Strategic Alliance – Corporate Engagement in Start-up and Social Enterprise Incubation

PN: 12.1003.8-002.73

REQUEST FOR PROPOSAL

Assignment on Developing Partnerships between Corporates and Incubators

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH,
GIZ Office, B 5/1, First Floor, Safdarjung Enclave
New Delhi 110029, India

TITLE OF THE ASSIGNMENT	**Assignment on developing partnerships between corporates and incubators**
TENDER NUMBER	
CONTRACT PERIOD	July 2016 – June 2017
DATE OF ISSUE	07.06.2016
CLOSING DATE	24.06.2016

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Section 1 — Letter of Invitation

From:

Head of Procurement
German Development Cooperation
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH,
GIZ Office, B 5/1, First Floor, Safdarjung Enclave
New Delhi 110029, India

To:

All Prospective Bidders

Dear Sir/Madam,

1. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH together with Robert Bosch Engineering and Business Solutions Private Ltd. (RBEI) and Intellecap are implementing a programme on " Corporate Engagement in Start-up and Social Enterprise Incubation".
2. GIZ invites bids from reputed and experienced consultancy firms / universities / innovation agencies / incubators / eco-system players and similar organisations for providing the following services:
    a. Assignment on developing partnerships between Corporates and Incubators
3. This RFP is available to all eligible prospective consulting firms / universities / innovation agencies / incubators / eco system players and similar organisations.
4. The RFP includes following documents:
   Section 1 - Letter of Invitation
   Section 2 - Instructions to Consultants
   Section 3 - Terms of Reference
   Section 4 - Technical Proposal - Standard Formats
   Section 5 - Financial Proposal – Standard Formats
5. A firm will be selected under **Single Stage- two envelop bid on Quality-cum-Cost Based Selection (QCBS)** Method and procedures described in this RFP, in accordance with the policies of GIZ.
6. GIZ reserves the rights to cancel / modify this tender without assigning any reasons.

Yours sincerely,

Section 2 — Instructions to Consultants

The Consultants are invited to submit a Technical Proposal and a Financial Proposal, as specified in the Data Sheet, for consulting services required for this assignment. The Proposal will be the basis for contract negotiations and ultimately for a signed Contract with the selected Consultant. Consultants are expected to familiarize themselves with conditions and take them into account in preparing their Proposals.

1. Address, and formal requirements

Bids are to be sent to-
Head of Procurement
GIZ Office India
B 5/1, First Floor, Safdarjung Enclave,
New Delhi 110 029

Deadline for submission of bids: 4:00 pm, 24th June 2016

The bids are to be sent in double envelopes. The inner envelope must be sealed and bear the following inscription:

Envelope 1

Financial Proposal for Consulting Services for "Assignment on developing partnerships between corporates and incubators"
PN: 12.1003.8-002.73

Envelope 2

Technical Proposal for Consulting Services for "Assignment on developing partnerships between corporates and incubators"
PN: 12.1003.8-002.73

The Outer envelope containing these two envelopes should be marked:

"Assignment on developing partnerships between corporates and incubators"
PN: 12.1003.8-002.73

Not to be opened before (24th June 2016)

All copies of the bid must be submitted by courier/post/hand in letter form. The technical and financial proposal will also be presented in electronic format – on separate CD duly labeled as such. The above formal requirements regarding envelopes and marking also apply to further copies of the bid.

2. The Technical Proposal

It should include detailed working concept which allows us to examine the technical aspects in light of the project objective (only in case, a detailed concept is not already given by GIZ). Also, if applicable, special tasks requested within the scope of the terms of reference (TOR). Technical proposals should be submitted in the following format using standard forms as outlined in **Section 4.**

1) Executive Summary
2) Profile
3) Relevant Experience
4) Technical Response
5) Description of the Team
6) Matters not appropriate in any other section

There should be no price information anywhere in the technical proposal document. Failure to comply will result in disqualification of the bid.

3. The Financial Proposal

Price quotation is to be submitted in a separate envelope together with your technical proposal and should be prepared using the Standard Formats as outlined in **Section 5**. It shall list all costs associated with the assignment, including (a) remuneration for staff, and (b) reimbursable expenses indicated in the Data Sheet. If appropriate, these costs should be broken down by activity.

4. Cost of preparing the bid

No remuneration will be granted for the preparation of the bid and the documents to be attached thereto. The bids, together with the attached documents, shall become the property of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, without entitlement to remuneration. A request that the first-ranked bidder present candidate staff members previous to the awarding of the contract does not constitute grounds for a claim for reimbursement of related costs from the GIZ.

5. Material and Equipment

Details on the materials and equipment needed, generally to be procured by GIZ; the TORs for planned subcontracts, other measures as well as training planned for partner experts or staffs in the framework of preparation for the assignment are also to be provided, if needed.

6. Formation of consortium

Should you form a joint venture group or consortium, the bid must specify the members of this group/consortium and lead partner. Furthermore, the authorised representatives of the members are to be named. Furthermore, the members must declare that they are jointly and severally liable for the performance of the contract. The formation of joint ventures with a company, also invited by GIZ to submit a bid (in a two stage bid process), requires the prior written consent of GIZ.

7. Modification/withdrawal of the bid

Adjustments to or withdrawal of bids are to be communicated in writing by post by the deadline for submission of bids. Subsequent adjustments or modifications to the bid, which can be submitted up to the deadline for submission of bids, shall also be subject to the requirements for sending in the bid. The front of the envelope is to be clearly marked as:

Adjustment to Financial Proposal or Technical Proposal for consulting services for
"Assignment on developing partnerships between corporates and incubators"
PN: 12.1003.8-002.73

8. Other requirements

Agreements with third parties in restraint of competition, which are to the disadvantage of GIZ, are not permissible and will lead to the bid not being considered.

The documents submitted in response to the request to bid shall be treated confidentially by yourself and may only be made available to third parties in connection with potential

subcontractors in relation to your bid. Non-compliance may result in the bid not being considered.

9. Data Sheet

1.1	Name of the Client: **Deutsche Gesellschaft für Internationale Zusammenarbeit / German International Cooperation (GIZ)** Method of selection: **Single stage- two envelop; Quality-cum-Cost Based Selection Method (QCBS)**
1.2	Financial Proposal to be submitted together with Technical Proposal: Yes Name of the assignment is: **"Assignment on developing partnerships between corporates and incubators"**
1.3	Proposals must remain valid 60 days after the submission date, i.e. until: **23rd August 2016**
2.1	All Clarifications required by bidders with reference to this RFP may be sent latest by **10th June 2016** on the email: gtzproc@giz.de . All such queries will be compiled and a consolidated reply will be sent to all the bidders by **14th June 2016**.
3.1	Proposals shall be submitted in the following language: **English**
3.2	Consultants may associate with other Consultants in a Consortia: **Yes (desirable)**
3.2	The estimated number of calendar-months required is **12 months** from the date of contract signing
3.3	Training is a specific component of this assignment: **Yes**
3.4	Applicable Reimbursable Expenses (1) a per diem allowance in respect of Personnel of the Consultant for every day in which the Personnel shall be absent from the home office for purposes of the Services (2) cost of necessary travel, including transportation of the Personnel by the most

	appropriate means of transport and the most direct practicable route (3) cost of investigations and surveys in field locations (4) cost of applicable international or local communications such as the use of telephone and facsimile required for the purpose of the Services (5) cost of printing and dispatching of the reports to be produced for the Services
3.5	Amounts payable by the Client to the Consultant under the contract to be subject to local taxation: **Yes** Service tax will be applicable as per prevailing tax law in India. As per Indian Tax Law, tax at source has to be deducted on payments to consultants, if such payments exceed Indian Rupees 30,000 p.a.
4.1	Consultant must submit the original and 1 copies of the Technical Proposal, and the original of the Financial Proposal Electronic copies of the Technical proposal in MS Word must also be submitted on a separate CD along with the hard copy proposals
4.2	The Proposal submission address is: Head of Procurement, GIZ, B-5/1 (2nd floor), Safdarjung Enclave, New Delhi 110 029 Proposals must be submitted no later than the following date and time: ***4:00 pm on 24th June 2016***
5.1 (a)	The number of points to be assigned to each of the staff positions or disciplines shall be determined considering the following sub-criteria and relevant points/ percentage weights: A. Firm's Suitability Matrix: The firms able to clear the suitability matrix will be the ones evaluated for the technical and financial proposal Total Points: 60 Please refer **annex I** for detailed suitability matrix of the offer

	B. Technical Assessment Grid: Evaluation of the technical proposal on the basis of 1) Appropriateness of suggested concept and work plan 30% *(Points on this will be awarded taking into account the technical proposal and technical presentation – which will be required to be made to GIZ project team)* *2)* Technical backstopping/ Knowledge management 10% 3) Qualification of proposed staff 60% Total weight: 100% Please refer **annex II** for detailed technical assessment grid of the offer
5.2	Financial quotes to be provided in Euro
5.3	The weights given to the Technical and Financial Proposals are: Technical = 0.7 and Financial = 0.3 Total score for technical proposal will be sum of technical proposal and presentation both.
7.1	Expected date for commencement of consulting services: **11th July 2016**

Section 3: Terms of Reference

1. 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. As a recent study by the Planning Commission highlights there are large gaps in the Indian start-up eco-system: There is limited domestic capital and venture capital available for start-ups and the current support and incubation system is not sufficient to strengthen entrepreneurship in the country. Currently, there are around 160 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 mostly in Delhi, Mumbai and Bangalore, which calls for more efforts to help incubators in significantly increasing their bandwidth and operations to other geographies. As the Incubation industry in India is still at a nascent stage they face a lot of financial and administrative challenges.

Looking at international best practice, there is potential in involving the corporate sector in the start-up support system and in incubation. Internationally, corporates partner with incubators to get access to innovation and technology. There is hence a great potential to involve the Indian corporate sector and increase capital in the underfunded start-up system. The new Indian Companies Bill (2013) puts a condition for mandatory spending of 2% net profits by India's largest corporates on CSR-measures. Supporting business incubators accordingly qualifies as CSR, offering a huge potential for the Indian start-up space. However, there is a market failure and an information asymmetry as corporates and incubators have difficulties finding each other. Corporates have little knowledge about which incubator incubates which technology; incubators have little understanding on how to approach corporates. While the interest of corporates and incubators is high, the value proposition on both sides in unknown to the other side.

Corporates need to innovate in order to stay competitive; in the Indian context, many corporates are increasingly looking at the Middle Income or "Bottom of the Pyramid Market" (BoP) for product or business model innovation. For corporates like Bosch, developing business lines that target the BoP is a strategic priority. Sectors like water, healthcare, food processing, safety, energy and transportation are priority sectors. However, this segment is unknown to Bosch as well as to most other corporates that aim to venture into these markets. Partnerships are needed to develop products and services for these markets. Partnering with startups and social enterprises is one potential for corporates to access new technologies and innovation, gain market understanding or find business and delivery partners. To this

end, corporates are hence interested in strategic acquisitions and investments in startups and social enterprises. Bosch has already partnered with close to 27 startups globally in the past two years. However the relationships have been established rather non-structurally and somewhat through informal channels.

The Strategic Alliance

While there is an interest to partner with incubators, there is no mechanism for corporates to find the right incubators and enterprises. 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. A systematic mechanism of cooperation could smoothen the process. To address this gap, GIZ, Bosch and Intellecap are partnering in a Strategic Alliance to offer a platform for a structured match-making.

The Strategic Alliance will create a sustainable mechanism on how corporates can engage and financially contribute to supporting the startup 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 capacitites.

2. Objective

The objective of the assignment is to create partnerships between incubators and corporates with the aim to achieve the following twofold results:

- The incubators should be provided with financial and technical assistance by the corporates to help them improve and scale up their operations and make them more attractive for start-ups
- The incubators should be supported by corporates in improving the services offered to their portfolio companies including helping their start-ups get better access to customers, product development support, infrastructure support, exit and follow-on investments among others.

These incubators can have a sector focus, but could also be sector agnostic.

Against this background GIZ seeks to engage with a consortia that has good outreach to corporates & incubators to broker partnerships between 20 incubators and corporate where in one corporate can engage with multiple incubators. To achieve this, the consortia should identify and map at least 30 incubators from various sectors and profile them based on geography, sector and other such factors; the assignment also encompasses the identification corporates that have an interest to work with incubators, identification of the demands of incubators towards corporates as well as their capacity building needs. In a next step, the consortia shall also aid in developing and conducting capacity building

programs for the incubators together with corporates. The assignment also entails forging of partnerships and setting-up of formal relationships between corporates and incubators.

3. Methodology

The consortia 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.

4. Scope of the assignment is divided into the following Tasks

The assignment will be conducted by a consortia with a good outreach to incubators & corporates. The assignment will be accomplished within 12 months from the date of award of work order. The assignment shall be sector agnostic and focus on mapping relevant incubators that could be of interest to various corporate partners. The mapping should serve as a ready reference and starting point for initiating talks with incubators and propose specific partnerships to be tested with selected corporates.

The consortia will be expected to deliver the following outputs

1. **Corporate Involvement**

GIZ is currently conducting a study on corporate-incubator & corporate-SGB engagement mechanisms to identify engagement mechanisms, motivations of corporates to work with incubators, set of criteria of what corporates are looking for in incubators etc. The consortia shall build upon the study and its outputs (but not limited to) to develop a set of hypothesis for each of these points with additional corporates. The consortia shall test these hypotheses in discussion with at least 15-20 corporates to identify their willingness to work with incubators and to be part of the initiative and clarify the following aspects:

a. Interest and motive in working with incubators and startups particularly with social sector focus
b. A set of criteria/ checklist used by a particular corporate to select a partner incubator
c. A list of the different forms of support that can be provided by corporates to incubators under the different engagement formats – financial and non-financial

(With Corporates that have already been contacted as part of the Athena study, the consortia shall reiterate the above mentioned aspects and clarify their willingness to be part of the initiative).

2. Develop profiles of select incubators

Use the above set of findings as the first level filter to map the public and private landscape for incubation suitable for corporate partnership. In order to arrive at a network of 20 incubators to be engaged within the project, an initial scoping of at least 30 incubators shall be conducted (via secondary research). The consortia is requested to undertake this task in close cooperation with the project team.

The consortia should also take existing literature in consideration (e.g. ISBA mapping of Technology Business Incubation in India; Developing ecosystem for knowledge to wealth creation; Technology Business Incubators: An Indian Perspective & Implementation Guidance Report By Centre for Internet & Society, India; Good incubation in India, Nesta and DFID; whitepaper on corporate incubation in India, IICA among others)

The consortia shall conduct detailed interviews with the 30 shortlisted incubators to evaluate some of the following information (including but not limited to):

a. Type of incubator – sponsored by individual companies/ corporate, government body and public establishments, such as colleges and universities

b. Business and financial model of the incubator – target market, admission criteria, typical maturity of incubatee companies, typical incubation period, incubation manager selection process, association with local industry bodies, sources of funds

c. Geography of operation

d. Sector focus vs. Agnostic – should include incubators providing or interested in providing services for social enterprises

e. Maturity of business model – For the purposes of the study, the shortlisted incubators should have a minimum of 5 years of operation

f. Financial services provided to incubatees / enterprises (e.g. grant, debt, equity, mezzanine, etc.)

g. Non-financial services provided - Incubator space and other high quality business support services such as entrepreneur training, business advice, technology support, etc.

h. Network & Partnerships with eco-system. Information regarding this should include:

    i. Already existing partnership models with corporates & other players outlining engagement modalities, etc.

    ii. Evaluate interest of incubators in working with corporates – The consortia shall clearly outline the expectations of the incubators. These expectations should be evaluated and compared with the expectations of corporates as identified during talks with them.

    iii. Identify offerings that incubators can make to the corporates as part of partnership with the corporate

(The consortia shall add further criteria based on their own experience).

3. Provide recommendations on the capacity building needs of the incubators

It is expected that the consortia would conduct deep dive interviews and a workshop with the shortlisted 30 incubators to assess their comprehensive capacity building needs. The consortia shall then prioritize these capacity building needs according to their relevance for engagement with a corporate

and develop a detailed paper outlining these potential capacity building intervention areas. The capacity building needs can broadly be categorized into financial and non-financial requirements.

a. Assessment of financial requirements of the incubator that can be met by the corporate - options for possible direct or indirect provision of financial services

b. Assessment of operational requirements – physical infrastructure, business assistance, management guidance, including a) developing partnerships b) developing programmes with partners c) creating deal flow d) selection, management, review and exit of incubatees e) developing support of the incubatees f) creating mechanisms for sustainability, etc.

4. Reverse pitch

a. Conduct a roundtable/ workshop to present key findings of corporate expectations that evolved during the discussion with the corporates and the Athena study and the incubator mapping report including the capacity needs to the corporates & selected incubators – At least 15 corporates and 20 incubators should be part of the roundtable. The consortia should also leverage the corporate working group, a joint initiative between GIZ and ANDE

b. The workshop shall also include a pitching session where incubators will pitch to corporates for partnerships. The consortia shall guide and facilitate incubators (15-20 incubators) to present proposals to an audience of "corporates" on their expectations and offerings as part of corporate-incubator engagement under the strategic alliance.

This approach shall help provide clarity on what aspects are of interest to both parties and help in refining the selection criteria for corporate-incubator engagement as well as initiate discussion between both parties to engage with each other.

5. Capacity Building Program

a. Using the outcomes of the discussion with corporates & the Athena study findings, incubator mapping, existing gaps, the expectations of the incubators and the reverse pitch, the consortia shall develop recommendations on key components of the capacity building programme according to its relevance for engagement with a corporate. (As mentioned in the incubator selection criteria, the study aims at shortlisting incubators which have been in operation for a minimum of 5 years as a pre-requisite for successful engagement with corporate).

b. The consortia shall validate the above recommendations with Incubators and GIZ, further to which it shall create and conduct 3 capacity building programmes for incubators (this also includes development of all relevant material for the trainings). The consortia shall additionally also develop at least one capacity building module with the corporates participating in the programme that would be conducted by the corporates. This does not necessarily need to be in a workshop format but can also be hands-on capacity building support by the corporate to an incubator. The key capacity building program areas could include a) developing partnerships b)

developing programmes with corporates & other partners c) creating deal flow d) selection, management, review and exit of incubatees e) developing support of the incubatees f) creating mechanisms for sustainability, etc. The capacity building program should combine both online and offline formats. Existing material from other initiatives should be used for adaptation. However, the consortia is requested to update these materials and make them target-group specific & combine it in a practical toolkit which could be made available to other incubators.

6. Identification of engagement mechanism

GIZ is currently conducting a study on corporate-incubator & corporate-SGB engagement mechanisms. The consortia shall leverage the findings of the study to identify the potential engagement mechanisms for match making between corporates and incubators

a. Using the outcomes of the assessment of the capacity building needs of the incubators and the kind of support corporates can provide, the consortia shall identify, broker, formalise and finalize the appropriate partnership mechanisms between a corporate and an incubator to enable additional money flow into incubators, stronger professionalism, and non-financial resources such as mentorship for start-ups, etc. for the incubator. The consortia shall guide the incubators through the whole process of setting up the partnership with the corporate.

7. Monitoring of Results

a. Once the partnerships between the corporates and incubators have been forged, the consortia shall conduct a survey of the existing incubatees of all the 20 partner incubators. Only those incubatees should be part of the baseline that plan to stay for another 10 month in the incubator & seek support from corporates or other players, e.g. mentoring. This survey shall be designed in close cooperation with the corporate and the incubators and shall help determine the current state assessment of the incubatees, e.g. what is the support currently provided to them, what is the support they need, etc. This survey will be treated as a baseline for the purpose to assess whether incubates have benefited from the partnership between corporate and incubator, e.g. through mentoring.

b. The consortia shall conduct a survey with incubatees identified in the baseline after 6 month of developing the baseline to see whether the incubatees have operationally and commercially benefitted from the partnership between the incubator & the corporate, e.g. through mentoring, etc. The consortia shall develop a definition for “operationally and commercially benefited” as well as the criteria set.

5. Deliverables

1) Corporate Involvement

a) Interviews with at least 15 - 20 Indian and international corporates to identify the support they could offer to start-ups, their motivation to work with start-ups, etc. are conducted. With those already contacted as part of the Athena study, the findings of the study should be further refined for the purpose of the assignment
b) 15 corporates have confirmed their participation in the initiative; Source of verification: e-mail, letter, etc.
c) 15 corporate profiles are developed listing the following information (at least 1 page per corporate):
    i. Interest and motive in working with incubators and start-ups particularly with social sector focus
    ii. A set of criteria/ checklist used by a particular corporate to select a partner incubator (available or developed jointly with the respective corporate)
    iii. A list of the different forms of support that can be provided by corporates to incubators under the different engagement formats – financial and non-financial

2) Develop profiles of select incubators
    a) Secondary research to find out the most suitable incubators for the corporate partnership is conducted & 30 incubators are identified, interviewed & profiled based on a set of information outlined in the scope of work (not more than 2 pages per incubator)
    b) 30 incubators have confirmed their willingness to be part of the initiative & work closely with corporates

3) Provide recommendations on the capacity building needs of the incubators
    a) 1 workshop (with minimum 20 incubators) is developed, organized & conducted to further identify capacity building needs specific to the partnership with the corporate but not limited to the same. Venue and all related logistics (catering, audio visuals, etc.) for the workshop/ roundtable is expected to be organized by the consortia. Travel costs have to be borne by the participants. The consortia can propose a location for the workshop/ roundtable. Selection of location will be in close cooperation with the GIZ team.
    b) Capacity building needs are mapped & recommendations for capacity building modules given in a paper – these are common capacity building needs across incubators (not more than 20 pages)
    c) A sheet with specific capacity building need of each incubator added to the incubator profile (1 page dedicated to each incubator)

4) Reverse pitch
    a) A workshop/ roundtable (Reverse Pitch) – at least 15 corporate participants and 15 – 20 incubators are expected to be part of the reverse pitch - is developed, organized &

conducted. This workshop shall enable incubators to present proposals to an audience of "corporates" on their expectations and offerings as part of Corporate-Incubator engagement. The consortia shall guide & facilitate incubators to give a successful presentation. The Venue and all related logistics (catering, audio visuals, etc.) for the workshop/ roundtable is expected to be organized by the consortia. Travel costs have to be borne by the participants. The consortia can propose a location for the workshop/ roundtable. Selection of location will be in close cooperation with the GIZ team.

b) Power point presentation with key findings for the workshop/ roundtable (reverse pitch) outlining potential partnerships that evolved during the reverse pitch & other findings.

5) Capacity Building Program
   a) A capacity building programme (including 3 modules + 1 corporate module) for incubators which includes online & offline support is developed. This includes the development of all relevant materials/ toolkits needed to conduct the capacity building/trainings.
   b) 3 capacity building programmes (each 1-2 days) plus one which is envisioned to be conducted jointly with a corporate are developed, organized and implemented (both online & offline) for at least 20 incubators. The consortia shall provide all relevant material during the training to the incubators in printed form.
   c) The material/tools adapted & developed are compiled in a handbook that can be shared through various channels. Through similar initiatives GIZ has a set of material that may be integrated & need adaptation & formatting to be conducive for the target group.

6) Identification of engagement mechanism
   a) At least 20 partnerships between incubators & corporates are brokered & formalized (MoU or other formal agreements are signed). One corporate can engage with multiple incubators based on capacities and strategic interest. Minimum of 5 corporates to be involved in the partnerships.

7) Monitoring of Results
   a) A baseline with relevant incubatees of all 20 incubators is created & their current state of support is assessed (not more than half a page per incubatee)
   b) A survey is developed & conducted after 6 month of development of the baseline to understand whether the incubatees have operationally and commercially benefited from the partnership between the incubator & the corporate
   c) A paper is developed outlining the results & findings of the survey in comparison to the baseline & providing recommendations (not more than 10 pages)

8. General
   a) A suitable workplan and an outline of time-bound milestones is developed.

b) Inception report capturing all the aspects listed above. 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
c) Final report outlining achievements, challenges, recommendations, etc. incorporating the feedback of GIZ.

6. Eligibility criteria and Expertise / Skill sets required

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

a. The consortia should have undertaken similar practical research oriented work for a minimum period of 5 years along with the list of reports generated
b. The consortia must have established competencies in the field of innovation, incubation, corporate engagement and they should have adequate experience in the area including advisory and execution of related jobs
c. The consortia should have prior experience in conducting capacity building programs/ training programmes (the consortia shall provide samples of prior successful work)
d. The consortia should have adequate manpower to work on short timelines with
    - documented minimum experience of 5 - 15 years + having dealt projects in the areas of innovation, incubation, corporate engagement, and capacity building support
    - Sound understanding of corporate space and incubation in India.
    - Strong analytical and scientific skills, excellent report writing and communications skills
    - Past experience of the team members in working for GIZ on similar assignments are an added advantage
e. 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</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 incubation, corporate and incubator engagement, project management, capacity building support including developing toolkits / modules and conducting trainings. He/she should have a master degree in areas related to innovation, incubation, and corporate engagement in start-up incubation, 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. The consortia is also expected to have extensive experience in developing and conducting capacity building/ training programmes for incubators and other relevant stakeholders.

Experience in working with start-ups, project management skills as well as a strong network with incubators and 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

- **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 the field of incubation. The senior resource person should have experience in brokering partnerships including: scoping, facilitation, interest-based negotiation, relationship-management, and reviewing. He/she is expected to have extensive experience in developing and conducting capacity building/ training programmes for incubators and other relevant stakeholders.

  He/she should have experience in the corporate sector (ideally business development) working with incubators. He/she should have a strong corporate network as well as excellent skills in scientific research. Strong analytical skills, excellent report writing and good communications skills are a must

1 Mid-level Resource Person

- **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 field of qualitative scientific research in the area of innovation, incubation, corporate engagement or start-ups & should have experience in development of capacity building programmes. 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. Very strong analytical skills, excellent report/study writing and good communications skills are a prerequisite

The consortia 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.

7. 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 consortia shall provide all contacts made during the course of the initiative and relevant for the project. The consortia will be duly acknowledged in the study and will also be free to use the document if and when it is made public by GIZ

8. 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

9. Time Schedule

The overall duration of the assignment is estimated to be 12 calendar months from the date of signing contract; however consortia is free to propose a shorter time frame.

Section 4: Technical Proposal – Standard Formats

With reference to brief guideline provided in section 2 of this RFP, consultants are expected to use the following recommended formats and number of pages for their technical proposals for any of the work packages.

1. **Executive Summary:**

Executive summary should capture important parts of your technical proposal including approach, timeline, milestones and staffing. Executive summary must be confined to maximum 5 pages.

2. **Profile**

2 page description of background, organisation and competencies of the consulting firms and each associate for this assignment

3. **Relevant Experience**

This section should contain project credentials of the bidder. This section should mention 5 most relevant experiences and must not exceed 10 pages.

FORMAT FOR RELEVANT EXPERIENCE

Name of Assignment	Client (Including Contact Detail of person in charge)	Start/ End dates	Value (INR/Euro)	Role of the firm/short description
Selected Relevant projects-Global				
Selected Relevant projects-India				

4. Qualification to Terms of reference :

This section is intended to record understanding of the assignment and interpretation of the TOR and any observations/suggestions the bidder may have on the terms of reference. Facilities and support required/expected from counterpart should also be mentioned. Maximum number of pages to be used is 3.

5. Technical response

This section should define the approach, methodology, work plan including sub activities and deliverables and how the bidder intends to organise the project team to execute the engagement. Technical response must confine up to 30 pages and in following 3 sub sections.

1) Approach and methodology

Detailing out planned approach and methodology for carrying out the assignment to achieve the expected output

2) Work Plan including sub activities and Deliverables

Detailing out main activities, sub activities, duration, their interrelations, Milestones and linked deliverables. Work plan should be in consistence with approach and methodology and should break out the TOR in a feasible working plan.

3) Project Organisation

This should contain the project team organogram and brief profiles of project team personnel. Details of which tasks your home office will be undertaking within the scope of the project (backstopping) and the designation of a contact person at the Head Office who is responsible for the project, with his or her CV included. Earliest possible date for commencing the work, with alternatives where appropriate.

6. Description of the proposed team

1) Staffing

This section should contain the staffing table which indicates the name, firm, area of expertise, designation and task assigned to the professional staff as per the following format.

FORMAT FOR STAFF (CORE TEAM/FLEXIBLE) TASK ASSIGNMENTS

Name of Staff	Firm	Area of Expertise	Position Assigned	Task Assigned

2) *Schedule*

Staffing schedule (giving alternatives if necessary) with details of the personnel to be engaged in the home/field work with their person-days of involvement in the assignment as per the following format.

FORMAT FOR STAFFING SCHEDULE (Required only for the Core Team)

No.	Name of Staff	Description	Staff input (In number of Days)				Total Staff input (days)		
			1st Month	2nd Month	3rd Month	4th Month	Home	Field	Total
		Home (days)							
		Field (days)							

Staffing schedule should be specifically broken into Professional staff (International and Indian) and Support Staff.

3) *Curricula vitae (CVs)*

The CVs of the experts designated for the project are to be in tabular form and should cover the points given in the format. Each CV must confine to maximum 3 pages in the following format.

FORMAT FOR CVs FOR PROPOSED PROFESSIONAL (CORE TEAM/FLEXIBLE) STAFF

Name:	
Nationality:	
Designation:	
Proposed Position:	
Whether Employee of the Firm:	
Years with the Firm:	
Key Qualifications:	
Education:	
Recent Relevant Experience:	**<Project Title>** *<Designation in Project Team>* <Description of Role>

Record of Employment:		
From	**To**	**Designation & Name of Firm**

Languages Known:			
	Read	**Write**	**Speak**

4) *<u>Personnel Inputs and work plan</u> (Required only for the Core Team)*

This section should contain a GANNT chart mapping project phases, activities and sub activities, milestones and deliverables and person-days involvement of each project team member. There should be no price information in this table, only estimates of person-days of each consulting team member.

S. No.	Work-plan Activities	Team Member	Showing the completion of activities and involvement (maydays) of team member in respective cells				Remarks, If any
			Month 1	Month 2	Month 3	Month 4	

7. Matters not appropriate in any other section

Section 5: Financial Proposal: Standard Formats

Financial Proposal should be submitted with a covering letter clearly mentioning the validity of the quote for minimum 60 days and as per the following format for any of the work packages.

FORM 1: TOTAL COST SUMMARY

Description	Cost in INR
Professional Fee	
Reimbursable Fee	
Applicable Tax	
Total Cost	

FORM 2: FORMAT FOR STAFF INPUTS AND FEE RATES

Name	Description	No. Of Days	Daily Fee Rate in INR	Total Fee (No. Days x Fee)
Sub Total				
Tax				
Total				

FORM 3: FORMAT FOR PROJECTED REIMBURSABLE COST

Description	Number	Rate	Cost in INR
Vehicle hire			
Airfare			
Accommodation			
Per diem for staff			
Others (please specify)			
Total			

FORM 4: COST BREAK UP* ACCORDING TO THE MAJOR DELIVERABLES (As Outlined in TOR)

Deliverables (As Outlined In TOR)	Consulting Fee	Reimbursable Fee	Total Amount in INR

***This would form the basis of payment in case of unfulfilled tasks and partial delivery**

Annex I: COMPANY'S SUITABILITY MATRIX*	
Experience and Qualification	**Points**
Documented experience in projects on incubation, innovation, corporate engagement	15
Experience in developing capacity building modules (online and offline formats) and conducting trainings	15
Established and demonstrated relationships with Corporates	9
Established and demonstrated relationships with Incubators	9
Experience in methodology development, data collection & analysis & deriving at logical conclusion; experience in scientific & qualitative research, study/report writing	9
Experience working with GIZ	3
Total	**60**

***Note: Offers that score 30 points or less shall be eliminated from the competition**

Annex II: Technical Evaluation Grid

Technical Assessment Grid of Offers (AURA)

Section	**Developing Corporate Incubator Partnerships**	Project Short Title	**Strategic Alliance – Corporate Engagement in Start-up and Social Enterprise Incubation**	Date	**May 31st, 2016**
AV				PN	**12.1003.8-002.73**
Assessor	**Priyanka Kohli/ Eileen Trenkmann**			VN	**VN**
Version	**Individual assessment/Overall assessment**				

			Company 1		**Company 2**		**Company 3**		**Company 4**		**Company 5**	
	(1) Criteria	(2) Weighting in %	(3) points (max. 10)	(4) assessment (2)x(3)	(3) points (max.10)	(4) assessment (2)x(3)	(3) points (max.10)	(4) assessment (2)x(3)	(3) points (max.10)	(4) assessment (2)x(3)	(3) points (max.10)	(4) assessment (2)x(3)
1.	**Appropriateness of suggested concept and work plan**											
1.1	Interpretation of objectives	5										
1.2	Strategy (technical concept/alternative concepts)	9										
1.3	Implementation methods: Management of processes, Cooperation, Steering structure, Learning and Innovation	7										
1.4	Work schedule and time schedule	5										
1.5	Monitoring and evaluation concept (as part of L+I)	4										
Total 1.		**30**										
2.	**Technical backstopping / Knowledge Management**											

2.1	Staff and backstopping conception (as part of the steering structure))	5										
2.2	Knowledge and information management (as part of L+I)	5										
Total 2.		**10**										
3.	**Consideration of local resources**											
4.	**Qualification of proposed staff**											
4.1	Expert 1: Team Lead											
4.1.1	General qualification											
	- 'Master in incubation, corporate engagement. in start-up incubation, manage., or economics	2										
	- Professional experience (15 years) in incubation, project management, capacity building - developing toolkits and module and conducting trainings, corporate and incubator engagement	7										
4.1.2	Specific qualification											
	- special field											
	Exp. in working with incubators & start-ups, partnership brokering, strong network with corporates and incubators	8										
	- management experience	2										
	- ability to work in a team											
4.1.3	Regional experience / Knowledge of country											
	state country / region											
4.1.4	Language skills											
	English	1										
Subtotal 4.1		**20**										
4.2	Expert 2: Senior Level Resource											
4.2.1	General qualification											
	- Edu. (master) in innovation, management, technology, economics	2										
	- Professional experience (10 years) in incubation, project management, capacity building program (design & conducting trainings)	7										
4.2.2	Specific qualification											
	- special field											
	Exp. in corporate sector, partnership	7										

	brokering, strong network with corporates and incubators											
	- management experience	1										
	- ability to work in a team											
4.2.3	Regional experience / Knowledge of country											
	state country / region											
4.2.4	Language skills											
	English	1										
Subtotal 4.2		**18**										
4.3	Expert 3: Mid Level Resource											
4.3.1	General qualification											
	- Edu.(master) in innovation, management, technology, economics	2										
	- Professional experience in (5yrs) qualitative. scientific research in incubation; development of capacity building programmes	5										
4.3.2	Specific qualification											
	- special field											
	Exp. on data collect & analysis, empirical research, method. approach & questionnaire develop, strong expertise in assessment and profiling of organizations, report writing	9										
	- management experience											
	- ability to work in a team											
4.3.3	Regional experience / Knowledge of country											
	state country / region											
4.3.4	Language skills											
	English	1										
Subtotal 4.3		**17**										
4.4												
4.4.1	General qualification											
4.4.2	Specific qualification											
	- special field											
	- management experience											

	- ability to work in a team											
4.4.3	Regional experience / Knowledge of country											
4.4.4	Language skills											
Subtotal 4.4		**0**										
4.5												
4.5.1	General qualification											
4.5.2	Specific qualification											
	- special field											
	- management experience											
	- ability to work in a team											
4.5.3	Regional experience / Knowledge of country											
4.5.4	Language skills											
Subtotal 4.5		**0**										
4.6												
4.6.1	General qualification											
4.6.2	Specific qualification											
	- special field											
	- management experience											
	- ability to work in a team											
4.6.3	Regional experience / Knowledge of country											
4.6.4	Language skills											
Subtotal 4.6		**0**										
4.7	Composition of the team	5										

Total 4.	**60**										
Grand Total 1. – 4.	**100**										
Assessment in %			**0**		**0**		**0**		**0**		**0**
place											
5. Special advantages / risks (see extra page)											
place											