Innovation Promotion in Micro, Small and Medium Sized Enterprises (MSME) Programme

PN: 2013.2114.0.001

REQUEST FOR PROPOSAL

Incubation of 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	**Incubation of Incubators**
TENDER NUMBER	
CONTRACT PERIOD	*Incubation of Incubators*: November 2015 – January 2017
DATE OF ISSUE	21.09.2015
CLOSING DATE	12.10.2015

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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. Office of DC MSME, Ministry of Micro Small and Medium Enterprises, Govt. of India - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH are implementing a programme on "Innovation Promotion in Micro, Small and Medium Sized Enterprises".
2. GIZ invites bids from reputed and experienced consultancy firms / universities / innovation agencies / eco-system players and similar organisations for providing the following services:
    a. Incubation of Incubators
3. This RFP is available to all eligible prospective consulting firms / universities / innovation agencies / 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, 12th October 2015

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 "Incubation of Incubators"

PN: 2013.2114.0.001

Envelope 2

Technical Proposal for Consulting Services for "Incubation of Incubators"

PN: 2013.2114.0.001

The Outer envelope containing these two envelopes should be marked:

"Incubation of Incubators"

PN: 2013.2114.0.001

Not to be opened before (12th October 2015)

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 the 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 "Incubation of Incubators"

PN: 2013.2114.0.001

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: **"Incubation of Incubators"**
1.3	Proposals must remain valid 60 days after the submission date, i.e. until: **11th December 2015**
2.1	All Clarifications required by bidders with reference to this RFP may be sent latest by **29th September 2015** on the email: gtzproc@giz.de . All such queries will be compiled and a consolidated reply will be sent to all the bidders by **1st October 2015** and also put on the website www.tendernews.com
3.1	Proposals shall be submitted in the following language: **English**
3.2	Consultants may associate with other Consultants: **Yes**
3.2	The estimated number of calendar-months required is **15 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 and Financial 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 12th October 2015***
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 percentage weights:

	1) Experience of the company 15% 2) Appropriateness of suggested concept and work plan 25% *(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)* 4) Qualification of local staff 65% Total weight: 100% Please refer **annex I** 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: **1st November 2015**

Section 3: Terms of Reference

1. Background

The MSME sector, with roughly 44 million micro companies and thousands of small and medium-sized businesses, has an enormous economic, social and environmental impact. However, the sector faces several challenges, including strong international competition, pressure to use key resources like energy, water and raw materials more efficiently and to implement more environmentally sustainable production processes. By modernising and adopting green and inclusive innovations, India's MSME sector can create new economic opportunities and strengthen its long-term competitiveness.

Enterprises in India with innovative ideas often work in isolation. Cooperation with research and technology institutions or with academic establishments is virtually non-existent. Furthermore, support for MSMEs in key areas such as technology transfer, resource efficiency and sustainability management has been either poor or inadequate. Although the Indian Government has launched a number of initiatives aimed at strengthening MSMEs, the initiatives of the government have not yet led to a significant improvement of the framework conditions. Cooperation between industry, the academic community and government bodies remains weak, thus hampering the innovative capacity and sustainability of MSMEs (including social enterprises and start-ups). The climate is not conducive to cooperation, with supporting institutions lacking effective methods, support programmes and the incentive structures needed to boost cooperation.

Against this background, the Ministry of Micro, Small and Medium Enterprises and the German Ministry of Economic Cooperation and Development (BMZ) are implementing a project on Innovation Promotion in MSMEs that aims to strengthen the innovation system by systematically fostering cooperation between industry, academia and government and by improving the innovation capacity and sustainability of MSMEs (including start-ups and social enterprises).

To this end, the project seeks to enable service provider that support the private sector and foster economic development to take up a more proactive role in their local eco-system and support start-ups to develop inclusive and sustainable innovations by taking up a role as an incubator.

2. Objective

In order to address this gap, GIZ seeks to engage with an eco-system player (herein referred as consultant) that will enable local institutional service provider/facilitators to take up a more pro-active role in their local eco-system and strengthens their capacities to offer incubation services and foster innovation. A pilot initiative has demonstrated an interest and demand among support organizations such as technical institutions, BMOs, foundations and business schools to take up incubation activities in order to foster their local eco-systems. To build on these experiences, GIZ aims to expand the initiative with the objective of building the capacity of local service provider that can create a conducive eco-system for innovative start-ups.

3. Scope of Work

The initiative is targeted at enabling local institutional service provider in locations defined by the project with a vision to create a better ecosystem for start-up incubation.

3.1 Target Group

The target group are public and private intermediary organizations that support the private sector and foster economic development and are **currently not running any incubator or conducting any incubation activities**. These can include but are not limited to:

- Local Universities / Academic (Engineering and Management colleges) and Research Institutes
- Business Membership Organisations/ Industry Bodies/ Associations
- Field Institutions (e.g. Development Institutes, Tool Rooms, Training Institutes) from the Ministry of Micro, Small and Medium Enterprises
- Other institutes that foster Economic Development
- Science and Technology Entrepreneurship development centers accredited by GoI

"Innovation Promotion in MSME" project plans to work in select pilot clusters i.e Aurangabad, Pune, and Bangalore and with 10 Industry associations and chambers spread across India in other locations. It is expected that majority of the target group would be from these locations.

3.2 Approach

Incubation of Incubators

In order to strengthen the capacities of local institutional service provider to offer incubation services, GIZ in cooperation with a local eco-system player seeks to implement a capacity building programme. The work package is expected to consist of three phases:

- Capacity Building of local institutional service provider to become incubators
- Targeted mentoring of potential incubators to tap potential funding and start incubation facilities
- Extend Operational Support to run incubation services

3.2.1 Capacity building of local institutional service provider to become incubators

a) *Training Material*

Development and/or adaptation of training programme (approx. 3 days) for local institutional service provider to become incubators including training materials, curriculum, training methodologies, working tools etc. GIZ in the past has implemented an initiative to foster support organisations to offer incubation services for social enterprises. Existing material from the initiative will be provided to the consultant for adaptation. However, the consultant is requested to update these materials and make them target-group specific. The training material should include practical and theoretical tool kits covering the following aspects (but not limited):

- Overview on the start-up eco-system in India (highlighting needs of start-ups)
- Identification of services that potential incubators could provide
- Identification of revenue model for the potential incubator
- Identification of support infrastructure that can be provided
- Creating a collaborative support environment around the potential incubator: Networking and eco-system building

b) *Activating service providers to become incubators & conduction of training programme*

Selection of 20 service providers that are interested to become incubators, in consultation with GIZ. This is envisioned through creation of a long list of prospective candidates (with the support of the project), secondary research on each organization to understand their field of operation, interest areas and level of activities and through a thorough due diligence by going through annual reports, analysis of organization in order to assess a fit for the workshops. Based on the selection, facilitation, coordination and delivery of training programme for the potential incubators (lasting 3 days). The training should enable the potential incubators to operate as incubators and offer services to start-ups (on a sustainable business model). Developed training materials for the training would be provided (in printed form) by the consultant to all participating potential incubators. Mobilization of participants for the training is entirely the task of the consultant; GIZ, however, will provide access to its network. Venue and all related logistics (catering, audio visuals, etc.) for the training is expected to be organized by the consultant. Travel costs have to be borne by the participants. The consultant can propose a location for the trainings Selection of location will be in close cooperation with the GIZ team.

3.2.2 Targeted mentoring of potential incubators

In order to ensure that the support organizations are able to develop a sustained interest in supporting start-ups and start incubation services, it is important to mentor and handhold organizations post the workshop. Out of the cohort of 20 potential incubators the consultant is requested to mentor 10 that have shown a sustained interest in developing incubation services. The mentoring would involve the following:

- Support in identifying potential funding sources, developing of funding proposal and applying for potential funding sources (e.g Ministry of MSME's ASPIRE, DST, Deity etc.)
- One on one mentoring between senior leadership of leading incubators and incubation managers of support organizations
- Peer knowledge sharing through organized conference calls

3.2.3 Extend Operational Support

Support potential incubators in setting up of their service portfolio (systems, processes, support offerings for incubatees and tools such as idea competition, accelerator programmes, etc.) for attracting start-ups & creating liaison with other stakeholders and mentors.

a) Training Material for startups

Development and/or adaptation of training programme for start-ups (which could be used by the new incubators to structure their incubation process/ service offerings to incubatees) including training materials, curriculum, training methodologies, working tools etc. Existing material from other initiatives should be used for adaptation. However, the consultant is requested to update these materials and make them target-group specific. GIZ would provide materials available with them. The training material should include practical and theoretical tool kits covering the following aspects (but not limited):

- Business Model
- Industry-Academia Linkages
- Funding/Investor
- Legal aspects
- HR
- Etc.

Developed training materials should be made available to the potential incubators (electronical and printed form) to be used by them as part of their service offerings.

b) Attracting and activating start-up support

Support of the 10 potential incubators in defining their areas of services and support portfolio as well as selection criteria for choosing start-ups and ways/programmes (e.g idea competition, accelerator programmes, etc.) for attracting start-ups in order to develop an attractive service portfolio or a physical infrastructure. This also includes providing support in linking the potential incubator with potential incubates/start-ups. Each incubators should be able to attract at least 3 startups.

4 Deliverables

Incubation of Incubators

1. Training design and training materials for the potential incubator training and for the start-up training are developed/adopted (comprehensive manual). The incubator training is expected to be a 3 days programme.

2. 20 local institutional service providers that would like to work as an incubator are identified, ready to participate in the initiative and trained in a 3-day workshop.
3. 10 of the potential incubators who show interest to offer incubation services in a sustained way are linked with one existing incubator to act as mentor. Further, incubators receive support on:
    - Service Offering – All 10 of the mentored potential incubators are offering incubation services for start-ups (source: website, newsletter, newspaper article, etc.)
    - Funding Opportunities - At least 5 potential incubators have applied for external funding to run the incubator (e.g. MoMSME Scheme for Promoting Incubation, DST, etc.).
4. At least 30 start-ups that seek incubation support are identified and ready to be incubated.
5. Final report summarizing the workshops, highlighting the learning and challenges and giving an overview on the sources where incubation services of the trained potential incubators are offered (e.g. website, newsletter, newspaper article, etc.) (approx. 25-30 page)

5 Report & Time Schedule

The entire initiative is planned for 15 month, starting in November 2015 until January 2017 with final deliverables submitted by the end of the programme.

During the assignment, the consultant will be required to maintain a continuous liaison with GIZ. During the assignment the consortia will adhere to following reporting schedule

- An inception report within 30 days of start of the assignment, setting out the plan for implementation.
- Status update twice a month by call.
- Quarterly progress report
- Final report including all the material developed and summarizing all the achievements, including challenges, learning, feedback of all stakeholders, etc. The final report also includes detailed workshop reports as well as the contact data of all relevant stakeholders.

Other terms & conditions:

- All new training course (material) developed under this assignment would be available for free usage by all stakeholders including GIZ, also in India and other countries. The consultant or the trained potential incubators would not have any exclusive claim/copy right/ trademark on the content newly developed under this initiative. This should be clearly confirmed in the proposal.

6 Payment Schedule

- GIZ will deliver the payments in 3 increments as explained in the following:
- The first 30% of project cost will be paid to the consultant as an advance.
- The remaining 2 payments are projected to be paid as following:
    - 40 % after completion of work package targeted mentoring

- 30% at the end of the project after completion of all deliverables.

Feedback will be communicated to the consultant on submission of each deliverable. Where necessary, consultant shall make appropriate changes to improve the deliverables and address this feedback. On acceptance of a deliverable by GIZ, written confirmation shall be provided to the consultant. No payment will be processed without the acceptance of the deliverables.

7 Eligibility Criteria and Expertise / Skill Sets Required

- It is envisaged that the required assignment is carried out by an Indian consultant firm, consortia or eco-system player experienced in the relevant field of innovation, incubation and seed/venture funding.
- We assume that the assignment will be carried out by:
  - ✓ 1 qualified Indian expert as team leaders – who will be required to lead the assignment and all key discussion with GIZ.
  - ✓ 2 Pool of Indian mid-level experts 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 minimum 8 years of experience in incubation, project management, capacity building. He/she should have a post graduate degree (master) in areas related to innovation, management, technology and economics. The expert is expected to have advisory and implementation related experience involving multiple stakeholders in areas related to capacity building of intermediary organisations/ incubators. Strong mentoring skills, project management skill as well as a strong network are must for this role. Strong analytical skills, excellent report writing and good communications skills are also required for this assignment.

<u>1 Mid-level Resource Person</u>

- **Profile of mid-level resource person**: The mid-level expert should be an expert with good spoken and written English. The expert should have a university degree in areas related to innovation, management, technology or economics and minimum of 5 years of experience in the field of incubation with a focus on building capacity of intermediary organisations/incubators. He/she should have experience in designing capacity building initiatives, content development, facilitation of workshops and implementing these. He/she should also have experience how to develop a service portfolio for incubators and how to leverage different funding sources (including writing of funding applications). Strong analytical skills, excellent report writing and good communications skills are a must

<u>1 Mid-level Resource Person</u>

- **Profile of mid-level resource person**: **Profile of mid-level resource person**: The mid-level expert should be an expert with good spoken and written English. The expert should have a university degree in areas related to innovation, management, technology or economics and minimum of 5

years of experience in the field of incubation with a focus on building capacity of intermediary organisations/incubators and setting up of accelerators. Strong knowledge on Indian intermediary eco-system and issues faced by those as well as a strong network is desirable. He/She should also have strong expertise in assessment and profiling of organizations. Strong analytical skills, excellent report writing and good communications skills are a must

General

- Documented experience of team members and expertise in similar related projects/assignments in the fields of innovation, incubation and seed/venture funding and of mentoring/capacity building of incubators/incubator like organizations would be an advantage.
- Sound understanding of innovation space, incubation and seed/venture funding in India.
- Strong Analytical skills Excellent report writing and communications skills
- Past experience of the team members in working for GIZ on similar assignments are an added advantage

8 Main Deliverables with Estimated Time Frames

The following table shows the main activities, deliverables and the estimated time frame

Deliverables	**Team Leader (National) Mandays**		**Mid-level staff (National) Mandays**	
	Home /office	**Field**	**Home/office**	**Field**
3.2.1 Capacity Building				
Design and Development of Training Programme	5		15	
Activating Service Provider to become incubators	10		5	25
Training for Service Provider		4		8
3.2.2 Targeted Mentoring	10	40	10	20
3.2.3 Operational Support	5	10	10	20
Others (Report, Coordination etc.)	5		10	
Sum	**35**	**64**	**50**	**73**

*from start of the contract

Time frame and man days given is estimated and meant to be indicative.

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 (if existing)				

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 Quarter	2nd Quarter	3rd Quarter	4th Quarter	5th Quarter	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 n	

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: Technical Evaluation Grid

Technical Assessment Grid of Offers (AURA)

Section	**Incubation of Incubators & Accelerator Programme**	Project Short Title	**Innovation Promotion in MSME**	Date	**August 20th, 2015**
AV	**Wolfgang Leidig**			PN	**PN: 2013.2114.0.001**
Assessor	**Amit Kumar/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.	**Experience of the Company**											
1.1	Technical Experience (state relevant sectors)											
	• Documented experience and expertise in similar related projects/assignments in the fields of innovation, incubation and seed/venture funding	5										
	• Experience in the development of capacity building initiatives for incubators/incubator like organizations and implementation of those	5										
	• Experience in targeted mentoring and linking/networking	5										
1.2	Regional Experience (state country/region)											
	• India											
Total 1		**15**										
2.	**Appropriateness of suggested concept and work plan**											
2.1	Interpretation of objectives	4										
2.2	Strategy (technical concept/alternative concepts)	7										
2.3	Implementation methods: Management of cooperations, Steering structure, Processes, Learning and Innovation	7										
2.4	Work schedule and time schedule	4										

2.5	Monitoring and evaluation concept	3										
Total 2		**25**										
3.	**Technical backstopping / Knowledge Management**											
3.1	Staff and backstopping conception (incl. Capacity Works)											
3.2	Knowledge and information management											
Total 3												
4.	**Consideration of local resources**											
5.	**Qualification of proposed staff**											
5.1	Expert 1: Team Lead											
5.1.1	General qualification											
	• Edu. qualification/training in areas related to innovation, management, technology, economics	3										
	• Professional experience (min. 8 yrs) in incubation, project management, capacity building, mentoring	6										
5.1.2	Specific qualification											
	- special field											
	• Advisory and implementation related experience involving multiple stakeholders in areas related to building capacity of intermediary organisations/incubators	7										
	- management experience	3										
	- ability to work in a team											
5.1.3	Regional experience / Knowledge of country											
	• India											
5.1.4	Language skills											
	English											
Subtotal 5.1		**19**										
5.2	Expert 2: Mid-level Resource Person											
5.2.1	General qualification											
	• Edu. qualification/training in areas related to innovation, management, technology, economics	3										
	• Professional experience (min. 5 yrs) in incubation with experience on building capacity of intermediary organisations/ incubators	5										

5.2.2	Specific qualification											
	- special field											
	• Designing capacity building initiatives, content development and implementing these	5										
	• Expertise in service portfolio development of incubators & applying for funding	5										
	- management experience											
	- ability to work in a team											
5.2.3	Regional experience / Knowledge of country											
	• India											
5.2.4	Language skills											
	English											
Subtotal 5.2		**18**										
5.3	Expert 3: Middle Level Resource Person											
5.3.1	General qualification											
	• Edu. qualification/training in areas related to innovation, management, technology, economics	3										
	• Professional experience (min 5 years) in incubation with experience on building capacity of intermediary organisations/ incubators	5										
5.3.2	Specific qualification											
	- special field											
	• Strong knowledge on Indian intermediary eco-system and issues faced by those	5										
	• Strong expertise in assessment and profiling of organisations and report writing	4										
	- ability to work in a team											
5.3.3	Regional experience / Knowledge of country											
	India											
5.3.4	Language skills											
	English	1										
Subtotal 5.3		**18**										
5.4	Expert 4:											
5.4.1	General qualification											
	•											
	•											
5.4.2	Specific qualification											

	- special field											
	•											
	- ability to work in a team											
5.4.3	Regional experience / Knowledge of country											
5.4.4	Language skills											
Subtotal 5.4												
5.5	Composition of the team	5										
Total 5.		**60**										
Grand Total	**100**	**100**										
	Assessment in %											
	place											
6.	**Special advantages / risks (see extra page)**											
	place											