

## **Appendix A.1 – Terms of Reference**

### **Local Mentor Services for Creative Platforms / Living Labs**

#### **EU4Culture II – Sustainable Creative Ecosystems**

## **GENERAL INFORMATION**

### **About the Call**

The Goethe-Institut invites individual experts and consultants to submit applications for Local Mentor assignments under the EU-funded programme “EU4Culture II – Sustainable Creative Ecosystems”.

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

- Armenia;
- 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, Azerbaijan<sup>1</sup>, 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.

These Terms of Reference form part of one joint procurement procedure covering 17 individual mentor contracts in total. Of these, 13 mentors will be contracted by Goethe-Institut Georgia and 4 mentors will be contracted by Goethe-Institut Ukraine. The procurement procedure, evaluation, and award documentation are conducted jointly.

**The submission procedure, suitability requirements, award criteria, and evaluation methodology are defined in the Invitation to Tender and Appendix D – Award Criteria and Evaluation Methodology.**

### **About Creative Platforms**

Creative Platforms are place-based and/or sector-specific participatory platforms based on Living Lab methodology. They bring together cultural actors, communities, businesses, educational institutions, public authorities, and other relevant stakeholders to co-create, test, and refine culture-related initiatives and solutions responding to local needs.

Creative Platforms aim to:

- bring together relevant stakeholders and encourage inclusive participation;

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<sup>1</sup> This procurement procedure does not cover the Azerbaijani programme context, for which mentor engagement will be organised separately.

- apply participatory and co-creation approaches;
- analyse local cultural needs, challenges, assets, and opportunities;
- co-create a Creative Ecosystem Roadmap with shared priorities and practical actions;
- establish functional and participatory governance and decision-making models;
- strengthen local partnerships, ownership, and long-term cooperation.

## DESCRIPTION AND SCOPE OF THE ASSIGNMENT

A maximum of two mentors will be selected for each participating country or programme context to support the selected Creative Platforms throughout the full mentoring and implementation process.

### Lot Structure

The Creative Platform / Living Lab mentor assignment is divided into **7 lots**. Each lot corresponds to one individual mentor contract.

| Lot No. | Country / Programme Context                       | Mentor Position                       | Profile          |
|---------|---------------------------------------------------|---------------------------------------|------------------|
| Lot 1   | Armenia                                           | Creative Platform / Living Lab Mentor | Profile 1        |
| Lot 2   | Armenia                                           | Creative Platform / Living Lab Mentor | Profile 2        |
| Lot 3   | Republic of Moldova                               | Creative Platform / Living Lab Mentor | Profile 1        |
| Lot 4   | Republic of Moldova                               | Creative Platform / Living Lab Mentor | Profile 2        |
| Lot 5   | Ukraine                                           | Creative Platform / Living Lab Mentor | Profile 1        |
| Lot 6   | Ukraine                                           | Creative Platform / Living Lab Mentor | Profile 2        |
| Lot 7   | Belarusian cultural and creative sectors in exile | Creative Platform / Living Lab Mentor | Combined profile |

The mentors will work as a complementary mentoring team, combining expertise in platform structuring, governance, and self-organisation with expertise in participatory processes, co-creation, innovation, roadmap development, and ecosystem connections.

Together, the mentors will act as process and methodological guides. They will support Creative Platforms in engaging relevant stakeholders, analysing local needs and opportunities, developing functional and sustainable platform structures, and co-creating practical Creative Ecosystem Roadmaps. They will also support the implementation, testing, monitoring, and refinement of selected actions arising from the roadmaps.

### Mentor Profile Structure

The Creative Platform / Living Lab mentor role is divided into two complementary profiles. The profiles are distinguished by their main tasks, responsibilities, and competencies, while both mentors contribute to the overall Creative Platform development, roadmap, implementation, testing, and learning process.

For **Lot 7**, one mentor will cover the responsibilities of both profiles and will be evaluated against the combined profile. References in these Terms of Reference to a mentoring pair, complementary team or coordination with another selected mentor do not apply to Lot 7.

| Creative Platform / Living Lab Mentor – Profile 1                                                                                                                                                                                                                                                                                                                                                                                                                       | Creative Platform / Living Lab Mentor – Profile 2                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- platform structuring and operational setup</li> <li>- governance and decision-making models</li> <li>- coordination mechanisms</li> <li>- roles and responsibilities of platform members</li> <li>- partnership and stakeholder management</li> <li>- implementation feasibility and risk management</li> <li>- sustainability planning and resource mobilisation</li> <li>- organisational and management capacity</li> </ul> | <ul style="list-style-type: none"> <li>- participatory process design</li> <li>- stakeholder engagement and facilitation</li> <li>- co-creation workshops</li> <li>- ecosystem mapping and needs analysis</li> <li>- Creative Ecosystem Roadmap development</li> <li>- testing and feedback collection</li> <li>- monitoring, learning, and iterative refinement</li> </ul> |

### **Main tasks and responsibilities:**

The mentor assignment will cover the full Creative Platform support process. Tasks will be organised through the following work packages and activated according to the programme timeline and the needs of the assigned Creative Platform(s).

#### **Work Package 1 – Creative Platform Development and Roadmap Co-Creation**

The mentor will:

- support the Creative Platform(s) in defining and clarifying their strategic focus, objectives, governance arrangements, and expected results;
- facilitate inclusive community-building and multi-stakeholder co-creation processes, ensuring engagement across diverse actors in the cultural and creative ecosystem;
- advise on inclusive governance, self-organisation models, partner engagement mechanisms, and collaborative decision-making that strengthen operational functionality, local ownership, and long-term sustainability;
- facilitate the adaptation of the Living Lab methodology to the specific cultural, institutional and local socio-economic context;
- guide the mapping of ecosystem stakeholders and the assessment of local needs, assets, challenges, and opportunities through appropriate analysis and stakeholder consultation, while supporting active collaboration among relevant actors;
- support the co-development of practical Creative Ecosystem Roadmaps, including priorities, actions, responsibilities, timelines, resources, risks, and sustainability considerations.

#### **Work Package 2 – Implementation, Testing, and Refinement**

The mentor will:

- support the translation of the roadmap into feasible and practical small-scale implementation steps and priority actions;
- provide methodological guidance for planning, facilitating, and testing pilot actions or other selected interventions;
- support stakeholder coordination, facilitation of collaboration, feedback collection, and iterative learning processes;
- support the identification and mitigation of implementation risks and contextual constraints;
- support the refinement of the roadmap based on results, evidence, outcomes and lessons learned, thereby ensuring iterative improvement;
- advise on sustainability plans, local ecosystem ownership, partnership development, and resource mobilisation.

## Work Package 3 – Monitoring, Coordination, and Reporting

Throughout the assignment, the mentor will:

- ensure efficient coordination with the other selected mentor to guarantee complementarity, coherence, and avoidance of duplication;
- support proportionate monitoring, reflection, and learning processes;
- facilitate adaptive and collaborative management practices, enabling the Creative Platform(s) to adjust their approaches based on evidence and feedback;
- maintain regular communication with the EU4Culture II team and the relevant Country Coordinator;
- provide concise progress updates and summaries corresponding to the activated work packages.
- contribute to cross-platform learning and ecosystem knowledge exchange across countries.

### Duration and workload

The assignment is expected to begin with mandatory in-person mentor training in Tbilisi, Georgia, planned for the second half of November 2026, and continue through the beneficiary development, implementation, testing, monitoring, learning and refinement process, indicatively until March 2029.

Each selected mentor may be contracted for up to **72 working days** during the implementation period. The full number of days is not guaranteed and will be activated according to programme needs, beneficiary progress, and approved work packages.

The mentor role is not intended as continuous full-time support. It is a targeted expert support role provided at key stages of beneficiary development, implementation, testing, learning, and refinement.

The mentor's engagement will be organised through work packages activated according to the programme timeline and the needs of the assigned beneficiary/beneficiaries. All activated work packages form part of the same overall service contract.

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 every area listed below. The programme may select complementary mentor profiles to ensure that the mentoring team collectively covers the needs of the assigned Creative Platform(s).

#### 1. Knowledge

- Good understanding of the cultural and creative sectors, including the relevant regional or local contexts and sectoral priorities described in [Annex 1](#).
- Solid knowledge of project planning and implementation in the cultural and creative sectors.
- Understanding of governance, self-organisation, partnership, and decision-making models relevant to participatory platforms.
- Familiarity with experimental and iterative project-development approaches.
- Familiarity with participatory and community-based approaches, including Living Lab methodology, the Quadruple Helix model, design thinking, and similar collaborative frameworks, is considered an asset.
- Excellent command of the relevant local language or languages and a high level of working English.

#### 2. Experience

- At least seven years of relevant professional experience in cultural management, facilitation, organisational development, community-based initiatives, or related fields.
- Experience in one or more of the following areas:
  - platform development, governance, or self-organisation;
  - facilitation, stakeholder engagement, and co-creation;

- cultural ecosystem development and strategic planning;
- roadmap development, testing, learning, and refinement.
- Experience in organising or facilitating workshops, meetings, or collaborative processes.
- Experience working with diverse stakeholders, including cultural actors, civil society organisations, communities, businesses, educational institutions, and public bodies where relevant.
- Previous coaching or mentoring experience is considered an asset.
- Experience in international or EU-funded projects is considered an asset.

### 3. Skills

- Clear and concise verbal and written communication.
- Strong facilitation, coaching, or mentoring skills.
- Ability to organise tasks, manage timelines, and follow up on agreements.
- Ability to analyse and summarise discussions, evidence, and results.
- Good command of standard office and online collaboration tools.

### 4. Personal Competencies

- Strong team-working skills and openness to dialogue and constructive feedback.
- Ability to work independently in a structured and results-oriented manner.
- Reliability, responsibility, and a high level of discretion.
- Curiosity and willingness to understand different local needs and perspectives.
- Readiness to travel within the relevant country or programme context for Creative Platform activities, where required.

## REMUNERATION AND EXPENSES

The assignment is based on a fixed net daily fee of **EUR 150 per approved working day**, excluding VAT.

Applicants are not required to submit a financial offer or propose a daily fee.

Each selected mentor may be contracted for up to **72 working days** during the implementation period. The full number of working days is not guaranteed and will be activated according to programme needs, beneficiary progress, and approved work packages.

Approved travel and accommodation costs related to mentor training and assignment activities will be handled separately by the programme and are not included in the fixed net daily fee.

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

## EXPECTED DELIVERABLES

Depending on the activated work packages, the mentor will provide:

- a mentoring work plan, including coordination arrangements with the other selected mentor;
- concise progress notes documenting the support provided, key issues, and agreed next steps;
- written feedback and recommendations on the Creative Platform's governance arrangements and draft Creative Ecosystem Roadmap;
- implementation, testing, and refinement notes, including observations, lessons learned, and recommendations for adaptation;
- a final mentoring summary covering progress, key results, challenges, learning, sustainability considerations, and recommendations for continued development.

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

## **PAYMENTS**

Payments will be calculated based on the fixed net 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. Payment will be processed following confirmation and approval of the completed work by the EU4Culture II team.

Detailed payment conditions will be defined in the service contract.

## **Annex 1**

### **Indicative Geographic and Sectoral Focus of Creative Platforms**

| <b>Country / Context</b>                                     | <b>Indicative No. of Creative Platforms</b> | <b>Geographic Focus</b>                                             | <b>Sectoral Focus</b>                                                                                                                           |
|--------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Armenia</b>                                               | 2                                           | Gegharkunik; Syunik; multi-town approaches encouraged               | Performing arts & music; visual & applied arts (incl. crafts); cultural tourism & cultural education                                            |
| <b>the Belarusian Cultural and Creative Sectors in Exile</b> | At least 1 (possible extension to 2)        | Belarusian cultural and creative sectors operating in exile         | Books, literature & publishing                                                                                                                  |
| <b>Republic of Moldova</b>                                   | 2                                           | Cahul (with outreach to Gagauzia); Ungheni (with outreach to Bălți) | Performing arts; visual arts; applied arts (incl. crafts); design, digital & new media; cultural infrastructure management & cultural education |
| <b>Ukraine</b>                                               | 2                                           | Ivano-Frankivsk; Lviv                                               | Performing arts; music; audiovisual & multimedia; design, digital & media arts; creative innovation                                             |