EU4CULTURE II – SUSTAINABLE CREATIVE ECOSYSTEMS

ANNEX 1

OVERVIEW OF THE LIVING LABS AND INTERMEDIARY ORGANISATIONS [1]

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[1] For detailed information about the Living Labs and Intermediary Organisations, please refer to the application guidelines.

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QUICK GUIDE

WHAT ARE THE TWO MAIN COMPONENTS OF THE EU4CULTURE II PROGRAMME?	• **Creative Platforms – Living Labs**: multi-stakeholder platforms established in selected regions to co-create and implement Creative Ecosystem Development **Roadmaps**. • **Cultural Intermediary Organisations**: organisations that support, connect, represent, or strengthen other CCS actors and develop structured **value propositions**.
HOW ARE THEY SELECTED AND FUNDED?	• Two-stage grant scheme: Stage 1 (Open Call) – establishment and development, up to EUR 10,000 per organisation; Stage 2 (Restricted Call) – testing and implementation, up to EUR 60,000 per organisation. • One Living Lab per designated geographic focus area; up to four Intermediary Organisations selected per country (see country table below).
WHERE, IN WHICH SECTORS, AND HOW MANY?	Within the programme in total 10 Living Labs and max 24 Intermediary Organisations will be supported. • **Living Labs** one per designated focus area: *Gegharkunik and Syunik (Armenia)* *Baku with regional outreach (Azerbaijan)* *Belarusian CCS in exile (hybrid format)* *Kutaisi and Zugdidi (Georgia)* *Cahul and Ungheni (Moldova)* *Lviv and Ivano-Frankivsk regions (Ukraine).* Sectoral focus is defined per country – from performing, visual and applied arts, music, design and digital/new media to literature and publishing and cross-sectoral cooperation (see country table). • **Intermediary Organisations** – up to four per country across all six EaP countries; value propositions may address any CCS sector, geographic area, or target group.
WHAT ADDITIONAL SUPPORT IS PROVIDED?	• Mentorship, standard and tailored capacity building, peer learning, networking, and internationalisation opportunities.
INTERNATIONALISATION COMPONENT OF THESE COMPONENTS	• Proposals under the Internationalisation Component must address the internationalisation needs of Living Lab members, Intermediary Organisations, and the CCS actors their value propositions serve.

1. CREATIVE PLATFORMS – LIVING LABS

Within EU4Culture II, Creative Platforms using the methodology of Living Labs are established in selected regions of the Eastern Partnership countries. The objective of the Living Labs grant scheme is to strengthen sustainable and resilient local creative ecosystems through sectoral and cross-sectoral cooperation, capacity building, and enhanced community ownership.

A Living Lab is an open, multi-stakeholder platform that brings together public, private, civil society, and academic actors to collaboratively co-create, test, and scale innovative solutions in real-life contexts, following a user-centred, co-creative, and iterative process of refinement based on feedback and learning.

The Living Labs operation is structured into two stages. Stage 1 – Open Call for Proposals supports the establishment of a multi-stakeholder creative platform and the co-creation of a Creative Ecosystem Development Roadmap, including a detailed action plan, monitoring framework, and sustainability plan. Stage 2 – Restricted Call for Proposals supports the implementation and testing of the roadmap, including result assessment and refinement.

Internationalisation is an integral component of the Living Labs process from the outset. During Stage 1, Living Labs identify international opportunities, relevant European networks, and cooperation models within their roadmap development; during Stage 2, these intentions translate into concrete activities – mobility schemes, network memberships, and joint initiatives with European partners. The Internationalisation Grant shall provide the dedicated support mechanism for these activities.

1.1 Structure and membership of the Living Labs

Each Living Lab is led and managed by a single organisation – the Living Lab Manager – which bears full operational, financial, administrative, and reporting responsibility. The Living Lab brings together a minimum of three (3) and a maximum of ten (10) participating entities and/or natural persons as formal Members. Members may include CCS organisations, local artists and cultural professionals, educational and research institutions, public sector bodies representing culture, and local entrepreneurs with links to the cultural or creative sector. Members are directly engaged in co-creation, testing, and piloting, with clearly defined roles and responsibilities. Secondary Stakeholders – policymakers, businesses, and local communities – contribute to insight collection, validation of results, and dissemination of outcomes without holding formal membership.

1.2 Geographic and sectoral scope of the Living Labs

One Living Lab will be established per designated geographic focus area, as follows:

Country	Geographic focus	Sectoral focus	Living Labs
Armenia	Gegharkunik region; Syunik region	Performing arts, music (Gegharkunik); visual arts, applied arts (Syunik)	2 (one per region)
Azerbaijan	Baku with regional outreach	Carpeting, contemporary art, digital art	1
Belarusian CCS in exile[2]	Belarusian cultural and creative organisations in exile; hybrid format (online and offline) across host countries	Literature and publishing	1

[2] The Belarusian Living Lab operates in a hybrid format (online and offline) to include actors dispersed across host countries; applicants must be registered in an EU Member State or EaP country, or may apply via a registered fiscal partner.

Country	Geographic focus	Sectoral focus	Living Labs
Georgia	Kutaisi; Zugdidi	Cross-sectoral	2 (one per region)
Republic of Moldova	Cahul (incl. outreach to Gagauzia); Ungheni (incl. outreach to Bălți)	Performing arts, visual arts, applied arts (crafts), design, digital/new media	2 (one per region)
Ukraine	Lviv and Ivano-Frankivsk regions (government-controlled areas)	Audiovisual, digital, performing arts, music, design, creative innovation	2 (one per region)

2. CULTURAL INTERMEDIARY ORGANISATIONS

Cultural Intermediary Organisations work for the benefit of the wider cultural and creative ecosystem by supporting, connecting, representing, or strengthening other CCS actors, rather than focusing solely on their own organisational activities. EU4Culture II supports them as key support structures for sustainable cultural ecosystem development, with particular attention to regional outreach, professional capacity, cooperation, innovation, advocacy, and international engagement.

Eligible intermediary organisations may include cultural networks, associations, unions, umbrella organisations, creative hubs, clusters, alliances, platforms, advocacy organisations, cultural and new media initiatives, and other mission-driven organisations. Their intermediary function must go beyond the production or promotion of their own activities and must include regular and structured support to other CCS actors, such as:

- **Support and services** – resources, training, mentoring, tools, and professional development for CCS professionals, organisations, and communities;
- **Connection** – building networks, partnerships, cooperation formats, and exchange opportunities;
- **Representation and advocacy** – representing sector needs and advocating for better policies, support mechanisms, and recognition;
- **Access** – improving access to markets, audiences, international networks, funding, and resources.

2.1 Value propositions

Each supported Intermediary Organisation develops a **value proposition**: a structured and practical solution for a clearly defined target group, sector, geographic area, or ecosystem need, grounded in the identified needs, challenges, strengths, and unrealised potential of that target group or ecosystem. It may take the form of a service, product, support model, platform, training programme, market access mechanism, advocacy tool, policy dialogue format, or other structured offer.

A strong value proposition clearly shows for whom it is developed; what problem, gap, or opportunity it addresses; what solution is proposed; and what impact, outcomes, or benefits it is expected to create. It is not a broad strategy or a general project idea: it must be concrete enough to be tested, improved, and further developed during the programme. One-off events, isolated activities, and actions focused only on the applicant's own programme or visibility are not supported.

Value propositions may focus on a specific sector, geographic area, target group, or ecosystem challenge; these dimensions may be combined. Applicants are encouraged to develop solutions that strengthen links between capital-based and regional cultural ecosystems and create impact beyond a single location or organisation. Value propositions are developed during Stage 1 with mentor support and may be tested, implemented, assessed, and refined during Stage 2.

2.2 Geographic and sectoral scope of the Intermediary Organisations

Cultural Intermediary Organisations are supported across all six EaP countries:

Country	Intermediary Organisations to be selected (Stage 1)
Armenia	Up to 4
Azerbaijan	1
Belarusian CCS in exile	Up to 4
Georgia	Up to 4
Republic of Moldova	Up to 4
Ukraine	Up to 4

3. ADDITTIONAL SUPPORTING MEASURES FOR LIVING LABS AND INTERMEDIARY ORGANISATIONS WITHIN EU4CULTURE II

Prior to the start of the Internationalisation Component, selected Living Labs and Intermediary Organisations will begin Stage 1 of their respective grant schemes in October 2026 and will receive the following support from EU4Culture II:

- **Financial support** – up to EUR 10,000 per organisation for Stage 1 (country ceilings vary, e.g. in Moldova EUR 9,500 for Living Labs and EUR 9,000 for Intermediary Organisations), covering establishment costs, stakeholder consultations, and roadmap or value proposition development; Stage 2 provides indicative funding of up to EUR 60,000 per organisation, subject to assessment, available funding, and final programme approval;
- **Mentorship** – each selected organisation is accompanied by a local mentor throughout Stage 1, providing structured support for the development and refinement of the roadmap or value proposition;
- **Capacity building** – both standard capacity building, providing general knowledge and skills relevant to the cultural and creative sectors, and tailored capacity building responding to the specific needs and gaps of individual organisations;
- **Peer learning and networking** – structured peer-to-peer exchanges and networking opportunities with other selected organisations across the programme countries.

By April 2027, each Living Lab will have produced a co-created Creative Ecosystem Development Roadmap, and each Intermediary Organisation will have developed a structured value proposition. These documents constitute the operational framework within which the Internationalisation Component will be delivered.

4. IMPLEMENTATION TIMETABLE

Milestone	Date / Period
Call announcement	18 June 2026
Selection	July – September 2026
Implementation of Stage 1	October 2026 – February 2027
Roadmaps / value propositions finalised	By April 2027
Implementation of Stage 2	April 2027 – March 2029

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