

Terms of Reference (TOR) for the selection of a consultant to develop a methodology of corporate venturing for companies and public entities

1 Background

The Regional Activity Centre for Sustainable Consumption and Production (hereinafter SCP/RAC) 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)¹, the programme of UN Environment established to support the member countries of the Barcelona Convention. Under that institutional framework, SCP/RAC has an official mandate from the countries as centre that engages in international cooperation with Mediterranean countries on development and innovation in the business sector.

The Centre is based in Barcelona and it is legally hosted by the Catalan Waste Agency, a public service agency considered a reference organization in waste prevention and management and the promotion of circular economy.

SCP/RAC is an implementing partner of the SwitchMed initiative, a regional programme made up of several components financed by the European Union under the regional cooperation with the Mediterranean Region. The SwitchMed initiative aims to stimulate the creation of new greater business opportunities and decent employment while reducing the environmental footprint of existing economic activities in the Southern Mediterranean. The participating countries are Egypt, Morocco, Tunisia, Algeria, Israel, Palestine, Jordan and Lebanon.

In the framework of Output 5.2 of the SwitchMed II, SCP/RAC will develop activities aiming at creating demand for sustainable products and services from both companies and public entities. A way of fostering this demand is through the promotion of innovation as a way of supporting organisations to incorporate new approaches and solutions in their business models.

Corporate venturing is a new model of innovation that combines the research actions of organisations with the proposals and solutions offered by entrepreneurs and start-ups. Through this model, companies and public entities can attract and adopt external innovations that improve their value propositions and services while supporting the development of these solutions.

Within this framework, SCP/RAC wants to develop a corporate venturing methodology that supports the matching between the seekers of green and circular business solutions with the providers (demand and supply sides) using an open innovation approach.

2 Objective

The objective of this consultancy is to develop a corporate venturing methodology that supports the matching between the seekers of green and circular business solutions with the providers (start-ups/entrepreneurs) using an open innovation approach.

The target users of this methodology are innovation agents from outside of the organisations (third parties) that facilitate collaboration between the company/public entity and the start-up.

The methodology should serve to solve sustainable innovation challenges from different sectors (e.g. textile industry, tourism) coming from both private and public organisations.

3 Description of Work

The consultant shall develop a methodology aimed for potential innovation agents developing a blueprint for open innovation activities containing at least the following steps:

1) Definition of objectives by the innovation agent

The methodology should provide guidance on how an innovation agent should conceptualize its action to support the adoption of corporate venturing by external organisations. It can include different aspects: context analysis, setting objectives and indicators, setting an action plan etc.

Several aspects should be taken into account: the methodology could be used for different sectors (e.g. tourism, textiles, food and agriculture) and it will address issues related to sustainability (e.g. circular economy); it can be linked to the upstream or downstream of value chains; it can be related to product or service based organisations or it can be linked to a specific life cycle stage.

2) Identification and acquisition of the seekers of solutions

Guidance should be provided on how to identify and acquire potential beneficiaries (companies/public entities) from different value chains. It should include a proposal of the most suitable actions to attract clients, for instance, through the involvement of chambers of commerce, sectoral business associations or local or regional governments, the organization of offline/online workshops within a company or with different companies, communication campaign etc.

An engagement model should be developed through the form of an agreement (document) stating the objectives, responsibilities, commitments or work plan among others.

3) Formulation of the eco-innovation challenge

A blueprint to formulate an eco-innovation challenge has to be devised, envisaging mechanisms to engage and network companies and/or public authorities and innovation communities. This blueprint should ideally describe an approach stemming from value chain analysis (to identify circular economy innovation/opportunities, to map key stakeholders and way to engage them and to identify ad-hoc tools to foster collective dialogue for the identification and codification of challenges).

4) Call for Solutions

The methodology will have to identify the best-fit process to facilitate and launching Calls for Solutions. It should include indications on the information that the call should include such as target group, eligibility criteria, clear description of the circular economy challenge, other background information, the award/benefits (grant and technical assistance), if any and, rules to submit and to select the solutions (e.g. selection committee).

Indications should be also provided on how to launch the Call for Solutions and how to promote and disseminate it (e.g. through online tools, social media campaign, webinars or onsite events etc.). Also, potential solvers and intermediaries should be proposed such as universities, technological centers, incubators/accelerators or other ecosystem actors etc.

5) Selection of solutions and matchmaking

A selection process should be defined including selection criteria, scoring table and selection committee composition. At the end of the process the best solution should be selected by the innovation agent and the beneficiary.

6) Facilitation of successful matches

A proposal on how to facilitate the match between the seeker of the solution and the solver should be done in order to facilitate the development of the innovation. It should include type of support services and/or award, timeline etc. And it should also be provided a template for the engagement model between the seeker and the innovation provider.

7) Knowledge transfer

The consultant will have to document and systematize the work in a way it can be public and used as basis to transfer knowledge to the project partners. Two webinar will be organized, targeting local partners in 8 Mediterranean Countries.

8) Public disclosure and dissemination

A briefing will be drafted to support outreach and dissemination activity. The document will be no longer than 10 pages and will reflect both the conceptual framework of the Open Innovation process and details on the specific adopted methodology.

4 Deliverables and calendar

The Consultant's team will start the work after the validation of their offer by the contractor.

Deliverable	Deadline
#1. Assessment and conceptualisation of the methodology	2 weeks after notification
#2. First draft of the methodology	5 weeks after notification
#3. Final methodology (word and pdf document)	8 weeks after notification
#4. Regional Webinars (2)	9 weeks after notification
#5. Short briefing on SwitchMed Open Innovation Methodology	10 weeks after notification

All the deliverables will have to be presented in English and validated by the Contractor, within 1 week after the submission, before moving to the next step of the assignment. Failure in submitting deliverables or not reaching enough quality may result in a reduced budget allocation. In addition, regular calls will be organized with the contractor.

5 Means of work and eligible costs

Equipment, consumables, travel (if any) should be included in the financial offer as a lump sum.

6 Eligibility

Applicants must fulfill the following requirements:

- Be an individual consultant, firm or association. Note: This ToR is not a subvention but a provision of services.
- Be able to comply with national fiscal context and rules for receipt of international funds.
- Have a bank account whose holder name must be the same as the applicant.
- Partnership and subcontracting are allowed, provided that the legal applicant entity has a substantial role in implementing the assignment. The applicant will be the only legal entity with which the contract relation will be established.
- Academic background in corporate venturing, innovation development, open innovation.
- Proven track-record in developing and managing Open Innovation processes
- Fluent communication in English and excellent writing skills
- Desirable experience in sustainability and circular economy
- Desirable experience in the Southern Mediterranean region

7 How to apply and selection process

Candidates should submit the following documents:

- Technical (maximum 5 pages, see form as Annex): the Consultant should elaborate a specific methodology to conduct the work based on the content suggested in section: “description of work”, elaborating it further. An implementation calendar should be delivered, including planned consultation with key stakeholders.
- Financial offer: the consultant(s) 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.
- Profile and project references (maximum 2 pages): the consultant(s) should submit a brief explanation of the candidate (CVs shall be included as annex) and project references on the topic.
- Bank form filled in, signed and stamp by the bank (see form as Annex).

Offers must be sent to Anna Ibañez (aibanez@scprac.org) with the subject “Methodology for corporate venturing” **until 24th March 2021 (included)**.

Important :

The header of the **technical and financial offers** must clearly note the candidate data (Name, address, country, telephone, email and fiscal identity number or other official number) and those of the Contractor: « Regional Activity Center for Sustainable Consumption and Production / Agència de Residus de Catalunya / Carrer Dr. Roux nº 80 / 08017 Barcelona, Spain / NIF: **Q-5856373-E** ».

The maximum amount per offer is 14.000 Euros (+VAT).

All candidates will be notified the reception of the offers.

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

Points	Criteria
Maximum points 30	Quality of the technical offer to meet the work objectives
Maximum points 20	Proven track-record in developing and managing Open Innovation processes
Maximum points 50	Financial offer

The Contractor may contact candidates to convene an interview to facilitate the evaluation

If you have questions concerning these ToR, please contact: aibanez@scprac.org.

8 Selection and payments

The winning candidate will be notified by email and post on the selection of the offer. From that moment on work can start according to the calendar.

Payments will be done as it follows:

- Upon the approval of deliverables #1, #2, #3, consultant will receive 50% of the contract
- Upon the approval of deliverables #4, #5, consultant will receive the remaining 50% of the contract

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

From:

Name: XXXXXX

Address: XXXXXXXXXXXXX

Country: XXXXXXXXX

Phone:

VAT n^o or Tax ID: xxxxxx

To:

Regional Activity Center for Sustainable Consumption and Production

Agència de Residus de Catalunya

C/Dr. Roux núm. 80

08017 Barcelona, Spain

NIF: Q-5856373-E

1) Tasks description

- a. Description of methodology to elaborate the guidelines
- b. Potential stakeholders to be consulted

2) Implementation schedule

3) Financial offer