e. V. (German Dance Association, hereinafter referred to as DTD) and Bureau Ritter. It is also supported by a board of trustees comprising two representatives each from the cities and federal states involved and a further two from the federal government, as well as three representatives from the dance scene.

The TANZPAKT Stadt-Land-Bund initiative has funded some 28 projects across the three funding rounds to date. In addition to providing financial support, the sponsors organise information events and individual consultations in the run-up to the selection process. Sponsors also support projects with administrative and content-related issues and with regard to strategic cultural policy action, for example through project meetings, co-sponsor meetings, symposia, meetings of the “Tanzförderung Stadt-Land-Bund” working group and regular meet-ups for TANZPAKT projects.

2 About the evaluation

This third external evaluation of the TANZPAKT Stadt-Land-Bund funding programme was conducted between December 2023 and June 2024 by the external and independent evaluation company evaluX. The evaluation focused on the impact, funding approach and design of the programme and included all 28 funded projects that have been supported by TANZPAKT since 2018.

Both qualitative and quantitative survey and evaluation methods were used for the evaluation. Furthermore, the data and information collected were compared with each other (**source triangulation**).

Initially, qualitative interviews were conducted with participants involved in the funded projects (funding recipients and co-funders) and experts. The objective was to gather as many different perspectives as possible (regarding the selection of interviewees, see the respective paragraph on interviews).

The questionnaires for the online surveys addressed to the funding recipients and the co-

funding municipalities and federal states were developed based on the findings from these interviews and the evaluation questions. In addition, further interviewees were identified in order to obtain individual perspectives in a targeted manner.

Online surveys of funding recipients (21 responses), representatives of co-funding municipalities (9 responses), federal states (5 responses) and city states (2 responses) were conducted in addition to the following interviews:

- interviews with funding recipients from seven projects,
- interviews with representatives from five co-funding municipalities,
- interviews with representatives from three co-funding federal states,
- interviews with applicants from two rejected projects
- interviews with two external experts.

3 Results at a glance

3.1 Projects funded

- TANZPAKT supported **long-term projects** that are not yet completed after the end of the funding period.
- Overall, it can be stated that TANZPAKT Stadt- Land-Bund supported **projects that meet the actual needs of the applicants and the dance scene.**

3.2 Impact

- The programme and the projects funded are said to have had **an impact at various levels**: they have contributed to the development of artistic quality among those involved in the local dance scene, initiated long-term collaborations, advanced current topics such as accessibility or dance for young audiences and brought about the fundamental development of the dance scene.
- Overall, the programme contributes to **greater visibility** for the dance scene and certain actors on the dance scene.
- **Various project-specific effects** can be identified, which is in line with the diversity of the projects funded and their thematic focus.
- In all interviews, **the funding recipients reported impacts that correspond to the developments they wanted to see.**
- The TANZPAKT Stadt-Land-Bund funding programme does not merely impact those directly involved in the projects funded; funding recipients and representatives of co-funding administrations attach **great importance to the funding programme in relation to the development of the dance scene as a whole.** This includes developing structures, initiating long-term collaborations and advancing the examination of current topics. Furthermore, the programme has increased the visibility and relevance of dance at a political level in a number of municipalities and federal states.
- The **effects** of the programme as a whole and the projects funded in particular are recognized not only by the funding recipients, but also **within the co-funding administrations and at the political level in the co-funding municipalities and federal states.**
- It should be noted that within the framework of the projects, it **was not always possible to achieve and implement everything that the applicants set out to accomplish.** In most cases, the ambitious nature of the projects was cited as a contributing factor. In addition, the insights gained during the course of the projects and the resulting changes to the projects' direction were also highlighted. It is important to note that these circumstances are not indicative of failure but rather align with the nature of long-term development projects, which often require a lengthier, less linear approach. Furthermore, some participants lacked experience with similar projects or with the establishment of structures or collaborations that were part of the projects.
- **Long-term effects can be identified at an individual level**, such as the acquisition of expertise by the artists and administrators involved, the development of artistic quality and the expansion of the artists' radius of action.
- All contact persons – both the funding re-

recipients and the representatives of the co-funding administrations – have expressed a **strong interest in continuing the projects** after the end of the funding period, or at least in building on the impetus generated.

- It is uncertain whether all the structures that have been established can be maintained after the funding ends. **If these structures are no longer in place, the continuation of the stimuli created by the projects in question is at risk.** This depends primarily on further funding, which is not guaranteed in all cases due to the tight budget situation in many municipalities and federal states.
- There are still **considerable challenges ahead in terms of a secure and systematic follow-up funding** and thus ensuring the sustainability of what has been achieved.
- The initiative's contribution to the development of the dance scene is based not only on the activities of the funding recipients, but also on the involvement of other stakeholders, in particular the co-funding administrations. The extent of this involvement has varied in the different projects. Overall, however, **the programme has supported exchanges between the various stakeholders in the promotion of dance.**
- TANZPAKT Stadt-Land-Bund did not primarily create "products", but rather laid the **foundations for the further development of the dance scene.** This is a long-term process. The funding provided by TANZPAKT has afforded the opportunity to start this process at different locations and in different contexts through the projects funded.
- **The continuation of this process requires resources.** At present, it cannot be assumed that the co-funders will be able to secure these resources alone.

3.3 Funding approach

- **The relevance of the TANZPAKT Stadt-Land- Bund funding programme and the funding approach** pursued were highlighted by the funding recipients, co-funders and experts questioned during the evaluation.
- Overall, the programme's design was deemed suitable for **contributing to the sustainable development of the dance scene.**
- TANZPAKT has created a framework that enables artists to work differently than usual during the funding period. The programme offers participants **planning security** for the funding period, which short-term project funding cannot.
- The **matchfunding** approach is one of the key elements for the success of the programme. While this may lead to additional administrative work, particularly for funding recipients, the approach is highly valued as it offers both short-term and long-term benefits.
- The **freedom** the initiative offers to funding recipients is also highly valued. The flexibility of the funding programme has enabled the development and implementation of projects that respond to the actual needs of the dance scene and the local context. The opportunity offered by TANZPAKT Stadt-Land-Bund to build and test structures and to think more sustainably has been recognised, utilised and greatly appreciated by the funding recipients.
- Interviewees also positively emphasised the opportunity **to build structures and realise artistic work** with the funding.
- **The approach taken in the TANZPAKT programme is conducive to the continuation of the projects and to follow-up fi-**

nancing by the co-funders. Matchfunding and the funding period play an important role in this regard.

- However, it also became clear from the evaluation that the funding approach pursued was implemented successfully in many cases where **individuals were committed** to it.
- The funding not only facilitates the achievement of tangible results, but also allows for the advancement of fundamental progress on topics and the establishment of sustainable structures for dance. The projects funded require **time and a certain degree of flexibility** to be able to adapt to changing circumstances if necessary. The funding period provides the opportunity to identify suitable solutions and approaches and to

learn from them.

- Six years after the commencement of the first funding round, the TANZPAKT funding programme is regarded as a **model programme**. The basic elements of the funding programme (matchfunding, duration, structural funding) have been described not only as functional, but as groundbreaking. In particular, the funding recipients emphasise the unique nature of this funding in the current funding landscape for dance. This refers to both the design of the funding and to the projects which this funding makes possible.
- The programme creates **the framework conditions for establishing sustainable structures and generating long-term stimuli**.

4 Impetus for the further development of the funding programme

- The evaluation **did not identify any immediate need for action regarding the programme's design**. The current design of the funding programme is considered highly relevant for the development of the dance scene and unique within the dance funding landscape.
- **The continuation of the funding programme should take into account the fact that matchfunding, a long funding period and high funding amounts are essential framework conditions for successfully funding long-term projects** that are intended to have an impact that goes beyond the circle of participants. With regard to the funding amount, it is important to consider the need to adequately remunerate the activities of the participants and the impact of inflation.
- Some funding recipients who have implemented projects in the area of accessibility have found that the general funding parameters only partially meet the needs of their projects. **Adapting the funding conditions to the reality of the projects is a task that should be tackled jointly by all funding bodies.**
- As part of a joint exchange between the funding bodies and the co-funders, it would be **beneficial to examine ways to reduce the administrative burden on funding recipients due to the collaboration of several funders**. Greater coordination of the administrative regulations of the federal, municipal and state governments could contribute to this.
- It is evident that not all participants are fully leveraging **the opportunities the programme offers for exchange between those on the dance scene and the co-funders as well as among the various co-funders**. It is crucial to **examine the reasons for this underutilisation where relevant and determine whether any adjustments are necessary**. It is important to recognize that the programme brings together a diverse range of co-funders, each with their own unique needs and opportunities with regard to such an exchange.
- It is also important to note that structures have been established which, if they cannot be maintained, cannot be reestablished time and again. These structures are important not only in the short term for those involved, but also in the long term for the development of the dance scene. **When deciding whether to offer further support or funding, the extent of the impact of a collapse of the established structures should be considered.**
- Continuous efforts and resources are required to maintain the established structures and basic activities. There are examples of TANZPAKT projects whose funding was secured by the co-funders after the TANZPAKT funding ended. However, full follow-up funding of all projects by the co-funders alone is not a given and is not realistic due to the budgetary situation. **It is therefore essential that all parties involved pursue and support the development of other solutions at an early stage. The objective should be to create synergies that will result in a sustainable and broad-based strengthening of the dance scene.**