


Catalyst

Tender Opportunity:

Facilitation services to collaboratively set and achieve 3 needle-moving goals for the Northern Ireland economy.



Introduction to Catalyst

Thank you for your interest in Catalyst. This pack has been prepared to provide further information about our organisation and its role.

Catalyst, which is the trading name of the Northern Ireland Science Park group of companies, arose from a package of economic initiatives which were part of the Good Friday Agreement. Today, it is one of Northern Ireland's major economic success stories.

Catalyst Vision

Opportunity for all from world-leading innovation.

Catalyst Mission

We make it easy for you to innovate.

1. Overview

1.1 Purpose

To collaboratively set three transformative 2035 BHAGs (Big Hairy Audacious Goals - Jim Collins) for Northern Ireland, define Catalyst's and partners' commitments and the path to achieve them.

1.2 Background

In March 2022 the Catalyst Board of Directors set a bold new direction for Catalyst to evolve the organisation from a successful first twenty five years as a science park that pioneered entrepreneurship support in Northern Ireland into a new mission to make it easier for Catalyst's extensive network of established companies and aspiring entrepreneurs to innovate, all within the context of a new vision, "opportunity for all from world leading innovation" establishing the importance of inclusion to Catalyst.

With strong initial execution of the new strategy underway, two things have become clear if Catalyst is to be successful in genuinely moving the needle for the Northern Ireland economy towards the vision:

1. 3 long-term goals (BHAGs) need to be set that more narrowly define Catalyst's focus and provide important context for setting 3-year targets along with years 1 and 2 milestones,

2. if the goals were to be truly needle-moving, Catalyst cannot achieve the goals alone. Collaboration with partners in setting and delivering the goals will be critical.

The three 2035 BHAGs will be in the following areas:

- Innovation-Driven Enterprise (IDE) entrepreneurship
- Inclusive entrepreneurship (innovation-based)
- An Open Innovation grand challenge

This plan intends a dynamic and focused approach to define the three BHAGs within a short timeframe, utilising an agile and highly collaborative Theory of Change process to maintain momentum and quality of outputs.

A Theory of Change (ToC) is an explicit theory of how and why it is thought that a social policy or program activities lead to outcomes and impacts. ToCs are used in the design of programs and program evaluation, across a range of policy areas.

2. Scope of Work (including Timeline)

2.1 Deliverables

By facilitating a series of workshops and interviews, the successful suppliers will be required to deliver the following:

- Final BHAG Report: Comprehensive report detailing each BHAG with associated theory of change, economic implications, and strategic roadmap including:
 - Catalyst's specific role and targets in each BHAG and commitments of key partners
 - Workshop and Meeting Summaries: Documentation of all brainstorming sessions and workshops.
 - Execution, communication and coordination plan for years 1 and 2
- Stakeholder Presentation: Final presentation to stakeholders outlining the project findings and proposed BHAGs.
- Project to be conducted in an entrepreneur-centric and innovator-centric approach.
- Optional extra module - Economic Models and Milestone Reports: Detailed reports containing economic models and milestone targets for each BHAG (whilst the Economic Models are excluded from the current tender the models may be explored during the later stages of this procurement process)

Team Composition and Roles

Working to the Catalyst CEO and a project steering team, the successful bidder will fulfil the following two project roles.

- Project Lead: Manages overall project, ensures timely deliverables.
- Facilitator: Runs intensive, structured workshops. This will require a team of two or more experienced facilitators to be provided by the successful bidder

- Optional extra module: Economic Analyst: Conducts quick, focused economic assessments.

Catalyst staff will fulfil the role of communications coordinator: Handles all communications.

A more detailed split of the roles amongst the provider and Catalyst will be formulated during an initial planning session by the end of June after the tender has been awarded.

2.2 Timeline Summary

- June – August 2024
Planning and invitations to workshops and interviews
Key stakeholder pre-meetings
- August – October 2024
Analysis and workshop series
- 26th November 2024: Catalyst 25th Anniversary Dinner at Parliament Buildings, Stormont
BHAGs and partnerships announced

2.3 Stakeholders

Three categories of stakeholder will need to be involved in the process to achieve much needed alignment, leverage the strengths of all groups and facilitate mutual understanding and identify roles:

1. Larger institutions such as government departments, universities, councils and formal consortiums of smaller collaborators such as Regional Entrepreneurship Acceleration Programme (REAP) who can bring resources to collaborative commitments (up to 7 organisations)
2. Users: entrepreneurs and innovators (up to 50 people)
3. Smaller organisations or networks that have an important practical perspective and appreciate the opportunity to contribute and coordinate, but little or no resources (up to 20 orgs)

2.4 Facilitation Plan

The following facilitation plan is for illustration purposes only. The final facilitation plan will be co-designed by both the successful bidder and the Catalyst executive team in the final week of June 2024.

2.4.1 Overall Strategy

Objective: Seamlessly integrate input from all three categories of stakeholder into the creation of BHAGs that are both visionary and grounded in practical realities.

Approach: Utilise a series of strategically structured workshops supplemented by ongoing communications and feedback mechanisms.

The final facilitation plan will be worked out with facilitators once appointed.

2.4.2 Pre-Workshop Preparations (June - Early August)

Stakeholder Mapping and Engagement: Identify key representatives from both tiers, emphasising a balance of influence, expertise, and community insight.

Communication and Briefing: Send out customised briefing packets that cater to the specific informational needs and interests of each tier.

Conduct initial virtual meetings to outline project goals, timelines, and expectations.

Logistical Arrangements: Schedule and prepare for both virtual and in-person sessions, considering the accessibility needs of all stakeholders.

2.4.3 Workshop Series (September - October)

Workshop 1: Kick-Off and Alignment

Goal: Align all stakeholders on project vision and framework.

Activities: High-level presentations, group discussions, and initial brainstorming sessions.

Participants: All stakeholders.

Output: A unified understanding of project goals and preliminary ideas.

Workshop 2: Deep Dives into Economic and Community Impacts

Goal: Delve deeper into economic modeling and community impact assessments.

Activities: Breakout sessions tailored to specific expertise and interest areas. Tier 1 focuses on economic modeling implications, while Tier 2 focuses on community impact and practical considerations.

Participants: Segmented by tier for breakout sessions but reconvening for shared insights.

Output: Refined economic models and lists of practical implications and benefits.

Workshop 3: Integration and Synthesis

Goal: Integrate insights and finalise BHAG drafts.

Activities: Joint workshops where both tiers collaborate to synthesize their findings and draft the BHAGs.

Participants: All stakeholders.

Output: Draft BHAGs ready for feedback and iteration.

2.4.4 Post-Workshop Activities (Late September - October)

Feedback and Iteration:

Distribute the draft BHAGs among stakeholders for feedback via surveys and follow-up meetings.

Organise a small series of virtual feedback sessions to quickly capture additional insights and adjustments.

2.4.5 Post-Workshop Activities (cont.) (November)

Final Refinement:

Incorporate all feedback to finalise the BHAGs.

Economic Analyst and Project Lead to finalise documentation and economic assessments.

Final Presentation and Report Submission (Early Nov)

Host a final presentation session for all stakeholders to showcase the final BHAGs. Submit a comprehensive project report detailing the development process, economic models, and strategic implications of the BHAGs

2.4.6 Ongoing Engagement and Updates (Ongoing)

Continuous Communication: Regular newsletters and updates to keep all stakeholders informed about progress post-project and initial implementation phases.

3. Evaluation Criteria

Submissions will be evaluated on the following criteria:

1. Demonstratable experience of the organisation & team in facilitating similar large scale stakeholder co-design processes **(30%)**
2. Demonstrable experience using Theory of Change methodology **(15%)**
3. How the organisation's approach will deliver a service that is tailored, responsive and aligned to Catalyst's needs **(15%)**
4. Price of the Service **(40%)**

4. Submission Timeline / Deadline

The anticipated sequence of events and dates for this procurement process are outlined below; however, these dates may be subject to modification at the discretion of Catalyst

Date	Time	Tender activity
Fri 31 st May 2024	5.00pm	Tender Launched
Fri 7 th June 2024	5.00pm	Expression of Interest and any questions on the tender by interested parties (email to Anne Rainey at anne.rainey@wearecatalyst.org)
Mon 10 th June 2024	5.00pm	Catalyst responds to questions to all interested parties
Mon 17 th June 2024	5.00pm	Tender Responses due via email to tenders@wearecatalyst.org
By Fri 21 st June 2024	12.00pm	Shortlisted firms present to the Tender team
By Fri 21 st June 2024	5.00pm	Tender awarded

Catalyst Tender Opportunity (BHAGs)

Date	Time	Tender activity
By Wed 26 th June 2024	5.00pm	Initial Planning Meeting with successful bidder

The **Submission Deadline** for this tender is **5pm on Monday 17th June 2024** and should be submitted by email to tenders@wearecatalyst.org, with the subject heading "Facilitation Services – 3 Needle Moving Goals".

5. Documentation to be Submitted

All proposals submitted must follow the structure outlined below

Section A – Firm Background

Background information on your firm, including an organisation chart for your firm / team responsible for this contract.

Section B – Experience of the Organisation & Team (Criteria 1 - 30%)

Clearly outline the demonstratable experience of the organisation and team in facilitating similar large scale stakeholder co-design processes.

Section C – Theory of Change (Criteria 2 - 15%)

Clearly outline the demonstrable experience the team have in using Theory of Change methodology.

Section D – Approach (Criteria 3 - 15%)

Clearly outline how the organisation's approach will deliver a service that is tailored, responsive and aligned to Catalyst's needs.

Section E – Price (Criteria 4- 40%)

Clearly outline a detailed breakdown of the Price (including VAT) to fulfil the role of Project Lead and Facilitator(s) (Pricing re the Economic Model are not included in this Pricing)

Section F – Additional Forms

The following additional forms contained in the supporting Appendix (separate document) and must be completed, signed & returned in full to ensure your tender is valid;

- F.1 Company details and Customer References
- F.2 VAT Registration
- F.3 Fair Employment and treatment (Northern Ireland Order 1998.)
- F.4 Certificate Relating to Bona Fide Tender
- F.5 Freedom of Information Statement.
- F.6 Conflict of Interest Declaration