



**MedWaves, the UNEP/MAP Regional Activity Centre for SCP**

Passeig de la Zona Franca, 107

08038 Barcelona, Spain

T: +34 93 567 33 00 - F: +34 93 567 32 93

[www.medwaves-centre.org](http://www.medwaves-centre.org)

## Terms of Reference (ToR)

to support the development of a Transformative Innovation Policy Lab in Türkiye

# 1. ABOUT MEDWAVES



Mediterranean  
Action Plan  
Barcelona  
Convention



GOBIERNO  
DE ESPAÑA  
VICIPRESIDENCIA  
TERCERA DEL GOBIERNO  
MINISTERIO  
PARA LA TRANSICIÓN ECOLÓGICA  
Y EL RETO DEMOGRÁFICO



Generalitat  
de Catalunya

MedWaves, the UNEP/MAP Regional Activity Centre for Sustainable Consumption and Production (hereinafter MedWaves) is a centre for international cooperation on development and innovation based on the sustainable consumption and production approach (hereinafter SCP).

The Centre is one of the Regional Activity Centres established in the framework of UNEP/Mediterranean Action Plan (hereinafter UNEP/MAP), the Programme of UN Environment established to support the member countries of the Barcelona Convention for the Protection of Marine Environment and the Coastal Region of the Mediterranean.

In the performance of its mandate, MedWaves establishes a dialogue between all the key stakeholders involved in the transition to sustainable development throughout the Mediterranean region. MedWaves works as a central hub to converge synergies throughout the Mediterranean, strengthening the collective movement for planetary transformation.

## 2. OBJECTIVE

The [Innovative Sustainable Economy Mission \(ISE\)](#) of the [Interreg Euro-MED Programme](#) works to boost a fair transition to a circular economy through two governance projects that develop innovative technical knowledge and ensure these new solutions are transferred into public policies.

The mission's governance relies on the know-how and field implementation of the Thematic Community Project along with the policy and advocacy knowledge of the Institutional Dialogue Project. Both approaches work in synchrony and focus on common challenges within the innovative green and blue circular economy.

The mission brings together [2 governance projects](#) and more than 23 Thematic Projects (TPs) testing solution across multiple EU countries in the Northern shore of the Mediterranean.

Thematic Projects (TPs) are transnational cooperation initiatives funded to address specific environmental and innovation priorities in the Mediterranean region. They are concrete projects that bring partners from multiple countries together to work on common issues defined by the programme's missions and specific objectives. They are structured around four thematic clusters—Marine Resources, Agri-food Systems, Industrial Transition, and Resource Valorisation—each connected to major EU and global frameworks. For example, test project, experiment with concrete tools to specific environmental issues, such as water scarcity.

[Dialogue4Innovation \(D4I\)](#) is one of the two governance projects of the Interreg Euro-MED Programme's Mission for an Innovative Sustainable Economy. It brings together public authorities, research institutions, businesses, and civil society across the

Mediterranean to strengthen governance and foster systemic innovation. Through capacity-building activities, policy alignment, and multi-actor alliances, the project aims to address complex regional challenges such as ecological transition, rural depopulation, and sustainable development. By promoting inclusive and coordinated action, Dialogue4Innovation seeks to embed sustainable innovation practices into regional and national policies, enhancing the Mediterranean's role in European and global sustainability efforts.

Central to this institutional dialogue project are the Transformative Innovation Policy Labs (TIPLabs), which serve as **collaborative spaces for stakeholders to co-create solutions to pressing societal and environmental issues**. Developed in collaboration with the Transformative Innovation Policy Consortium (TIPC), TIPLabs utilize methodologies such as system mapping, multilevel perspective analysis, and the two-loops model to facilitate systemic change. These labs enable participants to experiment with and implement transformative policies, aligning local actions with broader Sustainable Development Goals (SDGs). By fostering a shared understanding of complex challenges and promoting integrated approaches, TIPLabs play a crucial role in driving the Mediterranean's transition toward a more sustainable and resilient future.

The assignment aims to support the Dialogue4Innovation partner ARC-MedWaves in the development of a Transformative Innovation Policy Lab (TIPLab), which address sustainability-related challenges specific to and identified territory, yet aligned with the Innovative Sustainable Economy (ISE) Mission and a Mediterranean scope. This effort will involve **engaging with stakeholders, organising and participating in workshops, and contributing to support the process for the implementation of tailored innovative solutions**. The process aligns with the Dialogue4Innovation (D4I) project methodologies, where transformative innovation policy is key, and shall be coherent with the Guidelines for the design and implementation of the Transformative Innovation Policy Labs (TIPLabs). The integration with the [Smart Specialisation Strategy](#) (S3) embedded in SDGs priorities is crucial, as it is the multilevel process that articulates mechanisms for sustainable transitions at the policy level.

According to the common methodology, the Transformative Innovation Policy Lab (TIPLab) is conceived as a **challenge-driven journey focused on addressing place-based challenges** that align with the objectives of the Innovative Sustainable Economy (ISE) Mission. This journey is structured around a **three-session innovation camp** format, which provides a facilitated space for local and regional actors to collaboratively explore complex and systemic problems. The emphasis is not merely on finding isolated solutions but rather on fostering a deeper, shared understanding of the multifaceted challenges affecting specific territories. By bringing together diverse stakeholders—including public institutions, research organisations, civil society, and businesses—the TIPLabs ensure that multiple perspectives inform the framing of the challenge and potential responses.

The TIPLab journey culminates in the development of a **collective action plan**, co-designed by participants, which outlines transformative actions to be implemented beyond the TIPLab itself. To ensure that this plan leads to meaningful and sustained change, a **Monitoring, Evaluation, and Learning (MEL) framework** is adopted. This framework supports ongoing assessment of both the TIPLab process and its outcomes, fostering adaptive learning and enabling continuous improvement. By integrating systemic thinking, participatory facilitation, and long-term follow-up, the TIPLab approach is designed not just to solve immediate problems but to contribute to broader systems change in line with the ISE Mission's sustainable development goals.

**Expected Start Date:** March 2026

### 3. DESCRIPTION OF WORK

In the framework of this assignment, the international technical expert shall undertake the following activities and tasks leading to the culmination of the 3-session workshop, Action Plan, and MEL:

#### **ACTIVITY 1: Preparation of the innovation camp and design of the dynamics**

This activity includes all logistical and technical tasks prior to the celebration of the 3-sessions workshop, this includes:

- Support the preparations of a three-sessions innovation camp related to the selected challenge in Türkiye, this includes:
  - Preparatory Research (Desk Work) and planning
    - Analysis of the territorial challenge to tackle with support and guidance of MedWaves, providing an overview analysis. This will be for internal use and will serve as background information for the three-session TIPLab workshop. The scope of the analysis will be framed within the sustainable use of resources in the blue economy sector to tackle pollution in Türkiye, and will take into consideration the Interreg Euro-MED Thematic Projects (TPs), to ensure alignment between TP solutions and TIPLab.
    - Roadmap for the implementation of the TIPLab in Türkiye
  - Identify relevant stakeholders from the 4-helix to be involved in the TIPLab

- o Schedule necessary meetings and events for the organisation of the three-sessions TIPLab
- o Detailed follow-up minutes summarizing discussions, outcomes, and next steps.
- Participation in preparatory meetings and events:
  - o Since the start of the contract, the Technical Service Provider will be given access to training materials relative to the TIPLab. This includes receiving training and participating to the programme's meetings and Innovation Camps, and other preparatory online trainings implemented by the partner responsible for the TIPLab framework (GenCat)

### Deliverables:

1. Document synthesizing
  - a. Calendar and roadmap of the foreseen activities,
  - b. List of 4-helix stakeholders participating in the three-sessions innovation Camp.
2. Detailed report with the description on analysis of the territorial challenge
3. Participation in all designated trainings and bilateral meetings with MedWaves

### **ACTIVITY 2: Preparation and delivery of the three-sessions camp of the innovation camp, which results in the definition of a collective action plan**

The Technical Service Provider will draw on both contextual knowledge and training, as well as technical expertise on the territorial challenge, to support the design and planning of the three-session workshop. Technical and logistical coordination will be in coordination with MedWaves.

#### A) TECHNICAL COORDINATION:

- Produce workshop materials, including drafting of concept note, agenda, slides, templates, list of participants, communication and dissemination materials, invitations, etc.
- Develop a note outlining the methodology for the implementation of the TIPLab.
- Engage with participants to foster collaboration, synergies and ensure productive discussions.
  - o Assist in arranging exploratory meetings with potential participants.
  - o In coordination with MedWaves determine an optimal date for the three-session TIPLab workshop, ensuring alignment with both Turkish and Spanish calendars.

- Analysis of data findings, proceedings, and outcomes from the 3-sessions workshop (TIPLab), detailing main conclusions, such as policy elements.
- Engage with participants to foster collaboration and ensure productive discussions.

#### B) LOGISTICAL COORDINATION:

- Logistical coordination of the 3-sessions workshop:
  - Consolidate the list of 4-Helix stakeholders and participants.
  - Produce and deploy the invitations to stakeholders
  - Management of administrative procedures, this includes:
    - Technical expert to manage reservation of the venue and IT services and support in the conference room
    - MedWaves will be responsible for providing interpretation services, catering, photographer and for managing travel and accommodation for participants.
  - On-site management of the space and the workshop.

#### C) ACTION PLAN

A collective action plan that results from the analysis, discussions and commitments of the stakeholders involved in the TIPLab to be implemented by stakeholders. This Action Plan will be complemented by a MEL described below.

#### Deliverables:

4. The 3-session workshop in Izmir
5. Technical coordination including all elements described above and outlining methodology for the implementation of the TIPLab (concept note, agenda, invitations, slides, templates, list of participants, communication and dissemination materials)
6. Logistical coordination, including all the elements described above, for the implementation of the three-session TIPLab workshop (final participants lists, invitations, and venue)
7. A detailed workshop report collecting and summarizing agenda, list of participants, activities, findings, and outcomes, following the D4I guidelines. This report will feed and complement the Action Plan.
8. Collective **Action Plan** of the TIPLab stakeholders for action in the field of the territorial challenge.

### **ACTIVITY 3: Reporting and monitoring, evaluation and learning (MEL)**

- Customize and apply the D4I Monitoring, Evaluation, and Learning (MEL) Framework designed by the project taking in consideration the local context of this specific TIPLab . This entails:
  - Complete the D4I MEL framework provided by the project
  - Provide technical support to ensure that the framework is effectively aligned into the regional context
- Assist in the development of dissemination dossier and communication material
  - Share the communication outcomes of the three-session workshop with MedWaves.
  - Support MedWaves in implementing dissemination initiatives.

#### **Deliverables:**

9. MEL framework
10. Dissemination and communication engagement

## 4. DELIVERABLES AND CALENDAR

### Deliverables:

	Deliverable	Deadline
1.	1. Document synthesizing <ol style="list-style-type: none"> <li>a. Calendar and roadmap of the foreseen activities,</li> <li>b. List of 4-helix stakeholders participating in the three-sessions innovation Camp</li> </ol>	April 2026
2.	Detailed report with the description on the analysis of the territorial challenge within the scope of the TIPLab defined with MedWaves' guidance	April 2026
3.	Participation in all designated trainings and bilateral meetings with MedWaves	April 2026 – July 2026
4.	The 3-sessions workshop in Izmir	May or June 2026
5.	Technical coordination including all elements described above and outlining methodology for the implementation of the TIPLab (concept note, agenda, invitations, slides, templates, list of participants, communication and dissemination materials)	April 2026-June2026
6.	Logistical coordination, including all the elements described above, for the implementation of the three-session TIPLab workshop (final participants lists, invitations, and venue)	April 2026-June 2026
7.	A detailed workshop report collecting and summarizing agenda, list of participants, activities, findings, and outcomes, following the D4I guidelines. This report will feed and complement the Action Plan.	July 2026
8.	Collective <b>Action Plan</b> of the TIPLab stakeholders for action in the field of the territorial challenge	July 2026

9.	MEL framework	July 2026
10.	Dissemination and communication engagement	April-June 2026

## 5. MEANS AND MODALITIES OF WORK

- The Technical Service Provider will start the work after the validation of the offer by the contractor, anticipated to be completed by March 2026.
- Throughout the project, consistent communication channels will be upheld with MedWaves.
- The Technical Service Provider will work with his/her own means remotely.
- English will serve as the primary language for communication and submission of deliverables.

## 6. ELIGIBILITY

Applicants must fulfill the following requirements:

- Language proficiency in English and Turkish.
- Proven expertise in facilitation and stakeholder engagement processes.
- Technical knowledge is relevant to addressing place-based challenges, particularly those related to ISE Mission and S3 priorities.
- Technical knowledge on sustainable use of resources in the blue economy sector to tackle pollution.
- A proactive and collaborative approach to problem-solving.
- Strong communication and networking skills to work effectively with other TIPLs and stakeholders.
- Flexibility to attend trainings (online and in-person) and participate in events as required.

## 7. HOW TO APPLY AND SELECTION PROCESs

Candidates should submit the following documents:

1. **Technical offer** (maximum 2 pages): the Technical Service Provider should develop a proposal, outlining the approach to the assignment and methodology, taking into account the activities and deliverables listed above.

2. **Financial offer:** the Technical Service Provider should state the personnel dedication expressed in days (1 day = 8 working hours) as well as a lump sum for other costs related to the implementation of work. Offer must include applicant's VAT number or TAX ID

**Important: The maximum amount per offer is 13.999€ (VAT included)**

**Important information regarding the consideration of the added-value tax (VAT)**

1. Applicants legally registered in Spain: This is a provision of services and therefore VAT applies. Offers must include Spanish VAT number, and financial offer clearly indicate total before VAT, VAT amount, and total including VAT. This information should be equally reflected in the invoices.
  2. Applicants legally registered in an EU Member State, other than Spain: they must be registered in the VIES registry (VAT Information Exchange System). Offers must include EU VAT number (including country code), and financial offer indicate total before VAT, along with the statement "both provider and client are registered in the VIES system and therefore VAT is not included in the offer". This information should be equally reflected in the invoices.
  3. Applicants legally registered in an EU Member State exempted of VAT: they must submit official proof of exemption of VAT. Financial offers must include the statement "the provider is exempted of VAT as for [legal document]". This information should be equally reflected in the invoices.
  4. **Applicants legally registered in a non-member country of the EU: The provider is liable for paying taxes related to the provision of services as per tax regulations in its country. Financial offer must comprise that cost, and invoices submitted with all taxes included.**
3. **Profile and project references** (maximum 2 pages): the Technical Service Provider should submit a brief description of the candidate, including CVs as annex, and project reference on the topic.
  4. **Bank form** filled in, signed and stamped by the bank.

Offers must be sent to Sarai MATILLAS ([saraimatillas@gencat.cat](mailto:saraimatillas@gencat.cat)) and Matías IBAÑEZ ([matiasibanez@gencat.cat](mailto:matiasibanez@gencat.cat)) with the subject "TIPL\_D4I\_Interreg Euro-MED" **before 20 March 2026, midnight (CET).**

All candidates will be notified upon the reception of the offers.

Offers will be assessed according to the following criteria and scores:

Points	Criteria
Maximum 30 points	Technical Offer
Maximum 20 points	Financial Offer
Maximum 50 points	Profile and Project References

The Contractor may contact candidates to convene an interview to facilitate the evaluation. If you have questions concerning these ToR, please contact: [saraimatillas@gencat.cat](mailto:saraimatillas@gencat.cat) or [matiasibanez@gencat.cat](mailto:matiasibanez@gencat.cat)

## 8. SELECTIONS AND PAYMENTS

The selected candidate will be notified by email on the selection of the offer. From that moment on, work can start according to the calendar. Payments will be done as it follows:

- Submission and approval of deliverables related to Activity 1: 25%
- Submission and approval of deliverables related to Activity 2: 45%
- Submission and approval of deliverables related to Activity 3: 30%

Payments will be done in a period of 60 days after reception and validation of the invoice. The Contractor is not responsible for banking costs that might be applied by the consultant(s) bank, neither for changes in currency exchange.

# Annex: Offer template and bank form

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**From:**  
**Name:** XXXXXX  
**Address:** XXXXXXXXXXXXX  
**Country:** XXXXXXXXX  
**Phone:**  
**E-mail:**  
**VAT n° or Tax ID:** XXXXXX

**To:**  
**MedWaves**  
**Agència de Residus de Catalunya**  
**Passeig de la Zona Franca, 107**  
**08038 Barcelona, Spain**  
**NIF: Q-5856373-E**

**Offer n° XXXXXXXXX**

- 1) **Objective:**
  
- 2) **Tasks description:**
  
- 3) **Implementation schedule**
  
- 4) **Budget**
  
- 5) **Bank Details**

