

## CALL FOR TENDERS

### External Expert for the Development of the CCC Policy Roadmap

#### 1. Background

**Creative Circular Cities (CCC)** is a transnational project co-funded by the Interreg Baltic Sea Region, that places culture and creativity at the core of the circular economy transition. Operating in six demo cities (Århus, Kiel, Gdynia, Riga, Tallinn and Turku) the project brings together local authorities, business support organisations and NGOs to co-create solutions that enable the Cultural and Creative Sectors and Industries (CCSI) to drive circularity, promote circular lifestyles, and support municipalities in advancing systemic circular transitions. National and regional ministries play a crucial role in enabling and facilitating the change. However, current circular economy policies often remain sector-specific, while the cross-cutting potential of CCSI-driven circular transition is still largely underexplored. The CCC project addresses this gap by developing a structured reference framework for policymakers to better integrate approaches rooted in culture and creativity into circular transition strategies. The project is implemented by a consortium of 14 partners and led by the Danish Cultural Institute. It started in November 2023 and will continue until November 2026. It is 80% funded by the EU's Interreg Baltic Sea Region program with a total budget of approximately four million euros.

The Northern Dimension Partnership on Culture (NDPC), as one of the partner organisations, is responsible for this expert call. For more information about the project, visit [creativecircularcities.com](https://creativecommons.com).

#### 2. The Assignment

The purpose of this call for tenders is to commission an external expert (or team of experts) to support the CCC project to produce the project deliverable “*CCC Policy Roadmap for rolling out CCSI-driven local circular transition in the BSR*”. The commissioned expert will produce needed knowledge and facilitate dialogues with diverse stakeholders to develop a strategic, evidence-based and actionable policy roadmap.

The assignment includes developing a clear analytical framework that defines the scope and methodology for the Policy Roadmap. It involves conducting comparative mapping and structured policy analysis across the Baltic Sea Region to clarify responsibilities, support structures and governance conditions relevant to CCSI-driven circular transition. Based on this analysis, the expert will identify and structure policy gaps, cross-sectoral challenges and governance barriers, translating the findings into thematic clusters that will guide the development of strategic priorities and policy options. The work further includes designing

and implementing a multi-level consultation process with bilateral dialogues, interviews, focus groups and engagement with policymakers, ensuring systematic documentation and synthesis of stakeholder feedback. This process will inform the drafting, refinement and finalisation of a coherent and actionable CCC Policy Roadmap.

The external expert is expected to deliver the following outputs:

**Internal documents:**

- A. Inception Note & Methodological Framework
- B. Comparative Mapping Scheme
- C. Preliminary Analyses

D. Completion of the multi-level consultation process

**Final materials for publication:**

- E. “CCC Policy Roadmap for rolling out CCSI-driven local circular transition in the BSR” document
- F. Executive Summary and Dissemination Materials

### 3. Milestones and Indicative Timeline

The assignment is expected to start as soon as possible and to be concluded by October 16<sup>th</sup>, 2026. A detailed timeline and milestones will be agreed upon with the selected expert on basis of the one presented here, but with possibilities for changes.

#### **Phase 1: Inception & Methodological Framework (March–April)**

- Agreement on the detailed work plan and overall framework for developing the CCC Policy Roadmap;
- Finalisation of the methodological approach and data collection, sequencing of work, and plan for the multi-level consultation process;
- Submission of a brief inception note summarising the agreed structure and methodological framework.

Milestone 1: Signed contract and approval of the Inception Note & Methodological Framework.

## Phase 2: Mapping (April–May)

- Assessment of national and regional responsibilities, mandates and support schemes across BSR countries—covering circular economy strategies, governance-led SME and RDI support structures, and environmental/sustainability policies—to map cross-ministerial coordination mechanisms and evaluate the current recognition and integration of CCSI in national circular transition agendas.
- Review of how EU-level circular economy frameworks (e.g., National Circular Economy Action Plans, green transition strategies, cultural policy strategies referencing sustainability, Smart Specialisation Strategies) are interpreted and operationalised within national and regional contexts, with specific attention to how these frameworks enable, mandate or incentivise CCSI-driven transition.
- Identification of strategic alignment opportunities and documented good practices showcasing effective cross-sectoral integration between CCSI and circular economy objectives, with a focus on governance mechanisms, collaboration models, and transferrable approaches.

Milestone 2: Delivery of the Comparative Mapping Scheme.

## Phase 3: Preliminary Analysis (May–June)

Building on the previous work phase, the expert will identify structural and operational obstacles limiting the wider roll-out of CCSI-driven circular transition. The findings will be organised into thematic clusters, priority areas for policy intervention will be defined, and the analytical results will be translated into concrete building blocks for the CCC Policy Roadmap. Preliminary policy options will be formulated for further consultation. These clusters may include (but not limited to):

- Policy gaps: Absence of targeted support instruments and strategies for CCSI-led circular innovation; insufficient recognition of CCSI as drivers of systemic transition; and missed opportunities to embed CCC results into ongoing policy cycles;
- Cross-sectoral challenges: Fragmented and unclear ministerial responsibilities (culture, economy, environment, regional development); weak coordination mechanisms;
- Governance barriers: Legal or regulatory constraints affecting circular business models; weak vertical coordination between local and national levels.

On the basis of these findings, the expert provides a preliminary analysis that formulates preliminary policy recommendations forming the conceptual basis for the CCC Policy Roadmap. This content will serve as the foundation for gathering further feedback from stakeholders.

Milestone 3: Delivery of the Preliminary Analyses document.

#### **Phase 4: Gathering Feedback & Revision (June–September)**

During this phase, the expert will facilitate a structured multi-level consultation process to validate the preliminary analyses developed in the earlier phase. The objective is to ensure the political relevance, feasibility and ownership for the emerging CCC Policy Roadmap. This will include (but not limited to) following activities:

- Bilateral dialogues with selected national ministries, governmental agencies and key stakeholders in relevant policy areas;
- 1:1 interview with experts and/or focus group sessions;
- Online sessions with policy makers from CCC partner cities;
- Open-access discussions as part of events, where a workshop may be incorporated to ensure wider outreach and dialogue.

On the basis of the feedback the expert revises the Preliminary Analyses and produces a validated draft of the CCC Policy Roadmap.

Milestone 4: Delivery of documentation affirming the completion of the multi-level consultation process.

#### **Phase 5: Production of the CCC Policy Roadmap and Dissemination (September–October)**

Building on the analytical work and the validated consultation results, the expert will produce a concise, well-structured and policy-oriented final document suitable for strategic dialogue with national and regional decision-makers. This includes the drafting and production of the full “CCC Policy Roadmap for the BSR”. The expert will also formulate structured policy needs and recommendations, outlining short-, medium- and long-term measures for national and, where relevant, regional authorities, and translating analytical and consultation findings into clear and actionable policy proposals. This document functions as a strategic reference for decision-makers and a

practical dialogue tool for local authorities and also CCSI stakeholders. This phase includes:

- Production of the full CCC Policy roadmap document (max 20 pages)
- Production of dissemination materials , including a presentation slide deck and a executive summary with key messages (max 2 pages)
- Presentation of the results at the CCC project final event (29-30.9.2026, Riga, Latvia) and in one online webinar produced by the project partners

Milestone 5: Delivery of the CCC Roadmap document, presentation slide deck, executive summary and two presentations (one onsite, one online).

## 4. Required Profile of the Expert

### 1. Thematic Expertise

Proven expertise in circular economy, sustainability, and/or cultural and creative sectors (CCSI) policies, with a solid understanding of their role in systemic transition. The expert should demonstrate strong knowledge of governance structures and policy landscapes in the Baltic Sea Region, including national–regional coordination mechanisms and EU.

### 2. Analytical & Methodological Competence

Experience in developing strategic policy frameworks, roadmaps and usable policy tools. The expert has a proven track record in applying robust analytical methodologies such as mappings, qualitative assessment frameworks, interview-based research and synthesis of findings.

### 3. Stakeholder Engagement & Consultation

Practical experience of organising and facilitating structured, multi-level consultation processes involving diverse stakeholders. This includes the ability to conduct qualitative interviews and dialogic sessions synthesising multi-layered stakeholder insights into clear and actionable conclusions.

### 4. Drafting & Communication Skills

Possession of excellent analytical, writing and synthesis skills in English, with the capacity to produce concise, structured and policy-oriented documents tailored to high-level decision-makers.

### 5. Professional Experience & Deliverability

Proven track record of delivering high-quality strategic outputs, such as policy roadmaps, evaluation frameworks, impact assessments or equivalent deliverables. The expert should demonstrate the capacity to manage complex assignments, adhere to deadlines and work in independent manner leading the mission in dialogue and collaboration with the project consortium.

## 5. Budget and Contractual Arrangements

The contract will be awarded on the basis of best value for money, taking into account the overall quality of the proposed approach, the demonstrated level of expertise, and the price.

Tenderers are requested to submit a financial offer indicating the total gross price for the full assignment as an invoiced service. The offer must specify the full cost of the service, including a breakdown of resource allocation by work phase and the daily rate. The offer shall cover all costs related to the delivery of the assignment, including stakeholder engagement activities and presentations. Proofreading costs must also be included; however, the visual formatting of the final outputs may be excluded from the offer.

The maximum contract value is 15,000 EUR (including VAT, if applicable).

The contract will be concluded exclusively with a legal entity holding a valid organisational registration number. It will not be concluded with a natural person, nor will it constitute salary payments or reimbursements. All services must be invoiced to the contracting authority by the contracted organisation.

## 6. Application Procedure

Interested parties are invited to submit the following documents preferably as one PDF document (max 10 pages total):

- Short introduction to the approach to the work process and methodology and plan for stakeholder engagement;
- Description of previous relevant work assignments and their outputs (if applicable);
- Introduction to the organisation presenting its capacity with examples of previous customers (if applicable);
- Financial offer (as requested in section 5).

In addition, the CV or short bio of the responsible expert and/or team members may be included.

All documents need to be provided in English.

Applications must be submitted by 24 March (23.59EET) to [krista@ndpculture.org](mailto:krista@ndpculture.org). All applications received before the deadline will be taken into consideration.