

Open Call for Local Mentors – Cultural Intermediary Organisations

EU4Culture II – Sustainable Creative Ecosystems

Application Deadline: 20 July 2026, 23:59 CEST

GENERAL INFORMATION

About the Call

The Goethe-Institut, the cultural institute of the Federal Republic of Germany, is announcing an open call for individual experts and consultants for the position of Local Mentor for Cultural Intermediary Organisations within the EU-funded programme “EU4Culture II – Sustainable Creative Ecosystems”.

Applications are invited for mentoring assignments in the following participating countries and programme contexts:

- Armenia;
- Georgia;
- the Republic of Moldova;
- Ukraine;
- the Belarusian cultural and creative sectors in exile.

About EU4Culture II

EU4Culture II supports the development of sustainable and inclusive cultural and creative ecosystems in Armenia, Azerbaijan¹, Georgia, the Republic of Moldova, and Ukraine, as well as within the Belarusian cultural and creative sectors in exile. The programme aims to strengthen the role of culture in economic and social development, foster intercultural dialogue and cooperation, and improve the sustainability, participation, and resilience of cultural and creative ecosystems.

About Cultural Intermediary Organisations

Cultural Intermediary Organisations are organisations that support, connect, represent, or strengthen other actors in the cultural and creative sectors and contribute to the wider cultural ecosystem.

They may include creative hubs, networks, alliances, associations, clusters, professional unions, platforms, advocacy organisations, and other organisations acting as connectors, facilitators, or support structures within cultural and creative ecosystems.

Selected Cultural Intermediary Organisations will work on developing, implementing, testing, and refining practical value propositions responding to concrete needs, gaps, or opportunities within the cultural and creative sectors.

With the support of selected mentors, they will:

- clarify their intermediary role, target groups, geographic or sectoral focus, and relevant ecosystem needs;
- assess needs, challenges, opportunities, and existing assets through appropriate analysis and stakeholder consultation;

¹ This open call does not cover the Azerbaijani programme context, for which mentor engagement will be organised separately.

- validate key assumptions with relevant target groups and ecosystem actors;
- develop a structured value proposition, such as a service, support model, platform, market-access model, advocacy mechanism, networking format, or other practical solution;
- implement and test selected elements of the value proposition;
- gather feedback, reflect on results, and refine the value proposition;
- strengthen the expected impact, feasibility, sustainability, and long-term ecosystem relevance.

DESCRIPTION AND SCOPE OF THE ASSIGNMENT

A maximum of two mentors will be selected for each participating country or programme context. Working as a complementary mentoring pair, they will jointly support up to four selected Cultural Intermediary Organisations throughout the full mentoring and implementation process.

The mentors will combine expertise in organisational and strategic development, value proposition and service design, stakeholder engagement, ecosystem development, and sustainability. They will coordinate their work to provide coherent and complementary support while avoiding duplication.

Together, the mentors will act as process and methodological guides. They will support selected organisations in clarifying their intermediary role, identifying and validating relevant needs and target groups, developing practical value propositions, and translating these propositions into realistic implementation and testing approaches. They will also support reflection, learning, monitoring, and refinement based on implementation experience and stakeholder feedback.

Mentors will provide guidance, facilitation, and methodological support but will not replace the responsibility of the selected organisations for decision-making, implementation, financial management, reporting, or delivery of agreed outputs.

Main tasks and responsibilities:

The mentor assignment will cover the full support process for the selected Cultural Intermediary Organisations. Tasks will be organised through the following work packages and activated according to the programme timeline and the needs of the assigned organisations.

Work Package 1 – Intermediary Role and Value Proposition Development

The mentor will:

- support Intermediary Organisations in clarifying their intermediary role, organisational and strategic positioning, target groups, and expected results within the cultural and creative ecosystem;
- support organisations in reflecting on and improving their organisational capacity, internal structures, working methods, and development needs, ensuring readiness for sustainable implementation of their role;
- guide the assessment of ecosystem needs, gaps, assets, challenges, and opportunities through appropriate analysis, mapping, and stakeholder consultation;
- help organisations validate key assumptions with target groups and relevant ecosystem actors;
- support the development of practical and testable value propositions, such as services, support models, platforms, market-access mechanisms, advocacy formats, networking models, or other intermediary solutions;
- support organisations in assessing organisational feasibility, including internal/external capacities, resources, partnerships, operational readiness, and sustainability mechanisms;
- ensure alignment between the value proposition, organisational priorities, and EU4Culture II objectives;
- support the translation of the value proposition into a realistic implementation and testing plan as well as an organisational development plan.

Work Package 2 – Implementation, Testing, and Refinement

The mentor will:

- support organisations in translating the value proposition into practical implementation steps and activities, while strengthening internal organisational capacity to deliver them;
- provide methodological guidance for implementation, testing and organisational learning;
- support engagement with target groups, partners, and ecosystem stakeholders, while strengthening the organisation's external positioning;
- facilitate organisational learning processes, including feedback collection, reflection, and adaptation practices;
- support organisations in analysing operational challenges, institutional bottlenecks, and capacity gaps emerging during implementation;
- guide the refinement of both the value proposition and organisational practices based on evidence, implementation experience and learning;
- advise on organisational development, including governance, partnerships, sustainability, and resource mobilisation.

Work Package 3 – Monitoring, Coordination, and Reporting

Throughout the assignment, the mentor will:

- coordinate with the other selected mentor to ensure complementarity, coherence, and avoidance of duplication;
- support proportionate monitoring, reflection, and organisational learning processes integrated into day-to-day practice;
- support organisations in documenting key decisions, institutional learning, organisational changes, and implementation progress;
- maintain regular communication with the EU4Culture II team and the relevant Country Coordinator;
- participate in coordination meetings where required;
- provide concise progress updates and summaries corresponding to the activated work packages.

Duration and workload

The assignment is expected to begin with preparatory mentor training in October-November 2026 and continue throughout the value proposition development, implementation, testing, monitoring, learning, and refinement process, indicatively until March 2029.

The engagement will be organised through work packages activated according to the programme timeline and the needs of the assigned organisations. For each selected mentor, all activated work packages will form part of the same overall service contract.

An indicative input of approximately **20-25 working days** per mentor is foreseen for **Work Package 1 – Intermediary Role and Value Proposition Development**. The workload and deliverables for subsequent work packages will be agreed and confirmed before their activation.

The activation of subsequent work packages will be subject to programme decisions, the progression of the assigned beneficiaries to the relevant implementation phase, and confirmation of the related scope, workload, and deliverables. The indicative end date does not guarantee continuous work or the activation of all work packages.

The work will be carried out primarily within the relevant participating country or programme context and may include travel to regional locations, in-person activities, and online meetings.

Approved travel and accommodation costs related to the mentor training and assignment activities will be covered separately by the programme.

MENTOR PROFILE

Skills, Experience, and Qualifications:

Applicants are not expected to demonstrate equal strength across all areas listed below. The programme may select complementary mentor profiles to ensure that the mentoring pair collectively meets the needs of the assigned Cultural Intermediary Organisations.

1. Knowledge

- Good understanding of the cultural and creative sectors, including the role of intermediary organisations such as hubs, networks, associations, platforms, clusters, unions, and advocacy bodies.
- Understanding of the relevant country or programme context and its cultural ecosystem.
- Knowledge of cultural ecosystem and organisational development, including networking, advocacy, capacity building, market access, partnerships, and service or support model design.
- Familiarity with value proposition development, implementation, testing, monitoring, learning, and iterative refinement processes.
- Excellent command of the relevant local language(s) and a good working level of English.

2. Experience

- At least seven years of relevant professional experience in cultural management, organisational or ecosystem development, or work with cultural intermediary organisations.
- Experience in mentoring, coaching, facilitation, or advisory roles with organisations or professional groups.
- Experience supporting organisations in areas such as strategic development, target-group and needs analysis, service or value proposition design, advocacy, networking, market access, capacity building, and implementation or testing processes.
- Experience working with diverse stakeholders, including cultural actors, civil society organisations, communities, educational institutions, businesses, public bodies, and international partners.
- Experience in international or EU-funded projects is an asset.

3. Skills

- Strong analytical, organisational, and facilitation skills.
- Ability to guide organisations in identifying needs, defining solutions, testing approaches, and considering sustainability.
- Ability to translate complex ideas into clear, practical, and actionable steps.
- Strong written and verbal communication skills, including documentation of progress, decisions, and learning.
- Good command of standard office and online collaboration tools.

4. Personal Competencies

- Cooperative and respectful working style, with strong teamwork skills and readiness to coordinate closely with the other mentor.
- Ability to balance structure with flexibility and adapt support to different organisational contexts and needs.
- Sensitivity to institutional, political, sectoral, and local contexts.
- Ability to work independently in a structured, reliable, and results-oriented manner.
- Openness to continuous learning, reflection, and adaptation.
- Readiness to travel within the relevant country or programme context when required.

WHAT DOES THE PROGRAMME OFFER

1. Engagement through agreed work packages, with the workload and deliverables for each activated work package confirmed in advance.
2. Participation in the EU4Culture II mentor training and exchange with other mentors and international experts.
3. Opportunity to contribute to strengthening Cultural Intermediary Organisations and wider cultural and creative ecosystems within the relevant country or programme context.
4. Remuneration based on the gross daily fee proposed by the applicant and confirmed in the final service contract.

Applicants are required to indicate one proposed gross daily fee in EUR in the Application Form. The proposed fee will be considered during the selection process and will form the basis for the contractual daily rate.

Approved travel and accommodation costs related to the mentor training and assignment activities will be covered separately by the programme and should not be included in the proposed daily fee.

Applicable taxes, invoicing requirements, payment arrangements, and other contractual conditions will be defined in the service contract.

EXPECTED DELIVERABLES

Depending on the activated work packages and assigned organisations, each mentor will provide:

- a mentoring work plan, including coordination arrangements and division of responsibilities with the other selected mentor;
- concise progress notes documenting the support provided to assigned organisations, key issues, and agreed next steps;
- written feedback and recommendations on intermediary role clarification, needs and target-group analysis, and draft value propositions;
- implementation, testing, and refinement notes, including observations, stakeholder feedback, lessons learned, and recommendations for adaptation;
- a final mentoring summary covering progress, key results, challenges, learning, sustainability considerations, and recommendations for continued organisational and value proposition development.

The specific format, timing, and number of deliverables will be defined in the service contract and confirmed for each activated work package.

SELECTION CRITERIA

Applicants will be assessed based on the following criteria:

	Criterion	Description	Weight
1	Relevant professional experience and contextual knowledge	Relevance and depth of professional experience in the cultural and creative sectors, including experience with intermediary organisations and understanding of the relevant country or programme context.	20%
2	Mentoring, facilitation, and organisational support	Demonstrated experience in mentoring, coaching, advisory, or facilitation roles supporting organisations through strategic development, organisational strengthening, stakeholder engagement, or other structured development processes.	15%

3	Value proposition and implementation experience	Experience with value proposition development, service or support model design, ecosystem development, implementation, testing, monitoring, learning, or iterative refinement. Particular attention will be given to the applicant's ability to translate identified needs into clear and practical solution models.	25%
4	Quality of application and motivation	Clarity, relevance, and coherence of the application and motivation section, including understanding of the assignment, suitability for the mentor role, and ability to communicate ideas clearly and concisely.	10%
5	Proposed gross daily fee and cost-effectiveness	Competitiveness and reasonableness of the proposed gross daily fee in relation to the assignment.	30%
	Total		100%

Applicants are not expected to demonstrate equal strength in every area. Following individual assessment, complementarity of expertise may be considered among candidates who meet the required quality standard, with the aim of forming effective mentoring pairs.

PAYMENTS

Payments will be calculated based on the gross daily fee confirmed in the service contract and the number of working days approved and completed under the relevant activated work package.

The mentor will submit the required invoice, timesheet, and agreed deliverables or progress documentation for the relevant work package. Payment will be processed following confirmation and approval of the completed work by the EU4Culture II team.

Applicable taxes, statutory deductions, invoicing requirements, payment schedules, and supporting documentation will be defined in the service contract.

Travel and related expenses, where applicable and approved in advance, will be handled separately in accordance with Goethe-Institut procedures.

CONFLICT OF INTEREST

Applicants must disclose any actual or potential conflict of interest related to the assignment, including professional, financial, organisational, or personal circumstances that could affect, or reasonably appear to affect, their independence and impartiality.

Selected mentors must promptly inform the EU4Culture II team if a conflict of interest arises during the assignment.

Failure to disclose a known conflict of interest may result in exclusion from the selection process or termination of the service contract.

DATA PROTECTION

Personal data submitted as part of the application will be processed solely for purposes related to the management, evaluation, contracting, implementation, and reporting of this selection process and the resulting service contract.

Personal data will be handled in accordance with the applicable data protection rules of the Goethe-Institut and the European Union, including the General Data Protection Regulation (GDPR), where applicable.

APPLICATION PROCEDURE

Application deadline: 20 July 2026, 23:59 CEST.

Applications must be submitted by email to: eu4culture@goethe.de

The email subject line must follow the relevant format:

Application - Intermediary Organisation Mentor - [Country / Programme Context] - [Applicant's Full Name]

Applicants must submit **one single PDF file** containing:

1. the completed Application Form;
2. a current curriculum vitae;
3. any optional supporting references or links that are not already included in the Application Form.

Selected mentors are expected to participate in the mentor training in October-November. The exact dates, format, and location will be communicated during the selection and contracting process.

QUESTIONS AND CLARIFICATIONS

Questions regarding this open call may be submitted by email to: eu4culture@goethe.de

Questions should be submitted by **9 July 2026, 23:59 CEST**.

Responses to relevant questions will be published publicly in a consolidated Questions and Answers document.