



Regional Action Plan

for Saxony-Anhalt

Financing impact on regional development
of cultural heritage valorization

Please note:

This is the official English translation of FINCH Regional Action Plan for Saxony-Anhalt.
The Policy Endorsement of this plan is included in the original German text.

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FINCH in a nutshell



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FINCH promotes the development of financial instruments and public-private partnerships in local and regional cultural heritage valorisation policies to increase their long-term social and economic impact

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Regional Stakeholders

- Staatskanzlei und Ministerium für Kultur des Landes Sachsen-Anhalt
- Museumsverband Sachsen-Anhalt
- Landesamt für Denkmalpflege und Archäologie Sachsen-Anhalt
- Tourismusverband Sachsen-Anhalt e. V.
- Gartenträume – Historische Parks in Sachsen-Anhalt e. V.
- Kulturstiftung Sachsen-Anhalt
- Landgesellschaft Sachsen-Anhalt mbH

International Partners

- Piemonte Region (Italy, lead partner)
- Investitionsbank Sachsen-Anhalt (Germany)
- University of Turin (Italy)
- Lodzkie region (Poland)
- Regional Development Agency South-West Oltenia (Romania)
- Regional Council of South Ostrobothnia (Finland)
- Thessaly Region (Greece)



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List of Abbreviations

CLLD	Community-led local development
ERDF	European Regional Development Fund
ESF	European Social Fund
EU	European Union
GP	Good practice
IB	Investitionsbank Sachsen-Anhalt (EN: Development Bank Saxony-Anhalt)
LAG	Local action group
LEADER	Liaison entre actions de développement de l'économie rurale (EN: Link between actions for the development of the rural economy).
RAP	Regional action plan

1. General Information

Project	FINCH
Project partner	DE: Investitionsbank Sachsen-Anhalt (IB) EN: Development Bank Saxony-Anhalt
Country	Germany
NUTS region	Saxony-Anhalt
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2. Introduction: Territorial Context

Saxony-Anhalt has a very high density of architectural monuments. There are around 40,000 individual monuments and about 5,000 complex monument areas in the state. These include five recognized UNESCO World Heritage sites as well as 1,500 palaces and castles and 2,200 churches. The preservation and contemporary presentation of the rich cultural heritage for future generations is not only a central theme of cultural policy in Saxony-Anhalt, but also represents the prerequisite for the further development of the emerging cultural tourism in Saxony-Anhalt. Saxony-Anhalt is already a cultural travel destination and would like to develop into one of the leading regions in Germany for cultural tourism in the future.

Many cultural heritage sites still have considerable investment needs in the area of structural valorization. The requirements for the presentation of cultural heritage have also changed over the years.

Preserving and increasing the attractiveness of cultural heritage in Saxony-Anhalt is a continuous task that requires increased cooperation at the regional level between the various players in the field of preservation and presentation of cultural heritage. In order to increase the full economic potential for the use of cultural heritage and the number of visitors, not only the sites themselves, but also the surroundings and the cities and communities of the cultural heritage sites must be attractive. Financing the preservation and valorization of cultural heritage is predominantly the responsibility of the public sector. The budgets of the public sector at the level of the sponsors of cultural heritage sites are limited.

Therefore, cultural bodies are increasingly trying to acquire funding opportunities from the state of the federal government and the EU for the preservation and presentation of cultural heritage. In addition, funds from foundations, churches, sponsoring societies and private funds are also used for the preservation of cultural heritage.

The policy instrument from the ERDF "Kulturerbe Sachsen-Anhalt" represents one of several possibilities in Saxony-Anhalt to contribute to improving the preservation and better presentation of cultural heritage.

3. Policy Context

This Regional Action Plan addresses:

- ☒ Investment for Growth and Jobs program
- ☐ European Territorial Cooperation program
- ☐ Other directive for regional development

Name of the policy instrument

DE, original: Richtlinie über die Gewährung von Zuwendungen zur Förderung von Investitionen zur Verbesserung der Präsentation und nachhaltigen Nutzung des kulturellen Erbes im Land Sachsen-Anhalt (Kulturerbe-EFRE-Richtlinie)

EN, translation: Directive on the granting of subsidies to promote investments to improve the presentation and sustainable use of cultural heritage in the state of Saxony-Anhalt (Cultural Heritage ERDF Directive)

Description of the policy instrument

The Cultural Heritage ERDF Directive is a policy instrument aimed at improving the presentation and sustainable use of cultural heritage in Saxony-Anhalt. It is used to finance investments in the renovation and adaptation of cultural facilities. In the 2014-2020 funding period, around 82 million euros were made available under the directive. This sum contains around 56 million euros from the core part and around 26 million euros from the CLLD¹ part of the directive, enabling a funding rate of up to 80% (core directive) or 90% (CLLD) per project.

The goals of funding are:

- (A) the preservation and development of cultural heritage as an essential element of the identity of a city or region,
- (B) increasing the attractiveness of cities and regions to residents and cultural tourists by enhancing cultural heritage and cultural institutions,
- (C) positive impact on the local development of the city or region and increase in the number of visitors to cultural sites.

Public infrastructures and public buildings with cultural use whose use concept takes into account local specifics are eligible for funding. The infrastructures and buildings must be publicly owned or owned by non-profit organizations pursuing the general public interest. The total volume of the individual funding measure is limited to 10 million euros, or 20 million euros in the case of UNESCO World Heritage sites. The measures must be realized in the state of Saxony-Anhalt.

¹ **CLLD** stands for "Community-Led Local Development" and is the application of the LEADER method in other funds of the European Union such as the ERDF and ESF used in Saxony-Anhalt.

Eligible projects are those that are integrated into urban or regional development concepts and contribute to the enhancement of the urban area, the strengthening of regional identity and the strengthening of the development of cultural tourism.

The selection of projects in the core directive took place within the framework of an ideas competition. The basic conditions for funding were the described requirements for the presentation of a utilization concept and integration into urban or regional development concepts. The utilization concept had to include an increase in the number of visitors to the cultural institution as a result of the investment. The evaluation of the project ideas was carried out by a jury consisting of experts from the fields of culture/world heritage, urban planning, monument preservation and environmental protection. On the basis of fixed evaluation criteria, the jury drew up a ranking list that served as a basis for decision-making by the awarding authority (Investitionsbank Sachsen-Anhalt). As part of this process, funding was approved for 20 projects.

For projects funded under CLLD, the order is determined by a priority list drawn up by Local Action Groups (LAGs). These priority lists are based on selection criteria defined by the LAGs in a separate procedure in accordance with Art. 34 (3) (d) of Regulation (EU) No. 1303/2013. The projects must ensure that 80% cultural use of the cultural object is guaranteed after funding.

Consequently, the LAGs form the basis in the LEADER²/CLLD process. They decide in which projects and initiatives in the state the money is to be used and serve as the first point of contact for interested cultural bodies. In Saxony-Anhalt, there are 23 LAGs, which are set up regionally. The LAGs are assisted by LEADER managers. They manage the implementation of the LEADER/CLLD process at the level of the LAG and inform the public about the process. On the basis of the CLLD approach, funding has so far been approved for 57 projects in the field of cultural heritage.

Not all projects are eligible for funding under the requirements applicable to the two sections of the directive

- because they do not make it to the ranking list for funding as part of the competitive process or the creation of the CLLD priority lists,
- because the utilization concept does not include an increase in the number of visitors (applies only to core directive),
- because structural measures are required to preserve the cultural heritage, but 80% cultural use cannot be ensured,
- or because the infrastructures and buildings in which investments are to be made are not publicly owned.

Furthermore, the funds granted from the Cultural Heritage ERDF may not be sufficient for the preservation of the cultural property.

² **LEADER** stands for "Liaisons Entre les Actions de Développement de l'Economie Rurale".

For these projects there is the possibility

- to use alternative funding instruments of the federal government, the state and the EU,
- further qualify their project according to the requirements of the Cultural Heritage ERDF Directive,
- or utilize other funding sources such as "light" financial instruments (if the funding needed is appropriate for their purpose).

Outlook for the EU funding period 2021-2027

The Cultural Heritage ERDF Directive described above is a funding instrument that is part of the ERDF Operational Program of the EU funding period 2014-2020. Funding can be granted in this directive until 2021. The activities of the FINCH project are therefore aimed at supporting and financially strengthening the existing target group of the Cultural Heritage ERDF Directive as well as other sponsors of cultural heritage sites. This is done in particular also with regard to funding opportunities in the upcoming EU funding period 2021-2027.

Although the design of the Operational Programs 2021-2027 is still in preparation and therefore no final statements can be made about the concrete form of this funding at the present time, it is already clear that cultural institutions in Saxony-Anhalt will continue to have access to funding from the European Structural Funds in the future and that some essential elements of the above-mentioned funding instrument, especially from the CLLD part, will come into play.

With the draft of the EU common provision regulation for the EU funding period 2021-2027, the EU co-financing rate was set at 60%, which will lead to an increase in the required own contribution of the cultural institutions for the utilization of funding. In this context, the acquisition of private funding, for example through the use of "light" financial instruments, continues to gain in importance.

The "integrated approach to encourage the use of 'light' financial instruments" described below is intended to enable cultural bodies in Saxony-Anhalt to continue to have access to funding in the future by providing support in securing the corresponding own funds.

4. Action: Integrated approach to encourage the use of "light" financial instruments among cultural bodies in Saxony-Anhalt

Introduction and background

The Investitionsbank Sachsen-Anhalt (IB) has been successfully implementing funding programs since 1993 and acts as the intermediary body for structural funds in Saxony-Anhalt. Around 77% of ERDF funding in the region is granted through the IB on behalf of the state.

The IB has been implementing the funding measures in the ERDF cultural investment programs since 2000. From this position, it has extensive knowledge of the funding procedure in these programs. Within the framework of the tasks assigned to it, the IB works closely with the regional government and advises and supports the ministries on request in the development of funding instruments for the operational programs.

A cultural investment program with the aim of supporting cultural tourism was first launched in the ERDF framework in the 2000-2006 funding period, continued in the 2007-2013 funding period, and continued in the current funding period since 2014 as the Cultural Heritage Program.

Through the Cultural Heritage ERDF Directive, funds are made available for investments to improve the presentation and sustainable use of cultural heritage. The main objectives of the directive are the preservation and further development of cultural heritage as an essential element of the identity of a city or region, increasing the attractiveness of cities and regions for residents and cultural tourists through the upgrading of cultural heritage sites and cultural facilities, as well as achieving positive effects for the local development of the city or region and increasing the number of visitors to cultural heritage sites.

During the monitoring of the investment measures of the Cultural Heritage ERDF Directive, it became clear that not all cultural bodies can fully benefit from these funding resources. Some cultural heritage institutions are not able to meet the conditions of the Directive or the funds of the Directive are not sufficient to meet all investment needs for the enhancement of cultural heritage. These heritage site sponsors are working to find alternative funding.

In addition, it can be seen that in many cases private funds are used to provide part of the necessary co-financing in connection with investments in the valorization of cultural heritage. However, the share of these private funds is currently still low. Furthermore, it is important that the structural rehabilitation and the appealing presentation of the cultural heritage go hand in hand. It is of high importance that cultural heritage sites have a sufficient budget for operating costs in order to arouse people's interest in repeated visits through current events, changing exhibitions and other modern forms of design and thus to keep overall visitor numbers high.

The FINCH project addresses the question of how to make greater use of "light" financing instruments under the Cultural Heritage ERDF Directive. In collaboration with stakeholders, a questionnaire was developed to identify the funding needs and requirements of cultural bodies, which was distributed to cultural heritage operators in the country through stakeholders. It was found that there is an increased need for knowledge about "light" financing instruments and their use. There

are already many good examples in Saxony-Anhalt of combining private initiative and public interest to preserve cultural heritage, but the use of "light" financing instruments can be expanded. In particular, a need for knowledge transfer on possibilities of alternative financing became apparent. There is a particularly strong interest in the use of crowdfunding, while at the same time a need for support for this financing instrument was identified.

As a development bank that offers both public grants and loans, the Investitionsbank can act as an intermediary and advisory body here. However, it is important to find out where the cultural bodies can benefit most from advisory support.

Based on these findings, an integrated approach to encourage the use of "light" financial instruments among cultural bodies in Saxony-Anhalt was developed, which includes a knowledge repository on "light" financing instruments and the targeted transfer of knowledge on crowdfunding through corresponding workshops. It is planned to support two crowdfunding campaigns of selected projects from the Cultural Heritage ERDF Directive as a pilot with the involvement of experts.

Targets

The integrated approach to encourage the use of "light" financial instruments among cultural bodies in Saxony-Anhalt will:


1. Increase the competence of cultural bodies in regards to "light" financing tools.
2. Increase the competence of cultural bodies, especially on the topic of crowdfunding.
3. Reduce cultural bodies' fears about using "light" financing tools.
4. Through the model support of two crowdfunding projects, the Investitionsbank, the State Chancellery and Ministry of Culture and the EU managing authority ERDF/ESF could identify which support offers could be developed beyond that in perspective.

Description and Interregional Learning

In developing and designing the integrated approach, the European exchange of experience was an important basis. The following section describes the interregional learning process and some examples of lessons learned. Among other things, the specific aspects of the good practices (GPs) that inspired this action are also highlighted.

The starting point for the experience exchange process was the work on and the exchange about the Living Document. Together with the partners of the Interreg project and with the involvement of stakeholders from Saxony-Anhalt and the EU, the Living Document was developed and refined during the project. The aim of the Living Document is to create a guideline for activities in order to encourage partnerships with private actors and to be able to better apply different financial instruments. For this purpose, in a first part, the cultural policy basics as well as the interaction between investment, tourism, culture and communication were presented. In a second part, the financial instruments for cultural heritage were examined in more detail. In this way, comprehensive information on various financial instruments could be obtained. The analyses in part 1 of the document

theoretically elaborated the importance of cooperation between public and private actors. The effectiveness of the financial instruments and the connection between tourism and an increase in the number of visitors could be substantiated with practical experience in the subsequent study visits.

Living Document	Interregional Learning
	<p>→ final version in the library on the FINCH website (direct link)</p> <p>The Living Document presents various financing instruments and describes their advantages and disadvantages. It highlights which instruments are well suited for cultural heritage and which are not.</p>

During the study visit to Turin in the Piemonte region of Italy, an excellent example of the interaction between private and public owners was presented in Biella. Three different historic buildings were used and financed in very different ways: as a private school (financed by the banking foundation in Italy and with income from training courses and events); as a private museum (financed with private assets); as a public institution (financed with public funds). This collaboration has made it possible to enhance the overall complex in the center of Biella, making the place more attractive to residents and tourists. During the peer review on this good practice, it became clear that this model can be very successful, but depends on local conditions and the motivation and financial possibilities of individuals.


GP "Biella"	Interregional Learning
	<p>→ Contact: Emanuele Rolando (emanuele.rolando@fondazionecrbiella.it)</p> <p>→ Website: www.fondazionecrbiella.it</p> <p>We have learned that cooperation between public and private sponsors of cultural heritage sites gives added value to both sides. The linkage of public and private funds should be strengthened.</p>

Also interesting was the presentation of the Consulta project (La Consulta per la Valorizzazione dei Beni Artistici e Culturali) during the visit to Turin. Here, it was described how financial resources but also knowledge and networks can be bundled and used for a successful rehabilitation of cultural heritage sites through joint private engagement of companies in the Piemonte region. This model was presented to stakeholders in Saxony-Anhalt in a stakeholder meeting in January 2019. The


approaches were considered very interesting, the creation of a cultural fund in the sense of the Consulta project could be considered, but needs a more comprehensive planning period.

GP "Consulta"	Interregional Learning
	<p>→ Contact: Angela Griseri (a.griseri@uitorino.it)</p> <p>→ Website: www.consultaditorino.it</p> <p>The model of pooling private funds in conjunction with network maintenance is worth emulating. In the long term, there are considerations to combine the raising of private funds and network maintenance, e.g. in a fund.</p>

During the study visit to Seinäjoki (Finland), the good practice of the Äthäri water tower was of particular interest. Here, the municipality financed the operation of a cultural asset entirely through citizens' contributions. Through many small contributions from all citizens, the operating costs for running the water tower were fully raised. This can be seen as a kind of crowdfunding project in "analog" form. It is important to establish people's connection to the cultural asset so that there is a willingness to provide financial support.

GP "Ähtäri Water Tower"	Interregional Learning
	<p>→ Contact: Eliza Kraatari (eliza.kraatari@etela-pohjanmaa.fi)</p> <p>→ City Nomadi "Water Trail" (direct link)</p> <p>Involving citizens and collecting many small amounts of money can also help a larger project succeed. The bond of the citizens to the cultural asset is strengthened.</p>

The peer reviews during the study visit in Magdeburg provided further ideas. Inspired by the previous study visits, the international partners were presented with good practices in the areas of "Engaging private actors through an association", "Financing cultural heritage through a music academy" (both Schloss Hundisburg), "Improvement of tourism marketing through the formation of a marketing network and brand name" (Gartenräume) and "Crowdfunding as a financing model" (Ravelin II). In the peer review on the good practices, it became clear that it is important to enhance the knowledge on alternative financing tools and to increase the reach of publicizing the cultural assets. The good practices presented were seen as successful examples. The knowledge and skills of the presented projects can be transferred to other cultural bodies and the experiences from the crowdfunding project Ravelin II should be made usable.

Peer Reviews in Magdeburg	Interregional Learning
<p>GP "Hundisburg"</p> 	<p>→ Contact: Birte Zillmann (birte.zillmann@ib-lsa.de) → Website: gartentraeume-sachsen-anhalt.de</p> <p>During the peer reviews on the project, it was made clear that public funding is still predominantly used. Some forms of financing, such as crowdfunding, are not yet in the foreground. The knowledge of "light" financing instruments should be expanded.</p>
<p>GP "Ravelin II"</p> 	<p>→ Contact: Birte Zillmann (birte.zillmann@ib-lsa.de) → Website: www.ravelin2-magdeburg.de</p> <p>Crowdfunding was highlighted in the peer review as a very advantageous form of financing. At the same time, it became clear that a lot of preparatory work and good networking in advance is required for a successful crowdfunding campaign. Not all sponsors of cultural objects currently have the necessary knowledge to do so.</p>

Taking into account the findings from this interregional exchange, individual aspects from the good practices were adapted to the local context and developed into a holistic package of ideas. In a more in-depth meeting with regional stakeholders, the package of ideas was discussed and adapted to regional needs and opportunities.

Activities

The integrated approach to encourage the use of "light" financial instruments among cultural bodies in Saxony-Anhalt is primarily aimed at broadening the knowledge base of cultural bodies. A database is to be used to communicate overall knowledge about innovative or "light" financing instruments and to better illustrate them by presenting good practices. The instrument of crowdfunding, which proved to be particularly successful in the study visits, will be introduced in a second step. During the support of two pilot projects, the knowledge requirements and the special needs of cultural bodies in the implementation of a crowdfunding campaign will be identified. In two workshops, the theoretical and practical knowledge will be deepened on the one hand and on the other hand the mental hurdles to using this instrument will be lowered. As a result, the inclusion in corresponding funding approaches will be examined.

1. Activity: Database of "light" financial instruments

Innovative or "light" financing instruments are presented and described, and supported with examples. The cultural bodies should be able to obtain comprehensive information and find suggestions on how to use these financing instruments and where to find contacts if necessary.

The database will be made available online. In order to address the widest possible circle of cultural bodies, there will be links to the database both on the homepage of the Investitionsbank and on the pages of the State Chancellery and Ministry of Culture and European Structural and Investment Funds.

2. Activity: Preparation and support of two crowdfunding campaigns

During the concept phase of the FINCH project, contact was already established with a cultural body implementing a project funded through the Cultural Heritage ERDF Directive. The Annaburger Porzellanmuseum e.V. realizes, with the funds from the Cultural Heritage ERDF Directive and in addition to its museum exhibition, the structural requirements for the construction of a porcelain show production, which requires further investments.

The location of the museum in a rural region is problematic. The crowdfunding campaign is therefore intended, on the one hand, to secure funding for the facility and, on the other hand, to help increase the reach of awareness of the museum.

The knowledge of the board members of the association about the implementation of a crowdfunding campaign is very low. In this context, support would be required on the marketing-side during the preparation of the crowdfunding campaign. Support could be provided, for example, in the selection of a suitable platform, in the determination of an achievable sum as well as with tips for winning the "crowd" in the run-up to the online campaign.

In order to be able to draw transferable conclusions for the use of this instrument, an additional pilot project will be accompanied.

3. Activity: workshop crowdfunding

In particular, the cultural bodies as well as the managers and members of local action groups (LAGs) are to benefit from the knowledge or contacts gathered within the framework of the project. These were deliberately chosen because they will also form the group of applicants for cultural funding from the European Structural Funds in Saxony-Anhalt in the coming EU funding period 2021-2027. They and other multipliers such as the state administrative office responsible for cultural funding, the stakeholders from the FINCH project and the IB's cultural funding unit will be invited to two workshops. In the workshops, knowledge of crowdfunding will be imparted in the following subject areas:

- Basics, types of crowdfunding, limits
- Specifics of crowdfunding for culture/donation-based crowdfunding
- Possibilities of combining crowdfunding with other forms of financing
- Presentation of a model for the structured preparation of a crowdfunding campaign
- Presentation of successful crowdfunding projects

In addition, there is the possibility of exchanging experiences between projects on the use of crowdfunding.

In order to be able to address the specific requirements of the participant groups in a targeted manner, the workshops will be designed differently according to the target groups to be addressed: There will be a workshop for the LAG managers and other multipliers, in which basic knowledge will be imparted and the possibilities of crowdfunding outside of the financing instrument will be pointed out. The workshop is intended to enable this group of people to do more to promote crowdfunding as an instrument and to be a competent contact for projects. A second workshop is to be held for the cultural bodies as members of the LAG and potential crowdfunding users. In addition to teaching the basics, this workshop will focus on the practical feasibility and success factors of crowdfunding.

The workshops are designed by the IB and will be professionally qualified by the integration of external expert lectures.

Outlook for the use of the knowledge to be gained

As a result, on the basis of the insights gained from the two crowdfunding activities, it will be examined whether and, if so, how crowdfunding as a financing instrument could be used more intensively in the future for the promotion of cultural heritage in and outside the ERDF Operational Program.

As part of the support and monitoring of the two pilot projects, insights are to be gained into how the personal skills of the acting persons and any training needs that may exist can be assessed. In addition, it will be examined whether there are specific success factors for crowdfunding campaigns in the area of cultural heritage operators.

By involving the LAGs, the workshops address a broader group of participants than the project promoters funded under the Cultural Heritage ERDF Directive. The findings from the crowdfunding campaigns are to be incorporated into the general knowledge transfer around crowdfunding in the context of the workshops and thus made accessible to as many cultural bodies as possible in order to achieve greater use of this financing option overall. At the same time, in addition to the knowledge transfer within the framework of the exchange of experiences, insights can possibly also be gained into the extent to which the financial basis of cultural bodies can be strengthened through targeted funding in this area.

Players involved

For the development and implementation of the integrated approach to encourage the use of "light" financial instruments among cultural bodies in Saxony-Anhalt, the IB has included several interested groups in the regional stakeholder group, which can be roughly divided into two subgroups: Representatives of the cultural sector at the state level and representatives of the target beneficiaries.

The representative of the cultural sector of Saxony-Anhalt involved in the FINCH project is:

- State Chancellery and Ministry of Culture of the State of Saxony-Anhalt, Department 61, as policy owner of the Cultural Heritage ERDF Directive

A representative of the policy owner has participated in all meetings of the regional stakeholder group as well as in the interregional study visits within the FINCH project and has been involved in

the development of the integrated approach together with the IB. This close involvement is a fundamental basis for the successful implementation of the approach.

The representatives of the target beneficiaries involved in the FINCH project in Saxony-Anhalt are:

- Museumsverband Sachsen-Anhalt (association of regional museums);
- Landesamt für Denkmalpflege und Archäologie Sachsen-Anhalt (state office for the preservation of monuments and archaeology);
- Tourismusverband Sachsen-Anhalt e.V. (tourism association);
- Gartenträume - Historische Parks in Sachsen-Anhalt e. V. (Gardendreams – network of historical parks in the region);
- Landgesellschaft Sachsen-Anhalt mbH as representative of the LAG;
- Städte- und Gemeindebund Sachsen-Anhalt (association of towns and municipalities in the region);
- Kulturstiftung Sachsen-Anhalt (regional cultural foundation)

The representatives of the target beneficiaries are indispensable for the success of the FINCH project in Saxony-Anhalt, as only they can provide feedback on the actual suitability for everyday use and the real added value of the ideas developed. In this context, they were invited to all regional stakeholder group meetings. During the implementation, some of the stakeholders as well as representatives of the LAG will act as regional multipliers for the information provided through the activities.

In view of the overall responsibility for the ERDF Operational Program of the state of Saxony-Anhalt and any lessons learned from the project for the programming of the new EU funding period 2021-2027, the Managing Authority ERDF/ESF was also involved in the preparation of the regional action plan.

Timeframe (indicative)

An indicative timeframe for implementing the described activities in Phase 2 of the project is shown below.

Activity 1:	Q2 2021	- Development of the basic structure of the database
	Q3 2021	- Content design of the database
	Q3 2021	- Coordination of contents with the State Chancellery and Ministry of Culture
	Q4 2021	- Determination of the system to be used depending on the costs incurred
	Q1 2022	- Database programming - Official launch
Activity 2:	Q1 2021	- Preliminary meetings for crowdfunding support, preparation of request for proposal, selection of service provider

- Q2-Q3 2021 - Launch and implementation crowdfunding support for the two projects
- Q4 2021 - Evaluation

- Activity 3:
- Q2 2021 - Content conception of the workshops
 - Q2 2021 - Acquisition of specialists
 - Q3 2021 - Recruitment of participants for the workshops
 - Q1 2022 - Implementation workshop 1
 - Q2 2022 - Implementation workshop 2

Cost (indicative)

The indicative costs are based on estimates from comparable activities in other projects. For all activities, staff costs are incurred for the part-time support from an IB employee.

- Activity 1: ca. 2T€ for the creation of the database page; staff costs for the part-time support from an IB employee
- Activity 2: ca. 15T€ for external support of 2 crowdfunding campaigns; staff costs for the part-time support from an IB employee
- Activity 3: ca. 5T € for implementation and external support of the workshops; staff costs for the part-time support from an IB employee

Funding sources (indicative)

The activities described will be financed from a combination of state and EU funds. The costs for activity 1 are borne by the Investitionsbank, for activity 2 by the State Chancellery and the Ministry of Culture, and for activity 3, funds are planned from the Technical Assistance of the Operational Programs of the Structural Funds Saxony-Anhalt. The staff costs in all three activities are borne by the Investitionsbank.

5. Policy Endorsement

Action: Integrated approach to encourage the use of "light" financial instruments among cultural bodies in Saxony-Anhalt

This FINCH Regional Action Plan for Saxony-Anhalt is endorsed by the Investitionsbank Sachsen-Anhalt as the project partner, the State Chancellery and Ministry of Culture Saxony-Anhalt as the policy owner, and the Managing Authority ERDF/ESF Saxony-Anhalt. All signatures confirming this endorsement can be found attached to the original, German text of this action plan.