

Appendix A.2 – Terms of Reference

Local Mentor Services for Cultural Intermediary Organisations

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;
- 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.

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 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.

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

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;
- 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.

Lot Structure

The Cultural Intermediary Organisation mentor assignment is divided into **10 lots**. Each lot corresponds to one individual mentor contract.

Lot	Country / Programme Context	Mentor Position	Profile
8	Armenia	Cultural Intermediary Organisation Mentor	Profile 1
9	Armenia	Cultural Intermediary Organisation Mentor	Profile 2
10	Georgia	Cultural Intermediary Organisation Mentor	Profile 1
11	Georgia	Cultural Intermediary Organisation Mentor	Profile 2
12	Republic of Moldova	Cultural Intermediary Organisation Mentor	Profile 1
13	Republic of Moldova	Cultural Intermediary Organisation Mentor	Profile 2
14	Ukraine	Cultural Intermediary Organisation Mentor	Profile 1
15	Ukraine	Cultural Intermediary Organisation Mentor	Profile 2
16	Belarusian cultural and creative sectors in exile	Cultural Intermediary Organisation Mentor	Profile 1
17	Belarusian cultural and creative sectors in exile	Cultural Intermediary Organisation Mentor	Profile 2

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.

Mentor Profile Structure

The Cultural Intermediary Organisation 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 intermediary role development, value proposition, implementation, testing, and learning process.

Cultural Intermediary Organisation Mentor – Profile 1	Cultural Intermediary Organisation Mentor – Profile 2
- intermediary role clarification - organisational development and internal capacity - governance and management structures - strategic positioning in the ecosystem - partnership and network development - advocacy and representation logic - operational feasibility and resource needs - sustainability planning	- target group needs assessment - stakeholder consultation and validation - value proposition development - service/support model design - implementation and testing logic - feedback collection and analysis - refinement of the value proposition - monitoring, learning, and adaptation

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 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 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.

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 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.

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.