



## **D2.3 - TERMS OF REFERENCE (TORS) OF THE NATION/REGIONAL HUBS**



## BlueMissionMed: ToR of National/Regional HUBs

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## BlueMissionMed: ToR of National/Regional HUBs

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## BlueMissionMed: ToR of National/Regional HUBs

### BlueMissionMed Project Summary

The Mission Restore our Oceans and Waters by 2030 provides a holistic and coherent framework for developing a systemic approach to the depollution and regeneration of the basin hydrosphere, which is a striking need in the Mediterranean Sea (MED).

In the BlueMissionMed project, a multi-actor, trans-sectorial and multidisciplinary consortium, consisting of 6 R&I public institutions, 6 NGOs, 2 industrial associations and 2 SMEs from 5 Member States and 2 Associated Countries of the MED, proposes to set up, structure and empower a MED Lighthouse supporting the development and deployment of transformative innovative technological, social, business and governance solutions for ensuring a 30-50% reduction of pollution of the basin hydrosphere by 2030. It will be an interactive multi-actor digital platform able to offer to all MED Countries/Regions and stakeholders to access the necessary knowledge and tools. It will build on, connect and structure existing initiatives and activities, including the 9 Pilot BlueMed on plastics free healthy MED and will exploit the R&I and policy knowledge generated by the funded projects/initiatives on the MED decontamination and restoration, ultimately promoting basin-wide cooperation, commitment and deployment of solutions addressing the Mission objectives. The BlueMissionMed CSA will also ensure:

- coherence, alignment and monitoring of EU, national and local policies, initiatives and actions ongoing the MED basin;
- an effective provision of technical services, governance and business models to support and guarantee a sustainable socio-economic development of the basin;
- a well-functioning basin scale innovation ecosystem attractive towards investors and businesses;
- the required engagement of the society at large, thanks to a robust awareness raising and citizen science approach in its implementation in the sea basin and beyond; the effective deployment of Mission Implementation Charter and piloting of the Mission objectives for the MED by 2025.

### Disclaimer

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## BlueMissionMed: ToR of National/Regional HUBs

Nature of the deliverable:		*
Dissemination Level		
PU	Public, fully open, e.g. web	x
CL	Classified, information as referred to in Commission Decision 2001/844/EC	
CO	Confidential to BlueMissionMed project and Commission Services	

\* R: Document, report (excluding the periodic and final reports)

DEM: Demonstrator, pilot, prototype, plan designs

DEC: Websites, patents filing, press & media actions, videos, etc.

OTHER: Software, technical diagram, etc.

## EXECUTIVE SUMMARY

The BlueMissionMed National and Regional Hubs are the driving force behind the project's success. They serve as catalysts for collaboration, knowledge exchange, and coordinated action, contributing significantly to the collective effort to safeguard the Mediterranean from pollution. Through these hubs, BlueMissionMed transforms ideas into impactful initiatives, creating a lasting legacy for a cleaner and healthier Mediterranean.

The present Terms of Reference provides useful guidelines for the functioning of the National/Regional HUBs governance to implement the Mission Restore our Oceans and Waters by 2030. This document is designed as a dynamic reference, meant to evolve and be periodically updated throughout the project's duration.

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Abbreviation / Acronym	Description
CSA	Coordination and Support Action
BMM	BlueMissionMed
WG	Working Group
GSOs	Group of Senior Officials
WPs	Work Packages
LH	Lighthouse
EAB	External Advisory Board
OSC	Overarching Steering Committee
TAB	Technical Advisory Board
CGC	COMMON GROUND CAMP
ToR	Term of Reference



# 1 BACKGROUND INFORMATION ON BMM GOVERNANCE

To ensure an effective and functional BlueMissionMed governance structure, which fits the purpose of the expected impacts of the Mission and supports its values, the following Governing Bodies have been established in addition to the Consortium composition: the Overarching Steering Committee, the Technical Advisory Board, the Board of Ecosystem Enablers and the National/Regional HUBs.

At National and Regional level, BlueMissionMed operates through a network of seven HUBs. These HUBs serve as dynamic centres aimed at amplifying the engagement of local stakeholders in activities aligned with the goals of the Mission Ocean and Waters. The primary focus is on preventing and reducing pollution in the Mediterranean, fostering a collaborative ecosystem of diverse actors.

The National and Regional HUBs are integral components of the project's governance structure. Collaborating closely with the overarching Steering Committee, the HUBs ensure continuous communication and coordination. This collaboration is essential for steering the project in the right direction, aligning efforts, and maximizing the impact of collective initiatives.

The BlueMissionMed National and Regional HUBs are the driving force behind the project's success. They serve as catalysts for collaboration, knowledge exchange, and coordinated action, contributing significantly to the collective effort to safeguard the Mediterranean from pollution. Through these HUBs, BlueMissionMed transforms ideas into impactful initiatives, creating a lasting legacy for a cleaner and healthier Mediterranean.

The overall BMM governance structure is described in Figure 1.

### BMM governance structure

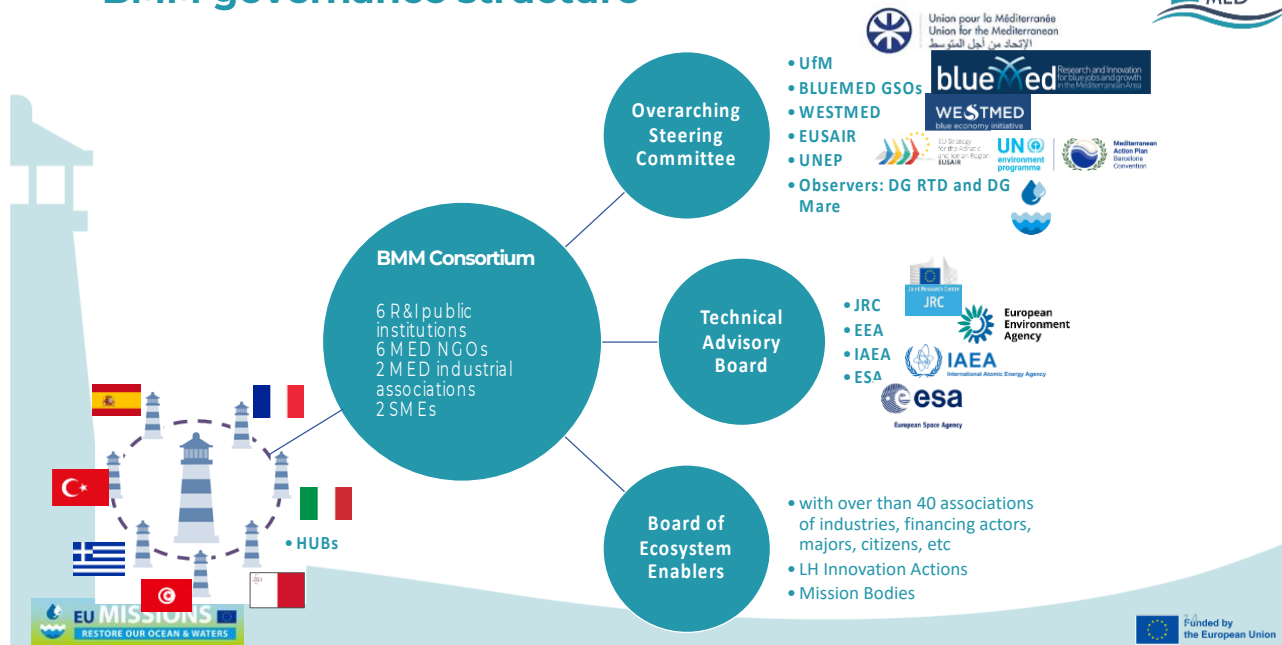


Figure 1 BMM governance structure

The BMM's seven HUBs are intricately interconnected with the pre-established and well-structured nine national hubs of the BlueMed Pilot Plastic Free Healthy Mediterranean Sea.

These national hubs are located across five Member States, two Associated Countries, and two non-EU Countries, having been launched by the BlueMed GSO in 2018 and implemented by the BlueMed CSA. The existing hubs, primarily focused on assessing and mitigating plastic pollution, will progressively gain expertise in addressing pollution stemming from pesticides, nutrients, and hydrocarbons. The BlueMed HUBs will actively participate in LH activities through collaborative efforts with the partners of the BlueMissionMed consortium and the BlueMed GSOs, as illustrated in Figure 2.



### Pilot Action for a plastic-free, healthy Mediterranean Sea



Algeria, Egypt, France, Greece, Israel, Italy, Malta, Morocco, Spain, Tunisia, Turkey

Figure 2 BlueMed Pilot HUBs

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These HUBs leverage, connect, and structure existing initiatives and activities, disseminating and amplifying solutions while mobilizing relevant actors. As anticipated at the beginning of the paragraph, the primary focus of the project is on addressing Objective 2 of the Mission: "prevent and eliminate pollution of our oceans, seas, and waters". Following this initial emphasis, the project will address the other Mission objectives setting the stage for the replicability and EU-wide scalability of the BlueMissionMed model to comprehensively address all three Mission objectives.

## 2 THE BMM NATIONAL/REGIONAL HUBS

### 2.1 HUBs' function and structure

HUBs are intended as Territorial Multistakeholder Communities to implement the activities and priorities of the project. Each HUB is set up, run, and implemented by the project partners quoted in Figure 3 and Table 1. The core role of each HUB is to facilitate and support individuals and organizations willing to contribute to achieving the objectives of the project. By operating at both national and regional scales, the HUBs create a connected net of actors, experts, and institutions. This interconnected network becomes a platform for the exchange of ideas and best practices, forming a robust community dedicated to addressing the challenges posed by pollution in the Mediterranean.

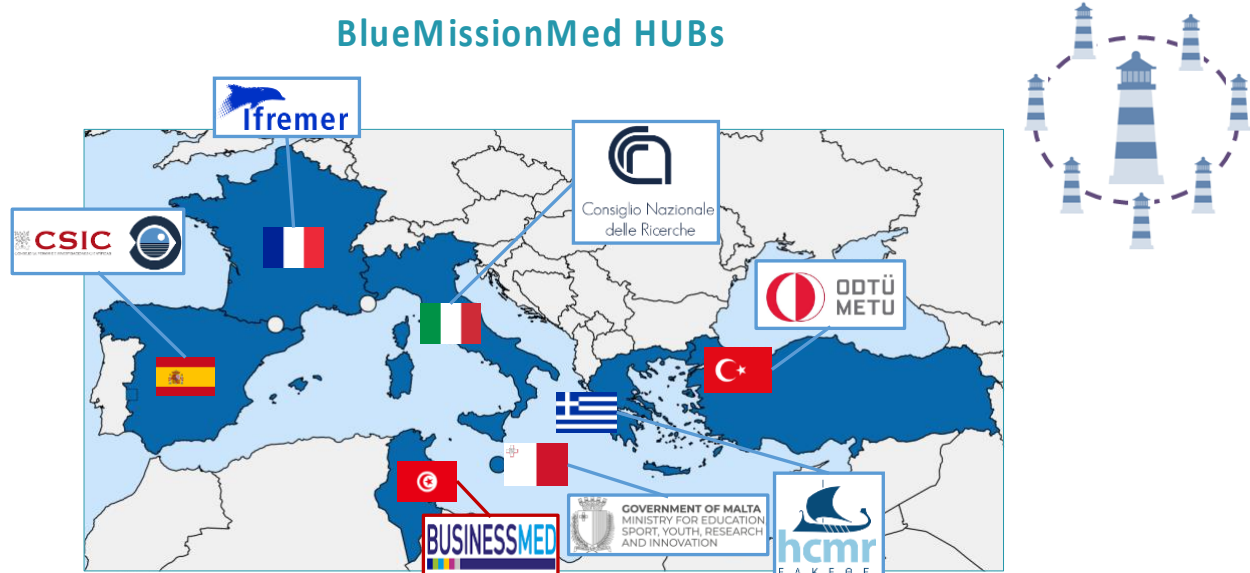


Figure 3 BMM HUBs

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The activities at the HUB level will mirror the initiatives and methodologies of the project at the basin level. Each HUB will have an assigned partner responsible for its operations, while actively engaging with all partners involved in the BMM project.

Table of responsible partners:

HUB	Partner responsible	Name	People involved	Contact email
France	IFREMER	Claudiane De Corbiac	Claudiane.De.Corbiac@ifremer.fr; ruel@polemermediterranee.com; Vincent.Rigaud@ifremer.fr	france.hub@bluemissionmed.eu
Greece	HCMR	Chrysa Efstratiou	ch.efstra@hcmr.gr; chris@hcmr.gr	greece.hub@bluemissionmed.eu
Italy	CNR	Fedra Francocci	fedra.francocci@cnr.it; elisa.conti@ias.cnr.it; <a href="mailto:gloria.consoli@ias.cnr.it">gloria.consoli@ias.cnr.it</a> ; anna.traina@cnr.it	italy.hub@bluemissionmed.eu
Malta	MCST	George Bugeja	george.b.bugeja@gov.mt	malta.hub@bluemissionmed.eu
Spain	IEO CSIC	M. Carmen García	mcarmen.garcia@ieo.csic.es	spain.hub@bluemissionmed.eu
Tunisia	BusinessMed	Mahdi Khomsi	funds@businessmed-umce.org	tunisia.hub@bluemissionmed.eu
Turkey	METU	Ezgi Sahin	myucel@ims.metu.edu.tr, ezgisahin@ims.metu.edu.tr, sahinezgi86@gmail.com	turkey.hub@bluemissionmed.eu

Table 1 Responsible partners of BMM HUBs

## 2.2 Branched HUBs model and transversal thematic associations

Mission LH has no borders. The regionalization of countries is primarily for programmatic convenience and should not be construed as expressing any opinion on the legal status or legitimacy of any country, territory, city, community, or area, nor on the borders, boundaries, or governance of such regions.

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The adoption of a sub-region/level or "branch" model is a decision left to the discretion of each National/Regional HUB. While the project recommends minimizing the use of branches to maintain cohesion, it acknowledges that contextual needs vary across countries/regions, and some may require more branches than others. If branches are established, they should function as integral segments of the overarching hub rather than operating as separate entities.

The BMM project encourages active participation from all Mediterranean countries and other thematic HUB participants to self-identify with a HUB based on their own considerations of geographic and cultural relevance. The project respects and values the self-identification of individuals and organizations. Consequently, those deeply engaged in multiple regions may choose to join more than one hub or branch through the LH Online Community, which is yet to be established.

Furthermore, transversal thematic associations, also known as Enablers, have the flexibility to offer support and become integral parts of different HUBs, serving as horizontal thematic hubs. This approach promotes a collaborative and interconnected network that enhances the collective impact of the Mission LH initiative.

## 3 HUBS OBJECTIVES AND EXPECTED IMPACTS

BlueMissionMed HUBs will **inspire, inform, assess, mobilise, connect, and empower** all the actors that can **take a role** in preventing and eliminating pollution in the Mediterranean Sea and waters. To achieve this goal, the BMM will leverage the [Mission Charter](#), engaging in activities aligned with pledges submitted by each participating country.

### 3.1 Objectives

The HUBs align their objectives and activities with those outlined in the Lighthouse (LH) document, specifically as described in D2.1 (par2.1 and par4). HUB activities play a crucial role in laying the groundwork for basin activities by mobilizing stakeholders, heightening awareness, and securing commitments from key Mediterranean actors.

By taking into account the Mission's objectives, the HUBs will apply the same principle as at Med Lighthouse level of:

- SO1: Structuring the Mediterranean Sea basin governance and networking.
- SO2: Framing Ecosystem's opportunities, needs and gaps.
- SO3: Empowering and supporting the Mediterranean Sea basin innovation ecosystem towards Mission Implementation.
- SO4: Contributing to Mission implementation's monitoring in the LH area.
- SO5: Consolidating the BlueMissionMed experience and lessons learned into recommendations for transferability and replicability.

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- SO6: Increase the awareness about the Mission and promote the “emotional” connection and involvement of citizens in its implementation.

### 3.2 Collaborative Approach

The BlueMissionMed National/Regional HUBs will leverage the same platform as the BlueMissionMed CSA, with dedicated sections for each National/Regional HUB currently in development. This unified platform ensures seamless collaboration and communication across the entire BlueMissionMed project. The core role of each HUB is to facilitate and support individuals and organizations willing to contribute to achieving the objectives of the project. By operating at both national and regional scales, the HUBs create a connected net of actors, experts, and institutions according to the BMM methodology (figure 4). This interconnected network becomes a platform for the exchange of ideas and best practices, forming a robust community dedicated to addressing the challenges posed by pollution in the Mediterranean.

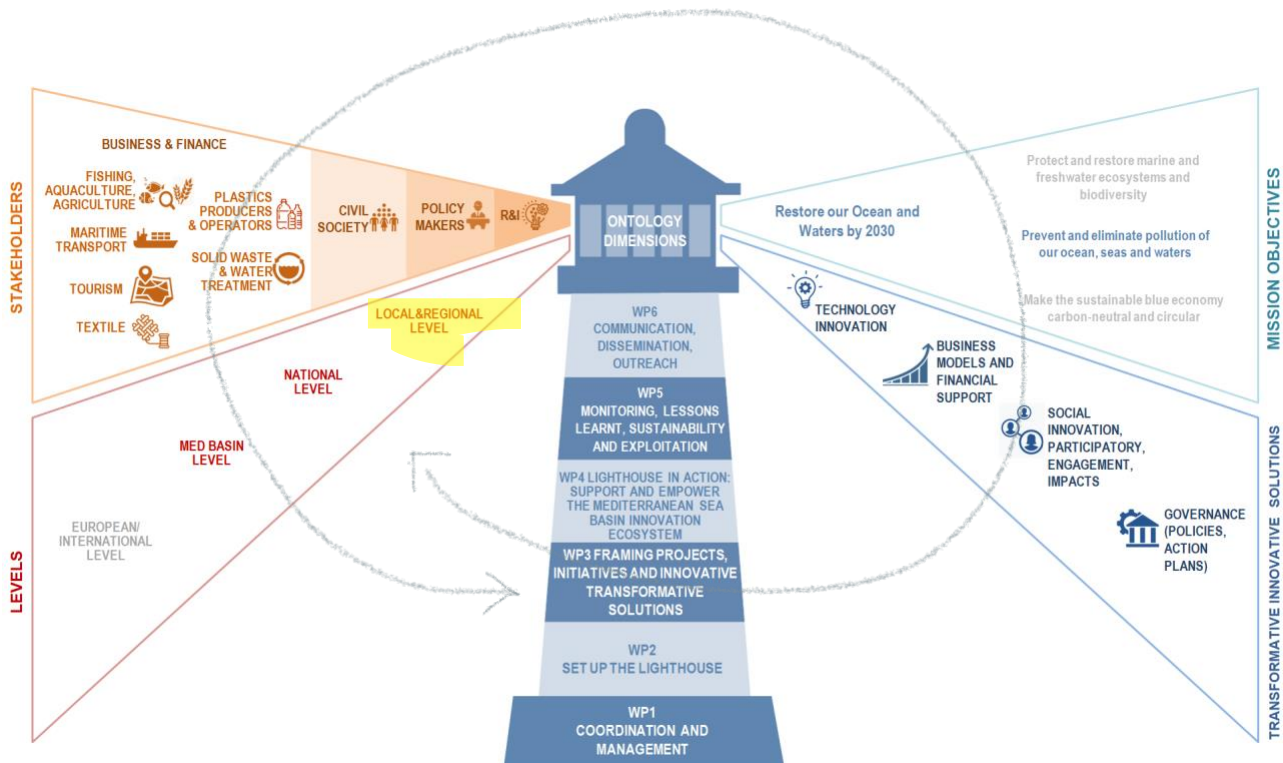


Figure 4 BMM methodological approach

BlueMissionMed goes beyond conventional project structures by creating opportunities for interaction, knowledge sharing, and capacity building. **The HUBs play a pivotal role in orchestrating these interactions.** They provide the necessary content and expertise, empowering participants to develop and implement their ideas effectively in alignment with the overarching mission.



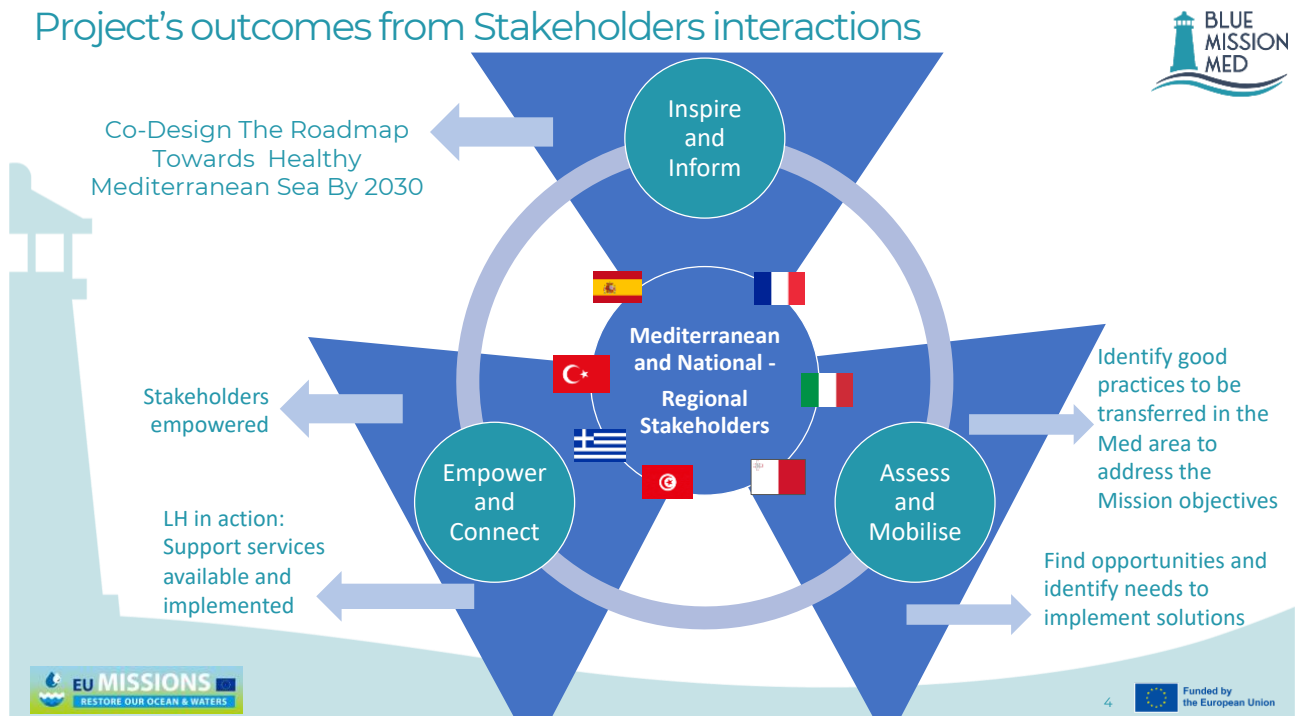


Figure 5 Project's outcomes from Stakeholders interactions

### 3.3 Contributions to project outcomes and deliverables

In addition to fostering collaboration, the HUBs play a crucial role in helping achieve the objectives of each BMM work package. They actively contribute to the content of various deliverables, ensuring that the collective knowledge and expertise of the HUB participants are harnessed to their fullest potential. This collaborative approach enhances the quality and relevance of project outputs.

References to tasks and WPs activities are indicated in table 2.

### 3.4 Continuous Engagement

BlueMissionMed is not just a project; it's a collaborative journey. The HUBs play a vital role in sustaining engagement by regularly connecting with stakeholders, disseminating information, and facilitating dialogues. This constant interaction ensures that the project remains adaptive, responsive, and aligned with the evolving needs and challenges in the Mediterranean region. The activities developed by the HUBs are intended as an interactive, multi-actors and transdisciplinary environment able to offer the access to all National/Regional Stakeholders the knowledge and tools with the aim to promote basin-wide cooperation, commitment, and deployment of solutions in line with the Mission objectives.

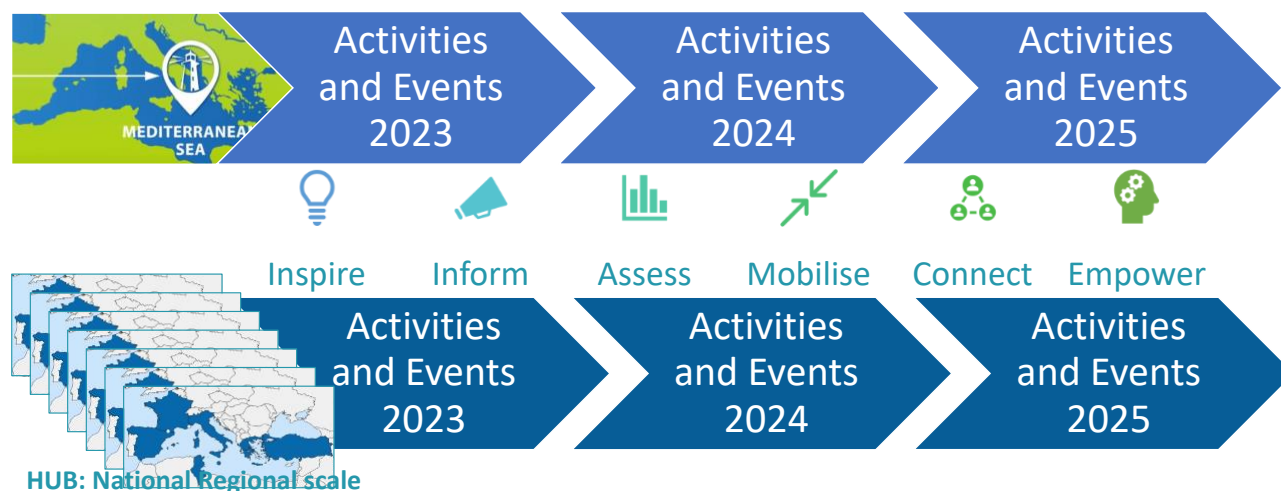


Figure 6 BMM continuous engagement plan

## 4 NATIONAL HUBS EVENTS AND ACTIVITIES: 2023

### 4.1 Preview of HUBs Activities

The LH events will represent the annual Mission appointments for all Med stakeholders and will deliver an intense programme of activities targeting various audiences, including the large public with transformative innovations showcase, Figure 6.

In the following Table the activity planned at HUBs level and the links with the Lighthouse activities are indicated. The activities at the hub level will mirror the initiatives and methodologies of the project at the basin level.

HUBS ACTIVITIES		
Activity	Description and Objectives	Link to WPs and Tasks
<b>Inspire and Inform</b>	Dissemination Workshops to raise awareness on BlueMissionMed's results, services, and activities.	WP2: task 2.3, task 2.2, task 2.4



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Activity	Description and Objectives	Link to WPs and Tasks
<b>Assess and mobilise</b>	Consultation to identify gaps, needs and opportunity for LH implementation; Mobilisation and Mutual learning activity. Co-design The Roadmap Towards Healthy Mediterranean Sea By 2030	WP2: Task 2.2, 2.3, 2.4, 2.5 WP3: Task 3.1, 3.2, 3.3, 3.4
<b>Connect and Empower</b>	Capacity building; Implement actions and engage Mediterranean actors	WP3/WP4/WP5

*Table 2 BMM activities that engage hubs' stakeholders*

The following table reports the dates and locations of the BlueMissionMed's National HUBs events and corresponding activities planned for 2023.

HUB	Partner responsible	Location	Date
France	IFREMER	La Seyne-sur-Mer, France	30 November 2023
Greece	HCMR	Athens, Greece	19 December 2023
Italy	CNR	Rimini, Italia	07 November 2023
Malta	MCST	Kalkara, Malta	15 November 2023
Spain	IEO CSIC	Málaga, Spain	20 December 2023
Tunisia	BusinessMed	Tunis, Tunisia	05 December 2023
Turkey	METU	Mersin, Türkiye	12 December 2023

*Table 3 BMM National HUBs Events in 2023*

## 4.2 Structures of the First National HUBs Events

The following concept notes shortly describe the structures of the first National and Regional HUBs Events organised within the BlueMissionMed project for the year 2023.

### 4.2.1 French HUB

Ifremer is organizing the workshop “The EU Mission to restore our oceans and waters by 2030: the community of Mediterranean stakeholders” on November 30, 2023, at Ifremer Mediterranean Center in La Seyne sur Mer, France.

This workshop is organized within the BlueMissionMed project in collaboration with the Working Group of the GSO BlueMed and WestMED. It aims at launching a dynamic of mobilization of the France HUB and to facilitate the commitment of Mediterranean stakeholders to building synergies in reducing pollution in the Mediterranean hydrosphere.

The objective is to highlight and share information on the implementation and opportunities of the Mission Ocean, to set the inventory of pollution in the Mediterranean, testimonies from institutional, scientific, industrial, and civil society actors. A series of pitches on key themes (societal engagement, industrial solutions, and financing) as well as a networking session will take place enabling key actors to showcase their solutions and/or projects. A round table with public authorities will allow strategic insights on governance aspects. In total, ten Mission’s projects will be showcased by French participants. A participative tool will be used to allow for a dynamic discussion to facilitate animation of this first event.

### 4.2.2 Greek HUB

The Greek HUB will be set up along two pillars in line with the Operational Implementation Roadmap (OIR) with a purpose to define feasible actions that should be promoted in Greece for the transformation of relevant sectors.

To better integrate the outputs into strategic management processes, the Greek HUB is co-organized by HCMR and the Institute for Sustainable Development, European Public Law Organization, Mr. Spyros Kouvelis, Member of the Mission’s Board.

The first pillar will focus on the plastics industry, wastewater, and solid waste management since they represent key sectors in the depollution of oceans and waters. Furthermore, it is planned during the next year to expand the activities to the tourism/horeca sector which holds an important role in the economic growth of the country. The second pillar will focus on the aquaculture sector as Greece is one of the main contributors in the Mediterranean aquaculture production.

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Within this framework, we have planned to organize the first event in December 2023 on “Solutions for minimizing and mitigating marine pollution”. The event will be attended by representatives of the Ministry of Environment and Energy, the Ministry of Finance, Ministry of Health etc., representatives of Regions, Municipalities, Local and management authorities, business associations and academia.

### 4.2.3 Italian HUB

The CNR is organising two workshops to present the Mission Ocean and Waters, the Charter, and Inspirational Case studies, in addition to an Inspire and Inform(al) Networking session and pilot test with BCD (BusinessMed). The events will be held during the International Exhibition Ecomondo on November 7, 2023, in Rimini.

The two workshops are related to Task 2.3 Set-up and Support the network of National/Regional Hubs. The morning workshop “[Sustainable technologies for Marine litter removal and recycling: the experience of the H2020 MAELSTROM project in dialog with other experiences](#)” will illustrate the experience of the successful implementation of sustainable technologies for the removal and recycling of marine litter from coastal environments, describing the activities done, highlighting the issues faced so far and the strategies put in place to overcome them. The morning workshop anticipate task 3.4 methodological approach and outcomes. The afternoon workshop “[The EU Mission Restore our Ocean and Waters by 2030: The Mediterranean Stakeholder community of actors](#)” (organised in collaboration with Ecorys) will engage, mobilise and facilitate the commitment of the Mediterranean actors to synergize the actions of the Mission in the reduction of pollution in the Mediterranean hydrosphere by involving clusters and business accelerators. The Italian HUB of the BlueMissionMed CSA will also showcase national actions that promote joint solutions with industries at the local level in line with the objectives of the Mission. The European Commission will present the Mission to national stakeholders describing the opportunities in the Mediterranean Lighthouse.

During the whole day, a [networking session](#) will be held during which national stakeholders will be able to meet, learn more about the Mission Ocean and Waters, the BlueMissionMed CSA, and the Italian National HUB. The session will be supported through the [Business Country Desk \(BCD\) Platform](#) (BusinessMed). During the networking session, the engagement tool conceived and developed by CNR will be used and assessed for the first time (see Annex IV).

The organisers have contacted and invited the BlueMed Pilot’s network, the contacts of the Charter that could participate and have spread the invitation to the events through Ecomondo’s official channels. It is envisioned an overall participation of seventy attendees.

## 4.2.4 Maltese HUB

The Malta Council for Science and Technology (MCST) is poised to launch the inaugural event of the Maltese hub in mid-December 2023, as part of the BlueMissionMed (BMM) Project. This event, hosted at the MCST premises, marks the inception of a dynamic initiative designed to introduce the Ocean mission, shed light on the BMM project, and kickstart a comprehensive needs assessment for stakeholders.

Structured as a business breakfast, the event will feature informative sessions followed by discussions aimed at addressing the identified needs' assessment. Key stakeholders, crucial to the success of this endeavor, will be identified and specially invited to actively contribute to the discourse.

The primary objective of this event is to instill a sense of ownership within the local community, fostering widespread support and commitment to the national hub. Positioned as a vital component of Malta's blue economy landscape, the national hub seeks alignment with the overarching objectives of the BMM project. Through this collaborative effort, the event aims to integrate the national hub seamlessly into the fabric of the community, ensuring its significance and commitment resonate with the broader goals of the BlueMissionMed initiative.

## 4.2.5 Spanish HUB

The Spanish Institute of Oceanography, IEO-CSIC, is preparing the first event of the Spanish HUB within the BlueMissionMed project, that will take place in the month of December 2023. The idea of the event, which will be held in a hybrid format (both in-person and online), is to first introduce both the Mission and the BMM project to the identified stakeholders.

The event, formatted as a workshop, will consist of three sessions: two informative sessions and one where the issues affecting the Mediterranean will be discussed from the perspective of different stakeholders.

The ultimate goal is to create a national HUB that allows for further progress in achieving the CSA's objectives. This hub will be composed of scientists, managers, businesses, NGOs, public authorities, etc., meaning that all stakeholders with contributions to finding solutions can participate in the project's activities.

## 4.2.6 Tunisian HUB

To inform all relevant stakeholders in Tunisia and engage them in the EU Mission to restore the ocean and waters, BUSINESSMED, within the framework of the BMM project, is organizing a workshop dedicated to marine pollution in Tunisia on December 5, 2023. The objective is to establish a common and operational national vision that will act as a

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catalyst for a continuous and rigorous plan to minimize the effects of various types of pollution within reasonable timeframes.

A key goal is the establishment of a national HUB equipped with an interactive platform. Within this HUB, essential stakeholders such as researchers, technologists, managers, public authorities, associations, professionals, and so on, will access valuable information and established mechanisms to participate in a positive dynamic focused on waste elimination and the reduction of marine pollution's impacts. This initiative relies on innovative solutions and aims to enhance public awareness.

The HUB will leverage resources from individuals with diverse backgrounds and serve as a facilitator in implementing new technological approaches and accessing financing.

### 4.2.7 Turkish HUB

The workshop on the establishment of Turkey's BlueMissionMed HUB to support the goals of the EU Mission to restore our ocean and waters will be held on December 12, 2023, in Mersin.

The workshop is organised by METU's Institute of Marine Sciences, and it is hosted by the Mersin Chamber of Commerce and Industry, with the contributions of Mersin Metropolitan Municipality, Mersin Chamber of Shipping and Mersin Economy Platform. The event aims to transform Mission Ocean's actions towards the prevention and elimination of pollution in the Mediterranean Sea (e.g. urban and industrial wastewater, terrestrial inputs from agriculture, etc., marine litter including macro and microplastic) into synergy.

The Turkish HUB intends to ensure the participation, mobilization, and facilitation of Mediterranean actors, starting from industrial stakeholders who have approved the Mission Charter towards the realisation of its goals. The workshop will showcase national actions that mobilize common solutions with all relevant stakeholders, from decision-makers to sectors, at regional and national levels, and it will lay the groundwork for discussing future steps.

The first workshop will focus on Industrial producers & operators, municipal solid waste, water management and treatment in cities and regions, and it will target all relevant stakeholders, but mainly local authorities (Municipalities, chambers, development agencies, provincial directorates of Ministries, sector representatives, Universities and so on).



**BlueMissionMed consortium partners:**



GOVERNMENT OF MALTA  
MINISTRY FOR EDUCATION,  
SPORT, YOUTH, RESEARCH  
AND INNOVATION

## ANNEX I

### Guidelines to set the HUBs and perform the activities in 2023

The guidelines to set the National HUBs and to perform the related activities for 2023 are summarized below.

**Governance:** The National and Regional Hubs are integral components of the project's governance structure. Key representatives of the **Governing bodies** should be contacted prior and during the event/activity implementation. Therefore, please **inform task leader and coordinator** prior the organization in order to **liaise with National representatives of BlueMedGSO, WestMed, Eusair** and always inform the PMT in order to pass the information to the other **Governing bodies representatives** that may be interested in disseminating or participating in local event.

The PMT will also support each HUB in contacting the **EC, Mission Secretariat** about the event with the aim to promote their participation.

**Collaborative approach:** Identify main stakeholders at National/Regional level or refer to previous contacts (as BlueMed Pilot National HUB list, WestMed contacts, etc). Always check Pledges to Mission Charters in your country and contact them. As a suggestion, to contact the **Mission boards** at National level, **Ministerial** or **Regional** representatives and the Sustainable BlueEconomy Partnership (SBEP) focal point or representative in your country. This collaboration is essential for steering the project in the right direction, aligning efforts, and maximizing the impact of collective initiatives.

Partners can refer to the [Mission Charter](#), the BlueMissionMed Stakeholder database (in T2.3 folder) and the project database (in T3.1 folder) to map good practices, projects and identify Stakeholders.

**Continuous Engagement:** There is not a “good for all” approach to organise an activity with the national stakeholders in the context of the HUBs events. The added value of our Consortium is to take advantage of the diverse conditions and past experiences to implement the BMM project activities and learn from each other. Anyway, please find below and at the [following link](#) some tips to support you during the organization of your events and activities.

1. An in-person event to kick start the HUB is foreseen by December 2023. The *Mobilisation and Mutual Learning (MML) workshop* will facilitate networking and exchanges of good practices to co-create the National/Regional Hubs structure and ToRs. The structure guidelines of the event's agenda are reported in Annex III.
2. Driving questions to interact with stakeholders in [exploratory meetings](#) before the event or during the [networking session](#) or [Q&A](#) during the event are indicate here [Annex II Stakeholders preliminary interview draft.xlsm](#)



3. To favour networking with and among stakeholders to assess their expectations towards the LH Hubs activities and finetune the hub structure and hub ToR a dedicated methodology has been developed. Use Annex IV as guide for your activity.

### **Contributions to Work Packages and Deliverables:**

1. Support T3.1 mapping of Projects and Initiatives in your country. Please use this [Template-projects-HUBs\\_Link to T3.1 activity.xlsx](#) to collect information on projects and stakeholders. Give the updated template to task 2.3 leader and task 3.1 every 6 months.
2. Support T2.2 activity in Operational Implementation Roadmap (OIR) definition and Stakeholder Engagement by promoting the [questionnaire](#) through your stakeholders' network by April 2024 to Task 3.2.
3. Support T2.5 activity in maintaining the Stakeholder Database by providing to Task 2.5 leader the information achieved in your Country every 6 months. Here the template for your national DB [Stakeholder database\\_BMM\\_\(Country\) HUB.xlsm](#).

**Communication:** All the HUBs events should follow the communication guidelines available on the shared folder **HUBs**.

**Procedure:** All the materials related to a HUB event is stored in the folder **HUBs Events**. In particular please follow the procedure:

1. Before the event: Inform the Task 2.3 leader about the [HUBs Events](#) you are planning and to the attention of the Task leader also updating your event in the list [HUBs Events\\_2023.xlsm](#).
2. After the event: Add any material to your National HUB event folder following the example of the Italian HUB [After the Event\\_Proceeding Participants and Content](#).





## ANNEX III

# BlueMissionMed National HUB Meeting

**Date, time**

**Where**

Context	<p>In line with the European Green Deal, the <b>EU Mission ‘Restore our Ocean and Waters by 2030’</b> aims to eliminate pollution and make the blue economy (the economic activities that depend on the sea) carbon-neutral and circular. The Mission supports regional engagement and cooperation through area-based “Lighthouses” in major sea/river basins. Mission Lighthouses are sites to pilot, demonstrate, develop, and deploy the Mission activities across EU seas and river basins. With the aim of amplifying the impacts, <b>BlueMissionMed CSA</b> will mobilize stakeholders at the national level through National HUBS, with the aim to inspire, inform, assess, mobilise, connect, and empower all the actors that can take a role in preventing and eliminating pollution in the Mediterranean Sea and waters.</p> <p>The <b>HUBs</b> build on, connect and structure existing National/Regional initiatives and activities to disseminate and upscale solutions of all forms (technological, social, business, governance). Upon the initial focus on Objective 2 (“prevent and eliminate pollution of our ocean, seas and waters”) the project will address the other Mission objectives and pave the way for replicability and EU-wide scalability of the BlueMissionMed model to address the other two Mission’s objectives.</p>
CONCEPT NOTE	
Expected Outcomes	<ul style="list-style-type: none"> <li>• To inspire and inform about case studies related to the mission objectives and engage multi-stakeholders in mutual learning and networking activities to strengthen the National/Regional community of actors in addressing the EU Mission Ocean and Waters objectives.</li> <li>• To co-create the participative National HUB Term of Reference (ToR), including coordination, ambition, value proposition, etc.</li> <li>• To exchange best practices and identify needs, bottlenecks, opportunities, and concrete key actions (on-going and upcoming) to meet the Mission objectives, particularly towards reducing pollution in the Mediterranean Sea basin.</li> </ul>



Format	<ul style="list-style-type: none"> <li>● Set the Scene: Presentation of the Mission, The Mediterranean Lighthouse, The Charter, the BlueMissionMed Project</li> <li>● Inspirational Case Studies: mix of National (if already mapped) and Mediterranean good practices also coming from other events to be used as inspiring examples</li> <li>● Networking</li> </ul>
Target sectors and target audience	<p>All national stakeholders (<b>Industry and Business, Research and Innovation, Civil Society/NGOs, Policymakers</b>) involved in the following sectors:</p> <ul style="list-style-type: none"> <li>● Ports</li> <li>● Shipowners</li> <li>● Agriculture</li> <li>● Fisheries</li> <li>● Aquaculture</li> <li>● Research</li> <li>● Education</li> <li>● Citizens</li> <li>● Plastic Industrial producers &amp; operators</li> <li>● Youth</li> <li>● Municipal solid waste</li> <li>● Water management and treatment</li> <li>● Maritime transport</li> <li>● Tourism</li> <li>● Other</li> </ul>
Venue	
Deadline for registration	
AGENDA	<p><b>Session Chairs</b></p> <p><b>Programme</b></p> <ul style="list-style-type: none"> <li>- Introduction by the Chairs</li> </ul> <p>Scope of the day, overview of the agenda. <i>Exemples of topics for the Agenda:</i></p> <ul style="list-style-type: none"> <li>- Implementing the Mission Restore our Ocean and Waters by 2030</li> <li>- <i>The engagement of key actors for the Mission Restore our Ocean and Waters – The Mediterranean Lighthouse and the Mission Charter</i></li> <li>- <i>Roadmap to pilot, demonstrate, develop and deploy the Mission activities across the Mediterranean basin.</i></li> </ul>



- *How to reach the Mission Objective for the Industrial Sector in the Mediterranean: the BlueMissionMed Operational Implementation Roadmap.*
- Roundtable of national case studies for the Mission implementation (3 to 5 cases)
- Multistakeholder activities to scale up innovation for the Mission (among R&I to business, Scaling up and Investments
  - National Investors and Accelerators, civil activities)
- Discussion and closure by the Chairs

\_Q&A

## ANNEX IV

### Stakeholder Engagement tool for the Networking HUBs events for 2023

#### KEY WORDS: *INFORMALITY AND FACILITATION*

The tool created is very simple and exploits the social nature of human beings by creating a protected and comfortable environment. The technique was created by hybridizing different methods usually used in facilitation, and it is a simplification applicable to different contexts and different stakeholders. The technique involves the use of a room, which must be set up as much as possible to be welcoming and to generate a familiar environment (for example through a food station, armchairs, warm lighting etc.), which everyone can create based on the circumstance and to traditions.

There must be a facilitator present in the room who will help the participants to enter the spirit of the HUB and who will guide people through a path of knowledge of the activities of the HUB, of the Project and of the Mission, and as well through a path towards the activation of the individual's protagonism within BlueMissionMed.

The facilitator can create this path using guiding questions that can be displayed on posters hung to the walls, and the guests of the activity will be asked to respond so as to become an active part of the HUB, of its evolution and of the objectives to be achieved. The activity also includes a phase of reporting what has emerged in the posters: this can be contextual if the meeting session has a limited duration or can be shared with all participants later on if the session has a long duration and if the stakeholders are not all present at the same time.

This activity brings spontaneous synergies between the people present and greater protagonism of the individual participants of the HUB as they are asked to build together the path and objectives of the HUB itself.

Sessions like this can be repeated several times, and in the case of moments during which the same participants are present, it is the facilitator's responsibility to find new guiding questions.

During the Italian HUB Event (organised in the context of the International Exhibition of Ecomondo in Rimini, Italy), the following characteristics will be applied:

- Room set up with self-service bar corner and three stations for talking/meeting with low armchairs and a central coffee table.

- One facilitator.
- The networking session will last from 10 a.m. until 5 p.m.
- Five posters hanging to the walls focused on networks (the file with the posters is available in the folder **Posters\_Networking Session**), on which the following questions are printed:

1. EXPERIENCES

*“Are you part of other networks? If yes, of which one? What experience do you have with that network? Is being part of it useful for you? If yes, why? If you are not part of any other network, do you know some of them and would you like to be part of them? In which areas are these networks active?”*

2. PROS AND CONS

*“What are, in your opinion, the pros and cons of being part of a network?”*

- The poster is divided into two parts, one for pros and one for cons.

3. OBJECTIVES

*“Which of the following objectives is your business working on? With your business, could you create projects that move towards which of the following objectives? Which of the following objectives would you like to work on most?”*

- The three main objectives of the Mission are displayed on the poster.

4. HUB

*“What do you want from the BlueMissionMed HUB? What do you expect from it? What would you like it to do to help you achieve your goals? How do you imagine that it could be built? How would you like it to be organized?”*

5. BUSINESS COUNTRY DESK

*“The Business Country Desk (BCD) is the networking and assistance platform used by the stakeholders of the BlueMissionMed Project and managed by BUSINESSMED, the Union of Mediterranean Confederations of Enterprises, aimed at connecting the economic actors in the Euro-Mediterranean region. The platform will be used to start and develop partnerships between economic operators in the Mediterranean Sea through regional markets focusing on technological transfer and on trade and investment-oriented information.”*

- The poster has four sections representing the quadruple helix stakeholders: Research and Innovation, Industry and Business, Civil Society and NGOs,



Policymakers. Participants will write their business/organisation's name on the corresponding section.

The posters are fully translatable in the national languages in order to reach a broader audience of stakeholders.