

Project idea form - small projects

Version 2.1

Registration no. (filled in by MA/JS only) _____

Project Idea Form

Date of submission 04/06/2025

1. Project idea identification

Project idea name	Cultural Resilience – Strengthening Crisis Resilience and Preparedness among Cultural Institutions in the Baltic Sea Region
Short name of the project	CultResBSR
Previous calls	yes <input type="radio"/> no <input checked="" type="radio"/>
Seed money support	yes <input type="radio"/> no <input checked="" type="radio"/>

2. Programme priority

1. Innovative societies

3. Programme objective

1.2. Responsive public services

4. Potential lead applicant

Name of the organisation (original)	Joensuun kaupunki
Name of the organisation (English)	City of Joensuu
Website	www.joensuu.fi
Country	FI



Type of Partner	Local public authority
	municipality, etc.

Contact person 1

Name	Katriina Leppänen
Email	katriina.leppanen@joensuu.fi
Phone	+358503020563

Contact person 2

Name	Päivi Korhonen
Email	paivi.korhonen@pdge.eu
Phone	+358503030229

Which organisation(s) in the planned partnership take part in a project within the Interreg Baltic Sea Region Programme for the first time? Please list the respective partners.

Partner 1: City of Joensuu (Finland) – Confirmed (Lead)
 Partner 2: Eesti Sinfonietta (Estonia) – Confirmed
 Partner 3: Christopher Festival (Lithuania) – Confirmed

5.1 Specific challenge to be addressed

Cultural institutions play a key role in societal cohesion, identity and public well-being. However, small and mid-sized institutions—particularly in rural and less central areas—often lack coordinated models for crisis preparedness and continuity planning. The COVID-19 pandemic, energy disruptions and geopolitical tensions have shown how vulnerable the cultural sector is to sudden shocks. Our target groups—local museums, theatres, orchestras and cultural staff—face increasing expectations to deliver services while operating with limited preparedness resources. The project addresses this gap by developing and piloting practical resilience tools tailored to their operational realities.

Contribution:

- Strengthens societal resilience in the cultural sector
- Enhances cross-border institutional cooperation and peer learning
- Delivers a replicable model for preparedness and adaptation

5.2 Focus of the call

The project directly supports the cohesive development of small and mid-sized towns by strengthening the crisis resilience of local cultural institutions, which are often under-resourced but socially vital. By piloting readiness tools in Joensuu (FI) and similar-sized locations in Estonia and Lithuania, the project addresses structural vulnerabilities and builds capacities for continuity planning. The activities strengthen cultural services, staff adaptability, and public trust—critical to social fabric and inclusion in smaller urban and rural contexts. The project contributes to the EU Strategy for the Baltic Sea Region (EUSBSR), especially to the Policy Areas (PAs) ‘Culture’, ‘Secure’, and ‘Innovation’. It fosters regional resilience and social cohesion through culture, and strengthens preparedness capacities at the local level.

6. Transnational relevance

The challenges of crisis preparedness in the cultural sector are shared across the Baltic Sea Region, yet local institutions often work in isolation. A transnational approach is essential for pooling knowledge, developing common tools, and ensuring scalability. The project brings together partners from different governance and cultural environments to co-create a playbook that reflects diverse realities while offering a unified framework. This cross-border cooperation increases impact, fosters innovation, and supports long-term resilience in line with Interreg BSR goals.

7. Specific aims to be addressed

Building trust that could lead to further cooperation initiatives

Trust is a prerequisite for meaningful transnational collaboration, especially among institutions that operate under different governance models, funding conditions and socio-cultural realities. This project fosters trust through a co-creative approach: partners jointly identify challenges, design solutions, and test them in real institutional settings. By building shared ownership of the Cultural Emergency Resilience Playbook, the project lays the foundation for future cooperation on preparedness, risk management, and cultural continuity in the BSR.

Initiating and keeping networks that are important for the BSR

While many cultural institutions face similar structural vulnerabilities, they rarely have sustained contact across borders. This project addresses that gap by forming a network of institutions committed to resilience-building in the cultural sector. The network is grounded in practical collaboration rather than symbolic alliances, and is strengthened by mutual learning, piloting activities, and shared dissemination. The project thus seeds a long-term platform for regional cooperation that could expand in scope and scale over time.

Bringing the Programme closer to the citizens

The project’s direct beneficiaries are local cultural professionals and audiences—citizens who rely on cultural institutions not just for entertainment, but for identity, belonging and community well-being. By helping institutions remain operational and relevant during disruptions, the project demonstrates the tangible benefits of EU cooperation. Participating staff become ambassadors of the programme’s

value, while communities experience its impact through improved service continuity and inclusive engagement.

Answering a swift response to unpredictable and urgent challenges

The project develops a structured yet adaptable tool—the Cultural Emergency Resilience Playbook—that helps cultural institutions prepare for and respond to crises ranging from health emergencies to geopolitical shocks. Piloting the playbook in three countries ensures relevance across contexts. It also includes guidelines for early detection, internal decision-making, communication, and recovery—all essential for institutions that otherwise lack formal contingency planning. The playbook equips them with just-in-time capability to act.

8. Target groups

Primary target groups Local and regional cultural institutions (publicly funded museums, theatres, concert halls, cultural centres), especially in small and medium-sized towns Cultural service staff and management, often with high public visibility but limited strategic training in crisis preparedness Municipal and regional authorities responsible for cultural policy, public services, or civil protection Cultural networks and associations with outreach capacity for knowledge sharing and scaling Policy-makers and programme designers at regional/national level seeking models for institutional resilience

Please use the drop-down list to define up to five target groups that you will involve through your project's activities.	Please define a field of responsibility or an economic sector of the selected target group	Specify the countries and regions that the representatives of this target group come from.
1. Local public authority	Culture and the arts, public sector service provision, civil protection, local governance, cross-border cultural cooperation	FI ES LT

9. Contribution to the EU Strategy for the Baltic Sea Region

Please indicate if your project idea has the potential to contribute to the implementation of the Action Plan of the EU Strategy for the Baltic Sea Region (<https://eusbsr.eu/implementation/>).

yes ☒ no ☐

Please select which policy area(s) of the EUSBSR your project idea contributes to most.



PA Culture

The MA/JS may share your project idea form with the respective policy area coordinator(s) of the EUSBSR. You can find contacts of PACs at the EUSBSR website (<https://eusbsr.eu/contact-us/>).

☐ If you disagree, please tick here.

10. Partnership

All partners are new to the Interreg BSR Programme.

City of Joensuu (Finland)

Organisation description:

City of Joensuu is a medium-sized city in Eastern Finland with strong experience in cultural policy, cross-sectoral cooperation, and EU-funded development projects. The Cultural Services unit manages a wide network of institutions including museums, art venues, and performing arts organisations, and has led several national and international initiatives supporting cultural resilience and community engagement.

Role in the project:

City of Joensuu leads the overall project coordination and oversees the implementation of the single work package. It is responsible for designing the initial mapping framework and leading the baseline analysis of crisis preparedness in the cultural sector. Joensuu also organises the final transnational dissemination event and coordinates the development of the roadmap for future scaling. It contributes to all stages of the project and pilots the Cultural Emergency Resilience Playbook in one local cultural institution.

Eesti Sinfonietta (Estonia)

Organisation description:

Eesti Sinfonietta is an internationally active chamber orchestra based in Estonia. The organisation is known for its innovative programming, artistic excellence, and commitment to cultural diplomacy. In addition to high-level artistic production, it has engaged in multiple outreach and development initiatives, and it brings valuable insight into the needs and dynamics of the performing arts sector in crisis contexts.

Role in the project:

Eesti Sinfonietta leads the co-creation phase of the project, facilitating national stakeholder workshops and defining core components of the resilience model. It contributes to the mapping and analysis of current practices in Estonia and conducts a pilot test of the playbook in a performing arts context. The organisation brings sector-specific expertise in cultural preparedness and plays an active role in dissemination through professional networks.

Partner 3

Organisation description:

Partner 3 –Christopher Festival (Lithuania)

Christopher Festival (Kristupo festivalis) is one of Lithuania's leading international music festivals, renowned for its artistic versatility, agile management, and long-standing commitment to cultural accessibility and in

Role in the project:

Partner 3 is responsible for coordinating the piloting phase across all participating countries. It leads the testing process in its own inst

11. Workplan

Workplan Cultural Resilience Model and Playbook

Objective: To co-create, pilot, and disseminate a transnational Cultural Emergency Resilience Playbook for cultural institutions, improving their preparedness and long-term resilience against crises.

1. Mapping and Needs Assessment (Lead: City of Joensuu)

- Joensuu designs the mapping framework and conducts national analysis.
- Eesti Sinfonietta and Christopher Festival conduct national mappings.
- Output: Joint baseline report.

2. Co-Design of Resilience Framework and Playbook (Lead: Eesti Sinfonietta)

- Eesti Sinfonietta facilitates workshops and defines model components.
- All partners co-develop the draft playbook.
- Output: Draft playbook framework.

3. Local Piloting and Testing (Lead: Christopher Festival)

- Each partner pilots the playbook in a venue.
- Partner 3 coordinates results analysis.
- Output: Tested and adjusted playbook.

4. Dissemination and Roadmap (Lead: City of Joensuu)

- Joensuu organises final event and coordinates roadmap development.
- All partners contribute to communication and reporting.
- Output: Final playbook, roadmap, dissemination report.
- Increased capacity for crisis preparedness in cultural institutions
- Developed and tested Cultural Emergency Resilience Playbook (CERP)
- Strengthened institutional partnerships in the Baltic Sea Region
- Readiness for Phase 2 scale-up and broader use
- Raised awareness and practical tools for cultural sector resilience
- Cross-border collaboration model for resilience in the arts and culture field

Involvement of target groups Target groups are engaged through the following mechanisms:

In mapping phase: interviews, surveys, and background analysis

In co-creation phase: thematic workshops bringing together staff, management, and policy actors

In piloting: institutions use the playbook, and staff report on functionality and gaps

In dissemination: public sector actors and cultural networks are invited to adopt and promote the final tools

Their involvement is not symbolic, but embedded in every activity to ensure usability, legitimacy, and sector-wide acceptance of the results.

Use of final outcomes The final version of the Cultural Emergency Resilience Playbook and the associated roadmap will be:

- Adopted internally by the participating institutions
- Used by cultural networks to build capacity among members
- Recommended to municipal and regional authorities for integration into local cultural strategies
- Offered to EU and BSR-level policy actors as a scalable model

for institutional resilience in the cultural sector

12. Planned budget

ERDF budget (planned expenditure of partners from the EU)	EUR 300,000.00
Norwegian budget (planned expenditure of partners from Norway)	EUR XXX
Total budget (including preparatory costs)	EUR 300,000.00

13. Project consultation

Please indicate if you wish to have a consultation (online meeting) with the MA/JS to discuss your project idea

yes ☒ no ☐

14. Questions to the MA/JS

Questions related to the content of the planned project *(max.1.000 characters incl. spaces)*

Questions related to budgeting and expenditure *(max.1.000 characters incl. spaces)*

Any other questions *(max. 1.000 characters incl. spaces)*

15. Additional information

(max. 1.000 characters incl. spaces)

Your account in BAMOS+

Please remember that to officially submit your application you need to access our electronic data exchange system BAMOS+. More information about the process of applying for your account in BAMOS+ you will find here:

<https://interreg-baltic.eu/gateway/bamos-account>