Assignment on conducting a series of 4 regional and 1 national level hackathon by forging partnership between corporates and incubators

Background

The context

With the newly elected Government, start-up and enterprise promotion has become a new priority and a separate Ministry for Entrepreneurship has been established in May 2014. However, as a recent study by the Planning Commission highlights there are large gaps in the Indian start-up eco-system: Access to domestic capital and venture capital remains a challenge for start-ups and the current support and incubation system is not sufficient to strengthen entrepreneurship in the country. Currently, there are around 220 incubators in the country. Looking at the demand, incubation capacities need to increase to 1,000 incubators by the year 2020. A recent study by GIZ documents that incubation capacities are especially low where impact or social enterprises are active, in India's rural and underserved markets. Incubators are located mostly in the metros Delhi, Mumbai and Bangalore, which calls for more efforts to help incubators in significantly increasing their bandwidth and operations to other geographies.

Looking at international best practice, there is potential in involving the corporate sector in the start-up support system and in incubation. Corporates need to innovate in order to stay competitive. In India an increasing number of corporates is looking at the Middle Income or "Bottom of the Pyramid Market" (BoP) to explore new markets like sectors such as water, healthcare, food processing, safety, energy and transportation, etc. However, this segment is unknown to many corporates that aim to venture into these markets. Partnerships are needed to develop products and services for these markets. Partnering with start-ups and social enterprises is one potential for corporates to access new technologies and innovation, gain market understanding or find business and delivery partners.

The Strategic Alliance

While there is an interest to partner with incubators, there is no mechanism for corporates to find the right incubators and consequently start-ups. Those corporates engaged in start-up and social enterprise incubation follow an unsystematic approach, which is costly to them and might not achieve the expected results. A more systematic mechanism of how corporates can get engaged in incubation does not yet exist. In addition, enterprises need to be handheld on how to work with corporates and what benefits and challenges can arise from such as partnership. To address this gap, GIZ, Bosch and Intellecap have partnered in a Strategic Alliance under the develoPPP.de programme commissioned by the Ministry of Economic Cooperation and Development (BMZ) of the Federal Republic of Germany to offer a platform for a structured match-making.

The Strategic Alliance seeks to create a sustainable mechanism on how corporates can engage and financially contribute to supporting the start-up and social enterprise incubation system and partner with incubators, while at the same time getting access to innovation and business partners. The focus of the Alliance is on building partnerships with external partners and not on creating in-house incubation capacities. The Strategic Alliance has started in April 2015 and has undertaken several

interventions, such as identifying innovative engagement mechanisms between corporates & incubators as well as corporates and start-ups, conducting demodays showcasing innovative start-ups to corporates and investors, acceleration programme, Indo-German Bootcamps, etc.

Objective

Given the gap between corporates and incubators, GIZ seeks to engage with a consultancy / eco-system player who could bridge this gap by forging a partnership between at least one corporate and an incubator/ several incubators to conduct a series of 4 regional and 1 national level hackathon. The regional hackathons shall aim to bring together at least 3 start-up teams each who will then compete in the national level hackathon.

The objective of the assignment is to:

1. Enhance the capacity of the incubators and support the incubators to conduct hackathons in cooperation with a corporate
2. Foster partnerships between corporates and incubators

To achieve the objective, the consultant should source and select at least one corporate and multiple regional incubators who are interested in partnering and running hackathons. The consultant shall provide extensive support in designing and developing the series of hackathon in close cooperation with the corporate. The selection of start-ups shall be based on the problem statement of the corporate addressing a problem on the Bottom of the Pyramid. The regionals shall culminate into a national level hackathon bringing together the top 3 teams from each of the regionals. Each of the start-up teams shall come up with a prototype of the solution in response to the problem statement by the end of the national level hackathon.

Methodology

The consultant can describe alternate methodologies for accomplishing the objective of the assignment then the one described below. This includes outlining the advantages of an alternative strategy, the methods proposed to use, and why.

Scope of the assignment is divided into the following Tasks

The assignment will be conducted by an external consultancy/ specialized agency. The assignment will be accomplished within 2.5 months from the date of award of contract. The consultancy is expected to deliver the following outputs:

1. Sourcing and selection

a) The consultancy shall actively pursue opportunities to engage with corporates by active solicitations, approaching a set of high potential corporates and explaining the opportunity at hand. The consultancy shall identify at least 1 corporate who is willing to partner with incubators to conduct the hackathons. The consultancy shall develop an application form for the corporate covering basic details, core experience, experience in working with start-ups/ social enterprises, drivers and idea behind partnering with a incubators and associated benefits, resources to invest in the partnership, external assistance required, inputs required

from the consultancy for developing and conducting the series of hackathons; timeline among others

b) Partner identification for corporates in the form of incubators and facilitation of introductions shall be done in order to leverage complimentary skills, sector focus, infrastructure, market linkage, or other elements crucial to demonstrate proof of concept of the partnership. Sourcing of incubators will only focus on India.

c) Basis the information collected, the consultancy shall then broker the best fit partnership between corporate and the incubator. The partnership shall then be formalized through signing of MoU or other formal agreements. This shall be designed in close collaboration with GIZ team.

2. Design and development of series of hackathons

The series of hackathon shall be run like a challenge – a well formed problem statement defined by the corporate and the incubator that helps the corporate obtain access to new ideas that tackle a problem at the BoP and opens up new markets for the corporate. The challenge shall open up access to a diverse set of start-ups to the corporate. Following list of activities shall be undertaken by the consultant to design and develop the series of hackathons.

a) The consultant shall support the corporate and the incubator in identifying and defining the problem statement for the challenge depending on the mission, vision and strategy of the corporate. The challenge call however shall address a problem faced by the BoP. The corporates shall define the resources and capabilities that can be delivered in-house by them, similarly, the incubators shall define the areas of support that can be delivered by them. The consultant shall also define the value proposition associated for the start-ups by virtue of participation in the hackathon.

b) As a next step, identify external partners (if required) for the roll-out of the programme and establish a work plan for programme preparation, implementation and follow-up, including assigning roles and responsibilities (for internal staff and external partners – corporate and incubator, etc.) and budget lines for all tasks.

c) Design the marketing material in close conjunction with the corporate and the incubator and identify the main channels for reaching out for call for applications e.g. entrepreneurs' networks, incubator and accelerator programmes, universities, local chambers of commerce, current partners, angel investor networks, digital/ social media, etc. Launch the programme through various online and offline channels.

3. Implementation of the series of hackathon

a) Engage a team of a minimum of at least 4 mentors (general start-up experts & domain technology experts) from corporates, start-ups experts, etc. to help facilitate the mentoring component at each of the regional hackathons.

b) Conduct 4 regional hackathons in 4 different cities, each designed to run for 36 hours including workshops and hands-on training by mentors. Identify 3 best start-up teams from each of the regional events to participate in the national level hackathon. Each of these winner teams shall be provided with online and offline mentoring support to design their products/ solution to a stage of prototype at the end of national level hackathons.

c) Oversee the implementation of all aspects of the hackathon in close cooperation with the incubator and the corporate and provide strategic inputs wherever required.

d) Culminate the series of 4 regional hackathons by organizing a national level hackathon. At least 6 mentors with at least 3 corporate mentors shall be part of the national level event.

4. Documentation

a) The consultant shall develop a final report after completion of programme. The final report shall include details on the partnership brokered between the corporate and the multiple incubators, lessons learned across each of the regional and national level hackathons. The final report shall also include recommendations on improving the programme content, structure among others

Deliverables

1. Sourcing and Selection (completed after 2 weeks)

a) Application forms for corporates developed.

b) At least 1 partnership between corporate and incubators is brokered & formalized (MoU and other formal agreements are signed).

2. Design and Development of series of hackathon (completed after 3 weeks)

a) Details on the hackathon – theme, timeline, workplan with roles and responsibilities defined for each of the partners, selection/ scoring criteria developed, evaluators identified.

b) Identification of list of external experts required to implement the hackathon programme and to provide expertise on certain topics including their cost.

c) Marketing material for the hackathon is designed and list of channels to publish the call developed.

3. Implementation of series of hackathon (completed after 2 months)

a) 4 regional events each for 36 hours have been designed and executed including workshops and mentoring. At least 4 mentors are engaged as part of regional hackathons

b) 1 National level event for 36 hours has been designed and executed. At least 6 mentors with at least 3 corporate mentors shall be part of the national level event.

4. Documentation (completed after 2.5 months)

a) Final report outlining achievements, challenges, recommendations, etc. incorporating feedback from GIZ and other strategic alliance partners (not more than 30 pages)

5. General

a) Inception report outlining a suitable workplan and time-bound milestones. Iterate the draft report with the GIZ and other strategic alliance partner. Finalize the report by incorporating changes recommended by GIZ and other strategic alliance partner.

GIZ involvement

GIZ is the main coordinator of the intervention. The contractor consults with the GIZ coordinator in all phases of the implementation.

Eligibility criteria and Expertise / Skill sets required

The minimum eligibility criteria and the requisite expertise/skill sets required for the project are as follows:

Eligibility Criteria and Expertise / Skill Sets Required

a) The consultancy shall either be a

   (i) trust registered under the Indian Trusts Act, 1882 or the Bombay Public Trusts Act, 1950 (or other applicable laws); or

   (ii) a society registered under the Societies Registration Act, 1860 (or other applicable laws); or

   (iii) a not-for profit company, incorporated under Section 8 under the Companies Act 2013/ Section 25 of the Companies Act, 1956 (or other applicable laws); or

   (iv) a firm/ company/ partnership/ proprietorship firm registered under the Indian Companies Act, 1956 / the partnership Act, 1932 or

   (v) Research and Higher educational institutions

b) The average annual turnover for the last three financial years (last-but-four financial years can be included in case of invitation to tender held within six months of end of last financial year) must be at least EUR 150,000

c) Number of employees as of 31.12 of the previous year shall be at least 10

d) The consultancy should have undertaken similar practical oriented work for a minimum value of EUR 20,000 with a proof of projects undertaken.

e) The consultancy should have prior experience in designing and delivering hackathons and implementing capacity building activities. The consultants shall provide samples of prior successful work.

f) The consultancy should have prior experience in brokering partnerships (including: including: scoping, facilitation, interest-based negotiation, relationship-management, etc.). The consultants shall provide samples of prior successful work.

g) The consultancy must have established competencies in the field of innovation, incubation, corporate and start-up engagement and a strong network of corporates, start-ups and incubators. The consultants shall provide samples of prior successful work.

h) The consultancy must have strong knowledge in implementing programme based approaches, providing technical assistance and advisory support. The consultants shall provide samples of prior successful work.

i) The consultancy shall have strong expertise in data collection, data analysis, empirical research, methodology and questionnaire development, report and study writing. The consultants shall provide samples of prior successful work.

j) The consultancy should have adequate manpower to work on short timelines with.

k) We assume that the assignment will be carried out by:

- 1 qualified Indian expert as team leader – who will be required to lead the assignment and all key discussion with GIZ
- 1 qualified Indian senior expert and 1 qualified mid-level expert with specific technical expertise in the relevant field.

<u>1 Team Lead (18.5 home-days; 13 field-days)</u>

- **Profile of the team lead:** The team leader should be an expert with good spoken and written English. The expert should have a minimum of 15 years of experience in corporate and start-up engagement, project management, facilitation of hackathons. He/she should have a master degree in areas related to innovation, technology, management, or economics.

  The expert is expected to have comprehensive knowledge on the start-up space in India and has ideally set-up and implemented programmes between corporates and incubators. The expert should have proven ability to coordinate a multi-partner process and have experience in brokering partnerships including: scoping, facilitation, interest-based negotiation, relationship-management, and reviewing.

  Experience in working with start-ups and incubators, project management skills as well as a strong network with corporates are a prerequisite for this role. Strong analytical skills, excellent scientific report writing and good communications skills are also required for this assignment.

1 Senior Resource Person (28.5 home-days; 24 field-days)

- **Profile of senior resource person**: The senior resource person should be an expert with excellent spoken and written English. The expert should have a post graduate degree (Master) in an area related to innovation, management, technology or economics and a minimum of 10 years of experience in working with corporates in the start-up eco-system; thus a good understanding of the start-up eco-system, thus insights in a start-up - its processes, challenges, support required, etc. The senior resource person should have experience in brokering partnerships including: scoping, facilitation, interest-based negotiation, relationship-management, and reviewing; and in designing and implementing programme based approaches; providing technical assistance and advisory support.

  He/she should have a strong corporate network as well as excellent skills in curricula development. Strong analytical skills, excellent report writing and good communications skills are a must.

1 Mid-level Resource Person (35 home-days; 24 field-days)

- **Profile of mid-level resource person**: The mid-level resource person should be an expert with excellent spoken and written English. The expert should have a university degree (Master) in an area related to innovation, management, technology or economics and minimum of 5 years of experience in the area of innovation, corporate engagement or start-ups & should have experience in facilitation of hackathons. Strong experience on data collection, data analysis, empirical research, methodology, questionnaire development is a prerequisite. He/ She should also have strong expertise in assessment and profiling of organizations. He/ She should have an excellent network to start-ups experts, mentors, incubators, investors, etc. Very strong analytical skills, excellent report/study writing and good communications skills are a prerequisite

The consultancy is required to engage external experts and mentors for conducting regional and national hackathons. (6 home days and 10 field days)

The consultancy is required to assure a high quality report. The ToR clearly lines out the expected profile of staff. Every document submitted to the partners of the strategic alliance should be proofread by the team lead and should majorly involve the work of a senior expert/mid-level expert.

Apart from background and experience, bids will also be evaluated based on the soundness of the methodologies proposed for each of the components of this project.

Publishing and Copyright

GIZ will own all copyright of the materials developed under this initiative and will be free to use it as deemed fit. The consultancy shall provide all contacts made during the course of the initiative and relevant for the project. The consultancy will be duly acknowledged in all reports and will also be free to use the document if and when it is made public by GIZ.

Reporting

- Meeting/discussion with GIZ representatives, and GIZ partners to clearly understand the broad requirement of the assignment and to design and plan the whole process
- Presentation and validation/discussion of the findings in a meeting/video-con/tele-con with GIZ
- Fortnightly update of project progress through telecom/skype call supported by email
- Final report incorporating the feedback of GIZ
- All deliverables will be submitted in electronic form through email

Time Schedule

The overall duration of the assignment is estimated to be 2.5 calendar months from the date of signing contract; however consultants are free to propose a shorter time frame.